

**U.S. Department of Energy  
Office of Legacy Management  
Community Transition Program**

**Summary of Community Reuse  
Organizations  
Fiscal Years 1993 Through 2015**

**September 2016**



U.S. DEPARTMENT OF  
**ENERGY**

Legacy  
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## Appendix

### Appendix A Community Reuse Organizations (CRO) That Have Retained Their CRO Status

## Abbreviations

AAS	Associate's Degree in Applied Science
AM&ITC	Advanced Manufacturing and Innovation Training Center
APEL	Applied Process Engineering Laboratory
BPA	Bonneville Power Administration
CDOD	Carlsbad Department of Development
CDPHE	Colorado Department of Public Health and Environment
Coalition	Rocky Flats Coalition of Local Governments
CRO	Community Reuse Organization
CROET	Community Reuse Organization of East Tennessee
CRP	Comprehensive Reuse Plan
CSRA	Central Savannah River Area
CTP	Community Transition Plan
D&D	decontamination and disposition
DATF	Defense Adjustment Task Force
DOE	U.S. Department of Energy
DSL	digital subscriber line
ECIPDA	East-Central Idaho Planning and Development Association
ED/GE	Economic Development/ Government Equity
EICRO	Eastern Idaho Community Reuse Organization
EIEDC	Eastern Idaho Economic Development Council
EM	DOE Office of Environmental Management
ENIPC	Eight Northern Indian Pueblos Council
ET 2000	East Tennessee 2000 Financial Assistance Fund
ETTP	East Tennessee Technology Park
EVFAC	Española Valley Fiber Arts Center
FY	fiscal year
GIS	geographic information system
HAMMER	Hazardous Materials Management and Emergency Response
HUB	Historically Underutilized Business
HVAC	heating, ventilating, and air conditioning
IBT	International Brotherhood of Teamsters
ICC	Innovation Commercialization Corporation
INL	Idaho National Laboratory
IDPP	independent power producer

LA	Los Alamos
LACDC	Los Alamos Commerce and Development Corporation
LANL	Los Alamos National Laboratory
LM	Office of Legacy Management
LNG	liquefied natural gas
M&O	maintenance and operations
MBP	Mound Business Park
MDC	Mound Development Corporation
MTTC	Manufacturing and Technology Training Center
N/A	not applicable
NBDLF	New Business Development Loan Fund
NCNMEDD	North Central New Mexico Economic Development District
NERC	National Electronics Recycling Center
NextGen	Next Generation Economy, Inc.
NMEDD	New Mexico Economic Development Department
NMIPA	New Mexico Internet Professionals Association
NNI	Native Nation Institute for Leadership and Policy at the University of Arizona
NNMCC	Northern New Mexico Community College
NNSS	Nevada National Security Site
NTRC	National Transportation Research Center
NTSDC	Nevada Test Site Development Corporation
OIG	DOE Office of Inspector General
ORCMT	Oak Ridge Centers for Manufacturing Technology
ORIDB	Oak Ridge Industrial Development Board
ORNL	Oak Ridge National Laboratory
OSU	Ohio State University
PACRO	Paducah-Area Community Reuse Organization
PADD	Purchase Area Development District
PDC	Proposal Development Center
PGDP	Paducah Gaseous Diffusion Plant
PNNL	Pacific Northwest National Laboratory
POP	Period of Performance
R&D	research and development
RDA	Regional Development Alliance
RDC	Regional Development Corporation
SBDC	Small Business Development Center

SBRDSF	Small Business Research and Development Seed Funds
SCAT Park	South Carolina Advanced Technology Park
SCC	Southeast Community Capital
SCDOC	South Carolina Department of Commerce
SCRDA	Southern Carolina Regional Development Alliance
Section 3161	Section 3161 of the National Defense Authorization Act for Fiscal Year 1993
SFCC	Santa Fe Community College
SICOG	Southeast Idaho Council of Governments
SMT	semiconductor manufacturing technology
SMTC	Suncoast Manufacturing Technology Center
SNL	Sandia National Laboratory
SODI	Southern Ohio Diversification Initiative
SRRC	Savannah River Research Campus
SRS	Savannah River Site
STAR TEC	STAR Technology Enterprise Center
STC	Southeastern Technology Center
SWOT	strengths, weaknesses, opportunities, and threats
TARC	Tri-Cities Asset Reinvestment Company, LLC
TCA	Tri-County Alliance
TCCP	Tri-Cities Commercialization Partnership
TDC	Technology Deployment Center
THEA	Tri-County Higher Education Association Grant
TORNRC	The Oak Ridge National Recycling Center
TRADE	Traditional Industries Promotion
TRIDEC	Tri-City Development Council
UNM-LA	University of New Mexico, Los Alamos
USCA	University of South Carolina at Aiken
USEC	United States Enrichment Corporation
USF	University of South Florida
USFWS	U.S. Fish and Wildlife Service
UT	University of Tennessee
V/S/C Fund	Venture/Seed/Challenge Fund
WIPP	Waste Isolation Pilot Plant
ZCIP	Zahn's Corner Industrial Park

## Community Transition Program

For more than 50 years, the U.S. Department of Energy (DOE) and its predecessor federal agencies produced materials to manufacture nuclear weapons and conduct activities for the Manhattan Engineer District. To accommodate these activities, more than 20,000 facilities throughout the country were built, a large contractor workforce was established, and communities were transformed. On September 27, 1991, President George H.W. Bush announced the first unilateral nuclear weapons reduction agreement that signaled the end of the Cold War and dramatically reduced the need for further nuclear weapons production.

DOE is committed to alleviating the negative impact of its changing mission on its contractor workforce, who was instrumental in accomplishing DOE's nuclear weapons production mission, by ensuring the continuity of their pension and medical benefits. DOE also helped affected communities by providing community transition grants. Through Section 3161 of the Defense Authorization Act of 1993, DOE initiated a community transition program to minimize the social and economic impacts of workforce restructuring on communities near DOE facilities. The program encouraged affected communities to chart their own economic development future by establishing a Community Reuse Organization (CRO) that was recognized by DOE to receive grants for programs to alleviate the impacts of workforce restructuring at DOE facilities. Since the program's inception, 15 communities with DOE facilities established CROs. From fiscal year (FY) 1993 to FY 1994, six CROs were established at the Savannah River, Oak Ridge, Nevada, Pinellas, Idaho, and Mound sites. Three CROs at the Hanford, Los Alamos, and Portsmouth sites were established in FY 1995 and 1996. The remaining CROs were established at the Fernald (FY 1997), Paducah (FY 1998), Carlsbad, Rocky Flats, and Albuquerque (FY 2000) sites and for the Eight Northern Indian Pueblos Council (FY 2001) organization.

Congress authorized \$260.5 million, and DOE provided an additional \$34.1 million for a total of \$294.6 million in funding for community transition activities. DOE also transferred excess real property to CROs through Title 10 *Code of Federal Regulations* Part 770 and excess personal property through the Hall Amendment to use as an incentive to retain existing buildings and attract new businesses to their communities. Some of the economic development activities that the CROs developed from the grants were revolving-loan programs and seed grants to small and startup businesses; business recruitment programs; funding to build infrastructure for industrial parks and speculative office and industrial buildings; business incubators; and worker training programs. Industrial and office parks were created with Section 3161 funding on DOE property at the Mound, Oak Ridge, Hanford, and Pinellas sites.

Through these economic development activities the CROs collectively created a total of 49,924 jobs at a cost of \$5,903 per job. Section 3161 jobs are defined as lasting at least 18 months and are not temporary in nature or construction jobs. Congress has not authorized any funding for community transition for over 10 years, and as of FY 2015 all Section 3161 grant funding has been expended.

Although there are no CROs with remaining Section 3161 grant funding, several CROs are still active and have retained their CRO status to receive excess personal and real property from DOE. The CROs at Hanford, Idaho, Los Alamos, Mound, Oak Ridge, Paducah, Portsmouth, and Savannah River have retained their CRO status.

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# Summary of Community Reuse Organizations and Funding by Activity, Funding, and Job Creation

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## Summary of All Community Reuse Organizations with Section 3161<sup>1</sup> Funding:

- **Albuquerque:** Next Generation Economy, Inc. (NextGen) located in Albuquerque, New Mexico, received a Section 3161 grant in fiscal year (FY) 1998 to develop economic development activities to offset workforce restructuring activities at the Sandia National Laboratory (SNL). The Community Reuse Organization (CRO) approach was to study the distinct business clusters in the community and develop economic development activities that would strengthen each cluster. All Section 3161 funds were expended by FY 2005 when NextGen merged with another local economic development organization.
- **Carlsbad:** Section 3161 funds were granted in FY 1998 to the Lea/Eddy Regional Commission, a coalition of Lea and Eddy Counties, New Mexico, located in Carlsbad, New Mexico, to offset the impacts of workforce restructuring at the DOE Waste Isolation Pilot Plant. Economic development activities included infrastructure and speculative building construction to attract new businesses to the area; pilot studies on the feasibility of bringing new businesses to the area; and the development of industrial parks for each county. All Section 3161 funding was expended by FY 2007, and activities begun under the Lea/Eddy Regional Commission were continued by the economic development programs in each county.
- **Eight Northern Indian Pueblos Council (ENIPC):** ENIPC, an established organization that provided social, health, and economic development activities to the eight Northern Indian Pueblos in New Mexico, received a Section 3161 grant in FY 2000 to offset workforce restructuring actions at both the Los Alamos National Laboratory (LANL) and SNL. ENIPC formed the ENIPC CRO, located in San Juan Pueblo, New Mexico, to use the funds for planning studies only, including business feasibility studies, a physical infrastructure assessment, and a market characteristics report. All Section 3161 funds were expended by FY 2004, and the ENIPC used these studies for future economic development activities.
- **Fernald:** The Fernald CRO received Section 3161 funds in FY 1997 to offset the impacts of the closing of the Fernald plant in Southwest Ohio. The Fernald CRO located in Cincinnati, Ohio, used the funds only for planning studies including an economic impact study and a target industry study to assess the site's economic impact on the greater Cincinnati region over the next 10 years of site operations. The Fernald CRO also prepared a feasibility plan to

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<sup>1</sup>Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

develop a business incubator in Hamilton, Ohio, for both Butler and Hamilton Counties. All Section 3161 funds were expended by the Fernald CRO in FY 2004.

- **Hanford:** The Tri-City Development Council (TRIDEC) located in Kennewick, Washington, was an existing economic development organization in the Tri-Cities area that formed a CRO to accept Section 3161 funds to offset the impact of workforce restructuring at the DOE Hanford Site. The TRIDEC CRO funded over 30 economic development projects including revolving-loan funds; incentive funds to retain and recruit businesses to the area; support for the agriculture, aquaculture, and tourism industries to diversify the area economy; entrepreneurial support to develop businesses from research conducted at Hanford; and the reuse of excess personal property from the Hanford Site. The TRIDEC CRO excelled at encouraging businesses to move to or remain in the area and created 9,368 jobs through their marketing program. The Hanford Reindustrialization program provided funding for the marketing program from the sale of excess Hanford personal property. The TRIDEC CRO funded infrastructure to develop the Port of Benton Industrial Park on excess Hanford property.
- **Idaho:** Section 3161 funds were originally given to the Eastern Idaho Community Reuse Organization (EICRO) located in Idaho Falls, Idaho, in FY 1993 to offset the impacts of workforce restructuring at the DOE Idaho National Laboratory (INL). EICRO developed the Idaho Technology Corridor economic development project to create a business environment conducive to recruiting and expanding “high-tech” businesses in Eastern Idaho by using existing personnel, training programs, and INL assets to accomplish this goal. A Main Street program was developed to assist rural communities establish their town centers as places of commerce. Business development and entrepreneurial programs were used to support the creation of small businesses throughout the region. The State of Idaho later transferred all EICRO Section 3161 funds and activities to the State of Idaho Regional Development Alliance (RDA) that was created to invest directly in businesses to create jobs in the INL seven-county region of influence through the INL Settlement Fund that received Section 3161 funds from DOE. All Section 3161 funds were expended by FY 2008, but the RDA has retained its CRO status.
- **Los Alamos:** The Regional Development Corporation (RDC), an established economic development organization located in Santa Fe, New Mexico, received a Section 3161 grant in FY 1993 to offset workforce restructuring actions at LANL. The RDC developed over 30 economic development projects that included the expansion of internet services into rural areas; support for local craft and agricultural projects; infrastructure projects; training programs; funding for business incubators, industrial parks, and research centers; and Main Street programs for rural areas. All Section 3161 funds were expended in FY 2007. The RDC has continued to retain its CRO status.
- **Mound:** The Mound Development Corporation (MDC) located in Miamisburg, Ohio, was established in FY 1994 to receive Section 3161 funds to offset the eventual closure of the DOE Mound Plant in southwest Ohio. The MDC Board of Directors and the local community determined that the best way to offset impacts of closing the Mound facility was to create the Mound Business Park (MBP) at the site on DOE property. Funding was provided to revitalize existing Mound buildings leased from DOE to sublet to local businesses and create revenue. Funds were also used to revitalize both buildings and property transferred from DOE to MDC as a modern industrial and research park. Several former employees took advantage of entrepreneurial programs to develop businesses at the

MBP based on their work and research at the Mound plant. All Section 3161 funds were expended by FY 2015.

- **Nevada:** The Nevada Test Site Development Corporation (NTSDC) located in Las Vegas, Nevada, was established in FY 1995 to receive Section 3161 funds to offset the impacts of workforce restructuring at the Nevada Nuclear Security Site (NNSS). NTSDC provided funding to other local economic development organizations in the area and provided funding to pilot and emerging businesses mostly in aerospace and clean-energy technologies to diversify the local economy away from dependence on NNSS. NTSDC also funded industrial parks and business incubators. All Section 3161 funds were expended in FY 2005, and economic development activities begun by NTSDC were absorbed into the economic development efforts at the University of Nevada.
- **Oak Ridge:** The Community Reuse Organization of East Tennessee (CROET) located in Oak Ridge, Tennessee, was established in FY 1993 to receive Section 3161 funds to offset the impacts of workforce restructuring at the DOE Oak Ridge Complex. CROET provided workforce training, a small-business revolving-loan fund, and provided research centers for former Oak Ridge National Laboratory and University of Tennessee employees in transportation and electronics reuse and recycling. CROET's economic development emphasis was to reuse DOE property both buildings and property for industrial parks to create new jobs in the area. CROET expended all Section 3161 funds in FY 2005 but continues to be a viable economic development organization in East Tennessee in developing and managing the Horizon and Heritage industrial parks.
- **Paducah:** The Paducah-Area Community Reuse Organization (PACRO) located in Mayfield, Kentucky, was established as an offset of the Purchase Area Development District (PADD) in FY 1997 to receive Section 3161 funds to offset the impacts of workforce restructuring at the Paducah Gaseous Diffusion Plant (PGDP). PACRO provided funding for industrial parks, site development, and speculative buildings to create a mix of available speculative buildings and preparation of the site and industrial park to maximize the economic potential of PACRO's five-county area. PACRO also funded training, entrepreneurial programs for PGDP employees, and marketing efforts to bring industrial clients to the region. All PACRO Section 3161 funds were expended by FY 2006, and economic development activities developed by PACRO were continued by PADD.
- **Pinellas:** The Pinellas Plant Community Reuse Organization (Pinellas Plant CRO) located in Clearwater, Florida, was established in FY 1994 to receive Section 3161 funds to offset the eventual closing of the Pinellas Plant. The Pinellas Plant CRO concentrated its efforts on reusing the Pinellas Plant for commercial businesses and industries to replace the jobs lost by the closing of the DOE Pinellas Plant. After restoring the plant and marketing its space to area businesses, the Pinellas Plant CRO established the STAR Technology Enterprise Center to provide management consulting services to support the commercialization of products and process technologies to create high-quality jobs. All Section 3161 funds were expended by FY 2008, and at that time, the Young - Rainey STAR Center was home to 36 high-tech commercial businesses that employed a total of 1,528 workers.
- **Portsmouth:** The Southern Ohio Diversification Initiative (SODI) located in Piketon, Ohio, was established in FY 1996 to receive Section 3161 funds to offset the eventual closing of the Portsmouth Gaseous Diffusion Plant. SODI established an economic development program that included funding for industrial parks; speculative buildings; infrastructure improvements for a local airport; a labor analysis for new industry and business expansion

in southern Ohio; training programs; and the development of an incubator. Although all Section 3161 funds were expended in FY 2011, SODI has retained its CRO status and remains a viable economic development organization in south east Ohio.

- **Rocky Flats:** The Rocky Flats Coalition of Local Governments (Coalition) located in Westminster, Colorado, received Section 3161 funds in FY 1999 to establish a CRO to ensure that the cleanup and closure of the Rocky Flats site met community expectations. Other Coalition activities included work on federal legislation to designate Rocky Flats as a national wildlife refuge after closure and work with DOE and the site contractor to ensure that DOE maintained a skilled workforce through closure. Since Section 3161 funds were only used for planning studies, no jobs were created, and all funds were expended by FY 2005. The Coalition continues to represent the Rocky Flats community without Section 3161 funds.
- **Savannah River Site:** The Savannah River Site CRO (SRS CRO) located in Aiken, South Carolina, was established in FY 1993 to offset workforce restructuring actions at SRS. The SRS CRO received Section 3161 funds as well as funds from the DOE Savannah River Operations Office and the site contractor for economic development activities that included revolving-loan and seed funds for emerging local businesses; funding to Aiken County, South Carolina, to bring a major tire manufacturer to the area; development of a training center at Aiken County Community College to encourage existing business retention and expansion and to recruit new businesses to the area; and development of a new business incubator and speculative building. All Section 3161 funds were expended in FY 2007, but the SRS CRO has retained its CRO status and remains a viable economic development organization in the area.

Table 1 lists the cumulative amount of all Section 3161 funds received by each CRO from DOE's Office of Legacy Management (LM) as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by project activity and the cost to develop each job.

Table 1. Summary of All CROs by DOE Site, Funding, and Job Creation by Project

From FY 1993 Through First Half of 2015							
Site	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Funds Remaining	Jobs Created or Retained (Reported)	Average Cost per Job Created
Albuquerque	\$2,909,031	\$0	\$2,909,031	\$2,909,031	\$0	689	\$4,222
Carlsbad	\$4,156,000	\$243,314	\$4,399,314	\$4,399,314	\$0	1,601	\$2,748
ENIPC	\$672,716	\$0	\$672,716	\$672,716	\$0	0	\$0
Fernald	\$736,921	\$0	\$736,921	\$736,921	\$0	0	\$0
Hanford	\$22,964,216	\$132,000	\$23,096,216	\$23,096,216	\$0	11,030	\$2,094
Idaho	\$37,575,000	\$0	\$37,575,000	\$37,575,000	\$0	7,928	\$4,740
Los Alamos	\$12,826,206	\$860,381	\$13,686,587	\$13,686,587	\$0	1,700	\$8,051
Mound	\$29,957,432	\$1,110,000	\$31,067,432	\$31,067,432	\$0	943	\$32,945
Nevada	\$15,237,891	\$632,417	\$15,870,308	\$15,870,308	\$0	2,728	\$5,818
Oak Ridge	\$58,289,500	\$0	\$58,289,500	\$58,289,500	\$0	8,650	\$6,739
Paducah	\$10,350,000	\$0	\$10,350,000	\$10,350,000	\$0	1,722	\$6,010
Pinellas	\$26,117,600	\$100,000	\$26,217,600	\$26,217,600	\$0	3,580	\$7,323
Portsmouth	\$14,818,000	\$100,000	\$14,918,000	\$14,918,000	\$0	2,541	\$5,871
Rocky Flats	\$1,300,000	\$0	\$1,300,000	\$1,300,000	\$0	0	\$0
Savannah River	\$22,671,325	\$30,957,310	\$53,628,635	\$53,628,635	\$0	6,812	\$7,873
<b>Totals</b>	<b>\$260,581,838</b>	<b>\$34,135,422</b>	<b>\$294,717,260</b>	<b>\$294,717,260</b>	<b>\$0</b>	<b>49,924</b>	<b>\$5,903</b>

**Abbreviation:**

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

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# Albuquerque Community Reuse Organization (CRO) Final Report Fiscal Years 1998 Through 2005

## Summary of All Projects Funded with Section 3161<sup>2</sup> Funds:

- **City of Albuquerque:** Provided a strengths, weaknesses, opportunities, and threats (SWOT) analysis to assist the City of Albuquerque with possible job losses resulting from a downsizing at Sandia National Laboratories.
- **Albuquerque Technology Incubator:** Provided operating expenses for the Albuquerque Technology Incubation from 1998–2000 to provide space for Albuquerque startup companies.
- **Science and Technology Park Development Corporation Master Plan:** Development of a Master Plan for the Science and Technology Park adjacent to Sandia National Laboratories.
- **Cluster Research and Communication:** Next Generation Economy, Inc. (NextGen) conducted research to identify specific business opportunities and communicated this information to area industries to foster job creation.
- **Entrepreneurial Leadership Excelerator:** Provided leadership training through peer support and individual mentoring to entrepreneurs involved in NextGen-identified business clusters.
- **Technology Cluster Development:** Provides a neutral forum for stakeholders (national lab, research universities, entrepreneurs, and investors) to identify barriers to commercialization and formulate strategies to increase success.
- **NextJob New Mexico:** Workforce development effort to establish a web-based database for job seekers, employers, and education/training providers to identify current opportunities, plot future trends in skill demand, and assist regional training providers prepare the workforce of the future.
- **Style New Mexico:** Provided competitive events to showcase the work of local New Mexico pottery, furniture, and fashion designers to the media and a national audience. Over 200 artisan entries were involved in the competition.
- **Microsystems Fabrication Facility:** Encouraged the local manufacture of new microsystems products derived mainly from research and development at Sandia National Laboratories. This was a flagship initiative from NextGen's SWOT analysis. The Intel Corporation gave NextGen a processing manufacturing line to provide emerging companies with fabricating capabilities.

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from the U.S. Department of Energy's (DOE's) Office of Legacy Management (LM) as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job.

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<sup>2</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

Table 1. Albuquerque Community Transition Funding and Job Creation by Project

FYs 1998 Through 2005						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost per Job Created
Closed Grants						
City of Albuquerque Strengths, Weaknesses, Opportunities, and Threats Analysis <sup>a</sup>	\$341,984	\$0	\$341,984	\$341,984	0	\$0
Albuquerque Technology Incubator	\$100,000	\$0	\$100,000	\$100,000	73	\$1,370
Science & Technology Park Development Corp. Master Plan	\$150,000	\$0	\$150,000	\$150,000	597	\$251
Cluster Research and Communication <sup>a</sup>	\$45,000	\$0	\$45,000	\$45,000	0	\$0
Entrepreneurial Leadership <sup>a</sup>	\$14,311	\$0	\$14,311	\$14,311	0	\$0
Technology Cluster Development <sup>a</sup>	\$15,000	\$0	\$15,000	\$15,000	0	\$0
NextJobNM <sup>a</sup>	\$267,297	\$0	\$267,297	\$267,297	0	\$0
Style New Mexico <sup>a</sup>	\$103,727	\$0	\$103,727	\$103,727	0	\$0
Microsystems Fab Facility	\$588,000	\$0	\$588,000	\$588,000	19	\$30,947
CRO Administration	\$1,283,712	\$0	\$1,283,712	\$1,283,712	0	\$0
<b>Totals</b>	<b>\$2,909,031</b>	<b>\$0</b>	<b>\$2,909,031</b>	<b>\$2,909,031</b>	<b>689</b>	<b>\$4,222</b>

**Note:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended or were temporary/construction workers.

**Abbreviations:**

FY = fiscal year

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993

## Leveraged Funding:

Table 2 is a list of leveraged<sup>3</sup> funds or in-kind services received from all external sources [federal, state, and local government agencies or private organizations] resulting from the CRO contributions of Section 3161 funds or in-kind goods/services<sup>4</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>5</sup> Note that funds obtained from any DOE programs or offices other than LM should not appear in the table below, but should be shown in Table 1.

*Table 2. Albuquerque CRO Leveraged Funding Sources*

<b>Funding Source</b>	<b>Cash</b>	<b>In Kind</b>
U.S. Department of Housing & Urban Development (Technology Maturation)	\$429,054	
State of New Mexico	\$8,360	
City of Albuquerque, New Mexico	\$25,000	
Public Service Company of New Mexico	\$50,000	
Technology Ventures Corporation (office space)		\$38,831
Style New Mexico contributions and fees	\$80,580	\$3,900
Intel Corporation (donated microsystems tool set)		\$9,000,000
L&M Technology (microsystems)		\$75,000
Entrepreneurial Leadership training participation fees	\$7,000	
NextJob Community Volunteers (105 hours at \$75 per hour)		\$7,875
McCune Foundation	\$10,000	
Lovelace Respiratory Research Institute (review of NextGen financials and treasurers' report)		\$2,100
U.S. Department of Commerce, Economic Development Administration	\$1,500,000	
<b>Total</b>	<b>\$2,109,994</b>	<b>\$9,127,706</b>

<sup>3</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>4</sup> In-Kind Goods/Services—In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>5</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee's contractual instrument. For example, a state agency or a private foundation may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee's coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

## **Albuquerque**

### **Section 3161–Funded Projects, Now Closed**

**Project Name:** City of Albuquerque, Strengths, Weakness, Opportunities, and Threats (SWOT) Analysis

**Period of Performance:** 1998 through 1998

**Brief Project Description:**

In May 1998, the City of Albuquerque conducted a SWOT analysis funded by DOE using Section 3161 funds to assist the city with possible job losses resulting from a downsizing at Sandia National Laboratories.

**Project Goals and Objectives:**

Conduct an analysis with members of the Albuquerque business community to determine the city's strengths and business opportunities and also factors that impede growth.

**Project Outcome:**

After the SWOT analysis was completed, the Business Technology Group was designated as the CRO of central New Mexico in January 1999. The Business Technology Group established the Next Generation Economy Initiative in December 1999 and designated NextGen as the designated CRO for central New Mexico in 2000.

**Total Section 3161 Funds Costed:** \$341,984

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Albuquerque**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Albuquerque Technology Incubator

**Period of Performance:** 1998 through 2000

**Brief Project Description:**

The Business Technology Group, the original designated CRO for central New Mexico, provided operating expenses for the Albuquerque Technology Incubator.

**Project Goals and Objectives:**

Provide office and operating space for Albuquerque startup companies at the Albuquerque Technology Incubator.

**Project Outcome:**

The operation of the Albuquerque Technology Incubator was later returned to University of New Mexico sponsorship.

**Total Section 3161 Funds Costed:** \$100,000

**Total Jobs Created/Retained:** 73

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$1,370

**Albuquerque**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Science and Technology Park Development Corporation Master Plan

**Period of Performance:** 2000 through 2002

**Brief Project Description:**

Section 3161 funds were used to prepare a master plan for a Science & Technology Park that was to be located adjacent to Sandia National Laboratories in Albuquerque, New Mexico.

**Project Goals and Objectives:**

Complete the master plan and present it to impacted land owners for adoption.

**Project Outcome:**

The Master Plan was developed and adopted.

**Total Section 3161 Funds Costed:** \$150,000

**Total Jobs Created/Retained:** 597

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$251

**Albuquerque**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Cluster Research and Communication

**Period of Performance:** 2001 through 2003

**Brief Project Description:**

Albuquerque’s SWOT analysis recommended the implementation of a strategic plan based upon regional assets organized by industry clusters of buyers, suppliers, and service providers. Five businesses clusters and two traditional clusters were designated: (1) aerospace/electronics systems, (2) optics, (3) biomed/biotech, (4) information technology/software, (5) microsystems, (6) artisan manufacturing, and (7) tourism.

**Project Goals and Objectives:**

Communicate opportunities within the five business clusters to venture capitalists, entrepreneurs, and economic development organizations to guide their work in starting companies and creating high-wage jobs.

**Project Outcome:**

The goals and objectives were met. NextGen conducted research to identify specific business opportunities within the business clusters such as bioinformatics or information technology security. Cluster brochures, “NextGen News,” and a website were prepared to provide information on the five business clusters and opportunities for investment. NextGen also made presentations to venture capitalists, entrepreneurs, and economic development organizations to encourage their interest in starting new companies with high-wage jobs in Central New Mexico.

**Total Section 3161 Funds Costed:** \$45,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Albuquerque**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Entrepreneurial Leadership Excelerator

**Period of Performance:** 2002 through 2004

**Brief Project Description:**

- Vision: Foster leadership development for NextGen’s economic clusters through education, peer support, and individual mentoring.
- Mission: The Entrepreneurial Leadership Excelerator helped business leaders achieve balanced success, by establishing the enterprise’s competitive and commercial viability, fostering personal and professional growth, and contributing to the vitality of the community.

**Project Goals and Objectives:**

- Seize the challenges and potentials offered through individual mentoring and ongoing peer-group interactions.
- Offer tailored periodic programs that use guest or expert professionals to provide perspective and insights into leadership.
- Act as a clearinghouse for other opportunities and resources centered on entrepreneurial leadership.
- Devise, sponsor, and partner in support of activities that will help to integrate entrepreneurial leaders into the New Mexico community.

**Project Outcome:**

The first Excelerator class in October 2003 graduated 15 mentees. The 2004 class graduated in November with seven mentees. At the end of the grant period of performance, enrollment for the class of 2005 had begun.

**Total Section 3161 Funds Costed:** \$14,311

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Albuquerque**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Technology Cluster Development

**Period of Performance:** 2001 through 2004

**Brief Project Description:**

Provided a neutral forum for stakeholders, including national laboratories, research universities, entrepreneurs, and investors, to identify barriers to commercialization and formulate strategies to increase success.

**Project Goals and Objectives:**

Identify barriers to commercialization and formulate strategies to increase success.

**Project Outcome:**

Through this forum, two initiatives were identified and developed. NextJobNM was developed as a web database for job seekers, employers, and trainers. A commercial microsystems fabrication facility was developed to provide manufacturing capabilities to the region's emerging microsystems businesses.

**Total Section 3161 Funds Costed:** \$15,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Albuquerque**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** NextJobNM

**Period of Performance:** 2001 through 2004

**Brief Project Description:**

NextJobNM was a web-based database designed for job seekers, employers, and education/training providers to identify current opportunities. Regional training providers also used the website to track future trends and skills and forecast future workforce training needs. Sandia National Laboratories, a critical partner in this effort, used the site to attract quality workers for the future.

**Project Goals and Objectives:**

Develop and launch a workforce database for central New Mexico with high-wage job postings and information on skill training. The site was to also provide job trainers information on future industrial trends in central New Mexico.

**Project Outcome:**

The workforce website was launched in March 2004 and marketed to the public. At the end of the grant, there were 85 job postings and 532 active job seekers.

**Total Section 3161 Funds Costed:** \$267,297

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Albuquerque**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Style New Mexico

**Period of Performance:** 2002 through 2005

**Brief Project Description:**

Style New Mexico events were intended to grow the creative talent in New Mexico by promoting artisan designers in pottery, furniture, and fashion to national attention. Entrepreneurs that defined New Mexico style competed in a statewide forum that was judged by national experts. The competition provided a venue that advanced the work of New Mexico's huge artisan community and attracted buyers, collectors, and industry press.

**Project Goals and Objectives:**

To focus national-level media attention on New Mexico's artisans on all levels of design and offer tools to help the artisans achieve their goals and develop their businesses.

**Project Outcome:**

The Style New Mexico competition was held in September 2003 and attracted buyers, collectors, and industry press. An artisan enterprise workshop was held on December 1, 2004, to assist New Mexico artisans to market their products. Nationally known marketing consultants were brought in to help the artisans understand how to market their products nationally.

**Total Section 3161 Funds Costed:** \$103,727

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Albuquerque**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Microsystems Fab Facility

**Period of Performance:** 2002 through 2005

**Brief Project Description:**

NextGen assisted with the donation of a \$9 million semiconductor toolset from the Intel Corporation. The toolset included a mask aligner, a spin coater, a hotplate, and etcher for the new microsystems fabrication facility for Central New Mexico’s emerging microsystems industry.

**Project Goals and Objectives:**

Develop a commercial microsystems fabrication facility to provide manufacturing capabilities to the emerging microsystems industry in New Mexico to create high-wage paying jobs in central New Mexico. The growing microsystems industry in central New Mexico was launched through research and development efforts at Sandia Laboratories.

**Project Outcome:**

Project goals and objectives were met.

- NextGen accepted a complete process manufacturing line from the Intel Corporation that was used in the fabrication of microsystems for emerging companies.
- The donated equipment and clean room, including an ellipsometer, spin rinse dryer, and a wet sink, were installed at the University of New Mexico.
- In October 2004, the U.S. Department of Commerce, Economic Development Administration announced a \$1.5 million grant to the University of New Mexico Manufacturing Training and Technology Center cleanroom. The tools and cleanroom will be used by students, professors, and small businesses.

**Total Section 3161 Funds Costed:** \$588,000

**Total Jobs Created/Retained:** 19

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$30,947

# Carlsbad – Eddy/Lea Regional Commission Community Reuse Organization (CRO) Final Report Fiscal Years 1998 Through 2007

## Summary of All Projects Funded with Section 3161<sup>6</sup> Funds:

- **Advanced Manufacturing and Innovation Training Center (AM&ITC):** Carlsbad Department of Development (CDOD) constructed the AM&ITC at the Carlsbad Airport Industrial Park to support the development of new businesses, projects and markets for existing businesses through offered programs and capabilities advanced manufacturing training programs.
- Flexible manufacturing lease space for research and development (R&D) for new project development and/or new startup companies.
- Comprehensive onsite technical services.
- **Geographic Information System (GIS) – City of Carlsbad and Eddy County:** Provided a GIS mapping system for Eddy County and the Cities of Carlsbad and Artesia.
- **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis for Eddy and Lea Counties, New Mexico:** Provided direction and momentum in job retention, job creation, and technology development related to the Waste Isolation Pilot Plant (WIPP) and to the overall diversification of the regional economy.
- **Artesia Main Street Project and Marketing Study:** Provided ongoing community involvement and coordination activities, and implemented new marketing strategies to recruit new industry and help expand the regional economy.
- **Prepared Plans for a Streetscape Renovation** over a seven-block area as a pilot project in conjunction with the New Mexico Highway and Transportation Departments. The plans included street pedestrian lighting, landscaped medians, streetscapes, tree and bush plantings, seated landscape walls, pedestrian-friendly streets, and low-angle parking.
- **Lea County Targeted Market Study – Automotive:** Developed an intelligence report on the motor-vehicle parts and accessories industry in preparation of a targeted industry campaign and developed a list of businesses in this industry that are likely to relocate or expand. This report met one of the objectives of Lea County’s Economic Development Corporation.
- **Conversion of Oilfield Produced Water Pilot Plant and the Logistical/Legal/Engineering Studies for the Conversion:** The study provided a solution to decreasing water supplies throughout New Mexico and the nation. Prepared a logistical/legal/engineering study that used the demonstration plant findings for the reclamation and purification of oilfield produced water.
- **Lea County Beautification & Business Attraction:** Section 3161 funding was used to improve the visual appearance of four area communities to attract new industries.
- **Public Infrastructure: National Cave & Karst Research Institute:** Section 3161 funding was used in a project to provide infrastructure funding for the National Cave & Karst Research Institute in Carlsbad, New Mexico, that served as an integrated, multidisciplinary,

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<sup>6</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

multi-institutional science and technology center in the scientific investigation of cave and karst environments and systems.

- **Lea County Speculative Retail Building (Tatum, New Mexico):** Section 3161 funds and private investment were used to build a speculative building to recruit a grocery business to replace the only area grocery store in the area, which was destroyed in a fire.
- **2003 Summer Interns:** Two summer architectural student interns were funded to provide assistance in the final design of a Brownfield Redevelopment Project, “The Cascades at Carlsbad.”
- **Brownfield Redevelopment, Hobbs Industrial Air Park (Lea County, New Mexico):** Section 3161 funding was used to help fund an environmental assessment site preparation and cleanup at Phase I Brownfield areas identified by the 2002 Hobbs Industrial Air Park Master Plan to expand and recruit new business to Lea County, New Mexico.
- **City of Artesia Job Creation through Industrial Park Expansion and Training Provision:** Funding was used to purchase 80 additional acres at the Artesia Industrial Park for expansion. Infrastructure engineering for 37 lots in the 80-acre subdivision included the development of roadways, water and sewer facilities, street lighting, and fire hydrants. New marketing materials and a website update promoted the Artesia Vocational Training Center, a vital tool for business retention, expansion, and recruitment.

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from the U.S. Department of Energy’s (DOE’s) Office of Legacy Management as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job.

Table 1. Carlsbad Transition Funding and Job Creation by Project

FYs 1998 Through 2007						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost per Job Created
Advanced Manufacturing & Innovation Training Center	\$1,945,000	\$0	\$1,945,000	\$1,945,000	650	\$2,992
GIS for the City of Carlsbad and Eddy County <sup>a</sup>	\$250,000	\$243,314	\$493,314	\$493,314	0	\$0
SWOT Analysis (Eddy County, Lea County, and WIPP) <sup>a</sup>	\$550,000	\$0	\$550,000	\$550,000	0	\$0
Artesia Main Street and Marketing Study	\$200,000	\$0	\$200,000	\$200,000	555	\$360
Lea County Targeted Market Study-Automotive <sup>a</sup>	\$4,000	\$0	\$4,000	\$4,000	0	\$0
Conversion of Oil Field-Produced Water Pilot Plant and Logistical Study	\$236,000	\$0	\$236,000	\$236,000	5	\$47,200

Table 1 (continued). Carlsbad Transition Funding and Job Creation by Project

FYs 1998 Through 2007						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost per Job Created
Lea County Beautification and Business Attraction	\$120,000	\$0	\$120,000	\$120,000	170	\$706
Public Infrastructure, National Cave & Karst Research Institute	\$200,000	\$0	\$200,000	\$200,000	4	\$50,000
Lea County Speculative Retail Building	\$100,000	\$0	\$100,000	\$100,000	8	\$12,500
Student Interns (summer 2003)	\$11,000	\$0	\$11,000	\$11,000		\$0
Brownfield Redevelopment of Hobbs Industrial Air Park <sup>a</sup>	\$83,334	\$0	\$83,334	\$83,334	0	\$0
Artesia Industrial Park and Training Promotion	\$56,666	\$0	\$56,666	\$56,666	209	\$271
Staffing, Administrative and Accounting	\$400,000	\$0	\$400,000	\$400,000	0	\$0
<b>Total</b>	<b>\$4,156,000</b>	<b>\$243,314</b>	<b>\$4,399,314</b>	<b>\$4,399,314</b>	<b>1,601</b>	<b>\$2,748</b>

**Note:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended or were temporary/construction workers.

**Abbreviations:**

FY = fiscal year

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993

## Leveraged Funding:

Table 2 is a list of leveraged<sup>7</sup> funds or in-kind services received from all external sources [federal, state, and local government agencies or private organizations] resulting from CRO contributions of Section 3161 funds or in-kind goods/services<sup>8</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>9</sup>

Table 2. Carlsbad Leveraged Funding Sources

Funding Source	Cash	In Kind
U.S. Department of the Interior	\$2,200,000.00	\$0
New Mexico State Legislature	\$750,000.00	\$0
New Mexico State Legislature, NC&KRI Construction appropriation	\$1,000,000.00	\$0
Private investment, new businesses	\$27,652,000.00	\$0
USDA Rural Business Enterprise grant	\$194,130.00	\$0
<b>Total Leveraged Funding</b>	<b>\$31,796,130.00</b>	<b>\$0</b>
<b>Matching Funding</b>		
Artesia Main Street	\$364,039.00	
NMSHTD Map 0821(900)106	\$750,000.00	
NMSHTD-2-01 (505)	\$67,500.00	
NM Legislative Grant 00-L-NR-1-3-G510	\$250,000.00	
NM Legislative Grant 00-L-NR-1-3-G30	\$500,000.00	
NM Legislative Grant 00-L-NR-1-3-G-1063	\$10,000.00	
NM Legislative Grant 00-L-NR-1-3-G-1064	\$25,000.00	
City of Artesia	\$283,902.00	
Tea-21 Grant	\$400,000.00	
NM State Highway Department		\$789,653.00
Federal Bureau of Reclamation	\$50,000.00	
NM Assoc. of Soil & Water Conservation Districts	\$76,500.00	
Sandia National Laboratories		\$50,000.00
CDOD Administration		\$72,000.00
B & H Maintenance & Construction, Inc.		\$10,729.00
City of Jal	\$5,002.00	\$315.00
City of Hobbs	\$24,784.00	
City of Lovington	\$50,000.00	
City of Carlsbad		\$171,749.00
Carlsbad Department of Development	\$25,000.00	(land & R/W) \$25,000.00
Artesia Chamber of Commerce	\$4,679.00	
Town of Tatum	\$11,543.00	\$8,200.00
<b>Total Matching Funding</b>	<b>\$2,897,949.00</b>	<b>\$1,127,646.00</b>

### Abbreviations:

NC&KRI = National Cave and Karst Research Institute; NMSHTD = New Mexico State Highway and Transportation Department; R/W = Right of Way; USDA = United States Department of Agriculture

<sup>7</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>8</sup> In-Kind Goods/Services—In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>9</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee's contractual instrument. For example, the Office of Legacy Management may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee's coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

## **Carlsbad – Eddy/Lea Regional Commission Section 3161–Funded Projects, Now Closed**

**Project Name:** Advanced Manufacturing & Innovation Training Center (AM&ITC)

**Period of Performance:** 1996 through 2001

### **Brief Project Description:**

In years 1996–1997, the CDOD constructed the 36,000 square foot AM&ITC on 5.5 acres of industrial land at the Carlsbad Airport Industrial Park in Carlsbad, New Mexico. The AM&ITC integrated into one facility the following programs and capabilities: (1) advanced manufacturing training programs delivered in a flexible, high-bay, working “shop” environment with onsite access to adjacent classrooms and a computer laboratory; (2) flexible manufacturing lease space for R&D for new project development, prototyping, staging large fabrications, special project scale-up demonstrations, and new startup companies; and (3) comprehensive onsite technical services such as R&D technical support, technology and manufacturing extension, business consulting and training, and access to federal technology transfer opportunities. The AM&ITC service area consisted of Chaves, Eddy, and Lea Counties in southeast New Mexico. Businesses and industries were offered customized education and employee training at the AM&ITC through the New Mexico State University at Carlsbad. A full-time diversity manager for Southeastern New Mexico was hired to provide marketing services and create jobs at AM&ITC to improve the economy.

### **Project Goals and Objectives:**

The AM&ITC mission was to enhance the competitiveness of area manufacturers and diversify the area economy by supporting the development of new business and new projects and markets for existing businesses.

### **Project Outcome:**

- Two associate’s degrees were created through the Manufacturing Sector Development Program.
- Over 15,000 students were trained by TTC, Inc. and the New Mexico State University at Carlsbad.
- Two manufacturing businesses provided incubator space for emerging new businesses.
- Two call centers were established including VALOR Telecom, a public utility, and The Connection, an inbound telemarketing firm that created a total of 500 new jobs. Both companies moved to the City of Carlsbad and were recruited by the diversity manager.
- A medical transcription company and software development company were recruited and launched from the AM&ITC.

**Total Section 3161 Funds Costed:** \$1,945,000

**Total Jobs Created/Retained:** 650 (Direct)

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$2,992

**Carlsbad – Eddy/Lea Regional Commission**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Geographic Information System – City of Carlsbad and Eddy County

**Period of Performance:** 1998 through 2001

**Brief Project Description:**

Developed and implemented a computerized mapping system for Eddy County, including the cities of Carlsbad and Artesia, New Mexico.

**Project Goals and Objectives:**

The project goal was to create overlaying maps to provide public safety, infrastructure, environmental, demographic, and economic information essential to the diversification of the county's economy and to support new business development.

**Project Outcome:**

- A fully coordinated GIS for Eddy County was implemented.
- Analysis from GIS data was used for community planning activities and job creation.

**Total Section 3161 and Other DOE Funds Costed:** \$493,314

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Carlsbad – Eddy/Lea Regional Commission**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Strengths, Weaknesses, Opportunities, and Threat (SWOT) Analysis for Eddy and Lea Counties, New Mexico

**Period of Performance:** 1999 through 2000

**Brief Project Description:**

A regional SWOT Analysis for Eddy and Lea Counties was conducted in 2000 to analyze the counties' strengths and weaknesses. The SWOT analysis provided direction and momentum in job retention, job creation, and technology development related to both the DOE WIPP and to the overall diversification of the area economy.

**Project Goals and Objectives:**

- Seek prioritized action funding
- Diversify the economy

**Project Outcome:**

Over \$10 million in state, federal, local, and private grants were received to complete SWOT-identified projects.

**Total Section 3161 Funds Costed:** \$550,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Carlsbad – Eddy/Lea Regional Commission**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Artesia Main Street Project and Marketing Study

**Period of Performance:** 2001 through 2007

**Brief Project Description:**

Artesia Main Street Phase II (fiscal year [FY] 2001) renovation included a seven-block area including street pedestrian lighting, landscaped medians, streetscapes, trees, bushes, seated landscape walls, pedestrian-friendly streets, low-angle parking, a pilot project in association with the New Mexico Highway and Transportation Department, and U.S. Highway 285 aesthetic enhancements.

The marketing study was designed to highlight the new economy of Artesia and included brochures, a web page, and incentive guides to recruit new industry to the area.

**Project Goals and Objectives:**

The purpose of the project is to create jobs by:

- Improving pedestrian and vehicular traffic for downtown businesses.
- Encouraging present downtown businesses to improve and expand.
- Recruiting new businesses and industries to the area.

**Project Outcome:**

Funds were used for ongoing community involvement and coordination actions for the total \$8 million Main Street Project. The project scope included continuing aesthetic improvements to U.S. Highway 285 and intersecting streets including design, engineering studies and construction for gateway artwork/signage and landscaping, and irrigation and landscape design/engineering and construction. Through a selection process, a bronze sculpture was purchased and installed as part of the landscape design. Total previous private investment was approximately \$300,000.

The marketing study included a Community Fact Magazine, an incentive and demographics guide, and the design of the web page. Three new industrial companies were recruited to the Artesia area through the incentive guide program.

**Total Section 3161 Funds Costed:** \$200,000

**Total Jobs Created/Retained:** 555

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$360

**Carlsbad – Eddy/Lea Regional Commission**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Lea County Targeted Market Study - Automotive

**Period of Performance:** 2001 through 2002

**Brief Project Description:**

Developed an intelligence report on the motor-vehicle parts and accessories industry to prepare a targeted industry campaign and a list of businesses that are likely to relocate or expand to meet objectives of the Economic Development Corporation of Lea County.

**Project Goals and Objectives:**

Prepare a motor-vehicle parts and accessories industry report, and conduct a quarterly direct-mail campaign.

**Project Outcome:**

The motor-vehicle parts and accessories industry report was prepared, and five prospects were identified. Lea County's visibility in this industry area increased, but the direct mail campaign was suspended due to declining global economic conditions.

**Total Section 3161 Funds Costed:** \$4,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Carlsbad – Eddy/Lea Regional Commission**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:**

1. Pilot Project, Reclamation of Oilfield Produced Water
2. Logistical/Legal/Engineering Studies for the Reclamation of Oilfield Produced Water in Lea and Eddy Counties, New Mexico

**Period of Performance:** 2001 through 2004

**Brief Project Description:**

Section 3161 funding was used to augment funding to construct a pilot demonstration plant to reclaim and purify oilfield produced water. A logistical/legal/engineering study was prepared that included the finding of the demonstration plant.

**Project Goals and Objectives:**

Provide a solution to decreasing water supplies throughout New Mexico and the nation through a study on purifying oilfield produced water.

**Project Outcome:**

- Pilot Plant project was completed on December 15, 2001.
- Final Report was completed 2004.
- The study was used as the logistical/legal basis by two private companies to construct oilfield produced water treatment pilot plants in North and South Eddy County. Five jobs were created by the end of the grant period.

**Total Section 3161 Funds Costed:** \$236,000

**Total Jobs Created/Retained:** 5

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$47,200

**Carlsbad – Eddy/Lea Regional Commission**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Lea County Beautification & Business Attraction

**Period of Performance:** 2002 through 2007

**Brief Project Description:**

Constructed beautification projects at highway entrances and downtown areas in four Lea County, New Mexico, communities including:

- Lovington, New Mexico—Placed entry welcoming signs at three entrance points.
- Hobbs, New Mexico—Designed and constructed a plaza/pocket park.
- Jal, New Mexico—Installed a time and temperature sign on Main Street.
- Eunice, New Mexico—Prepared site for landscaping and installed a flagpole and message board.

**Project Goals and Objectives:**

The beautification and business attraction project was used to attract industry and improve the visual appearance of these four communities. Improvements throughout the county assisted economic development by diverting the county's economic base to attracting new industry to the region.

**Project Outcome:**

- Lovington, New Mexico—The installation of three welcoming signs was completed.
- Hobbs, New Mexico—A plaza pocket park was designed and constructed.
- Jal, New Mexico—A time and temperature clock was installed on Main Street.
- Eunice, New Mexico—Site was prepared and landscaped for the installation of a flagpole and message board.

**Total Section 3161 Funds Costed:** \$120,000

**Total Jobs Created/Retained:** 170

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$706

**Carlsbad – Eddy/Lea Regional Commission**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name: Public Infrastructure:** National Cave & Karst Research Institute

**Period of Performance:** 2002 through 2007

**Brief Project Description:**

Section 3161 funds (\$200,000) were awarded to complete \$300,000 in public infrastructure to site the National Cave & Karst Research Institute at the Cascades at Carlsbad, a U.S. Department of Commerce, Economic Development Administration, and Brownfield Project. Over 25 scientific jobs were to be created over a 3–5 year period. Project elements included an access road from Park Drive; the installation of water and sewer lines and underground electric and gas lines; and the construction of curbs, sidewalks, and landscaping.

The National Cave & Karst Research Institute, centralized in Carlsbad, New Mexico, serves as an integrated, multidisciplinary, multi-institutional science and technology center in the scientific investigation of cave and karst environments and systems. The National Cave & Karst Research Institute Study, A Report to Congress, dated December 1994, selected the Carlsbad, New Mexico, area as the location for the proposed national institute. The Carlsbad site was officially designated by Congress as the official site in 1999.

**Project Goals and Objectives:**

Provide infrastructure needed to support the construction of the National Cave & Karst Research Institute in Carlsbad, New Mexico. It was estimated that 25 scientific jobs would be created when the institute was operational.

**Project Outcome:**

- The project bid was awarded on July 1, 2005.
- Project construction of the infrastructure improvements commenced on August 1, 2005. The infrastructure construction was 100 percent complete at the end of the grant period.

**Total Section 3161 Funds Costed:** \$200,000

**Total Jobs Created/Retained:** 4

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$50,000

**Carlsbad – Eddy/Lea Regional Commission**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Lea County Speculative Retail Building, Tatum, New Mexico

**Period of Performance:** 2003 through 2007

**Brief Project Description:**

In 2001, the town of Tatum, New Mexico, population 623, lost its only grocery store to a fire. The proprietor elected not to rebuild and, as a result, the largely elderly population no longer had a nearby grocery store and was provided bus service to shop for groceries 20 miles away. A speculative building was to be erected without tenant or buyer in the hopes of recruiting a grocery enterprise.

**Project Goals and Objectives:**

The expected project outcome was the recruitment of a new grocery store and the creation of four to eight jobs.

**Project Outcome:**

With an additional \$397,500 in private investment, the speculative retail building was constructed, and a tenant, Israel's Grocery Store, then occupied the building and sustained a total of eight jobs.

**Total Section 3161 Funds Costed:** \$100,000

**Total Jobs Created/Retained:** 8

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$12,500

**Carlsbad – Eddy/Lea Regional Commission**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** 2003 Summer Interns

**Period of Performance:** 2003

**Brief Project Description:**

Two University of New Mexico students, in their senior year, from the Schools of Architecture and Landscape Architecture, were employed following an Internet search and outreach to Hispanic-serving institutions and historically Black colleges.

**Project Goals and Objectives:**

This project was to provide assistance with the final design of a Brownfield Redevelopment Project, “The Cascades at Carlsbad,” that will serve as the site for the construction of the National Cave & Karst Research Institute.

**Project Outcome:**

- Prepared a fully developed site plan in compliance with the Americans with Disabilities Act.
- Provided a perspective of the entire site.
- Prepared a west view perspective from the main fountain.
- Prepared elevations for the north, south, and east sections.
- Prepared a gateway elevation.
- Prepared standard boards.
- Prepared a site model.

All contracted work was delivered, and the site model was displayed at the Carlsbad City Hall. This project was closed on December 31, 2003.

**Total Section 3161 Funds Costed:** \$11,000

**Total Jobs Created/Retained:** Two temporary interns. These positions were not included in the overall 1,601 job count for the CRO.

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Carlsbad – Eddy/Lea Regional Commission**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Brownfield Redevelopment, Hobbs Industrial Air Park, Lea County, New Mexico

**Period of Performance:** 2004 through 2007

**Brief Project Description:**

The City of Hobbs and the Economic Development Corporation of Lea County identified the Hobbs Industrial Air Park as a priority to seek funding for needed improvements to enticing new and expanding businesses and industries to locate in Lea County. The project included an environmental assessment, site preparation, and cleanup at Phase I Brownfield areas identified by the Hobbs Industrial Air Park Master Plan, completed in 2002. It was anticipated that 26 immediate and 100 total new jobs would be created within 3 years by marketing this area.

**Project Goals and Objectives:**

Conduct improvements to the Hobbs Industrial Air Park, and entice new and expanding businesses to locate in the Hobbs Industrial Air Park in Lea County, New Mexico.

**Project Outcome:**

The environmental assessment, site preparation, and cleanup were complete at the end of the grant period, and marketing efforts were underway.

**Total Section 3161 Funds Costed:** \$83,334

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Carlsbad – Eddy/Lea Regional Commission**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** City of Artesia Job Creation through Industrial Park Expansion and Training

**Period of Performance:** 2004 through 2007

**Brief Project Description:**

The existing 75-acre Artesia Industrial Park, with over 300 jobs, had reached full capacity. In order to recruit additional manufacturing companies to the park, the City of Artesia purchased an additional 80 acres for expansion in 2002. The 80-acre subdivision plat contained 37 lots and required infrastructure engineering to develop roadways, water and sewer facilities, street lighting, and fire hydrants.

The Artesia Vocational Training Center, located in the Artesia Industrial Park, is a vital tool for business retention, expansion, and recruitment. The training center was undergoing an expansion for a small-business incubator; additional over-the-road truck driving Commercial Driver's License courses; and various vocational skills training. The facility was under new management through the New Mexico State University at Carlsbad. New marketing materials and website updates were required to promote this facility.

**Project Goals and Objectives:**

- Prepare infrastructure engineering for Phase III of the Artesia Industrial Park, including engineering, design, and cost estimating. The final elements selected for construction included roadway, utilities, lighting, landscaping, and signage.
- Design and print an Artesia Vocational Training Center brochure, and create a website and links.
- Recruit three targeted new industrial businesses annually that would create 30 new jobs per year.

**Project Outcome:**

- The industrial park expansion, design, cost estimates, and pre-engineering were completed with funding obtained through the New Mexico Rural Development Response Council and the FY 2004 Community Reuse Organization Block Grant.
- The Artesia Vocational Training Center brochure design and printing was completed.
- The website was completed but taken down on September 7, 2005.

**Total Section 3161 Funds Costed:** \$56,666

**Total Jobs Created/Retained:** 209

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$271

# Eight Northern Indian Pueblos Council, Inc. Community Reuse Organization (CRO) Final Report Fiscal Years 2000 Through 2004

## Summary of All Projects Funded with Section 3161<sup>10</sup> Funds

- **Strengths, weaknesses, opportunities, and threats (SWOT) analysis:** A SWOT analysis was conducted to identify business sectors in the community that have the best potential for success.
- **Individual Tribal Planning Assessment:** The Eight Northern Indian Pueblos Council (ENIPC) CRO worked with the Native Nation Institute for Leadership and Policy at the University of Arizona (NNI) on exercises in nation building. NNI was also to develop a strategic analysis for the leadership of the ENIPC and its member pueblos.
- **Business Feasibility Studies:** Prepared two business plans, one on the feasibility of selling native exotic hardwood from Central and South America and another on the feasibility of developing petroleum businesses throughout the Eight Northern Indian Pueblos.
- **Physical Infrastructure Assessment and Market Characteristics Report:** Prepared a physical infrastructure assessment to collect, assemble, and analyze data on physical infrastructure characteristics and conditions and a market characteristics report to collect, assemble, and analyze data on economic characteristics of the ENIPC region, which encompassed the counties of Rio Arriba, Taos, and Santa Fe, New Mexico.
- **Student Interns:** Hired college students to work with the ENIPC in the summer of 2003.

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from the U.S. Department of Energy's (DOE's) Office of Legacy Management, as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job.

*Table 1. Eight Northern Indian Pueblos Council Community Transition Funding and Job Creation by Project*

FYs 2000 Through 2004						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported) <sup>a</sup>	Average Cost per Job Created
Strengths, Weaknesses, Opportunities, and Threats Analysis	\$116,600	\$0	\$116,600	\$116,600	0	\$0
Individual Pueblo Planning Assessments	\$140,000	\$0	\$140,000	\$140,000	0	\$0
Business Feasibility Studies	\$100,000	\$0	\$100,000	\$100,000	0	\$0

<sup>10</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

Table 1 (continued). Eight Northern Indian Pueblos Council Community Transition Funding and Job Creation by Project

FYs 2000 Through 2004						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported) <sup>a</sup>	Average Cost per Job Created
Physical Infrastructure Assessment and Market Characteristics Report	\$50,000	\$0	\$50,000	\$50,000	0	N/A
Labor Force Assessment	\$35,000	\$0	\$35,000	\$35,000	0	N/A
Student Interns 2003	\$8,050	\$0	\$8,050	\$8,050	0	N/A
CRO Administration	\$223,066	\$0	\$223,066	\$223,066	0	N/A
<b>Totals</b>	<b>\$672,716</b>	<b>\$0</b>	<b>\$672,716</b>	<b>\$672,716</b>	<b>0</b>	<b>N/A</b>

**Note:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended or were temporary/construction workers.

**Abbreviations:**

FY = fiscal year

N/A = Not applicable

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993

**Leveraged Funding:**

Table 2 is a list of leveraged<sup>11</sup> funds or in-kind services received from all external sources [federal, state, and local government agencies or private organizations] resulting from CRO contributions of Section 3161 funds or in-kind goods/services<sup>12</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>13</sup>

Table 2. Eight Northern Indian Pueblos Council Leveraged Funding Sources

Funding Source	Cash	In Kind
U.S. Economic Development Authority	\$40,000	--
<b>Total</b>	<b>\$40,000</b>	<b>--</b>

<sup>11</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>12</sup> In-Kind Goods/Services—In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>13</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee’s contractual instrument. For example, the Office of Legacy Management may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee’s coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

**Eight Northern Indian Pueblos Council  
Section 3161–Funded Projects, Now Closed**

**Project Name:** Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

**Period of Performance:** 2002

**Brief Project Description:**

A SWOT analysis of the ENIPC was conducted.

**Project Goals and Objectives:**

Identify business sectors in the community that have the best potential for success.

**Project Outcome:**

Several industrial areas were identified, including exotic hardwoods and petroleum businesses.

**Total Section 3161 Funds Costed:** \$116,600

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Eight Northern Indian Pueblos Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Individual Tribal Planning Assessments

**Period of Performance:** 2002 Through 2003

**Brief Project Description:**

The ENIPC CRO worked with the University of Arizona Native Nation Institute for Leadership and Policy on exercises in nation building. NNI was also to develop a strategic analysis for the leadership of the ENIPC and its member pueblos.

**Project Goals and Objectives:**

Encourage nation building practices within individual pueblos and within the collective ENIPC.

**Project Outcome:**

The Pueblo of San Ildefonso began their process in January 2003. The Pueblo of Taos was contacted and introduced to CRO activities. CRO staff met with the former governor in 2002 to provide information for new administration. This was a planning project that was not intended to create or retain jobs.

**Total Section 3161 Funds Costed:** \$140,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Eight Northern Indian Pueblos Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Business Feasibility Studies

**Period of Performance:** 2002 Through 2003

**Brief Project Description:**

Prepared two feasibility business plans for selling native exotic hardwood from Central and South America and developing a petroleum business throughout the Eight Northern Indian Pueblos. The sale of exotic hardwood business plan looked at the feasibility of working on a tribal nation to tribal nation basis with tribal nations in Central and South America to import, finish, market, and sell exotic Central and South American hardwoods.

The Petroleum Business Assessment determined the feasibility of developing petroleum businesses throughout the Eight Northern Indian Pueblos. The assessment looked at market factors, competitive advantages and disadvantages, and market strategies, pro forma, for a business that would benefit all eight pueblos and ENIPC Inc. The Petroleum Business Assessment also determined the feasibility of locating such a business on or off the reservations.

**Project Goals and Objectives:**

Work on a tribal nation to tribal nation basis to import and finish exotic hardwood from Central and South America, and market and sell the hardwood in North American markets. Determine the feasibility of developing petroleum businesses throughout the Eight Northern Indian Pueblos.

**Project Outcome:**

The “Native Woods Business” assessment per the grant award was completed by the end of the period of performance for the contract. The petroleum business assessment per the grant award was completed, and upon review the ENIPC CRO wanted to conduct additional research in this area.

**Total Section 3161 Funds Costed:** \$100,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Eight Northern Indian Pueblos Council  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Physical Infrastructure Assessment and Market Characteristics Report

**Period of Performance:** 2002 Through 2003

**Brief Project Description:**

Prepared a physical infrastructure assessment to collect, assemble, and analyze data on physical infrastructure characteristics and conditions and a market characteristics report to collect, assemble, and analyze data on economic characteristics of the ENIPC region, which encompassed the counties of Rio Arriba, Taos, and Santa Fe, New Mexico.

**Project Goals and Objectives:**

The Physical Infrastructure Assessment would assist the ENIPC CRO in assessing future economic opportunities. The Market Characteristics Report would assist the ENIPC CRO in assessing future economic opportunities for ENIPC, Inc.

**Project Outcome:**

The status of the physical infrastructure assessment per the grant award was not yet delivered at the end of the period of performance. The “Market Characteristics Report” per the grant award is complete.

**Total Section 3161 Funds Costed:** \$50,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Eight Northern Indian Pueblos Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Labor Force Assessment

**Period of Performance:** 2003

**Brief Project Description:**

The labor force assessment collected, assembled, and analyzed data on labor force characteristics and conditions in the ENIPC region, which encompassed the ENIPC and Rio Arriba, Taos, and Santa Fe counties in New Mexico.

**Project Goals and Objectives:**

The labor force assessment was to assist the ENIPC community reuse organization in assessing future economic opportunities in the ENIPC region.

**Project Outcome:** The labor force assessment per the grant award was completed.

**Total Section 3161 Funds Costed:** \$35,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Eight Northern Indian Pueblos Council  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Student Interns 2003

**Period of Performance:** 2003

**Brief Project Description:**

The ENIPC hired college students to work with the Council in the summer of 2003.

**Project Goals and Objectives:**

Provide assistance for ENIPC activities and provide work skills and experience for the student interns.

**Project Outcome:**

College students were hired by and assisted ENIPC with their activities during their summer breaks.

**Total Section 3161 Funds Costed:** \$8,050

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

# Fernald Community Reuse Organization (CRO) Final Report Fiscal Years 1997 Through 2004

## Summary of All Projects Funded with Section 3161<sup>14</sup> Funds:

- **Startup/Planning Grant for Fernald CRO:** Initial startup grant gathering community input on the future use of the Fernald site. The Fernald CRO prepared a Community Transition Plan (CTP) for the Fernald area. As part of the CTP, the CRO prepared an economic impact study and a target industry study to assess the site's economic impact on the greater Cincinnati region over the next 10 years of operation. The CTP looked at the potential of using excess property at the Fernald site for economic development purposes.
- **Fernald CRO Implementation Grant (Incubator):** The Fernald CRO prepared a business plan on the feasibility of developing a business incubator for Hamilton and Butler Counties in Hamilton, Ohio.

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from the U.S. Department of Energy's (DOE's) Office of Legacy Management as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job.

*Table 1. Fernald Community Transition Funding and Job Creation by Project*

FYs 1997 Through 2004						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported) <sup>a</sup>	Average Cost per Job Created
Startup/ Planning Grant	\$372,498	\$0	\$372,498	\$372,498	0	\$0
Incubator	\$364,423	\$0	\$364,423	\$364,423	0	\$0
<b>Totals</b>	<b>\$736,921</b>	<b>\$0</b>	<b>\$736,921</b>	<b>\$736,921</b>	<b>0</b>	<b>\$0</b>

**Note:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended or were temporary/construction workers.

**Abbreviations:**

FY = fiscal year

N/A = not applicable

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993

<sup>14</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

## Leveraged Funding:

Table 2 is a list of leveraged<sup>15</sup> funds or in-kind services received from all external sources [federal, state, and local government agencies or private organizations] resulting from CRO contributions of Section 3161 funds or in-kind goods/services<sup>16</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>17</sup>

*Table 2. Fernald Leveraged Funds from All External Sources*

<b>Funding Source</b>	<b>Cash</b>	<b>In Kind</b>
State of Ohio	\$50,000	\$0
Hamilton, Ohio, Department of Economic Development	\$100,000	\$0
Butler County, Ohio, Certified Development Company	\$100,000	\$0
<b>Totals</b>	<b>\$250,000</b>	<b>\$0</b>

<sup>15</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>16</sup> In-Kind Goods/Services—In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>17</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee’s contractual instrument. For example, the Office of Legacy Management may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee’s coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

## **Fernald Community Reuse Organization (CRO) Section 3161–Funded Projects, Now Closed**

**Project Name:** Startup/Planning Grant for Fernald CRO

**Period of Performance:** 1997 through 1998

**Brief Project Description:**

The initial startup grant was used to gather community input on the future use of the Fernald site. The Fernald CRO prepared a CTP for the Fernald area. As part of the CTP, the CRO prepared an economic impact study and a target industry study to assess the site's economic impact on the greater Cincinnati, Ohio, region over the next 10 years of operation. The CTP looked at the potential of using excess property at the Fernald site for economic development purposes. As part of the CTP, the CRO developed a market analysis of the economic potential of the site once cleanup activities were complete.

**Project Goals and Objectives:**

Select projects for funding that would use the excess property at the Fernald site for economic development purposes.

**Project Outcome:**

The Fernald CRO did not continue to operate after the initial planning studies were completed.

**Total Section 3161 Funds Costed:** \$372,498

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Fernald Community Reuse Organization (CRO)**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Business Incubator

**Period of Performance:** 2004

**Brief Project Description:**

The Fernald CRO prepared a feasibility plan on the development business incubator in Butler, Ohio for new business startups in Hamilton and Butler Counties, Ohio.

**Project Goals and Objectives:**

Develop a business incubator to encourage the growth of new businesses in the City of Butler, Ohio, and Hamilton and Butler Counties, Ohio.

**Project Outcome:**

At the end of the grant period, the feasibility study and business plan for the incubator was completed. but not constructed.

**Total Section 3161 Funds Costed:** \$364,423

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

# Hanford – Tri-City Development Council Community Reuse Organization (CRO) Final Report Fiscal Years 1995 Through 2013

## Summary of All Projects Funded with Section 3161<sup>18</sup> Funds:

- **Hanford Regional Planning Council:** Prepared a study of Hanford’s future and its impact on the local community.
- **Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis:** Conducted a SWOT analysis of the Tri-Cities Washington region.
- **Science and Technology Park Study:** Prepared a feasibility study for a regional science and technology park.
- **Benton Franklin Regional Council of Governments Loan Fund:** Established a revolving-loan fund to help local business startups.
- **Tri-City Development Council (TRIDEC) Incentive Fund:** Provided resources to local companies that needed assistance to remain local, or to help nonlocal companies offset costs of relocating or establishing a new office within the Tri-Cities area.
- **TRIDEC Marketing Program:** Provided support for TRIDEC’s Business Recruitment program that brought local companies into the Tri-Cities to provide long-term family-wage jobs.
- **Hanford Technology Deployment Center:** Provided assistance to individuals and businesses to deploy Hanford-related technology into the private sector for commercial use.
- **Agriculture Business Development Center:** Assisted in the development of agricultural-related products and industries throughout the Tri-City region.
- **Applied Process Engineering Laboratory (APEL):** Assisted in funding an infrastructure project to develop a high-tech business incubator.
- **Columbia Basin Minority Economic Development Association:** Offered entrepreneurial support to regional minority entrepreneurs.
- **Commercial Aquaculture Program:** Developed a commercial fish hatchery, to be run and operated by the Yakama Indian Nation, in one of the cooling ponds at K-Basins.
- **Food Irradiation Program:** Provided funding to increase public knowledge about the safety and benefits of irradiated foods.
- **Columbia River Shore Development:** Prepared a study to evaluate projects that would enhance the shoreline of the Columbia River.
- **Tri-Cities Commercialization Partnership (TCCP):** Established a roundtable group of local leaders to work with Battelle and the U.S. Department of Energy (DOE) on commercializing technology developed at Hanford.
- **Entrepreneurial Leave of Absence:** Provided supplemental benefits for individuals who wanted to take a leave of absence from work to start a new business venture.

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<sup>18</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

- **Medical Isotopes Program:** Provided funding to start a local medical industry revolving around the manufacture of medical isotopes.
- **Tri-Cities Enterprise Center:** Funded a microequity program that provided needed equity capital in the region.
- **Tourism and Sports Development:** Provided funding to assist in the development of the Tri-Cities as a vacation and sporting destination.
- **Washington State University Entrepreneurial Program:** Provided funding for entrepreneurial development and support services, including business plan development and marketing support.
- **Pacific Northwest National Laboratory (PNNL) Technical Assistance Program:** Provided funding to PNNL to offer technical assistance to businesses in the 10 counties affected by Hanford downsizing, as an extension of PNNL's ongoing technical assistance program.
- **Sparhawk:** Assisted in privatizing certain Hanford-related labor functions to be provided for the commercial sector.
- **Southeastern Washington Development Association Equity Program:** Developed a revolving equity capital fund.
- **Columbia Basin College Worker Training Program:** Worked with both existing local and new industries to develop training curriculum to enhance worker skills.
- **Hazardous Materials Management and Emergency Response (HAMMER) Road:** Provided funding for an infrastructure project, the construction of a road leading to the HAMMER Training Facility.
- **Hanford Reindustrialization/Asset Transition Program/Tri-Cities Asset Reinvestment Company, LLC (TARC):** Provided operating funds for a Hanford site surplus asset disposition program. Hanford unneeded assets were sold at auction and the proceeds were used to benefit local economic transition activities.
- **City of Pasco Infrastructure Project:** Constructed a wastewater treatment facility at the Pasco Food Processing Center to increase capacity to allow for the center's future growth.
- **Port of Benton Infrastructure Project:** Provided funding to construct a supply road and utilities for the Port of Benton Industrial Park to encourage manufacturing growth at the center.
- **Port of Benton Hanford Rail Study:** Prepared a study for the Port of Benton on the cost benefits of accepting over 11 miles of DOE-owned rail line.
- **Prosser Economic Development Authority:** Developed blueprints for Prosser speculative building.
- **TRIDEC Training Fund:** Made funding available to new and existing businesses to provide training for their employees as an incentive to move their businesses or retain their business within the area.

- **Historically Underutilized Business (HUB) Development Program:** Provided funding for a HUB Development specialist, first at Columbia Basin College, and later through the Small Business Development Center (SBDC), to offer counseling and guidance on issues specific to HUB business owners.
- **Tri-Cities Community Image Campaign:** Provided funding for targeted publicity, marketing and advertising that emphasized the Tri-Cities' convention and sports markets, attractions, riverfront activities, recreational opportunities, wineries, and cultural amenities.

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from DOE's Office of Legacy Management as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job. A total of 195 jobs were retained for displaced workers from the Hanford site.

*Table 1. TRIDEC's Community Transition and Job Creation Funding History*

FYs 1997 Through 2014						
Project Title	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost Per Job Created
Hanford Regional Planning Council <sup>a</sup>	\$109,000	\$0	\$109,000	\$109,000	0	\$0
Strengths, Weaknesses, Opportunities, and Threats Analysis <sup>a</sup>	\$146,152	\$0	\$146,152	\$146,152	0	\$0
Science and Technology Park <sup>a</sup>	\$50,000	\$0	\$50,000	\$50,000	0	\$0
Benton Franklin Council of Governments	\$500,000	\$0	\$500,000	\$500,000	47	\$10,638
TRIDEC Incentive Fund	\$2,200,000	\$0	\$2,200,000	\$2,200,000	509	\$4,322
TRIDEC Marketing	\$2,545,411	\$0	\$2,545,411	\$2,545,411	9,368	\$272
Hanford Deployment Center <sup>a</sup>	\$118,162	\$0	\$118,162	\$118,162	0	\$0
Agriculture Business Development Center <sup>a</sup>	\$529,963	\$0	\$529,963	\$529,963	40	\$13,249
Applied Process Engineering Laboratory	\$3,520,774	\$0	\$3,520,774	\$3,520,774	125	\$28,166
Columbia Basin Minority Economic Development Association	\$319,290	\$0	\$319,290	\$319,290	14	\$22,806
Commercial Aquaculture <sup>a</sup>	\$127,363	\$0	\$127,363	\$127,363	0	\$0
Food Irradiation Facility Development <sup>a</sup>	\$99,916	\$0	\$99,916	\$99,916	0	\$0

Table 1 (continued). TRIDEC's Community Transition and Job Creation Funding History

FYs 1997 Through 2014						
Project Title	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost Per Job Created
Columbia River Shore Development <sup>a</sup>	\$710,500	\$0	\$710,500	\$710,500	0	\$0
Tri-Cities Commercialization Partnership	\$399,451	\$0	\$399,451	\$399,451	16	\$24,966
Entrepreneur Leave Program	\$599,230	\$0	\$599,230	\$599,230	100	\$5,992
Medical Isotopes Program <sup>a</sup>	\$132,570	\$0	\$132,570	\$132,570	0	\$0
Tri-City Enterprise Center	\$1,775,001	\$0	\$1,775,001	\$1,775,001	325	\$5,462
Tourism and Sports Development Program <sup>a</sup>	\$226,400	\$0	\$226,400	\$226,400	0	\$0
Washington State University Entrepreneur Program	\$1,350,000	\$0	\$1,350,000	\$1,350,000	240	\$5,625
Pacific Northwest National Laboratory Technical Assistance Program	\$899,991	\$132,000	\$1,031,991	\$1,031,991	75	\$13,760
Sparhawke <sup>a</sup>	\$49,994	\$0	\$49,994	\$49,994	0	\$0
SWDA Equity Program	\$1,425,000	\$0	\$1,425,000	\$1,425,000	10	\$142,500
Columbia Basin College Worker Training Program <sup>a</sup>	\$481,908	\$0	\$481,908	\$481,908	0	\$0
HAMMER Road <sup>a</sup>	\$250,000	\$0	\$250,000	\$250,000	0	\$0
Hanford Reindustrialization and Asset Transition Program	\$687,268	\$0	\$687,268	\$687,268	75	\$9,164
City of Pasco Infrastructure <sup>a</sup>	\$1,000,000	\$0	\$1,000,000	\$1,000,000	0	\$0
Port of Benton Infrastructure <sup>a</sup>	\$200,000	\$0	\$200,000	\$200,000	0	\$0
Port of Benton Hanford Rail Study <sup>a</sup>	\$60,000	\$0	\$60,000	\$60,000	0	\$0
Prosser Economic Development Authority <sup>a</sup>	\$20,000	\$0	\$20,000	\$20,000	0	\$0
TRIDEC Training Fund	\$55,000	\$0	\$55,000	\$55,000	15	\$3,667
HUB Development Program CBC	\$367,290	\$0	\$367,290	\$367,290	71	\$5,173

Table 1 (continued). TRIDEC's Community Transition and Job Creation Funding History

FYs 1997 Through 2014						
Project Title	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost Per Job Created
Tri-Cities Community Image Campaign <sup>a</sup>	\$75,000	\$0	\$75,000	\$75,000	0	\$0
TRIDEC Administration	\$1,933,582	\$0	\$1,933,582	\$1,933,582	0	\$0
<b>Totals</b>	<b>\$22,964,216</b>	<b>\$132,000</b>	<b>\$23,096,216</b>	<b>\$23,096,216</b>	<b>11,030</b>	<b>\$2,094</b>

**Note:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended or were temporary/ construction workers

**Abbreviations:**

FY = fiscal year

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993;

SWDA = Southeastern Washington Development Association

## Leveraged Funding:

Table 2 is a list of leveraged<sup>19</sup> funds or in-kind services received from all external sources [federal, state, and local government agencies or private organizations] resulting from CRO contributions of Section 3161 funds or in-kind goods/services<sup>20</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>21</sup>

Table 2. TRIDEC Leveraged Funding Sources

Funding Source	Cash	In Kind
TRIDEC	\$56,458.04	
APEL (Washington Public Power Supply System, Battelle Memorial Institute, Port of Benton)	\$2,248,203.36	\$2,800,000
ABCD (Battelle, Port of Benton, TRIDEC, WSU)	\$145,000	\$245,000
YIN Aqua-Culture Program (YIN)	\$0.00	\$11,000
CBMEDA (Volunteer Workers/Board)	\$13,002	\$29,441
ESN-TEA	\$63,575.19	\$60,850
ESN-WSU (CTED, WSU-TC, Conference Center, Guest Lectures, Business Plan Review Panel)	\$304,108	\$181,729
TCV&CB Rivershore Program	\$127,200	\$58,184
TCCP (Port of Benton, Technology Transfer Center, City of Richland, Volunteers)	\$115,000	\$70,000
TRIDEC Marketing (TRIDEC, Department of Trade and Economic Development)	\$124,422	\$338,447
NMRC Medical Isotopes	\$20,000	\$25,000
<b>Total</b>	<b>\$3,216,969</b>	<b>\$3,819,651</b>

### Abbreviations:

ABCD = Agri-Business Development Center  
 APEL = Applied Process Engineering Laboratory  
 CBMEDA = Columbia Basin Minority Economic Development Association  
 CTED=Washington State Department of Commerce, Trade and Economic Development  
 ESN= Entrepreneurial Support Network  
 NMRC=Nuclear Medicine Research Council.  
 TCCP = Tri-Cities Commercialization Partnership  
 TCV&CB= Tri-Cities Visitor and Convention Bureau  
 TEA= Tri-Cities Enterprise Association  
 WSU-TC = Washington State University-Tri-Cities Campus  
 YIN=Yakima Indian Nation

<sup>19</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>20</sup> In-Kind Goods/Services—In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>21</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee’s contractual instrument. For example, the Office of Legacy Management may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee’s coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Hanford Regional Planning Council

**Period of Performance:** 1995

**Brief Project Description:**

The proposed future Hanford site end state was analyzed to determine its impact on the local economy.

**Project Goals and Objectives:**

The study's focus was on possible future uses of portions of the Hanford site and its facilities.

**Project Outcome:**

Study was completed.

**Total 3161 Funds Costed:** \$109,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

**Period of Performance:** 1995

**Brief Project Description:**

A SWOT analysis of the Tri-Cities region was conducted.

**Project Goals and Objectives:**

Identify business sectors in the community that have the best potential for success and increasing economic output in the Tri-Cities region.

**Project Outcome:**

Several industrial areas were identified, including agriculture, biomedical, manufacturing, and back-office call centers.

**Total 3161 Funds Costed:** \$146,152

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Science and Tech Park Study

**Period of Performance:** 1995

**Brief Project Description:**

Prepared a regional Science and Technology Park feasibility study.

**Project Goals and Objectives:**

The study concluded that development of a Science and Technology Park was feasible.

**Project Outcome:**

A board of directors for the Science and Technology Park was established, and efforts were started to develop the park.

**Total 3161 Funds Costed:** \$50,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Benton Franklin Regional Council Revolving Loan Fund

**Period of Performance:** 1995 through 1997

**Brief Project Description:**

Develop a revolving-loan fund to help local startup businesses.

**Project Goals and Objectives:**

Fund at least five business startups to achieve a success rate of 60 percent.

**Project Outcome:**

Three of the five businesses funded were still viable at the end of the grant period. These were extremely high-risk ventures that would not have normally been funded under normal loan fund criteria. The project outcome was the creation of three new businesses in the Tri-Cities region that created 47 new jobs.

**Total 3161 Funds Costed:** \$500,000

**Total Jobs Created/Retained:** 47 jobs

**Total Number of Displaced Site Workers Employed:** Undeterminable

**Cost per Job Created/Retained:** \$10,638

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Tri-City Industrial Development Council Incentive Fund

**Period of Performance:** 1995 through 2006

**Brief Project Description:**

The original grant of \$2 million in fiscal year (FY) 1995 was augmented with an additional \$200,000 allocated in FY 2002. The grants were intended to provide resources to local companies that were considering relocating from the Tri-Cities area and needed assistance to maintain their local presence. Funds were also provided to nonlocal companies that needed assistance to offset the costs of relocating to the Tri-Cities area.

**Project Goals and Objectives:**

Maintain family-wage jobs at local businesses, and encourage job growth by helping local businesses expand and by recruiting companies to relocate to the region. The program was projected to retain or create 315 jobs by FY 2008.

**Project Outcome:**

The TRIDEC Incentive Fund Tri-Cities area grant of \$2.2 million was provided to local companies that were considering relocating from the Tri-Cities and needed assistance to stay in the local area. Funds were also provided to companies moving to the Tri-Cities area that needed help to offset relocation costs. Total jobs created or retained came to 509, exceeding the goal of 315 by nearly 200 jobs. Funds were disbursed as grants or loans. If loans were made, the repayments were deposited into a separate account to be available for future company relocations.

Companies that received funds included: IsoRay, a company researching a potential treatment for cancer using radioactive seeds that could be implanted in tumors; Lamb Weston, a major employer in the community that originally considered moving their corporate office to Boise; and Ferguson, a pipe supply company that built and then later expanded a distribution center in the region. TRIDEC actively recruited Gourmet Trading to move into the area and a local asparagus packing plant that was destined for closure. Amazon opened a new incoming call/service center in Kennewick and intended to increase their total employment to 500 jobs over the next few years. Without the Incentive Fund and the TRIDEC 3161 Marketing fund working in conjunction with each other, these jobs may never have materialized in the Tri-Cities.

**Total 3161 Funds Costed:** \$2,200,000

**Total Jobs Created/Retained:** 509

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$4,322

## **Hanford – Tri-City Development Council Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Tri-City Industrial Development Council Marketing Program

**Period of Performance:** 1995 through 2014

**Brief Project Description:**

An effort was made to identify and attract companies to Benton and Franklin Counties that would diversify the local economy away from dependence on the Hanford site through capital investment (increased tax base and revenues) and the creation of long-term family-wage jobs. Additionally, it provides assistance to local companies so that they may grow and prosper in the community as well.

Specific activities included advertising the benefits of a Tri-City location; recruitment mailing; sales calls to companies and site selection consultants; and participation in the national associations focused on corporate site selectors. The marketing program also surveyed local companies to determine their needs and how best to create an environment conducive to growth. Program marketers responded to company inquiries, requests for information, and requests for proposals that came directly to TRIDEC or through partner organizations such as the Washington Department of Commerce.

**Project Goals and Objectives:**

- Diversify the local economy away from its historic dependence on the Hanford site.
- Facilitate job creation and retention.
- Leverage technical, scientific, and natural resources to encourage new investment.
- Identify actions to improve the overall business climate.
- Inform the community on issues of economic importance.

**Project Outcome:**

In large part the project goals and objectives were met as demonstrated by the over 9,000 jobs created or retained at a cost of only \$272 per job. A report published by the PNNL in 2010, *Hanford and the Tri-Cities Economy: Historical Trends 1970–2008*, concluded that since the mid-1990s the Tri-Cities' economy has increasingly been decoupled from Hanford. Major factors in the decoupling include growth at PNNL, food processing, health care, small technical and service companies, and the development of services in the region. However, the report also concluded that the Hanford site remains an important source of jobs in the Tri-Cities' economy. Throughout the timeframe of this project, progress has been made towards diversification. However, economic development and diversification will remain a priority for TRIDEC and economic development organizations in the community.

**Total 3161 Funds Costed:** \$2,545,411

**Total Jobs Created/Retained:** 9,368

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$272

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Hanford Technology Deployment Center

**Period of Performance:** 1996 through 1997

**Brief Project Description:**

Provided funding to encourage local businesses use new technologies developed at the Hanford site.

**Project Goals and Objectives:**

Deploy a major Hanford-developed technology into the local private sector and develop an industry cluster around it.

**Project Outcome:**

The project was cancelled due to lack of community, DOE, and contractor commitment.

**Total 3161 Funds Costed:** \$118,162

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Agriculture Business Development Center

**Period of Performance:** 1996 through 1998

**Brief Project Description:**

Agriculture-related products and industries were developed with Section 3161 funding throughout the Tri-City region.

**Project Goals and Objectives:**

Support the continued growth in developing and processing agriculture and agriculture-related projects.

**Project Outcome:**

Provided consulting services to a number of local agriculture companies to help them make their production lines more efficient and successful.

**Total 3161 Funds Costed:** \$529,963

**Total Jobs Created/Retained:** 40

**Total Number of Displaced Site Workers Employed:** 4

**Cost per Job Created/Retained:** \$13,249

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Applied Process Engineering Laboratory (APEL)

**Period of Performance:** 1996 through 1998

**Brief Project Description:**

Infrastructure development was funded for a high-tech business incubator.

**Project Goals and Objectives:**

Renovate a surplus Bonneville Power Administration (BPA) warehouse into a high-tech business startup incubator.

**Project Outcome:**

The project was completed on time as an effort involving the CRO, Benton County, City of Richland, DOE, Port of Benton, BPA, and several other partners. At the end of the grant period, the incubator housed several small startups. Sixteen different companies used the APEL facility and created a total of 125 jobs during and after the grant period.

**Total 3161 Funds Costed:** \$3,520,774

**Total Jobs Created/Retained:** 125

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$28,166

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Columbia Basin Minority Economic Development Association

**Period of Performance:** 1996 through 1998

**Brief Project Description:**

Business development support was provided to regional minority entrepreneurs.

**Project Goals and Objectives:**

Support local minority-business development.

**Project Outcome:**

Due to lack of structure, the program was discontinued in 1998 and replaced by the TRIDEC/Columbia Basin College HUB Development Program.

**Total 3161 Funds Costed:** \$319,290

**Total Jobs Created/Retained:** 14

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$22,806

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Commercial Aquaculture Program

**Period of Performance:** 1996 through 1998

**Brief Project Description:**

Developed a commercial fish hatchery that was to be run and operated by the Yakama Indian Nation in one of the cooling ponds at K-Basins.

**Project Goals and Objectives:**

Start a thriving fish and caviar production company run by the Yakama Indian Nation.

**Project Outcome:**

Due to contractual and safety disagreements between DOE and the Yakama Indian Nation, the project was discontinued.

**Total 3161 Funds Costed:** \$127,363

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Food Irradiation Program

**Period of Performance:** 1996 through 1998

**Brief Project Description:**

Conduct research to obtain information about the safety and benefits of irradiated foods.

**Project Goals and Objectives:**

Develop a local food irradiation production and distribution industry.

**Project Outcome:**

Although a great deal of productive research was produced on the food irradiation program, the project was cancelled. Consumers were very concerned about radiation and irradiated food at the time of the study.

**Total 3161 Funds Costed:** \$99,916

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Columbia River Shore Development

**Period of Performance:** 1996 through 1998

**Brief Project Description:**

Funded feasibility studies to enhance the shoreline of the Columbia River.

**Project Goals and Objectives:**

Identify projects to develop the local Columbia River shoreline.

**Project Outcome:**

Several projects were identified for potential development of the Columbia River shoreline. Activities for the Lewis and Clark celebration were identified as part of the project.

**Total 3161 Funds Costed:** \$710,500

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Tri-Cities Commercialization Partnership

**Period of Performance:** 1996 through 1998

**Brief Project Description:**

Local leaders were organized into a roundtable group to provide insight on Battelle's and DOE's perspective on commercializing technologies developed at Hanford.

**Project Goals and Objectives:**

Initiate a technology commercialization hub in the region.

**Project Outcome:**

The project sunset was in 1998.

**Total 3161 Funds Costed:** \$399,451

**Total Jobs Created/Retained:** 16

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$24,966

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Entrepreneurial Leave Program

**Period of Performance:** 1996 through 1999

**Brief Project Description:**

PNNL employees were given the opportunity to take a work leave of absence to explore entrepreneurial opportunities. Section 3161 funding was provided to PNNL employees for their supplemental benefits during their leave of absence.

**Project Goals and Objectives:**

Assist as many individual entrepreneurs as possible with funds available.

**Project Outcome:**

Approximately 200 staff members inquired about PNNL's Entrepreneurial Leave of Absence Program, and 40 were approved for participation in the program.

The number of jobs created by these new companies was difficult to establish. Some employees took part-time leave while other employees took full-time leave. The best estimate of new jobs created by the startup companies was 100. Some companies employed construction workers, machinists, and draftsmen, but none of these support services were included in the estimate of jobs created. Approximately 25 new businesses were started at the end of funding period.

**Total 3161 Funds Costed:** \$599,230

**Total Jobs Created/Retained:** 100

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$5,992

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Medical Isotopes Program

**Period of Performance:** 1996 through 1999

**Brief Project Description:**

Plans were made to encourage the growth of a local medical industry, manufacturing medical isotopes.

**Project Goals and Objectives:**

Locate a major pharmaceutical company to manufacture medical isotopes locally.

**Project Outcome:**

Due to lack of capital, TRIDEC withdrew funding from the project.

**Total 3161 Funds Costed:** \$132,570

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Tri-Cities Enterprise Center

**Period of Performance:** 1996 through 1999

**Brief Project Description:**

Provide capital for a micro-equity program for local industries and companies.

**Project Goals and Objectives:**

Provide needed equity capital in the region for local entrepreneurs.

**Project Outcome:**

Successfully placed Section 3161 grants with local companies for either startup or expansion purposes.

**Total 3161 Funds Costed:** \$1,775,001

**Total Jobs Created/Retained:** 325

**Total Number of Displaced Site Workers Employed:** 168

**Cost per Job Created/Retained:** \$5,462

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Tourism and Sports Development

**Period of Performance:** 1996 through 2000

**Brief Project Description:**

Provide funding to advertise for and host several major sporting events each year within the Tri-Cities region.

**Project Goals and Objectives:**

Develop the Tri-Cities region as a vacation and sporting destination.

**Project Outcome:**

At the end of the funding period, several conventions and sporting events were held annually in the Tri-Cities such as regional soccer tournaments and the annual Professional Bowling Association convention. Jobs created by tourism industry are not direct jobs. However, there was a huge, but immeasurable, impact on second- and third-tier jobs created.

**Total 3161 Funds Costed:** \$226,400

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Washington State University Entrepreneurial Program

**Period of Performance:** 1996 through 2001

**Brief Project Description:**

Section 3161 funds were used for entrepreneurial development, support services, and business and marketing plan development support.

**Project Goals and Objectives:**

Assist local entrepreneurs start and grow businesses in the region.

**Project Outcome:**

During the project period, approximately 50 interns were placed with both for-profit and non-profit-businesses to complete business development projects. Presentations were provided to 24 organizations with 150 attendees. Fifteen workshops provided business assistance information to 500 entrepreneurs. Twenty-five business owners continued with the Advanced Business Management year-long program. Business information was requested by 5,000 entities and individuals. Staff competed approximately 6,000 hours of individual counseling with business owners with an additional 2,000 hours on research support.

**Total 3161 Funds Costed:** \$1,350,000

**Total Jobs Created/Retained:** Approximately 240

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$5,625

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Pacific Northwest National Laboratory (PNNL) Technical Assistance Program

**Period of Performance:** 1996 through 2004

**Brief Project Description:**

This project was an extension of PNNL ongoing Technical Assistance Program and provided technical assistance to businesses impacted by downsizing at the Hanford site. Approximately 40 hours of free technical assistance was offered to any business requesting help. This project followed the same procedures as PNNL's ongoing program. The TRIDEC-funded assistance focused on diversifying the local economy and was available only to firms in the 10 counties impacted by downsizing at Hanford. The TRIDEC-funded assistance was available to both large and small businesses. In addition to PNNL, assistance was also provided by Hanford contractors, Washington State University Entrepreneurial Program/Tri-Cities, and NNSA during the funding period.

**Project Goals and Objectives:**

Provide assistance to the Tri-Cities area businesses impacted by downsizing at the Hanford Site.

**Project Outcome:**

Nearly 300 firms benefited from the free technical assistance provided by this program.

**Total 3161 Funds and Other DOE Funds Costed:** \$1,031,991

**Total Jobs Created/Retained:** 75

**Total Number of Displaced Site Workers Employed:** 22.5

**Cost per Job Created/Retained:** \$13,760

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Sparhawke

**Period of Performance:** 1997

**Brief Project Description:**

Funding was provided to determine the feasibility of having private companies conduct certain Hanford service-related labor functions.

**Project Goals and Objectives:**

Provide small businesses the opportunity to support certain projects being performed by Hanford staff employees.

**Project Outcome:**

The project proved to be unfeasible and was abandoned.

**Total 3161 Funds Costed:** \$49,994

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Southeastern Washington Development Association Equity Fund

**Period of Performance:** 1997 through 1999

**Brief Project Description:**

Provided grant money for a revolving equity capital fund.

**Project Goals and Objectives:**

Provide funds to at least 7 and up to 10 local startup companies.

**Project Outcome:**

All money was invested, and no returns on investment were made by the end of the funding period.

**Total 3161 Funds Costed:** \$1,425,000

**Total Jobs Created/Retained:** 10

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost Per Job Create/Retained:** \$142,500

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Columbia Basin College Worker Training Program

**Period of Performance:** 1998

**Brief Project Description:**

Provide funding for a training curriculum to enhance area worker skills. Local businesses and industries provided input into the training curriculum.

**Project Goals and Objectives:**

Develop a training curriculum to use as an incentive for existing business expansion and retention and to recruit new businesses to the region.

**Project Outcome:**

The project was cancelled due to insufficient industry interest.

**Total 3161 Funds Costed:** \$481,908

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Hazardous Materials Management and Emergency Response (HAMMER) Road

**Period of Performance:** 1998

**Brief Project Description:**

Funded road construction to the HAMMER Federal Training Center.

**Project Goals and Objectives:**

Provide needed infrastructure funding for the HAMMER Federal Training Center.

**Project Outcome:**

The road to the HAMMER Federal Training Center was successfully constructed.

**Total 3161 Funds Costed:** \$250,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Hanford Reindustrialization/Asset Transition Program (Tri-Cities Asset Reinvestment Company, LLC [TARC])

**Period of Performance:** 1998 through 2008

**Brief Project Description:**

TARC is a surplus asset disposition program for unneeded equipment and facilities at the Hanford Site.

**Project Goals and Objectives:**

Under this program, excess equipment is made available to TARC for marketing and asset transfer to benefit local economic transition activities. The assets are dispositioned through auction. Any excess net revenues are identified and reserved by the TARC board and transferred to a reserve fund managed by the TRIDEC. These funds are used as incentive funds in the recruitment or retention of businesses in the Tri-Cities area. Funds are disbursed as grants or loans with the primary purpose of creating or retaining job opportunities for area residents.

**Project Outcome:**

The objectives of the program have been met. TARC revenues were combined with the TRIDEC Incentive Fund and resulted in the creation or retention of many jobs through such companies such as J. Lieb Foods and Infinia. On the basis of the TARC program's success and self-sufficiency, the program is anticipated to run as long as excess property is transferred from the Hanford Site.

**Total 3161 Funds Costed:** \$687,268

**Total Jobs Created/Retained:** 75

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** 9,164

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** City of Pasco Infrastructure Project

**Period of Performance:** 1999

**Brief Project Description:**

Provided Section 3161 funding to increase capacity at the wastewater water treatment facility for the Pasco Food Processing Center to encourage future business growth.

**Project Goals and Objectives:**

Continue the growth and development of the Pasco Food Processing Center.

**Project Outcome:**

The project was completed, and expansions at the Center were taking place at the end of the funding period. There were expectations that the project would prove to be very successful over time.

**Total 3161 Funds Costed:** \$1,000,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Port of Benton Infrastructure Project

**Period of Performance:** 1999

**Brief Project Description:**

Funding was provided to build a supply road and bring utilities to the Port Industrial Park.

**Project Goals and Objectives:**

Establish the Port of Benton Industrial Park as a manufacturing center for the region.

**Project Outcome:**

The infrastructure project was completed. At the end of the funding period, the Port of Benton Industrial Park was being marketed to light manufacturing companies. There were expectations that the Port of Benton would become a very successful industrial park over time.

**Total 3161 Funds Costed:** \$200,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Port of Benton Hanford Rail Study

**Period of Performance:** 1999

**Brief Project Description:**

Funded a cost-benefit study to analyze the acquisition of over 11 miles of DOE-owned rail line by the Port of Benton.

**Project Goals and Objectives:**

Determine the cost effectiveness of the Port of Benton acquiring and operating the DOE-owned rail line.

**Project Outcome:**

The cost-benefit study was completed. At the end of the funding period, it was not yet determined whether the Port of Benton would acquire the DOE rail track.

**Total 3161 Funds Costed:** \$60,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Prosser Economic Development Authority

**Period of Performance:** 1999

**Brief Project Description:**

Section 3161 funds were used to develop blueprints for Prosser speculative building.

**Project Goals and Objectives:**

Develop blueprints that will eventually lead to the construction of a U.S. Economic Development Authority–funded speculative building in the Prosser region.

**Project Outcome:**

The blueprints were developed, but at the end of the funding period, the building had not been built. It was expected that over time that this project would prove to be very successful within the Prosser region.

**Total 3161 Funds Costed:** \$20,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** The Tri-City Industrial Development Council Training Fund

**Period of Performance:** 1999 through 2000

**Brief Project Description:**

The local Welch's juice bottling plant needed to upgrade its bottling equipment and considered relocating or even closing the plant due to the expense of retraining their workers. TRIDEC partnered with Columbia Basin College and offered to pay for labor costs of the equipment and manufacturer representatives to provide training to Welch's current line personnel. TRIDEC also paid some travel costs for Welch's employees to go to a Michigan plant to see the installed equipment in use. Section 3161 funds were also used to offset employee labor costs incurred during the startup of the new equipment line at the Kennewick Welch's plant.

**Project Goals and Objectives:**

To keep the local Welch's juice bottling plant open in the Tri-Cities area.

**Project Outcome:**

The new bottling equipment line was installed, Welch's workers were trained, and the Welch's bottling operation remained in the Tri-Cities region.

**Total 3161 Funds Costed:** \$55,000

**Total Jobs Created/Retained:** 15

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$3,667

**Hanford – Tri-City Development Council**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Historically Underutilized Business (HUB) Development Program Columbia Basin College

**Period of Performance:** 2000 through 2008

**Brief Project Description:**

The mission of the HUB program was to increase HUB participation in the Tri-Cities marketplace. This was accomplished initially by establishing at Columbia Basin College a HUB development specialist to provide counseling and guidance on issues specific to the challenges HUB owners face in the Tri-Cities region. Although this position was vacated in 2005, in 2006 an agreement between the SBDC at Columbia Basin College and the TRIDEC was established to continue the program. The SBDC agreed to expand their business counseling activities to include HUB by using the funds remaining in the original Section 3161 grant. The HUB Program Advisory Committee also requested SBDC to compile and publish a multicultural business directory for the Tri-Cities area.

**Project Goals and Objectives:**

Increase business counseling activities for HUBs and compile and publish a multicultural business directory for the Tri-Cities region.

**Project Outcome:**

The HUB development grant was extremely successful. Business counseling resulted in over a \$2.5 million economic impact in the community and over 70 jobs created or retained. In 2003, the Fiesta Foods retail grocery store opened in Pasco, employing more than 50 full-time equivalents and was still operating in 2010. In 2008, one Hispanic company was able to obtain a \$100,000 loan with help from the SBDC counselor that resulted in the creation or retention of 12 jobs.

The Multicultural Directory published 5,000 hardcopies that were distributed widely throughout the Tri-Cities and surrounding area. Oak stands were purchased to display the directories at TRIDEC, the TRI-City Regional Chamber of Commerce, the Hispanic Chamber of Commerce, several locations on the Columbia Basin College campus, as well as other locations. Reception to the directories was excellent, and every business listed in the directory received 5–10 copies. As of November 5, 2008, there were only 300 directories still available for distribution. Feedback from HUB committee members, businesses, and the general public was overwhelmingly positive. In addition, 300 CDs were ordered and mailed to companies and organizations for use in recruitment and promotional activities in the Tri-Cities and surrounding areas.

**Total 3161 Funds Costed:** \$367,290

**Total Jobs Created/Retained:** 71

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$5,173

## **Hanford – Tri-City Development Council Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Tri-Cities Community Image Campaign

**Period of Performance:** 2003 through 2004

**Brief Project Description:**

Funds were provided to the Visitors Bureau for the Tri-Cities Community Image Campaign that focused on publicity, marketing, and advertising the Tri-Cities' convention and sports markets, attractions, riverfront activities, recreational opportunities, wineries, and cultural amenities. The marketing campaign created national visibility for the Tri-Cities region and fostered the perception of the area as a great place to vacation, live, work, and do business. The image campaign targeted new, non-federal employment opportunities within the tourism industry.

Since the news media played a major role in shaping opinions, values, and current issues, the Bureau worked to create awareness of the Tri-Cities region by placing stories in national, regional, local, and trade media. The resulting articles and feature stories were placed to encourage visitors to travel to the area, visit attractions, and support local businesses and industries.

**Project Goals and Objectives:**

Sustain tourism as a viable industry independent of the Hanford plant: The articles and feature stories were placed to acquaint industry leaders with Tri-Cities assets and encourage them to consider the area for new plant development and business expansion. The intent was to create an image and position of the Tri-Cities as an inviting locale for industry and business relocation, tourism, and economic development.

**Project Outcome:**

Through this program the Bureau succeeded in securing 425 articles, stories, and positive feature stories about Tri-Cities' attractions. In addition, the Bureau placed advertising in numerous targeted publications including *Sunset*, *Washington CEO*, *Northwest Travel*, *Wine Press Northwest*, *Washington State Visitor Guide*, *Spokesman Review*, *WA State Road Map*, *The Lewis & Clark Trail Planner*, and *Lewiston Tribune, Innovations*.

The Bureau participated in the Seattle Travel Show and Professional Golf Association Show and coordinated the October 2003 FAM (familiarization) tours for eight travel journalists that highlighted the northwest as an international destination. Journalists from travel and lifestyle publications prepared articles on an assignment basis. The Bureau also secured advertising and promotional sponsorships for the Outdoor Writers Association of America and the Washington Society of Association Executives.

**Total 3161 Funds Costed:** \$75,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

# **Idaho – Regional Development Alliance, Inc. Community Reuse Organization (CRO) Final Report Fiscal Years 1993 Through 2008**

## **Summary of All Projects Funded with Section 3161<sup>22</sup> Funds:**

- **Eastern Idaho Community Reuse Organization Planning Grant:** Conducted a strengths, weaknesses, opportunities, and threats (SWOT) analysis of the Eastern Idaho area. The planning grant was used to establish the CRO, Eastern Idaho Community Reuse Organization (EICRO), with a board of directors to determine and implement projects to help revitalize the economy in the Eastern Idaho region. EICRO was later disbanded in fiscal year (FY) 2003, and the state established the Regional Development Alliance (RDA) CRO to establish and fund economic development projects for eastern Idaho through the remaining Section 3161 grant.
- **Regional Programs and Marketing:** The Idaho Technology Corridor was EICRO's primary economic development initiative among its regional programs. EICRO is in the process of creating an environment conducive to recruiting and expanding "high-tech" businesses in Eastern Idaho by using existing personnel, training programs, and Idaho National Laboratory (INL) assets to accomplish this goal. Also included among this heading was the Main Street program to support rural communities in establishing their town centers as places of commerce; Business Development and Entrepreneurial programs supporting the creation of small business throughout the region; the Partners Fund supporting the region's professional economic development organizations; and the Business Expansion and Retention program, an economic development initiative for Eastern Idaho. EICRO personnel and regional economic development organization professionals conducted approximately 125 surveys of local businesses to assist them expand, sustain as viable businesses, or prevent them from relocating to another area.
- **Clean-Energy Facility:** EICRO was in the process of negotiating a lease with DOE to acquire an existing energy-producing facility located at the INL. EICRO planned to operate the facility to produce electric power that would be sold to power distributors. The clean-energy facility was designed to conduct research projects in cleaner burning fuels.
- **Property Transfer Program:** This program allowed EICRO to take possession of surplus U.S. Department of Energy (DOE) assets and make these assets available to local economic development organizations to provide startup and expanding businesses at low or no cost. The assets were also made available to other businesses looking to relocate to the region as an economic development incentive.
- **Enterprise Fund:** The Enterprise Fund was established in 1996 as a debt and equity tool for small-business startup and expansion. The fund provided over \$9 million in loans and grants in the local economy using the original \$3 million investment that was leveraged at least 3 times. Loans were made to over 42 East Idaho businesses and leveraged over \$200 million in private investment that lead to the creation and retention of 2,098 jobs.
- **Local Demonstration Projects:** EICRO awarded funds to four local economic development organizations to assist with projects involving small-business lending and development, tourism marketing activities, and technical assistance to business parks and incubators. A

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<sup>22</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

total of approximately \$913,561 was granted to these organizations to achieve their goals and objectives.

- **EICRO Entrepreneurial Development:** CRO funds were used to train individuals, predominately displaced DOE workers, to develop business plans and feasibility studies. Most of the trainees were recommended by the DOE-Idaho site contractor’s technology transfer.
- **RDA CRO Entrepreneurial Development:** Section 3161 funds were used to strengthen and develop an entrepreneurial base through direct contact, a regional entrepreneurial program, and TechConnect to assist technology entrepreneurs by determining gaps and providing resources for advancement.
- **RDA CRO Business Development and Marketing at INL:** Funding was provided to local communities to work together to bring business to Eastern Idaho from inside and outside the state. Business development activities were coupled with an opportunity to market INL not only as a technology resource for local companies but also as a procurement opportunity for outside companies to drive business to Eastern Idaho.
- **State of Idaho RDA:** Through an INL Settlement Fund, the state of Idaho provided funding to the RDA to invest directly in businesses to create jobs in the seven-county region.

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from DOE’s Office of Legacy Management as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job.

*Table 1. Regional Development Alliance Community Transition Funding and Job Creation by Project*

FYs 1993 Through 2008						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost per Job Created
EICRO FY 1995 Planning Grant <sup>a</sup>	\$325,000	\$0	\$325,000	\$325,000	0	\$0
Regional Projects and Marketing	\$727,047	0	\$727,047	\$727,047	660	\$1,102
Clean Coal Energy Facility <sup>a</sup>	\$300,000	0	\$300,000	\$300,000	0	\$0
Property Transfer	\$240,000	0	\$240,000	\$240,000	52	\$4,615
Enterprise Fund	\$3,200,000	0	\$3,200,000	\$3,200,000	2,098	\$1,525
Local Demonstration Projects	\$910,561	0	\$910,561	\$910,561	684	\$1,331
EICRO Entrepreneurial Development	\$14,744	0	\$14,744	\$14,744	68	\$217
RDA CRO Entrepreneurial Development <sup>a</sup>	\$50,000	\$0	\$50,000	\$50,000	0	\$0
RDA CRO Business Development and Marketing INL <sup>a</sup>	\$65,484	\$0	\$65,484	\$65,484	0	\$0
State of Idaho (RDA)	\$30,000,000	\$0	\$30,000,000	\$30,000,000	4,366	\$6,871

Table 1 (continued). Regional Development Alliance Community Transition Funding and Job Creation by Project

FYs 1993 Through 2008						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost per Job Created
EICRO RDA CRO Administration <sup>a</sup>	\$1,742,164	\$0	\$1,742,164	\$1,742,164	0	\$0
<b>Totals</b>	<b>\$37,575,000</b>	<b>\$0</b>	<b>\$37,575,000</b>	<b>\$37,575,000</b>	<b>7,928</b>	<b>\$4,740</b>

**Note:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended or were temporary/construction workers

**Abbreviation:**

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993

**Leveraged Funding:**

Table 2 is a list of leveraged<sup>23</sup> funds or in-kind services received from all external sources [federal, state, and local government agencies or private organizations] resulting from CRO contributions of Section 3161 funds or in-kind goods/services<sup>24</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>25</sup>

Table 2. RDA Leveraged Funding Sources

Funding Source	Cash	In Kind
Enterprise Loan Funds to private businesses	\$50,000,000	
Grant dollars to Anheuser Busch and Grupo Modelo	\$150,000,000	
Private business	\$45,000	\$500,000
<b>Total</b>	<b>\$200,045,000</b>	<b>\$500,000</b>

<sup>23</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>24</sup> In-Kind Goods/Services—In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>25</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee’s contractual instrument. For example, the Office of Legacy Management may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee’s coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

**Idaho – Regional Development Alliance, Inc.  
Section 3161–Funded Projects, Now Closed**

**Project Title:** Eastern Idaho Community Reuse Organization (EICRO) Planning Grant

**Period of Performance:** 1995 through 1996

**Project Description:**

Community, business, and civic organizations within Eastern Idaho conducted a SWOT analysis of the Eastern Idaho area. The planning grant was used to establish the CRO, EICRO with a board of directors to determine and implement projects to revitalize the economy in the Eastern Idaho region. EICRO was later disbanded in FY 2003, and the state established the RDA as the CRO for Eastern Idaho.

**Project Goals and Objectives:**

Establish a CRO with a board of directors to develop projects funded with Section 3161 grant monies to improve economic conditions in Eastern Idaho.

**Project Outcome:**

EICRO was established and created or retained 3,562 jobs in Eastern Idaho. In FY 2003 EICRO was disbanded, and the State of Idaho designated the RDA to develop with any remaining Section 3161 funds.

**Total Section 3161 Funds Costed:** \$325,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Idaho – Regional Development Alliance, Inc.**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Regional Projects and Marketing

**Period of Performance:** 1996 through 2004

**Project Description:**

The Idaho Technology Corridor was the primary economic development initiative for regional programs that included the following components: (1) recruit and expand “high-tech” businesses in eastern Idaho by using existing personnel, training programs, and the INL’s surplus assets; (2) Main Street programs provided support to rural communities to establish their town centers as places of commerce; (3) business development and entrepreneurial programs supported the creation and sustainment of small business throughout the region; and (4) the Partners Fund was used to support the region’s professional economic development organizations efforts.

The EICRO’s major efforts under this program were with the Idaho Technology Corridor (Corridor). EICRO has established a comprehensive marketing and communications plan for the Corridor, as well as a strategic plan for implementation. EICRO markets the Corridor to business relocation specialists and business recruiters. EICRO also informed the local populace to enhance the general public’s knowledge about the Corridor and how it could benefit the East Idaho region by making local businesses more profitable and what the region could do to support the Corridor concept.

**Project Goals and Objectives:**

The overall objectives for the Regional Projects and Marketing effort were to create jobs; enhance recognition of Eastern Idaho as a place to do business; recruit new businesses to the region; and use collateral media to highlight the region as a place to grow businesses.

**Project Outcome:**

A comprehensive marketing and communications plan and a strategic plan for the Idaho Technology Corridor were established. The Corridor was marketed to business relocation specialists and business recruiters. An information campaign was developed to enhance the general public’s knowledge about the Corridor and its potential benefits for the East Idaho region and how the region could support the Corridor. The program exceeded its goal of 652 jobs by FY 2005 with a total of 660 jobs created by the end of FY 2004.

**Total Section 3161 Funds Costed:** \$727,047

**Total Jobs Created/Retained:** 660

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$1,102

**Idaho – Regional Development Alliance, Inc.**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Clean Coal Energy Facility

**Period of Performance:** 2002 through 2004

**Project Description:**

The EICRO explored the possibility of leasing an existing DOE energy-producing facility located at the INL with plans for an independent power producer (IDPP) to operate the facility to produce electric power to be sold to power providers. A research and development (R&D) firm would also be involved in the project to conduct research projects at the facility on the production of clean-burning fuels.

**Project Goals and Objectives:**

The goals and objectives of the project were different for each of the four players involved. The project provided EICRO a revenue source to raise revenue for EICRO activities. The IDPP would have the opportunity to produce power for sale on the commercial market. The R&D firm would have the opportunity to conduct R&D activities with the potential to produce clean, efficient energy. DOE would save approximately \$8 million in demolition and deconstruction costs.

**Project Outcome:**

EICRO's staff and legal representatives met with DOE-Idaho officials several times to negotiate the terms of the proposed lease for the Clean Coal Energy Facility located at the INL. A copy of the lease, including the terms agreed upon by EICRO and DOE-Idaho, was sent to DOE headquarters for review and approval, but ultimately was not approved.

**Total Section 3161 Funds Costed:** \$300,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Idaho – Regional Development Alliance, Inc.**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Property Transfer Program

**Period of Performance:** 2002 through 2004

**Project Description:**

This program allowed the EICRO to take possession of surplus DOE assets to make these assets available to local economic development organizations to provide startup and expansion assistance for businesses in their region at low or no cost. The assets were also made available to other businesses looking to relocate to the region as an economic development incentive.

**Project Goals and Objectives:**

The project's goal and objectives were tied to job creation and support for business startups, expansion, and relocation to Eastern Idaho. The program allows EICRO to take possession of surplus DOE assets and make them available to local businesses in startup or expansion mode or as an added enticement for companies to relocate their operations to the East Idaho region. The surplus assets, consisting of equipment, furniture and fixtures, and other assorted goods, were first made available to the economic development agencies serving Eastern Idaho, through work with businesses on a regular basis. Once the economic development organizations made their claims, the remaining assets were collected by EICRO and its auctioneer, in preparation for auctions every 60–90 days. Proceeds from the auction were returned to EICRO, to supplement other development activities.

**Project Outcome:**

EICRO prepared surplus assets including furniture, equipment, and other goods, for auction. The initial auction was held on April 26, 2003. DOE-originated assets were placed into auction by local Idaho auctioneers with other consigned non-DOE goods. Proceeds were used by EICRO for economic development activities.

**Total Section 3161 Funds Costed:** \$240,000

**Total Jobs Created/Retained:** 52

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$4,615

**Idaho – Regional Development Alliance, Inc.**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Title:** Enterprise Fund

**Period of Performance:** 1994 through 2004

**Project Description:**

The Enterprise Fund was established to provide financial assistance to small-business startups and expansions in Eastern Idaho.

**Project Goals and Objectives:**

The fund was primarily directed at assisting manufacturing-based businesses but also provided funding for nonmanufacturing entities. The fund's main goal was to help create primary jobs that paid well and provide benefits to its employees.

**Project Outcome:**

An Enterprise Fund's Loan Approval Committee was established to approve loans to local businesses and included members representing local business, local government, and the local banking community. This debt/equity fund provided a total of \$3.2 million to approximately 20 businesses and helped create over 2,098 jobs by the end of FY 2004.

**Total Section 3161 Funds Costed:** \$3,200,000

**Total Jobs Created/Retained:** 2,098

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$1,525

**Idaho – Regional Development Alliance, Inc.**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Local Demonstration Projects

**Period of Performance:** 1996 through 1998

**Brief Project Description:**

The EICRO awarded funds to four local economic development organizations to assist with projects involving small-business lending, tourism marketing, small-business development efforts, and technical assistance to business parks and incubators. The four organizations receiving CRO funds were East-Central Idaho Planning and Development Association (ECIPDA), Southeast Idaho Council of Governments (SICOG), Lost River Development, and Eastern Idaho Economic Development Council (EIEDC). A total grant of approximately \$913,561 was used by these organizations to achieve their goals and objectives.

**Project Goals and Objectives:**

- ECIPDA: ECIPDA used their CRO funds for the following activities in Jefferson and Madison counties: (1) establish a business financing program for small businesses; (2) assist Madison County in marketing its 23-acre business park; and (3) provide technical assistance to the Ririe Area Development Agency.
- SICOG: SICOG's targets for the CRO funds were Bannock and Bingham counties. Small-business owners in these two counties were provided information about financing existing business expansion and developing leads for recruiting new companies.
- Lost River Development: CRO funds were used in lower Custer and upper Butte counties by three organizations: the Arco and Butte Business Incubator Center, the Lost River Tourism Bureau, and the Mackay Action Center. Activities included (1) providing expansion and retention assistance to Lost River small businesses; (2) supporting small-business development; (3) producing collateral materials for the Lost River Tourism Bureau; and (4) improving outreach by the cities and counties to small business. There were 64 jobs created in Lost River Valley through the use of CRO funds.
- EIEDC: EIEDC concentrated their efforts on four specific initiatives:
  - Business development. EIEDC performed studies on several issues, including market analysis, program administration, labor-market studies, creation of collateral materials, and attendance at trade shows.
  - Idaho Innovation Center. EIEDC spent CRO funds on tenant-specific needs for the business incubator facility located in Bonneville County.
  - Downtown Development Corporation. CRO funds were used to support the establishment of a Business Improvement District in Idaho Falls.
  - Convention and Visitor's Bureau. Funds were used for the marketing and promoting of Idaho Falls as a convention site for trade shows and special events and as a tourist destination.

**Project Outcome:**

- ECIPDA: The main focus of ECIPDA's efforts was job creation, and through the Section 3161 grant a total of 122 jobs were created.
- SICO: The main thrust of SICO's efforts was also job creation, and a total of 90 jobs were created.
- Lost River Development: A total of 64 jobs were created in the Lost River Valley through the use of Section 3161 funding.
- EIEDC: A total of 408 jobs were created using Section 3161 grant funds.

**Total Section 3161 Funds Costed: \$910,561**

**Total Jobs Created/Retained: 684**

**Total Number of Displaced Site Workers Employed: 137 (estimated)**

**Cost per Job Created/Retained: \$1,331**

**Idaho – Regional Development Alliance, Inc.**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** The Eastern Idaho Community Reuse Organization (EICRO) Entrepreneurial Development

**Period of Performance:** 1996 through 2001

**Brief Project Description:**

CRO funds were used to train individuals, predominately displaced DOE workers, to develop business plans and feasibility studies. Most of the trainees were recommended by the DOE-Idaho site contractor's Office of Technology Transfer. The training utilized two programs created by the EW Kauffman Foundation and the NxLevel Program, as its curriculum.

**Project Goals and Objectives:**

The primary goal for this program was to enable individuals to write feasibility studies and business plans, to become small-business owners and operators. Every business created was to result in at least one new job for the region. It was expected that at least 45 percent of the new businesses created would lead to more than one position for the business.

**Project Outcome:**

Considering that 68 of the 70 individuals who participated in the entrepreneurial training created or found jobs, the outcome should be considered successful.

**Total Section 3161 Funds Costed:** \$14,744

**Total Jobs Created/Retained:** 68

**Total Number of Displaced Site Workers Employed:** 17 (estimated)

**Cost per Job Created/Retained:** \$217

**Idaho – Regional Development Alliance, Inc.**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Title:** Regional Development Alliance Community Reuse Organization Entrepreneurial Development

**Period of Performance:** 2003 through 2005

**Project Description:**

The Entrepreneurial Development program was to strengthen the entrepreneurial base of the area through direct contact, funding from non-DOE sources, a regional entrepreneurial program, and TechConnect. TechConnect’s mission was to directly assist technology entrepreneurs through interviews with staff to determine funding gaps and to identify sources for resources. Tech Launch was an annual event to place entrepreneurs in front of potential investors. The event was a competition, and the winner received a cash award from the entry fee and donations by local companies.

**Project Goals and Objectives:**

Provide assistance and funding to entrepreneurs throughout the region to create new businesses and jobs.

**Project Outcome:**

Since similar entrepreneurial efforts were taking place across the state at the same time the Entrepreneurial Development program was underway, a decision was made to incorporate statewide and have all such entrepreneurial development efforts under the same umbrella. TechConnect began to focus their efforts locally and concentrate on assisting local clients. Job creation was not measured due to the limited grant period to initiate and operate the program.

**Total Section 3161 Funds Costed:** \$50,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Idaho – Regional Development Alliance, Inc.**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Title:** Regional Development Alliance Community Reuse Organization Business Development and Marketing the Idaho National Laboratory

**Period of Performance:** 2003 to 2005

**Project Description:**

Funds were used for a marketing effort to encourage businesses to move to Eastern Idaho. All the communities within the region of influence participated, and two staff members were hired for a marketing campaign that contacted 300–1,000 companies monthly to consider Eastern Idaho as a possible location for future expansions or relocations. Other opportunities to drive business to Eastern Idaho companies were also explored. Business development activities were also coupled with an opportunity to market the INL not only as a technology resource for local companies but also as a procurement opportunity for outside companies that may drive business to Eastern Idaho.

**Project Goals and Objectives:**

Increase the number of private businesses and industries in the area to encourage job growth.

**Project Outcome:**

Although no companies relocated to Eastern Idaho during the period of performance, several companies came to the area for site visits.

**Total Section 3161 Funds Costed:** \$65,484

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Idaho – Regional Development Alliance, Inc.**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Title:** State of Idaho Regional Development Alliance (RDA)

**Period of Performance:** 2003 to 2005

**Project Description:**

The RDA, a nonprofit corporation, was selected by the State of Idaho to receive and administer funds provided to the State through a federal court-mandated settlement agreement on the disposition of spent nuclear fuel between the State and DOE. DOE provided \$30 million to the State as required by the agreement. The RDA provides financial assistance for business expansion, new business creation, relocation for out-of-state businesses, and development of infrastructure necessary to support business (e.g., sewer and utility access).

**Project Goals and Objectives:**

The RDA set goals for job creation, pay scale and company startup, expansion, and relocation.

**Project Outcome:**

The RDA has funded various companies using the Section 3161 funds coming from the State of Idaho under the INL Settlement Fund. The following is a summary of activities and accomplishments with those funds since 1997:

- A total of 250 applications for funding were considered.
- More than \$21,504,516 in job-producing projects was funded.
- 63 companies and projects were funded.
- More than 4,000 jobs were created by businesses receiving funds.
- No funds from the principal received from the State of Idaho were used for administration purposes
- A total of \$400,000 was disbursed to Idaho State University for expansion of the Idaho Accelerator Center to increase its research capabilities. These funds helped leverage an additional \$40 million for expansion activities.

**Total Section 3161 Funds Costed:** \$30,000,000

**Total Jobs Created/Retained:** 4,366

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$6,871

# Los Alamos National Laboratory Community Reuse Organization (CRO) Final Report Fiscal Years 1993 Through 2007

## Summary of All Active Projects Funded with Section 3161<sup>26</sup> Funds:

- **Eight Northern Indian Pueblos Council (ENIPC):** The grant was used to (1) design and install a local area network for ENIPC offices; (2) design and implement a small-business development program for each of the eight northern pueblos; (3) conduct a resource “census” of each pueblo; and (4) provide marketing for pueblo tourism and arts and crafts events.
- **Traditional Industries Promotion (TRADE):** The grant funded promotional activities associated with regional wholesale trade activities for producers of regional food, clothing, and art items.
- **University of New Mexico, Los Alamos (UNM-LA):** Section 3161 funds were used to install a videoconferencing instruction television facility, the Distance Education Facility, on the UNM-LA campus.
- **Santa Fe Community College (SFCC):** Purchased and upgraded SFCC electronic infrastructure for a campus wide connection to the Internet to allow SFCC to work with other community colleges, universities, schools, businesses, and agencies to coordinate training and services throughout the region.
- **Rio Arriba Land Trust Authority:** Funding was used in the establishment of a land authority to acquire, develop, and maintain land for economic development for Rio Arriba County.
- **Los Alamos County (Defense Adjustment Task):** The grant funded legal work related to create the Defense Adjustment Task Force (DATF) and for DATF administration funds to implement the community's Section 3161 funding strategy. The DATF administered the Section 3161 grant until a community reuse organization was designated for the Los Alamos tri-county area.
- **Los Alamos County Land Trust Corporation and Los Alamos Research Park:** The grant funded preliminary design and planning for the Los Alamos Research Park Development, a technology transfer incubator complex. The grant was also used to construct an 85,000 square foot building to serve as a center for private sector technology research and development (R&D) activities adjacent to Los Alamos National Laboratory (LANL) facilities.
- **City of Española Business Incubator:** Funding was used to build a 12,000 square foot building that was leased to two tenants.
- **Northern New Mexico Community College (NNMCC):** Section 3161 funds were used to provide training in the latest microelectronics technologies by creating an Associate’s Degree in Applied Science (AAS) degree program at NNMCC to address the regional demand for microelectronics specialists.

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<sup>26</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

- **Santa Fe County Industrial Park:** The grant funded the construction of water-line extensions to the Santa Fe County Business Industrial Park, a 1,800-acre mixed-use parcel that was developed by Santa Fe County, New Mexico, and the State Land Office. The grant also provided funding to install water, sewer, gas, a two-lane road, and infrastructure improvements.
- **Santa Fe Business Incubator:** Grant funds were used to partially fund the construction of a 10,000-square-foot small-business incubator building. Funding was also used for design, site improvements, utility extensions, and building shell construction of the Incubator's 20,000-square-foot second building as well as marketing and administrative costs associated with bringing the new building on-line. At the end of the grant period, 90 percent of the space was leased.
- **Regional Development Corporation (RDC) Administrative Startup Funds:** Grant funds were used for startup activities for the RDC, a CRO, and for administration activities to select, award, and administer Section 3161 funding for economic development projects for the Tri-County region.
- **North Central New Mexico Economic Development District (NCNMEDD) Revolving Loan Fund:** The grant created a small-business revolving-loan fund for Northern New Mexico small businesses, which was administered by NCNMEDD.
- **New Mexico Economic Development Department (NMEDD) Tri-County Regional Training Program:** The grant provided funding for an in-plant training program that was administered by NMEDD.
- **Santa Fe Gift Market:** Grant funds underwrote the 1998 Santa Fe Gift Market that showcased locally produced products to regional, national, and international clientele.
- **Rio Arriba County Geographic Information System (GIS):** The grant funded the design and implementation of a GIS program for Rio Arriba County.
- **Velarde Valley Apple Growers Cooperative:** The grant funds were to be used to finish a 14,000 square foot apple processing center and storage facility (the Shed). Due to financial irregularities, the grant was terminated.
- **Española Main Street:** Funding was used to develop a marketing study, design plans, and upgrades, renovations, and improvements to the City of Española, New Mexico's Main Street Project.
- **EOS/Rangefire:** The funds underwrote a loan to Rangefire, an internet provider, to bring affordable broadband access to business parks throughout the region and provide broadband access free of charge to the three community colleges in the region.
- **NCNMEDD Wastewater Treatment Study:** The grant funded preliminary wastewater treatment facilities planning studies for the Pojoaque Española Valley region.
- **Santa Fe Airport Business Park:** Grant funds were used to conduct preliminary planning studies required to develop a business park on property owned by the City of Santa Fe, New Mexico.
- **Skyloom Development Services/Collaboration Works:** This grant funded feasibility studies for an agricultural supply cooperative; a distribution network; and the development of marketing groups for organic livestock and a farmer's cooperative.

- **Española Valley Fiber Arts Center (EVFAC):** The grant funded a specialized training program in weaving and entrepreneurial skills to assist low-income people to learn and improve their weaving skills to find jobs as weavers.
- **TRADE – Woodworkers & Business Park Promotion:** The grant funded two projects: (1) organization of the region's woodworkers to pool resources to promote the group and (2) the organization of the region's business parks for joint marketing efforts.
- **Pojoaque Business Park:** The grant funded the installation of a water well, the extension of water lines and electric and sewer service into the park, and road improvements for park ingress, egress, and circulation.
- **New Mexico Internet Professionals Association (NMIPA):** The grant funded planning and the establishment of NMIPA's small-business educational programming and an industry-related internet marketing program.
- **Los Ojos Handweavers, LLC:** Grant funds were used for the following: (1) expand the marketing and distribution of organic lambs for wool for Los Ojos' operation; (2) increase the capacity of its wool washer; (3) increase the capacity of the yarn dyeing and weaving studio; and (4) improve weaving product marketing resources.
- **Tri-County Higher Education Association Grant:** The grant funded the joint efforts of the region's three community colleges to develop a webmaster degree program. Each college selected a distinct area of web management, created curriculum, and purchased equipment specific to that area.
- **Madera Forest Products:** Grant funds were used to identify and develop small-business opportunities using the resources of the Vallecitos Sustained Yield Unit of the Carson National Forest.
- **Los Alamos Commerce and Development Corporation (LACDC) Post-Fire Business Grant Program:** Grant funds were combined with funding from local banks and the University of California as a grant pool to assist viable Los Alamos businesses in need of working capital as a result of business lost during the Cerro Grande fire.
- **Ganados del Valle:** The grant provided funding to (1) complete the spin-off of a Ganados-originated linen manufacturing business (Pastores Collection); (2) complete a commercial kitchen feasibility study; (3) update a feasibility study for a meat-processing business; and (4) reopen the general store.
- **TRADE – Regional Telecommunications Study:** The grant funded the creation of a telecommunications business case study for Santa Fe City and County, and a telecommunications Master Plan for the Tri-County region (Los Alamos, Santa Fe, and Rio Arriba Counties).
- **Connect Rio Arriba:** Developed a community-based wireless broadband “Network” that covered the Chama Valley to meet the valley’s need for high-speed internet access. The network came online in January 2004, and the RDC was a co-owner of the network with the network’s manager, ConnectChama LLC.
- **NM Biz Sites:** [www.NMBizSites.com](http://www.NMBizSites.com) is a GIS-based website with real-time social, economic, and spatial data to assist in commercial site location and development in the Tri-County region of Los Alamos, Rio Arriba, and Santa Fe counties and ultimately attract new businesses to Northern New Mexico and respond to existing businesses' needs.

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from the U.S. Department of Energy's (DOE's) Office of Legacy Management (LM) as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job.

Table 1. Los Alamos National Laboratory Community Transition Funding and Job Creation by Project

FYs 1996 Through 2007						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost per Job Created
Eight Northern Indian Pueblos	\$340,000	\$0	\$340,000	\$340,000	23	\$14,783
Traditional Industries Promotion (TRADE) <sup>a</sup>	\$30,000	\$0	\$30,000	\$30,000	0	\$0
Distance Education (UNM-LA)	\$100,000	\$0	\$100,000	\$100,000	1	\$100,000
Technology Network (Santa Fe Community College)	\$98,536	\$0	\$98,536	\$98,536	100	\$985
Rio Arriba Land Trust Authority <sup>a</sup>	\$60,000	\$0	\$60,000	\$60,000	0	\$0
Los Alamos County <sup>a</sup>	\$195,676	\$0	\$195,676	\$195,676	0	\$0
Los Alamos Research Park	\$1,299,610	\$0	\$1,299,610	\$1,299,610	155	\$8,385
City of Española Business Incubator	\$390,000	\$0	\$390,000	\$390,000	60	\$6,500
Northern New Mexico Community College	\$200,000	\$0	\$200,000	\$200,000	41	\$4,878
Santa Fe County Industrial Park <sup>a</sup>	\$366,000	\$0	\$366,000	\$366,000	0	\$0
Santa Fe Business Incubator	\$710,000	\$0	\$710,000	\$710,000	197	\$3,604
RDC Administrative Start Up Funds <sup>a</sup>	\$339,238	\$0	\$339,238	\$339,238	0	\$0
Revolving Loan Fund	\$750,000	\$0	\$750,000	\$750,000	83	\$9,036
Tri-County Regional Training Program (NMEDD)	\$107,863	\$0	\$107,863	\$107,863	40	\$2,697
Santa Fe Gift Market	\$50,000	\$0	\$50,000	\$50,000	15	\$3,333
Rio Arriba County GIS System	\$300,000	\$0	\$300,000	\$300,000	3	\$100,000
Velarde Valley Apple Growers Coop <sup>a</sup>	\$261,539	\$0	\$261,539	\$261,539	0	\$0
Española Main Street <sup>a</sup>	\$169,823	\$0	\$169,823	\$169,823	0	\$0
EOS/Rangefire	\$750,000	\$0	\$750,000	\$750,000	8	\$93,750
Wastewater Treatment Study (NCNMEDD) <sup>a</sup>	\$350,000	\$0	\$350,000	\$350,000	0	\$0
Santa Fe Airport Business Park <sup>a</sup>	\$20,000	\$0	\$20,000	\$20,000	0	\$0
Skyloom/ Collaborations Works	\$225,300	\$0	\$225,300	\$225,300	27	\$8,344

Table 1 (continued). Los Alamos National Laboratory Community Transition Funding and Job Creation by Project

FYs 1996 Through 2007						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost per Job Created
Española Fiber Arts Center	\$10,000	\$0	\$10,000	\$10,000	3	\$3,333
Woodworkers & Business Park (TRADE)	\$11,000	\$0	\$11,000	\$11,000	7	\$1,571
Pojoaque Business Park	\$400,000	\$0	\$400,000	\$400,000	0 <sup>a</sup>	\$0
New Mexico Internet Professionals Association	\$600,000	\$0	\$600,000	\$600,000	437	\$1,373
Los Ojos Handweavers	\$163,750	\$0	\$163,750	\$163,750	28	\$5,848
THEA	\$712,911	\$0	\$712,911	\$712,911	92	\$7,749
Madera Forest Products	\$83,500	\$0	\$83,500	\$83,500	3	\$27,833
LACDC Post-Fire Business Grants	\$100,000	\$0	\$100,000	\$100,000	84	\$1,190
Ganados del Valle	\$200,163	\$0	\$200,163	\$200,163	11	\$18,197
Regional Telecomm Study (TRADE) <sup>a</sup>	\$130,000	\$0	\$130,000	\$130,000	0	\$0
Connect Rio Arriba	\$121,804	\$0	\$121,804	\$121,804	5	\$24,361
NM Biz Sites	\$209,000	\$0	\$209,000	\$209,000	250	\$836
RDC Administrative <sup>a</sup>	\$2,148,593	\$0	\$2,148,593	\$2,148,593	0	\$0
DOE Originated Grants <sup>b</sup>	\$821,900	\$860,381	\$1,682,281	\$1,682,281	27	\$62,307
<b>Totals</b>	<b>\$12,826,206</b>	<b>\$860,381</b>	<b>\$13,686,587</b>	<b>\$13,686,587</b>	<b>1,700</b>	<b>\$8,051</b>

**Notes:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended or were temporary/construction workers.

<sup>b</sup> Before the RDC was established as the CRO, DOE gave out three grants totaling \$1,682,281 to community groups that resulted in 27 new or retained jobs.

**Abbreviations:**

FY = fiscal year

N/A = not applicable

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993;

THEA = Tri-County Higher Education Association

## Leveraged Funding:

Table 2 is a list of leveraged<sup>27</sup> funds or in-kind services received from all external sources [Federal, state, and local government agencies or private organizations] resulting from the RDC contributions of Section 3161 funds or in-kind goods/services<sup>28</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>29</sup> Note that funds obtained from any DOE programs or offices other than LM do not appear in Table 1.

Table 2. Los Alamos National Laboratory Leveraged Funding Sources

Funding Source	Cash	In Kind
<b>RDC Administration</b>		
McCune Foundation	\$30,000	
<b>Connect Rio Arriba</b>		
Private Land Owners/Village of Chama/State of New Mexico		\$141,000
Dynavar Network Design work		\$16,000
ISPs		\$40,000
EDA	\$286,000	
LANL Foundation (connect engineer)	\$15,000	
<b>Otra Vez</b>		
JCNNM (cash received)	\$100,000	
LANL Foundation	\$22,000	
KSL (proposed in building contractor capacity)		\$60,000
Valley National Bank (proposed in rental abeyance and leasehold improvements)		\$100,000
<b>NM Biz Sites</b>		
New Mexico Econ. Development Department	\$2,700	
Los Alamos County, Santa Fe County, Rio Arriba County		\$30,000
Technology Ventures Corporation		\$10,000
University of California		\$30,000
LANL		\$30,000
State Engineer and Other Technical Advisors		\$5,000
<b>Total</b>	<b>\$455,700</b>	<b>\$462,000</b>

### Abbreviation:

EDA = Economic Development Administration

<sup>27</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>28</sup> In-Kind Goods/Services —In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>29</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee’s contractual instrument. For example, the Office of Legacy Management may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee’s coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

## **Los Alamos National Laboratory Section 3161–Funded Projects, Now Closed**

**Project Name:** Eight Northern Indian Pueblos Council (ENIPC)

**Period of Performance:** 1996 through 2001

**Brief Project Description:**

Grant funding was used to (1) design and install a local area network for the ENIPC offices to enable Internet access for all network users; (2) design and implement a small-business development program for members of the eight northern pueblos; (3) conduct a resource “census” of each pueblo; and (4) provide promotional assistance directed at pueblo tourism and arts and crafts events.

**Project Goals and Objectives:**

- Facilitate communication between ENIPC offices, connect ENIPC offices to the Internet, and create a web presence for ENIPC arts and crafts businesses.
- Increase entrepreneurial capacity within the pueblos and identify and quantify human, financial, and economic resources within the pueblos.

**Project Outcome:**

- The network was installed and functions between the two primary ENIPC buildings and its nine satellite offices. In addition, over 70 of ENIPC's 180 employees received software training related to the new network.
- As many as 450 artists received business guidance for arts and crafts–directed efforts; 25 entrepreneurs were counseled by the business development center; and the resource census was completed for six pueblos at the end of the grant period.
- The ENIPC became a CRO in 2000 to continue to support the programs initiated with this grant.

**Total Section 3161 Funds Costed:** \$340,000

**Total Jobs Created/Retained:** 23

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$14,783

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Traditional Industries Promotion (TRADE)

**Period of Performance:** 1996 through 1997

**Brief Project Description:**

The grant funded promotional activities associated with wholesale trade activity for regional producers of food, clothing, and art items.

**Project Goals and Objectives:**

- Develop new markets for locally produced goods and services.
- Increase exports of locally produced goods and services to national markets.

**Project Outcome:**

Promotional assistance and materials were provided for the following:

- Parks Program Trade Initiative
- TRADE Small Business Expo
- Santa Fe Area Farmers' Market
- Santa Fe Apprenticeship Network

**Total Section 3161 Funds Costed:** \$30,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** University of New Mexico, Los Alamos (UNM-LA) Distance Education

**Period of Performance:** 1996 through 1998

**Brief Project Description:**

Section 3161 funds were used to construct the Distance Education Facility, a videoconferencing instruction television facility, on the UNM-LA campus.

**Project Goals and Objectives:**

- Extend the University of Mexico’s curriculum by broadcasting from the UNM-LA campus to residents of Northern New Mexico.
- Provide multipoint videoconferencing for the private and public sectors, the college, and the Small Business Development Center (SBDC).

**Project Outcome:**

- During the grant period, four training sessions were completed for faculty and staff.
- Two-way courses continued after the grant period and were successful with college students.
- The use of the two-way system by the business community was modest.

**Total Section 3161 Funds Costed:** \$100,000

**Total Jobs Created/Retained:** 1

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$100,000

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Santa Fe Community College (SFCC) Technology Network

**Period of Performance:** 1996 through 1998

**Brief Project Description:**

Purchase or upgrade SFCC electronic infrastructure to allow campus-wide connection to the Internet to enable SFCC to more effectively work with other community colleges, universities, schools, businesses, and agencies to coordinate training and services throughout the region.

**Project Goals and Objectives:**

Retrain or provide other education-based services to at least 200 displaced LNAL workers. In addition, upgrade the infrastructure in the following locations:

- Flex Lab
- Learning Resource Center
- Career Development Center
- Library

**Project Outcome:**

- A total of 2,487 students attended classes in the flex lab between January 1997 and June 1998.
- A total of 174 students attended distance learning classes as a result of the two-way interactive equipment installed during the same time period.

**Total Section 3161 Funds Costed:** \$98,536

**Total Jobs Created/Retained:** 100

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$985

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Rio Arriba Land Trust Authority

**Period of Performance:** 1996 through 1999

**Brief Project Description:**

Establish a land authority to locate, acquire, develop, and maintain land for economic development purposes on behalf of Rio Arriba County.

**Project Goals and Objectives:**

- Complete initial authority planning and fundraising.
- Identify and plan for improvements to public infrastructure.

**Project Outcome:**

- The intent of the Land Trust changed over time as the county government realized the legal limitations of the organization.
- The Land Trust operated under a Memorandum of Understanding with the County to act in an advisory capacity for land identification, transfer and use.
- With the assistance of the County's GIS Project (also RDC funded), over 3,000 acres of federal land was identified for possible transfer or acquisition.
- One 200-plus-acre parcel in Coyote, New Mexico, was transferred to Rio Arriba County, New Mexico, in 1999.

**Total Section 3161 Funds Costed:** \$60,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Los Alamos County Defense Adjustment Task Force (DATF)

**Period of Performance:** 1996 through 1998

**Brief Project Description:**

This grant funded legal work related to the creation of the DATF and its implementation of the community's Section 3161 funding strategy. Grant funds were used to support administration expenses related to the operating the DATF and administering the original \$3.1 million in Section 3161 funding for economic diversification projects.

**Project Goals and Objectives:**

Project goals were to disburse Section 3161 funding to projects that would assist in diversifying the Tri-County region's economy and establishing a community-based CRO to eventually take over DATF's responsibilities.

**Project Outcome:**

The DATF was established, and it disbursed \$3.1 million in grants to economic development projects. The RDC was created to serve in the long term as LNAL's CRO.

**Total Section 3161 Funds Costed:** \$195,676

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

## **Los Alamos National Laboratory Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Los Alamos County Land Trust Corporation and Los Alamos (LA) Research Park

**Period of Performance:**

Land Trust Corporation: 1996 through 1998

LA Research Park: 1999 through 2001

**Brief Project Description:**

Land Trust Corporation: the grant funded preliminary design and planning for the LA Research Park development, a technology transfer incubator complex.

LA Research Park: Grant funds assisted in construction of an 85,000 square foot building that served as a center for private sector technology R&D activities adjacent to LANL facilities.

**Project Goals and Objectives:**

- Land Trust Corporation: The short-term goal was to acquire the property and develop the first of four buildings.
- LA Research Park: The park's short-term goal was to create R&D space in Los Alamos, New Mexico, for the private sector.
- Los Alamos County Land Trust Corporation and the LA Research Park: The long-term goal for both organizations was to maximize synergies between LANL research projects and private industry to provide resources to commercialize technologies being developed at LANL.

**Project Outcome:**

- Land Trust Corporation: Site acquisition and park development plan were completed.
- LA Research Park: The first building was completed. Construction activities alone generated over \$1 million in gross receipts tax for the state. For every \$1 in RDC grant money, \$15 more were raised for the construction from other sources. At the time of grant closing the park had a 75 percent occupancy rate.

**Total Section 3161 Funds Costed:** \$1,299,610

**Total Jobs Created/Retained:** 155

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$8,385

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** City of Española Business Incubator

**Period of Performance:** 1996 through 1999

**Brief Project Description:**

The original project vision was to build a 30,000 square foot building in Española to function as a light manufacturing incubator to house small existing manufacturing businesses. Plans were redirected, and the ultimate project outcome was the construction of a 12,000 square foot building that was leased to two tenants: Valor Telecom and the Atlas Gym.

**Project Goals and Objectives:**

- Provide employment opportunities for displaced LANL workers.
- Provide space and support for the area's small businesses.

**Project Outcome:**

- 60 jobs were created.
- The availability of the space was critical in attracting and bringing Valor Telecom's call center to Española.
- The project leveraged each \$1 from the DOE grant with \$3 from the City of Española.

**Total Section 3161 Funds Costed:** \$390,000

**Total Jobs Created/Retained:** 60

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$6,500

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Northern New Mexico Community College (NNMCC)

**Period of Performance:** 1996 through 2000

**Brief Project Description:**

Provide training in the latest microelectronics technologies by creating an AAS degree program at NNMCC to address regional demand for microelectronics specialists.

**Project Goals and Objectives:**

- Create and implement an AAS degree in semiconductor manufacturing technology (SMT).
- Place program graduates at Intel Albuquerque or other businesses requiring SMT training.

**Project Outcome:**

- The SMT curriculum was developed. A SMT program director was hired.
- The NNMCC SMT building was completed in 1999 through various funding vehicles.
- As of June 2000, 41 students had graduated from the SMT program and obtained jobs.

**Total Section 3161 Funds Costed:** \$200,000

**Total Jobs Created/Retained:** 41

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$4,878

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Santa Fe County Industrial

**Period of Performance:** 1996 through 2001

**Brief Project Description:**

Grant funding completed water-line extensions to Santa Fe County Business Industrial Park, a 1,800-acre mixed-use parcel that was developed by Santa Fe County and the State Land Office. The grant provided funding to install water, sewer, gas, and a two-lane road on the first 44 acres of the park in preparation for building construction.

**Project Goals and Objectives:**

- The short-term goals of the grant are to extend 2,500 linear feet of water lines to the park and develop the first 44 acres of infrastructure to market construction-ready sites.
- The long-term goal of the park development is to provide environmentally friendly manufacturing space to attract technology-based businesses to the area.
- The ultimate goal is to use the industrial park to diversify the local economy that is dependent on the government and tourism sectors.

**Project Outcome:**

- Phase 1: The water line was extended, and park development begun.
- Phase 2: The infrastructure build-out was completed.
- CleanAir Systems Inc. committed to building its new manufacturing plant in the park with the potential creation of more than 200 jobs.

**Total Section 3161 Funds Costed:** Phases 1 and 2: \$366,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Santa Fe Business Incubator

**Period of Performance:** 1996 through 2002

**Brief Project Description:**

Grant funds were used to partially fund the construction of a 10,000-square-foot small-business incubator building. Grant funds were used for design plans, site improvements, utility extensions, and building shell construction for the incubator's 20,000-square-foot second building. Section 3161 funds were also used for marketing and administrative costs associated with bringing the new building on-line.

**Project Goals and Objectives:**

- Build low-rent space specifically for local startups and growing small businesses.
- Reduce the outstanding construction loan principle.
- Build another 20,000 square feet of affordable office and manufacturing space for startup businesses in the region and lease at least 50 percent of the building.

**Project Outcome:**

- The building was completed, and a certificate of occupancy was obtained on January 14, 1998. In addition, the grant funds leveraged \$1 for every \$6 raised from other sources.
- The construction loan was reduced by \$200,000, thereby reducing the incubator's operating overhead.
- Building 2 was completed, and 90 percent of the space was leased as of December 2002.

**Total Section 3161 Funds Costed:** \$710,000

**Total Jobs Created/Retained:** 197

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$3,604

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Regional Development Corporation (RDC) Administrative Startup Funds

**Period of Performance:** 1997 through 1998

**Brief Project Description:**

The grant funds were used to start up the RDC, LANL's CRO, so it could award and administer \$6 million in Section 3161 funding designated for the Tri-County region.

**Project Goals and Objectives:**

- Complete a regional strengths, weaknesses, opportunities, and threats (SWOT) analysis to assist in developing a funding strategy for the remaining \$6 million in Section 3161 funding.
- Award the Section 3161 funding to projects that best meet funding criteria as established by the RDC Board.

**Project Outcome:**

- The RDC was established.
- The SWOT analysis was completed.
- The RDC became fully capable to award and administer Section 3161 funds for economic development activities.

**Total Section 3161 Funds Costed:** \$339,238

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** North Central New Mexico Economic Development District (NCNMEDD)  
Revolving Loan Fund

**Period of Performance:** 1997 through 1999

**Brief Project Description:**

The grant created a small-business revolving-loan fund for Northern New Mexico small businesses that was administered out of the NCNMEDD organization.

**Project Goals and Objectives:**

- \$1.31 million in matching dollars secured.
- A total of 30 jobs were retained and an additional 53 jobs were created.
- Three new members were added to loan board.
- The NCNMEDD extended 14 loans to small businesses during the grant performance period utilizing the grant proceeds. Portfolio as of the end of the grant period is as follows: Samora Woodworks, Ayudantes, Leiona's Foods, Chama Valley, Dollies, Clean Air Systems, Real Radio, Yvette's Boutique, Comidas De Campos, and SolutionWerx.
- A closing report was submitted in August 1999.

**Project Outcome:**

- The business case and master plan were completed.
- This study served as foundation data for various telecommunication planning groups and service providers throughout the region.

**Total Section 3161 Funds Costed:** \$750,000

**Total Jobs Created/Retained:** 83

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$9,036

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** New Mexico Economic Development Department (NMEDD) Tri-County Regional Training Program

**Period of Performance:** 1998 through 1999

**Brief Project Description:**

The grant provided funding for an in-plant training program administered by the NMEDD.

**Project Goals and Objectives:**

- Foster economic diversification by providing job training for potential employees of private-sector businesses.
- Provide training tools to assist expanding businesses as well as attract new businesses to the state.

**Project Outcome:**

- Four companies—Clean Air, Quest Jewelry, Second Sight, and Technology Funding—collectively used \$107,863 to train 40 workers.
- The project was terminated due to nonperformance. NMEDD did not market to, identify, or contract with enough employers to utilize the entire grant commitment.

**Total Section 3161 Funds Costed:** \$107,863

**Total Jobs Created/Retained:** 40

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$2,697

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Santa Fe Gift Market

**Period of Performance:** 1998, through 1999

**Brief Project Description:**

Grant funds underwrote the 1998 Santa Fe Gift Market that showcased locally produced products to a regional, national and international clientele.

**Project Goals and Objectives:**

Provide an established and well-attended venue for gift and food products produced in New Mexico that could be exhibited to the largest number of potential wholesale buyers.

**Project Outcome:**

The show was attended by 100 trade buyers, generating \$245,000 in direct and immediate post-show orders.

**Total Section 3161 Funds Costed:** \$50,000

**Total Jobs Created/Retained:** 15

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$3,333

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Rio Arriba County Geographic Information System (GIS)

**Period of Performance:** 1999 through 2001

**Brief Project Description:**

The grant funded the design and implementation of a GIS program for Rio Arriba County, New Mexico.

**Project Goals and Objectives:**

- Select GIS system.
- Gather raw data for upload and install the system.
- Train Rio Arriba County staff to use the GIS on its applications.
- Make GIS information accessible to three other county departments (Assessor, Planning, and Clerk).

**Project Outcome:**

The county's GIS system was installed, basic data was uploaded, and county GIS staff were trained.

**Total Section 3161 Funds Costed:** \$300,000

**Total Jobs Created/Retained:** 3

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$100,000

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Velarde Valley Apple Growers Cooperative

**Period of Performance:** 1999 through 2001

**Brief Project Description:**

The grant funds were to be used to complete a 14,000 square foot apple processing center and storage facility, the Shed.

**Project Goals and Objectives:**

- Create a place for locally grown apples to be processed and sold in bulk to large-volume buyers.
- Finish the Shed's construction.

**Project Outcome:**

- The Shed was 75 percent complete when the RDC discovered financial irregularities, stopped funding the project, and took legal action to recover the funds.
- The DOE Office of Inspector General (OIG) took over the case in July 2002.
- DOE OIG had yet to report its conclusions at the end of the grant period.

**Total Section 3161 Funds Costed:** \$261,539

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Española Main Street

**Period of Performance:** 1999 through 2002

**Brief Project Description:**

Funding was used to develop a marketing study, design plans, and upgrades, renovations, and improvements to the City of Española, New Mexico’s Main Street.

**Project Goals and Objectives:**

Develop a marketing study, design plan, upgrades, renovations, and improvements to Española Main Street.

**Project Outcome:**

- Streetscape-designed plans were completed and underwent a public approval process.
- Basic infrastructure engineering was completed.
- No physical construction was to take place until the State of New Mexico resolved funding issues associated with an intersection redesign that anchors the Main Street project.
- The total project scope expanded along with the project cost, which was estimated at \$6 million at the end of the grant period.
- The City of Española and the Main Street project secured \$3.2 million in state and federal road financing, in addition to the city’s \$800,000 contribution. The city also applied for \$2.5 million in U.S. Department of Transportation MAP funds.

**Total Section 3161 Funds Costed:** \$169,823

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** EOS/Rangefire

**Period of Performance:** 1999 through 2001

**Brief Project Description:**

Section 3161 funds underwrote a loan to the internet provider, Rangefire, to bring affordable broadband access to business parks throughout the region and provide broadband access free of charge to the three community colleges in the region.

**Project Goals and Objectives:**

Provide broadband internet services to three community colleges in the region.

**Project Outcome:**

- Broadband access was brought to one business-park and one community college.
- The RDC sued and obtained a judgment against Rangefire for defaulting on its loan.
- Collection was impossible, as Rangefire had already closed its New Mexico operation and assets could not be seized.

**Total Section 3161 Funds Costed:** \$750,000

**Total Jobs Created/Retained:** 8

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$93,750

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** North Central New Mexico Economic Development District (NCNMEDD)  
Wastewater Treatment Study

**Period of Performance:** 1999 through 2002

**Brief Project Description:**

The grant funded preliminary wastewater treatment facility planning for the Pojoaque Española Valley region.

**Project Goals and Objectives:**

- The short-term goal was to create a regional wastewater plan as the starting point for the construction of a regional wastewater treatment facility.
- The long-term goal was to construct wastewater treatment facilities in communities lacking facilities and where ground water was being contaminated by inadequate waste treatment.

**Project Outcome:**

- The Wastewater Facilities Plan and Environmental Information Document were completed.
- Development of a Wastewater Treatment Authority.
- Initial steps were taken to acquire federal funding to implement the wastewater plan.

**Total Section 3161 Funds Costed:** \$350,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Santa Fe Airport Business Park

**Period of Performance:** 1999 through 2001

**Brief Project Description:**

Conduct preliminary planning studies to develop City of Santa Fe property for use as a business park.

**Project Goals and Objectives:**

Prepare a Master Plan for the City of Santa Fe Airport Industrial Park.

**Project Outcome:**

The master plan was completed.

**Total Section 3161 Funds Costed:** \$20,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Skyloom Development Services/Collaboration Works

**Period of Performance:** 1999 through 2001

**Brief Project Description:**

The grant funded feasibility studies for an agricultural supply cooperative and a distribution network. The grant also funded the development of organizational structures for an organic livestock marketing group and a farmer's cooperative marketing group.

**Project Goals and Objectives:**

The underlying goal of each project was to maximize the individual producer resources by working collectively to reduce costs in the areas of supply purchases, product distribution, and product marketing.

**Project Outcome:**

- As a result of the feasibility studies, the supply cooperative group and cooperative marketing group joined their project and incorporated as the “Santa Fe Family Farms Cooperative,” a fresh-produce marketing cooperative.
- The Distribution Network evolved into a third-party logistics distribution system serving local farmers.
- The organic livestock marketing group completed its organizational work and functions as the New Mexico Organic Livestock Cooperative.

**Total Section 3161 Funds Costed:** \$225,300

**Total Jobs Created/Retained:** 27

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$8,344

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Española Valley Fiber Arts Center (EVFAC)

**Period of Performance:** 1999 through 2002

**Brief Project Description:**

The grant funded a specialized training program in weaving and entrepreneurial competences to assist low-income people to learn and/or improve their weaving skills to become employable.

**Project Goals and Objectives:**

The goals were to increase weaving skills among the target market to enable the trainees to earn a living from their weaving, either from developing a weaving business or as a contract weaver in one of the several weaving houses in the area.

**Project Outcome:**

- A total of 15 students participated.
- The students gained valuable experience and exposure by participating in over six public shows where their work was exhibited.
- The students' work was also sold through the shows and through the EVFAC's retail location.
- EVFAC's executive director was a graduate of the sponsored training program.

**Total Section 3161 Funds Costed:** \$10,000

**Total Jobs Created/Retained:** 3

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$3,333

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** TRADE – Woodworkers & Business Park Promotion

**Period of Performance:** 1999 through 2000

**Brief Project Description:**

The grant funded two distinct projects to organize the regions: (1) woodworkers to pool resources for promotional efforts; and (2) business parks to realize benefits from joint marketing efforts.

**Project Goals and Objectives:**

- Identify woodworkers and related craft businesses and create a structure for craft businesses to work together on promotion efforts. Generate and implement a group promotional plan.
- Develop marketing literature for the region’s business parks, including the Los Alamos Research Park, Pojoaque Business Park, Santa Fe Business Incubator, Santa Fe County Industrial Park, and Johnny Roybal Industrial Park.

**Project Outcome:**

- A Woodworkers Guild was formed as an organization structure for the woodworkers and related craft businesses. A guild sponsored furniture show was held; a guild directory was created, and the guild rented retail space as a permanent retail location to jointly show and sell their work.
- A promotional piece on the region’s business parks was printed and distributed to various local and state entities that promote the region and state.

**Total Section 3161 Funds Costed:** \$11,000

**Total Jobs Created/Retained:** 7

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$1,571

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Pojoaque Business Park

**Period of Performance:** 1999 through 2001

**Brief Project Description:**

The grant funded the installation of a water well, the extension of water lines, electric and sewer service into the park, and road improvements for park ingress, egress, and circulation.

**Project Goals and Objectives:**

The goal was to prepare building sites for tenant building construction by making the park more marketable to potential tenants.

**Project Outcome:**

- The infrastructure and buildable pads (sites) were completed.
- The pueblo was able to actively begin marketing the park to potential clients.

**Total Section 3161 Funds Costed:** \$400,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

## **Los Alamos National Laboratory Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** New Mexico Internet Professionals Association (NMIPA)

**Period of Performance:** 1999 through 2003

**Brief Project Description:**

The grant funded planning for the establishment of NMIPA’s small-business educational programming and an industry-related internet marketing program. NMIPA’s mission was to improve business conditions for all local internet professionals and educate the public about web-based economic opportunities.

NMIPA partnered with the following organizations to hold e-commerce training seminars: Tri-County Higher Education Association; the Santa Fe, Española, Albuquerque, and Las Vegas SBDCs; and Santa Fe SCORE. NMIPA operated the “Jump Start” program, an e-commerce consulting and low-cost site hosting program, directed at small businesses.

Other NMIPA initiatives included the following: (1) development of a hi-tech jobs website in partnership with Technology Ventures Corporation and the New Mexico Department of Labor; (2) provision of e-commerce training and Jump Start services to New Mexico Economic Development Center at Highlands University; and (3) development of a website and database and Jump Start services for Northern New Mexico Suppliers Alliance, a trade association for small businesses interested in Los Alamo National Laboratory subcontracting and procurement opportunities.

**Project Goals and Objectives:**

The goal of the grant was to develop and implement web-related training for small businesses and promote New Mexico's internet industry. The secondary goal was to incorporate web-based technology into regional economic development activities where appropriate.

**Project Outcome:**

- A total of 633 employers were entered into the database, 3,692 resumes were posted on the job website, and 437 job postings were filled.
- A total of 83 small businesses joined the SBDC.
- NMIPA hosted Internet-related seminars with 860 attendees.

**Total Section 3161 Funds Costed:** \$600,000

**Total Jobs Created/Retained:** 437

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$1,373

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Los Ojos Handweavers, LLC

**Period of Performance:** 1999 through 2001

**Brief Project Description:**

The grant funds were used for the following:

- Expand the marketing and distribution of organic lamb that supplies wool for Los Ojos' operation.
- Increase the capacity of the wool washer.
- Increase the capacity of the yarn dyeing and weaving studio.
- Improve weaving product marketing resources.

**Project Goals and Objectives:**

The project goals were to increase the customer base for lamb, increase yarn sales, and develop a workforce to meet product demand.

**Project Outcome:**

- Lamb sales increased 45 percent.
- Yarn sales increased 50 percent.
- A 136 percent increase in weaving school revenues.
- The Yarn Processing space was enlarged to increase production and storage capacity.
- Los Ojos purchased a wool-washing plant in Colorado and relocated it to Los Ojos, creating new jobs and increasing capacity.
- Los Ojos was able to use free engineering resources from the Sandia National Laboratory to resolve a wool scouring issue.

**Total Section 3161 Funds Costed:** \$163,750

**Total Jobs Created/Retained:** 28

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$5,848

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Tri-County Higher Education Association Grant (THEA)

**Period of Performance:** 2000 through 2001

**Brief Project Description:**

The grant funded the region's three community colleges in their joint effort to develop a webmaster degree program. Each college selected a distinct area of web management, created curriculum, and purchased equipment specific to that area. SFCC covered small-business web design and e-commerce; Northern New Mexico College covered video streaming and digital art technologies; and UNM-LA covered network management.

**Project Goals and Objectives:**

The goal was to share the resources of each college collectively to provide a webmaster degree to students within the region, that no one college alone could support.

**Project Outcome:**

- Each college developed and offered their specialized curriculum. The classes offered were full since the inception of the program.
- Internships and job placement was strong.
- Partnerships were developed with businesses and organizations that greatly strengthened the program.

**Total Section 3161 Funds Costed:** \$712,911

**Total Jobs Created/Retained:** 92

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$7,749

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Madera Forest Products

**Period of Performance:** 2000 through 2000

**Brief Project Description:**

Grant funds were used to identify and develop small-business opportunities utilizing the resources of the Vallecitos Sustained Yield Unit of the Carson National Forest.

**Project Goals and Objectives:**

- Design and build a greenhouse that area residents could easily duplicate, then plant and develop a market for greenhouse product.
- Design prototype products and develop markets for small-diameter timber.

**Project Outcome:**

- The greenhouse was built, and the product was grown and marketed. The interests of the local residents shifted from producing-for-market to buying from the “mother” greenhouse, which reduced the planned production capacity (from the several home greenhouses) and limited long-term marketing opportunities.
- Markets for small-diameter timber products were identified; however, the markets were more interested in customized products rather than “kit”-style products, which minimized the hope of creating a kit manufacturing business.

**Total Section 3161 Funds Costed:** \$83,500

**Total Jobs Created/Retained:** 3

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$27,833

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Los Alamos Commerce and Development Corporation Post-Fire Business Grant Program

**Period of Performance:** 2000 through 2000

**Brief Project Description:**

The grant funds were combined with funding from local banks and the University of California to create a grant pool to assist viable Los Alamos businesses in need of working capital resulting from losses incurred during the Cerro Grande fire.

**Project Goals and Objectives:**

- The goal of the grant was to provide needed working capital for Los Alamos' businesses following the Cerro Grande fire that effectively shut down many of the area's commercial operations for over 3 weeks.
- Only businesses that were financially viable prior to the fire with business insurance policies that did not cover the losses incurred from the fire were eligible for funding.

**Project Outcome:**

- Fifteen grants were made to small businesses: Real Radio, Glover Auto Parts and Repair, Wellness Alternatives, Film Festival, Enchanted Lands Ent., DP Lock and Key, Hand Precision Machining, Illa's Orchids, Circuits Plus, Virtual Los Alamos, Tri-Quality Day Care, Corazon, Pinon PC, Otowi Station Bookstore, and Hill Vending.
- Each RDC dollar granted was leveraged with \$1.91 in additional funding provided by local banks and the University of California.

**Total Section 3161 Funds Costed:** \$100,000

**Total Jobs Created/Retained:** 84

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$1,190

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Ganados del Valle

**Period of Performance:** 2000 through 2001

**Brief Project Description:**

The grant provided funding to:

- Complete the spin-off of a Ganados-originated linen manufacturing business, the Pastores Collection.
- Complete a commercial kitchen feasibility study.
- Update a feasibility study for a meat-processing business.
- Reopen the community's general store.

**Project Goals and Objectives:**

- Pastores Collection: Make the business self-sustaining and spin off business to workers by implementing management and marketing strategies.
- Commercial Kitchen: Determine if and how a local commercial kitchen could become self-sustaining.
- Meat Processing Plant: Determine if and how a processing plant could become self-sustaining.
- General Store: Reopen the store to provide a place to market locally produced food and arts and crafts and to train entry-level entrepreneurs.

**Project Outcome:**

- Pastores Collection: The business was headed toward a successful spin-off within a year.
- Commercial Kitchen and Meat Processing: The feasibility studies determined that the self-sustainability of either of these projects was doubtful in the near future without significant improvements in local capabilities such as basic business and food-processing skills and the production of higher-quality raw materials.
- The General Store was opened with a limited arts and crafts inventory.

**Total Section 3161 Funds Costed:** \$200,163

**Total Jobs Created/Retained:** 11

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$18,197

**Los Alamos National Laboratory**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** TRADE – Regional Telecommunications Study

**Period of Performance:** 2001 through 2002

**Brief Project Description:**

The grant funded the creation of a telecommunications business case for Santa Fe City and County and a telecommunications master plan for the Tri-County region (Los Alamos, Santa Fe, and Rio Arriba Counties).

**Project Goals and Objectives:**

Collect the Tri-County region's broadband usage demand data and map the existing broadband infrastructure to identify gaps and inform the public on where broadband was available and where it was needed in relation to demand location.

**Project Outcome:**

- The business case and master plan were completed.
- This study served as foundation data for various telecommunications planning groups and service providers throughout the region.

**Total Section 3161 Funds Costed:** \$130,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

## **Los Alamos National Laboratory Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Connect Rio Arriba

**Period of Performance:** 2003 through 2004

**Brief Project Description:**

Connect Rio Arriba was a grassroots effort to create a community-based wireless broadband network covering the Chama Valley. The network was to meet the valley's need for high-speed internet access. The network came online in January 2004. The RDC co-owned the network with the network's manager, ConnectChama LLC.

**Project Goals and Objectives:**

The goal was to provide the broadband infrastructure necessary for essential business, education, health, and safety activities. The grant objectives were to:

- Provide funding to subsidize the cost of customer premise equipment.
- Provide additional working capital to support the system until the break-even end-user level was attained.
- Provide funding to cover network project management and legal costs associated with the development of ownership and operating contracts between the RDC and its operating partners.

**Project Outcome:**

The goal was met since the network was built and was successfully operating at the end of the grant period. One software business relocated to the valley when broadband became available.

The objectives were met as over 60 customers had their customer premise units partially subsidized with Section 3161 funding. At the end of the grant period, the network was serving 82 customers when, in late 2005, the local phone company installed digital subscriber line (DSL) capability for the valley's population centers. Since the phone company's monthly DSL subscription price was half the network's monthly price, 25 percent of the network's customers migrated to DSL. The Jicarilla Apache Indians backed out of their original agreement to allow the network to locate a transmission radio on their land. This stifled the network's service to over 25 potential customers and put another financial obstacle in the network's potential for self-sustainability. At the end of the grant period, 60 customers were dependent on the network as their only source of broadband service.

By the end of the grant period, the network's self-sustainability remained elusive. Section 3161 funding provided the necessary operating subsidy to keep the network running. In 2006, the RDC began looking for another entity to take over the ownership of the network, and since the network was not profitable, finding a new network owner was a challenge.

**Total Section 3161 Funds Costed:** \$121,804

**Total Jobs Created/Retained:** 5

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$24,361

## **Los Alamos National Laboratory Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** NM Biz Sites

**Period of Performance:** 2003 through 2006

**Brief Project Description:**

www.NMBizSites.com was a GIS-based website that contained real-time social, economic, and spatial data to assist in commercial site location and development in the Tri-County region of Los Alamos, Rio Arriba, and Santa Fe counties. This economic development resource was created to attract new businesses to Northern New Mexico and to respond to existing businesses' needs. The application displayed economic, planning, utility, geographic, imagery, and demographic information often sought by site selectors into a "one-stop-shop" business portal on the Web. Accessible via any web browser, the application allowed viewers to view, create, and print maps; perform site-selection searches; develop custom demographic radius reports; and find available commercial or business property. Finally, to ensure that the website continued to be robust and dynamic, www.NMBizSites.com partnered with local governments, real estate professionals, and private property owners.

**Project Goals and Objectives:**

- Establish an affordable and sustainable regional GIS-based website.
- Create an exceptionally user-friendly web application using an intuitive graphic user interface.
- Create a repository of available commercial properties to help eliminate the vast quantities of vacant commercial space in the region seen as a negative indicator of the region's economic vitality.
- Grow employment numbers in sectors independent of the tourism industry or federal spending by offering one-stop shopping for site selection, thereby
  - Increasing employment;
  - Expanding the local tax base;
  - Diversifying the area's economy;
  - Filling vacant commercial properties; and
  - Increasing the range of businesses providing community services.

**Project Outcome:**

- The RDC completed a business plan for the statewide expansion of the website.
- A total of 419 commercial properties were listed on the website as of June 13, 2006.
- A total of 115 brokers/private property owners/government agencies were listing properties in the Tri-County region as of June 13, 2006.
- A total of 79,886 unique visitors used the website to search for and market available commercial space as of June 13, 2006.

**Total Section 3161 Funds Costed: \$209,000**

**Total Jobs Created/Retained: 250**

**Total Number of Displaced Site Workers Employed: Not Available**

**Cost per Job Created/Retained: \$836**

# Mound Development Corporation Community Reuse Organization (CRO) Final Report Fiscal Years 1993 Through 2015

## Summary of All Projects Funded with Section 3161<sup>30</sup> Funds:

- **Facility Improvement and Construction – Buildings:** In support of its mission to transform the former Mound Plant into a viable industrial park, the Mound Development Corporation (MDC) contracted for and oversaw many onsite construction projects for buildings transferred from the U.S. Department of Energy (DOE) to MDC including upgrades and improvements and the decentralization of the heating, ventilating, and air conditioning (HVAC) and utility systems.
- **Facility Improvement and Construction – Infrastructure:** In support of its mission to transform the former Mound Plant into a viable industrial park, MDC contracted for and oversaw many onsite construction projects including new roadways, utility corridors, and site amenities.
- **Site Ownership:** To achieve the divestiture of the Mound site, DOE ownership of much of the land and buildings located on the Mound site was transferred to MDC.
- **Facility Management and Leasing:** As a phase-in to the transfer of ownership of the Mound site from DOE to MDC, leasing was used to transfer control, liability, and maintenance responsibilities to MDC to support the efficient use of the DOE Office of Environmental Management (EM) resources. This process permitted MDC to market the site's surplus facilities to businesses to build value into the site and replace the jobs lost in the decommissioning process.
- **Personal Property Management:** MDC purchased excess personal property from the DOE Ohio Field Office, Miamisburg Environmental Management Project Office, and used this property as a marketing tool to encourage commercial businesses to lease or purchase property at the Mound Advanced Technology Center.
- **Marketing and Public Interface:** The goal of redeveloping the former Mound Plant as an industrial/technology park required the transfer of control, liability, and maintenance responsibilities to MDC. MDC marketed the site's surplus facilities to businesses to build value into the site and replace the loss of jobs created by the site decommissioning process.

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from the Office of Legacy Management as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job. A total of 195 jobs were retained for displaced workers from the Mound site.

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<sup>30</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

Table 1. Mound Community Transition Funding and Job Creation by Project

MDC, FYs 1993 Through 2015							
Project Title	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Funds Remaining	Jobs Created or Retained (Reported)	Average Cost per Job Created
Facility Improvements and Construction – Buildings <sup>a</sup>	\$10,502,127	\$0	\$10,502,127	\$10,502,127	\$0	0	\$0
Facility Improvements and Construction – Infrastructure <sup>a</sup>	\$6,415,127	\$900,000 <sup>b</sup>	\$7,315,127	\$7,315,127	\$0	0	\$0
Site Ownership <sup>a</sup>	\$1,764,674	\$0	\$1,764,674	\$1,764,674	\$0	0	\$0
Facility Management and Leasing	\$6,372,529	\$0	\$6,372,529	\$6,372,529	\$0	943	\$6,758
Personal Property Management <sup>a</sup>	\$570,000	\$0	\$570,000	\$570,000	\$0	0	\$0
Community Reuse Plan Update <sup>a</sup>	\$300,000	\$0	\$300,000	\$300,000	\$0	0	\$0
Marketing and Public Interface <sup>a</sup>	\$1,624,433	\$10,000	\$1,634,433	\$1,634,433	\$0	0	\$0
Administration	\$2,408,542	\$200,000	\$2,608,542	\$2,608,542	\$0	0	\$0
<b>Totals</b>	<b>\$29,957,432</b>	<b>\$1,110,000</b>	<b>\$31,067,432</b>	<b>\$31,067,432</b>	<b>\$0</b>	<b>943</b>	<b>\$32,945</b>

**Notes:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended or were temporary/ construction workers.

<sup>b</sup> Mound Community Transition Funding and Job Creation by Project.

**Abbreviation:**

FY = fiscal year

## Leveraged Funding:

Table 2 is a list of leveraged funds<sup>31</sup> or in-kind services received from all external sources [Federal, state, and local government agencies or private organizations] resulting from CRO contributions of Section 3161 funds or in-kind goods/services<sup>32</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>33</sup>

*Table 2. Mound Leveraged Funding Sources*

<b>Funding Source</b>	<b>Cash</b>	<b>In Kind</b>
Tenant Improvements	\$300,000	\$921,361
Montgomery County EDGE Program	\$1,669,081 <sup>a</sup>	
Ohio Department of Development	\$6,502,300 <sup>a</sup>	
Dayton Development Coalition	\$ 100,000	
Economic Development Agency	\$3,102,610	
Donated Utilities from Local Providers		\$320,194 <sup>a</sup>
City of Miamisburg	\$1,086,091 <sup>b</sup>	\$1,383,410 <sup>a</sup>
Site Contractor	\$145,000	\$ 158,943
Site Contractor Site Work Efficiencies		\$3,407,529
Equipment Sales and Leasing Revenue	\$2,860,314 <sup>a</sup>	
Donated Labor		\$405,046 <sup>a</sup>
MDC	\$534,039 \$617,357 <sup>b</sup>	
Ohio Bureau of Employment Services	\$20,000	
<b>Totals</b>	<b>\$16,936,792</b>	<b>\$6,596,483</b>

**Notes:**

<sup>a</sup> These sources of funds are available to be counted as Matching Funds; however, MDC does not include funds as matching until they are spent.

<sup>b</sup> Amount included as matching toward Facilities Transition Grant.

<sup>31</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>32</sup> In-Kind Goods/Services—In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>33</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee’s contractual instrument. For example, the Office of Legacy Management may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee’s coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

## **Mound Development Corporation Section 3161–Funded Projects, Now Closed**

**Project Name:** Facility Improvement and Construction – Buildings

**Period of Performance:** 1994 through 2016

### **Brief Project Description:**

MDC was chartered to assist the City of Miamisburg and the surrounding communities in redeveloping the former Mound Plant to an industrial/technology park. MDC assisted DOE in the divestiture of the Mound site to ensure the viable reuse of the site in support of established industrial cleanup standards. In conjunction with the sites regulators, DOE and MDC worked to integrate the DOE Accelerating Cleanup Paths to Closure Plan, the site contractor’s Exit Plan, and the Mound Comprehensive Reuse Plan (CRP). To transform the former Mound Plant into a viable industrial park, MDC contracted and oversaw onsite construction projects, building upgrades and improvements, and the decentralization of HVAC and utility systems for buildings transferred to MDC by DOE.

### **Project Goals and Objectives:**

- Coordinate with DOE and site contractor for the best disposition of existing buildings on the Mound site.
- Receive ownership and title to buildings transferred from DOE to MDC.
- Develop and upgrade transferred buildings to private market standards.
- Decentralize transferred buildings from DOE utility systems onto public utility systems.
- Design and construct new buildings on the Mound site that meet private market standards.
- Achieve an industrial-use cleanup standard that is acceptable by MDC, DOE, and the site contractor.
- Achieve an acceptable reuse of the Mound site in support of community-accepted industrial use cleanup standards.
- Disposition the site in the most cost-effective manner to the private sector use to obtain a fair return to taxpayers and reduce the impact of closing the Mound site on the community.
- Achieve the rapid cleanup and transfer of Mound properties to achieve the accelerated cleanup plan.
- Deliver to market a site that is viable for reuse.

### **Project Outcome:**

- **Building 100:** In December 2014 the building was sold, as is, to the Dyrdek Group to house the firm’s design and marketing group, the Alien Workshop. Two to four new jobs will be located to the Mound Business Park (MBP) with this move.
- **Building 105:** The Woodworking Shop signed a 14-month lease with a 2-year option followed by a 5-year option and an option to purchase the building. The Woodworking Shop brought eight new jobs to the MBP.

- **SPEC Building:** MDC developed this “speculative” building as “flex space” for either office or light industrial users. All building work was completed, and a tenant leased the entire building facility and took occupancy in August 2004.
- **Central Office Space (COS) Building Decentralization:** The utility decentralization project had several aspects including heating, ventilation, and air conditioning services; the installation of a new water heater, boiler, and chiller (2004); telephone service decentralization (2003); and electric and deferred maintenance items (2004). The HVAC system was upgraded to correct control problems and provide energy savings. MDC used an energy grant from the State of Ohio to convert T-12 fluorescent lighting to T-8 lighting with high-efficiency ballasts. MDC replaced the roof and installed new insulation and a 20-year thermoplastic polyolefin single-ply roofing membrane to increase thermal resistance. Roof repairs included new flashings and the removal of old equipment and pipes. In 2008, construction began for tenant improvements that included parking-lot improvements along the south side of the building where the HH Building was located.
- **Office Space East (OSE) Building Decentralization:** Through a cost-sharing arrangement between MDC and CH2M Hill, the site contractor, HVAC and electric service were decentralized in 2004. New exterior brickwork and sidewalks were constructed at the southwest entrance. A new boiler and chiller were installed in 2005. After leasing the OSE Building from DOE, MDC cleaned and painted the building and made parking-lot improvements that required the demolition of the GP-1 Building in 2006. New HVAC controls were installed in 2012 through an energy grant from the State of Ohio. MDC removed the guard portal and some non-load-bearing walls in the lobby area and installed new carpet in a November 2014.
- **Office Space West (OSW) Building Modifications:** In 2007, MDC hired contractors to construct a parking lot and new building entrance and extend Capstone Circle. Deferred maintenance projects were completed, and new windows were installed in early 2008. Tenant improvements on the first, third, and fourth floors were completed in 2009. HVAC controls were replaced and provided overall energy savings. The Montgomery County, Ohio, Regional Dispatch Center leased the building in 2009.
- **Building 3 Renovations:** Renovations, including interior demolitions, restroom modifications, and upgrades to HVAC controls, plumbing, and electrical systems were completed in December 2010. Through a Montgomery County, Ohio, Economic Development/ Government Equity (ED/GE) grant in 2012, MDC installed a new roof; painted the building interior and exterior; installed new lighting; modified the exhaust system; removed excess equipment and wiring; and installed new flooring, a drop ceiling, and a new power feed for the new client’s equipment.
- **Building 45 Market Preparations:** After leasing Building 45 from DOE in 2007, MDC cleaned and painted the building and installed a parking lot and cul-de-sac on Capstone Drive. MDC constructed a new loading dock and upgraded HVAC controls before a new tenant leased the building in 2008.
- **Building 102 Decentralization:** In 2003, electric and telephone systems were decentralized and utility systems were transferred from DOE to public utility providers. MDC cleaned and painted the building to prepare it for new tenants.

- **Building 126 Parking-Lot Improvements:** Additional parking spaces and new lighting were constructed for Building 126 to bring the building into compliance with city standards and requirements. This building was leased by DOE to MDC.
- **Building 87 Construction:** Since 1994, PerkinElmer Mound had developed and manufactured ordnance devices for the Department of Defense and DOE in a complex of separate, single-purpose buildings on the Mound site. The firm consolidated their operations to Building 87 after the construction of parking areas; major facility and HVAC modifications; and the demolition of two destructive testing cells and a fence. Tenant improvements were made through a 2012 ED/GE grant and included upgrades to exterior and interior door locks and the installation of the fence exterior gate remote-access control gates. The consolidation enabled PerkinElmer Mound to streamline its process and expand operations while retaining 43 jobs and adding 15 new jobs over a 3-year period, bringing total employment to 58 persons at the MBP. All improvements were completed in 2014.
- **1390 Vanguard Blvd:** In 2013, a new tenant leased 4,800 square feet in the building after tenant improvements were completed. In 2014, a national engineering and architectural firm signed a lease and moved 20 employees into the space after tenant improvements were completed. The two new tenants occupied approximately 70 percent of the building space.
- **Building Demolitions:** Building GP-1 was demolished to construct additional parking spaces for the OSE building in 2006. GH, DS, and HH Buildings and Building 28 were demolished to grade the sites for future development. In 2011, Buildings 63 and 2 were demolished for the construction of a new parking lot for Building 87.

**Total 3161 Funds Costed:** \$10,502,127

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

## **Mound Development Corporation** **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Facility Improvement and Construction – Infrastructure

**Period of Performance:** 1994 through 2016

**Brief Project Description:**

The MDC was chartered to assist the City of Miamisburg and surrounding communities to redevelop the former Mound Plant as an industrial/technology park. The MDC also assisted DOE in the divestiture of the Mound site in furtherance of DOE’s cleanup mission and ensure the viable reuse of the site in support of established industrial cleanup standards. Site regulators, DOE, and MDC worked together to integrate the DOE Accelerating Cleanup Paths to Closure Plan, the site contractor’s Exit Plan, and the Mound CRP. To support the mission to transform the former Mound Plant into a viable industrial park, MDC contracted for and oversaw many onsite construction projects including new roadways, utility corridors, and site amenities.

As a phase-in to the transfer of Mound ownership to private industry, leasing was used to transfer control, liability, and maintenance responsibilities to MDC to support the efficient use of EM resources. This process also permitted MDC to market the site’s surplus facilities to businesses to build value into the site and replace the jobs lost through the decommissioning process.

**Project Goals and Objectives:**

- Receive ownership and title to land parcels transferred from DOE to MDC.
- Develop transferred land parcels to private market standards.
- Decentralize transferred land from DOE utility systems onto public systems.
- Design and construct new roadways and utilities on the Mound site acceptable to private market standards.
- Develop the site based on a community-supported Mound industrial use cleanup standard.
- Establish site reuse based on the industrial use cleanup standard to achieve significant cost savings for DOE.
- Achieve the disposition of the site in the most cost-effective manner possible.
- Transition Mound to the private sector to obtain a fair market return to taxpayers and reduce the impact of closing the Mound site on the community.
- Achieve the rapid cleanup and transfer of Mound properties as cited in the accelerated cleanup plan.
- Deliver a site to market that is viable for reuse.

**Project Outcome:**

**SMART Park:** The “Smart Park” project provided full-service information technology capabilities, including high-speed organizational networking, security, teleconferencing, and data streaming. The information technology infrastructure provided the redundancy and reliability required by the business community. The Smart Park project also included the construction of

curbs and gutters, sidewalks, street lighting, and the integration of the site into the City's utility systems for water, storm sewer, and sanitary sewer. In 2002 an architectural firm designed improvements for the south entry to the Mound site from Dixie Drive (old S.R. 25) to complement the north entrance. A U.S. Economic Development Administration grant provided funds to complete Benner Road modifications in 2004.

**Water Decentralization:** On September 30, 2004, the Secretary of Energy sent a 30-day notification to Congress concerning indemnification to transfer both water and sewer systems to MDC. Sections of the water system within the remediation areas that could not be connected to the system were isolated. This was a cost-sharing project between MDC, DOE, and the site contractor, CH2M Hill.

**Electric Decentralization:** This cost-sharing project between MDC and CH2M Hill decentralized the electric systems for each building and installed individual building metering.

**Sewer Service Transition:** MDC and CH2M Hill worked together to develop a plan to connect the DOE sewer system to the City of Miamisburg's wastewater system. Water and sludge samples were tested. DOE and CH2M Hill installed a package treatment plant. Congressional indemnification was needed to transfer both the water and sewer systems. MDC, with the site contractor support, submitted an updated survey plan to Ohio Department of Health for approval in 2007. The parcel transfer was completed on February 19, 2009, but the Ohio Environmental Protection Agency raised concerns about the plutonium-238 in the site package treatment plant that delayed the project. In July 2009, following resolution of the plutonium-238 issue, the site sanitary sewer system was connected to the City of Miamisburg's system.

**Vanguard Boulevard:** MDC received a Job Ready Site and Roadway grant from the State of Ohio to design and construct approximately 3,300 linear feet of Vanguard Boulevard. The project included the installation of water, storm and sanitary sewer lines, street lightings, and a new parking lot for Building 87. The State of Ohio Job Ready Site program presented MDC a certified site designation when the project was completed in 2013. In conjunction with the road project, a monument was erected onsite through private funding to honor the many dedicated workers that spent their careers at Mound Laboratories.

**South Utility Corridor:** Utilities were rerouted from the South Spine Road utility trench to the Test Fire Valley to carry gas, electric, and telephone lines and a communication conduit due to planned demolition and remediation projects in the Test Fire Valley area. The new gas line would allow MDC to convert MDC Test Fire Valley buildings from DOE steam heat to gas-heated boilers. Power was transferred from the DOE steam-heat system to Dayton Power & Light in 2002, and telephone service was transferred from the DOE system to Ameritech. Transferring power services benefited both MDC and the site contractor by lowering the costs associated with each party's interests in the Test Fire Valley area. MDC and the site contractor entered into a cost-sharing agreement for this project where MDC oversaw the design, engineering, and construction of the project and the site contractor reimbursed MDC for project costs.

**Total 3161 Funds and Other DOE Funds Costed: \$7,315,127**

**Total Jobs Created/Retained: N/A**

**Total Number of Displaced Site Workers Employed: N/A**

**Cost per Job Create/Retained: N/A**

## **Mound Development Corporation**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Site Ownership

**Period of Performance:** 1994 through 2016

**Brief Project Description:**

The MDC assisted DOE in the divestiture (partial, as of the time of this report) of the Mound site in furtherance of DOE's cleanup mission and to ensure the viable reuse of the site in support of the established industrial cleanup standard. In conjunction with the site's regulators, DOE and MDC worked to integrate the DOE Accelerating Cleanup Paths to Closure Plan, the site contractor's Exit Plan, and the Mound CRP that was developed with community input. Partial ownership of the land and buildings located within the Mound site was transferred to MDC to achieve partial site divestiture and achieve an industrial reuse that will ultimately lead to the transfer of the site to the private sector.

**Project Goals and Objectives:**

- Achieve an acceptable reuse of the site that is compatible with the community-accepted Mound site industrial-use cleanup standard.
- DOE and the site contractor will achieve the goals presented in the industrial-use cleanup standard.
- Dispose the site in the most cost-effective manner possible.
- MDC will transition Mound to the private sector to obtain a fair market return to taxpayers and reduce the impact of closing the Mound Plant on the community.
- Achieve the rapid cleanup and transfer of Mound property as stated in the accelerated cleanup plan goals.
- Create a collaborative relationship between DOE, regulators, and stakeholders.
- Deliver a viable site for reuse to market.

**Project Outcome:**

The transfer of land and buildings from DOE to MDC required the indemnification of future property owners from damages that may materialize resulting from the discovery of contamination in the future. Congress passed legislation in November 2006 that gave DOE the ability to address the indemnification issue in deeds that were previously transferred from 1999 to 2002. MDC and the local DOE office worked to gain indemnification of liability that threatened the transfer of sewer services to MDC and their tenants and the entire redevelopment project.

- **Parcel 1:** DOE transferred 12.429 acres and two buildings to MDC in 1999.
- **Parcel 2:** DOE transferred 14.288 acres to MDC in 1999.
- **Parcel 3:** DOE transferred 4.805 acres and one building to MDC in 2002.
- **Parcel 4:** DOE transferred 94.838 acres to MDC in 2001.

- **Phase I:** DOE transferred 51.992 acres and three buildings to MDC in 2009 and signed an updated sales contract with MDC that included indemnification language for Phase I properties and for previously transferred properties and utilities.
- **Parcel 6B:** DOE transferred 5.62 acres and Building 126 located at 955 Mound Road to MDC in 2012. MDC subsequently sold the same building and property to a private company, making this the first private property owner on site.
- **Parcels 6 (13.65 acres); 7 (35.72 acres); 8 (42.25 acres); and 9 (23.15 acres)** are planned for future transfer to MDC.

After the environmental summary document was completed, DOE and the regulators embarked on a review process to complete the Record of Decision for Parcels 6, 7, and 8. This process was necessary to transfer the additional properties from DOE to MDC. Although DOE offered Parcels 6, 7, and 8 to MDC, the Ohio Environmental Protection Agency wanted to add an environmental covenant to the property transfer. MDC objected to the additional reporting requirements and worked with DOE and the regulators to remove this obstacle to property transfer. The transfer process required MDC to conduct property condition walk downs; review deed and environmental documents; conduct title searches; and prepare legal description preapproval by Montgomery County, Ohio. The City of Miamisburg, Ohio; Montgomery County, Ohio; MDC; and DOE met several times to resolve issues and developed a plan and path forward. There was an additional Mound work scope that MDC discussed with EM to address the condition of the site that was left after environmental remediation. The EM environmental remediation end state created a negative disparity with surrounding properties and had to be corrected. MDC stated that EM was responsible for these issues before transfer could occur.

In December 2012, MDC and DOE agreed to lease the balance of the Mound property and buildings to MDC and transfer responsibility for the maintenance of the buildings and grounds to MDC. The lease was for a maximum of 5 years or until DOE transferred 50 percent of the remaining property to MDC. Once MDC took the 50 percent ownership of the remaining acreage, MDC was required to take all the remaining property.

In November 2013, MDC transferred 156 acres to the City of Miamisburg but retained the ability to request property back as development and client needs arose. In December 2014, the City transferred 5.52 acres of property surrounding Building 100 back to MDC to sell the building and property to a private company, the Dyrdek Group. In April 2015, the City transferred 4.8 acres of property that included Building 105 back to MDC to lease the facility to The Woodworking Shop, LLC.

**Total 3161 Funds Costed:** \$1,764,674

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

## **Mound Development Corporation**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Facility Management and Leasing

**Period of Performance:** 1994 to 2015<sup>34</sup>

**Brief Project Description:**

As part of the process to transfer ownership of the Mound site to MDC and ultimately to the private sector, leasing was used to transfer control, liability, and maintenance responsibilities to MDC to support the efficient use of EM resources. MDC marketed the site’s surplus facilities to businesses to build value into the site and replace job losses due to decommissioning the Mound Plant. The general-purpose lease between DOE and MDC was the first DOE lease executed with a not-for-profit organization under the Hall amendment.

**Project Goals and Objectives:**

- Reduce DOE landlord costs.
- Develop a customer base for Mound surplus facilities.
- Maintain surplus facilities.
- Generate employment opportunities for former Mound employees.
- Develop a new employment base at the former Mound Plant to mitigate the site’s closure upon the community.

**Project Outcome:**

MDC worked with DOE and site contractors to develop a plan to transfer surplus facilities to MDC to lease to the private sector. MDC worked with the site contractor to bring these facilities to market standards and leased them to commercial businesses.

- **Fiscal Year (FY) 2003:** MDC negotiated two new leases for 680 square feet (sq. ft.) in the GH building and 300 sq. ft. in the COS Building.
- **FY 2004:** Seven leases were renewed for a total of 405,547 sq. ft., and three new leases were signed totaling 16,757 sq. ft. in the COS building. Two tenants under lease at the DS Building were relocated to the COS Building to permit the site contractor to expedite the demolition of the DS Building. Storage space was added in the COS Building in a previously unused area that was made available for lease to existing COS Building tenants. MDC negotiated a 5-year lease for 24,000 sq. ft. of space at 1390 Vanguard Blvd. to a single tenant. In FY 2004, one tenant ceased business operations and vacated 13,779 sq. ft. of space in the COS Building.
- **FY 2005:** Thirteen leases were renewed, and three new leases were signed in FY 2005.
- **FY 2006:** DOE leased the OSE Building and Building 45 to MDC that together had a combined space of 63,220 sq. ft. Two leases were renewed in FY 2006, and four new leases were signed.

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<sup>34</sup> The CRP projected that the redevelopment of the Mound site was to be complete by 2010; however, MDC does not have an expected end date and plans to continue redevelopment after all Section 3161 funds granted by the DOE Office of Legacy Management are expended.

- **FY 2007:** MDC leased eight buildings with 156,948 sq. ft. of space from DOE. Of this space, MDC leased out 150,670 sq. ft. to commercial tenants for \$825,000 gross leased revenue. Seven leases renewed in FY 2007.
- **FY 2008:** MDC leased 12 buildings from DOE with a total of 338,073 sq. ft. of space. MDC then leased 203,070 sq. ft. of space to commercial businesses for a total of \$1,145,000 in gross revenue. Seven leases were renewed, and two new leases were negotiated during FY 2008. MDC successfully negotiated leases in Building 45 and the COS Building. The planned transfer of several buildings in 2007/2008 was delayed due to complex issues that were not fully resolved.
- **FY 2009:** MDC leased eight buildings from DOE with a total of 274,260 sq. ft. MDC then leased 227,429 sq. ft. of space to commercial businesses that produced \$1,324,000 in gross revenues. During FY 2009, four leases were renewed. The planned transfer of several buildings in 2008 was delayed due to complex issues that were not resolved until 2009. Buildings 87, 3, and 102 were transferred from DOE to MDC in 2009. In 2009 the tenant in Building 63E decided to relocate to another location.
- **FY 2010:** MDC leased eight buildings with a total of 241,831 sq. ft. from DOE. MDC leased 214,695 sq. ft. of this space to commercial businesses for a total of \$1,406,000 in gross annual revenue. In 2010 the existing tenant at 1390 Vanguard Blvd. did not renew their lease; however, a new tenant leased the space. Two tenants closed their businesses in the COS Building (965 Capstone Drive) and did not renew their leases; two existing tenants extended their leases; and another tenant increased their leased space. Building 45 was subleased for the balance of its 2-year DOE lease by a new startup company.
- **FY 2011:** MDC leased six buildings with a total of 225,569 sq. ft. from DOE. MDC leased 167,930 sq. ft. to commercial businesses for a total of \$1,538,000 in gross revenue. Two existing tenants leased space in the COS Building at 965 Capstone Drive.
- **FY 2012:** DOE leased six buildings to MDC with a total of 225,569 sq. ft. MDC then leased 167,930 sq. ft. of this space to commercial businesses for a total of \$1,406,000 in gross revenue. In 2012, MDC contacted existing tenants about lease renewals and evicted a tenant in arrears from 1390 Vanguard Blvd.
- **FY 2013:** DOE leased seven buildings to MDC with a total of 392,591 sq. ft. of space. MDC then leased 155,661 sq. ft. of this space to commercial businesses for total gross revenue of \$1,131,000 in gross revenue. On September 1, 2013, MDC signed a 5-year lease for 4,800 sq. ft. to a new tenant at the Flex Building at 1390 Vanguard Blvd.
- **FY 2014:** DOE leased six buildings to MDC with a total of 381,262 sq. ft. of space. MDC then leased 126,193 sq. ft. of this space to commercial businesses for \$1,387,000 in gross revenue. In December 2013, DOE transferred Building 126 at 955 Mound Road and the surrounding property to MDC. MDC then sold Building 126 to a private company. In June of 2014, MDC signed an 84-month lease to a national engineering and architectural firm for 6,346 square feet of office and 1,600 square feet of storage space in the Flex Building. The firm brought 20 jobs from their former location to the site.
- **FY 2015:** MDC leased six buildings with 381,262 sq. ft. from DOE and then leased 126,193 sq. ft. of this space to commercial businesses. In December 2014, Building 100 was sold to a private firm. In February 2015, an existing tenant in Building 87 at 1100 Vanguard Blvd. leased a portion of the fourth floor of the COS building that required MDC to relocate

their office to the second floor to accommodate the new lease. MDC reached an agreement for the lease-purchase of the Building 105 Building in April 1, 2015.

**Businesses Located at the MBP:** A cumulative total of 50 businesses leased space at the MBP over the life of the grant. By the end of the grant, 11 individual businesses leased space at MBP. The occupancy rate at MBP was 34% due to the recent addition of T Building and Building 61 to the MDC portfolio.

**DOE Building Leases to MDC:** The number of buildings that DOE leased to MDC varied based on the site contractor's demolition and remediation schedule. Building 49 was returned to DOE for demolition and ground remediation; the DS Building and Buildings 27, 60, 61, 89, and 104 were returned to DOE for demolition. Buildings 105, 100, GH, GP1, and 102 were transferred by DOE to MDC and no longer counted as overall leased space.

**Jobs Created or Retained:** Over the life of the Section 3161 grant, a cumulative total of 943 jobs were created by MDC at a cost of \$33,994 per job. Of these, 143 jobs were retained and filled by former DOE Mound Plant workers. At the end of the grant period, there were 257 employees in new jobs created at MBP.

**Total 3161 Funds Costed:** \$6,372,529

**Total Jobs Created/Retained:** 943

**Total Number of Displaced Site Workers Employed:** 143

**Cost per Job Created/Retained:** \$6,758

## **Mound Development Corporation**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Personal Property Management

**Period of Performance:** 1994 through 2016<sup>35</sup>

**Brief Project Description:**

The MDC purchased excess personal property from the DOE Ohio Field Office, Miamisburg Environmental Management Project Office, using a predetermined formula for pricing. MDC used the property for current tenants and encourage new tenants to locate to the MBP by offering the personal property to them at a reduced cost. This process not only assisted DOE in disposing personal property but also assisted in the reuse effort. This asset base was also used to generate revenue needed by MDC to continue to conduct economic development activities.

**Project Goals and Objectives:**

- Disposal of Mound personal property in a cost-effective manner.
- Leverage Mound personal property to support economic development and reuse activities.
- Provide an equitable return on personal property to the federal government.
- Facilitate the reuse of Mound human and physical assets.
- Establish a scope of MDC personal property activities.
- Establish an operational plan to request, track, evaluate, store, package, price, and dispose of Mound personal property.
- Identify resource needs associated with activities.
- Establish a database of personal property.
- Implement the operational plan and policies.

**Project Outcome:**

Sales of personal property, during the reporting period, to tenants and other business not on the Mound site amounted to \$36,863. While these sales provided valuable resources to these companies at attractive prices, it also served the economic development goals by creating or protecting private industry jobs and providing MDC with needed resources for the restoration of the Mound site.

As MDC shifted from a “technology approach” to a “real estate approach,” the purchase and sale of equipment became less of a focus, until the project was completely ended. After the end of the project, only minimal transactions will be performed, on a selective basis.

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<sup>35</sup> The CRP projects the redevelopment of the Mound site to be complete by 2010; however, the MDC does not have an expected end date for the MBP.

**Total 3161 Funds Costed: \$570,000**

**Total Jobs Created/Retained: N/A**

**Total Number of Displaced Site Workers Employed: N/A**

**Cost per Job Created/Retained: N/A**

**Mound Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Community Reuse Plan Update

**Period of Performance:** 2002 through 2003

**Brief Project Description:**

Due to changes in the DOE contractor scope, MDC updated the CRP, the baseline for the scope, cost, and schedule of work that must be completed at the MBP for it to become a viable industrial and technology park. This update took into account completed addendums to the original CRP, the scope of the Mound remediation as described by DOE, and changes to buildings, sites, and market conditions since the original CRP was produced in 1997. This update CRP provided changes to the project scope and future costs for the work. In addition, the update provided an integrated work schedule of activities with the DOE contractor's work schedule.

**Project Goals and Objectives:**

- Completion and approval of the updated CRP.
- Updated cost and schedule data.
- Community adoption of the CRP.

**Project Outcome:**

Following a bid and evaluation process, the architectural and engineering firm, Barge, Waggoner Sumner and Cannon, Inc. was chosen to update the CRP. The kickoff meeting was held on December 2, 2002. Facility walk downs were completed, and the first draft was submitted on January 20, 2003. The second draft was submitted on March 28, 2003. The CRP was approved and adopted by the community in 2003. The CRP was integrated with the site contractor, CH2M Hill, and DOE's schedule and reuse activities were coordinated.

**Total 3161 Funds Costed:** \$300,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

## **Mound Development Corporation**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Marketing and Public Interface

**Period of Performance:** 1994 through 2016<sup>36</sup>

**Brief Project Description:**

The goal of redeveloping the former Mound Plant to an industrial/technology park requires the transfer of control, liability, and maintenance responsibilities to MDC. This process further requires that MDC market the site's surplus facilities to businesses to build value into the site and replace the loss of jobs created by the decommissioning process.

**Project Goals and Objectives:**

- Reduce DOE landlord costs.
- Develop a customer base for surplus facilities.
- Generate employment opportunities for displaced Mound Plant employees.
- Develop a new base of employment to mitigate the site's closure upon the community.

**Project Outcome:**

MDC prepares a strategic plan every 5 years that forecasts and develops marketing plans based on financial data and changing market conditions. MDC reviews the plan every 2 years to establish and correct its strategic direction. The strategic plan was used as a benchmark to determine if changes need to be made in future years to remain on track. MDC's marketing efforts were organized to focus on four areas:

- **Tenant Retention and Acquisition:** The MBP has a unique history for an industrial/technology park. Former Mound Plant workers were encouraged to become entrepreneurs and establish businesses at the MBP. The Excelitas Technologies Corporation is an example of a company that was started by former Mound employees that flourished and had to expand its operations and lease space in four buildings at MBP. MDC also markets the MBP to new tenants, and at the end of the grant period 11 businesses were located at the MBP. MDC hired the Miller-Valentine GEM Realty Groups as the exclusive real estate brokerage firm in January 2015 to market MBP.
- **Raising Site Awareness:** The emphasis of MDC's marketing efforts was tenant retention and raising the awareness of MBP's available real estate. MDC was actively involved in networking within the regional state and local economic development organizations, real estate brokers, and universities to support MDC marketing efforts. From 2012 to the end of the grant period, MDC prepared and distributed six newsletters featuring different MBP areas as a marketing tool. Other MDC marketing efforts included the distribution of press releases; working with local newspaper and publication editors to place positive stories about MBP; making presentations at local civic meetings and on local cable television; attending local civic, business, and professional meetings and hosting events at the MBP such as the 2014 Turkey Trot running race.

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<sup>36</sup> The CRP projects the redevelopment of the Mound site to be complete by 2010; however, the MDC does not have an expected end date.

- **Development of Strategic Partnerships:** MDC hired a marketing firm to advertise the MBP as a natural place to work with over 190 acres of land for development and buildings to lease and purchase. The marketing firm worked with MDC on a website to showcase the site and convey MDC's vision to create a thriving business park that encourages innovation, while honoring the Mound Plant's history and preserving its natural elements. MDC also partnered with its clients to grow their businesses by providing the matching share that MBP businesses need to receive state and federal grants for their research.
- **Strategic Planning:** The MDC Board of Directors decided that under certain circumstances, the sale of Mound property was a viable option. With environmental cleanup finished and a new spine road constructed to provide better access, land and building sales became a viable option at the 300-acre site. Previously, MDC had only leased building space to its tenants. The Board amended its position related to the sale of property as circumstances changed considerably with environmental and access issues resolved. When 955 Mound Road was sold to BOI Solutions in 2012, new strategies and legal mechanisms were developed to ensure the best possible outcomes for all parties, including these:
  - MDC was able to create favorable terms and finance the BOI property transaction.
  - MDC established an owners' association to ensure the protection of property values through building and maintenance standards.
  - Building standards guided design parameters concerning what can and cannot be built on the site.
  - MDC maintained and managed common areas, using fees paid by owners (similar to condominium association fees).

After the sale of 955 Mound Road, a new strategy for business development was developed for MBP that was a return to the original Mound vision to place the site in private ownership. This vision was realized in 2014 with the sale of 790 Enterprise Court (Building 100) to the Dyrdek Group. In April 2015, the Woodworking Shop, LLC, signed a lease-purchase agreement for 1195 Mound Road.

To achieve this vision, MDC prepared a site guide with guidelines for creating code covenants and restrictions to permit property sales in 2012. For transparency, MDC met regularly with stakeholder groups during cleanup processes from FY 2006 to FY 2010 and held monthly board meetings. In 2011–2014, MDC also prepared annual progress reports.

**Total 3161 Funds and Other DOE Costed:** \$1,634,433

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

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# Nevada Test Site Development Corporation Community Reuse Organization (CRO) Final Report Fiscal Years 1995 Through 2005

## Summary of All Projects Funded with Section 3161<sup>37</sup> Funds:

- **Communications Systems for State Economic Development Authorities:** The Nevada Test Site Development Corporation (NTSDC) assisted in allocating Section 3161 grant funds to link together state economic development authorities. Funding was used to purchase computers and software to interactively connect Nevada's 12 economic development organizations to share economic development data, information, and business relocation leads.
- **Corporation for Solar Technologies and Renewable Resources:** Provided a grant using Section 3161 funds to commercialize solar technologies and construct solar production facilities in the Nevada Solar Enterprise Zone by matching renewable power markets with project developers.
- **Establish and Start Up the CRO:** Section 3161 funds were used to establish the NTSDC CRO to encourage community involvement and identify specific sectors to revitalize the Nevada National Security Site (NNSS) (formally known as the Nevada Test Site) area economy. Section 3161 funds were also used to select projects and programs that would create high-value jobs and provide employment for displaced NNSS and area workers.
- **Implementation:** The NTSDC assisted area corporations that were dependent on the NNSS contracts to become viable through work in the commercial sector with technologies developed by NNSS contractors. The NTSDC focused their support efforts to businesses in the aerospace, energy development, chemical, renewable energy, and other technological areas that had the potential to create jobs, reuse government assets, and diversify the area's single-sector economy.
- **Fluid Tech:** NTSDC provided business advisement services to Fluid Tech, a company working with low-level radioactive decontamination activities.
- **Aerospace:** The NTSDC assisted the aerospace industry near NNSS with business consulting activities that included the development of a two-stage reusable rocket to launch small payloads being developed by the Kistler Corp.
- **Science and Technology Regional Development Corporation (RDC):** The NTSDC provided funding and business advisement services on projects that would facilitate economic development and job creation within regions of Nye County, Nevada.
- **Hydrogen Enriched Lean Burn/Liquefied Natural Gas (LNG) Vehicle:** Provided Section 3161 funding for applied research and development (R&D) for a LNG vehicle to develop alternative vehicle fuels to reduce urban dependence on gasoline.
- **Desert Sky Rock:** The NTSDC assisted developers of the Desert Rock Sky Park, an industrial park specifically for businesses that would benefit from the remote location, security, and extensive infrastructure provided by its close proximity to the NNSS.

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<sup>37</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

- **Lincoln County RDC and Partnerships:** NTSDC assisted businesses that had the potential to become independent in Lincoln County, Nevada, and would provide jobs and improve economic conditions in the county.
- **NRG Technologies, Inc.:** NTSDC provided funding and business advisement services to develop manufacturing technologies to enable gasoline-powered vehicles to run on efficient clean-burning fuels such as hydrogen.
- **Loan Program:** Provided loans to four area companies. Two companies were successful in privatizing a portion of the NNSS maintenance and operations (M&O) contractors' functions for graphic design and employee wellness. One company was working on a product and process to capture and recycle ozone-depleting substances but moved their operations out of state. The fourth company was developing a method to launch sounder rockets from the NNSS for microgravity testing failed and closed their operations.
- **Esmeralda County, Nevada Economic Development/Grant Management Office:** NTSDC helped facilitate projects that would enhance economic development and create jobs within Esmeralda County, Nevada.
- **Barth Electronics:** The NTSDC provided business assistance to Barth Electronics, a leading participant in the development of new technologies in support of the NNSS weapons-testing program. The NTSDC assisted the company to diversify into the commercial electrostatic discharge industry using the same measurement technologies developed during the weapons-testing era.
- **Environmental Sources Nevada:** The NTSDC assisted Environmental Sources Nevada, a manufacturer of low-level radiation calibration equipment, in marketing their products to the private sector.
- **Next-Generation Power:** The NTSDC provided business consulting services to Next-Generation Power, which developed a new electrical-power generation and wastewater facility in Las Vegas, Nevada, utilizing a new turbine technology.
- **International Brotherhood of Teamsters (IBT)/NNSS Training Center:** The IBT partnered with U.S. Department of Energy (DOE) NNSS, NTSDC, and the NNSS M&O contractor to provide general driving instruction, as well as skills-based training to current and former NNSS workers.
- **Incubator Program:** Provided operating space, business advisement services, and Section 3161 funding for four area startup businesses.
- **WG Squared:** The NTSDC provided business consulting services to WG Squared, a processor of low-level radioactive waste generated by laboratory closure activities at the former NNSS.
- **Hellonetwork:** The NTSDC assisted Hellonetwork, a Nevada-based business that specialized in video-streaming on the Internet, to become commercially viable without dependence on NNSS contracts.

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from the DOE's Office of Legacy Management as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job.

Table 1. Nevada Test Site Development Corporation Community Transition Funding and Job Creation by Project

NTSDC, FYs 1995 Through 2005						
Closed Projects	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost per Job Created
Communications Systems for State Economic Development Authorities	\$100,000	\$0	\$100,000	\$100,000	755	\$132
Corporation for Solar Technologies and Renewable Resources	\$2,731,891	\$532,417	\$3,264,308	\$3,264,308	6	\$544,051
Establish and Start Up Community Reuse Organization <sup>a</sup>	\$520,000	\$0	\$520,000	\$520,000	0	\$0
Implementation	\$4,984,416	\$100,000	\$5,084,416	\$5,084,416	1,808	\$2,812
Fluid Tech	\$300,000	\$0	\$300,000	\$300,000	13	\$23,077
Aerospace Activities <sup>a</sup>	\$494,139	\$0	\$494,139	\$494,139	0	\$0
Science & Technology RDC <sup>a</sup>	\$444,950	\$0	\$444,950	\$444,950	0	\$0
Hydrogen-Enriched Vehicle Grant	\$250,000	\$0	\$250,000	\$250,000	6	\$41,667
Desert Rock Sky Park <sup>a</sup>	\$193,796	\$0	\$193,796	\$193,796	0	\$0
Lincoln County Partnerships & RDC	\$337,818	\$0	\$337,818	\$337,818	1	\$337,818
NRG Technologies, Inc.	\$661,173	\$0	\$661,173	\$661,173	6	\$110,196
Loan Program	\$496,588	\$0	\$496,588	\$496,588	26	\$19,100
Esmeralda County RDC <sup>a</sup>	\$32,000	\$0	\$32,000	\$32,000	0	\$0
Barth Electronics <sup>a</sup>	\$2,055	\$0	\$2,055	\$2,055	0	\$0
Environmental Sources Nevada <sup>a</sup>	\$1,005	\$0	\$1,005	\$1,005	0	\$0
NextGeneration Power <sup>a</sup>	\$71,871	\$0	\$71,871	\$71,871	0	\$0
IBT/Nevada Test Site Training Center	\$1,236,000	\$0	\$1,236,000	\$1,236,000	84	\$14,714
Incubator Program	\$528,356	\$0	\$528,356	\$528,356	20	\$26,418
WG Squared	\$1,383	\$0	\$1,383	\$1,383	3	\$461
Hellonetwork	\$450	\$0	\$450	\$450	0	\$0
CRO Administration <sup>a</sup>	\$1,850,000	\$0	\$1,850,000	\$1,850,000	0	\$0
<b>Totals</b>	<b>\$15,237,891</b>	<b>\$632,417</b>	<b>\$15,870,308</b>	<b>\$15,870,308</b>	<b>2,728</b>	<b>\$5,818</b>

**Note:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended or were temporary/construction workers.

**Abbreviations:**

FY = fiscal year;

N/A = not applicable;

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993

## Leveraged Funding:

Table 2 is a list of leveraged<sup>38</sup> funds or in-kind services received from all external sources [Federal, state, and local government agencies or private organizations] resulting from Comprehensive Reuse Plan contributions of Section 3161 funds or in-kind goods/services<sup>39</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>40</sup>

*Table 2. Nevada Test Site Development Corporation Leveraged Funding Sources*

<b>Funding Source</b>	<b>Cash</b>	<b>In Kind</b>
National Aeronautics and Space Administration	\$145,000,000	\$0
Bechtel Nevada, employee on loan	\$0	\$550,000
U.S. Air Force	\$300,000	\$0
City of Boulder; land, 320 acres	\$0	\$8,000,000
Dr. Peter Catania, administrative	\$0	\$115,000
EDA grant	\$1,200,000	\$0
City of Caliente	\$25,000	\$0
Nevada Commission on Economic Development, Pinion-juniper	\$196,000	\$0
Nye County Roads Department – road work	\$0	\$200,000
EDA sub-grant	\$75,000	\$0
University of Arizona	\$1,300,000	\$0
Global Renewable Energy Partners: planning, development, testing, anemometer siting and installation, environmental impact study, administrative oversight, cultural and archaeological reviews, travel	\$380,000	\$0
Nevada State Office of Energy, speaker and staff support	\$5,000	\$0
NRG Technologies, Inc.	\$6,000	\$0
Esmeralda County RDC	\$6,000	\$0
Green Energy Futures Park	\$73,782	\$0
University of Nevada–Las Vegas, professional staff services	\$0	\$8,000
NTSDC Board, professional administrative services	\$0	\$32,000
Board of Directors	\$0	\$12,500
Property program/loans	\$3,000	\$0
<b>Total</b>	<b>\$148,569,782</b>	<b>\$8,917,500</b>

### Abbreviations:

EDA = Economic Development Administration;

Section 3161= Section 3161 of the National Defense Authorization Act for Fiscal Year 1993

<sup>38</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>39</sup> In-Kind Goods/Services—In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>40</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee’s contractual instrument. For example, the Office of Legacy Management may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee’s coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

## **Nevada Test Site Development Corporation Section 3161–Funded Projects, Now Closed**

**Project Name:** Communications Systems for State Economic Development Authorities

**Period of Performance:** 1994 through 1995

**Brief Project Description:**

Section 3161 grant funds were used to link all state economic development authorities together to share resources. Funding was used to purchase computers and software to interactively connect Nevada’s 12 economic development organizations to share economic development data, information, and business relocation leads.

**Project Goals and Objectives:**

Provide equal access to economic development data, information, and business relocation leads to rural Nevada economic development organizations to allow them to operate at the same level as their urban partners. All economic development organizations had access to the same information and leads at the same time and thereby provided for greater statewide participation in promoting Nevada’s business climate and benefits and ultimately job creation.

**Project Outcome:**

The objectives of the project were met.

**Total Section 3161 Funds Costed:** \$100,000

**Total Jobs Created/Retained:** 755

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$132

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Corporation for Solar Technologies and Renewable Resources

**Period of Performance:** 1995 to 2000

**Brief Project Description:**

Provided a grant using Section 3161 funds to commercialize solar technologies and construct solar production facilities in the Nevada Solar Enterprise Zone by matching renewable power markets with project developers.

**Project Goals and Objectives:**

Complete the design and construction of a portable solar power plant. Conduct solar project development activities.

**Project Outcome:**

This project was not sponsored or managed by Nevada National Security Site Development Corporation, and the final outcome is unknown.

**Total Section 3161 and Other DOE Funds Costed:** \$3,264,308

**Total Jobs Created/Retained:** 6

**Total Number of Displaced Site Workers Employed:** Not available

**Cost per Job Created/Retained:** \$544,051

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Establish and Startup the Nevada National Security Site Development Corporation (NTSDC) Community Reuse Organization (CRO)

**Period of Performance:** 1995 through 1996

**Brief Project Description:**

Section 3161 funds were used to establish the NTSDC CRO to encourage community involvement and identify specific sectors to revitalizing the NNSS area economy. Section 3161 funds were also used to select projects and programs that would create high-value jobs and provide employment for displaced NNSS and area workers.

**Project Goals and Objectives:**

Identify community leaders, business organizations, and operations to be involved on the NTSDC CRO Board of Directors to ensure the board's successful operation. Set up the initial structure of the CRO and file articles of incorporation. Establish bylaws; elect board of directors; vote for officers of the corporation; hire staff; perform strategic planning to set corporate goals and objectives; and develop initial programs.

**Project Outcome:**

The NTSDC was established as the CRO for the NNSS region.

**Total Section 3161 Funds Costed:** \$520,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Implementation

**Period of Performance:** 1996 through 2000

**Brief Project Description:**

The Nevada National Security Site Development Corporation assisted area corporations that had depended on NNSS contracts to become viable through work in the commercial sector with technologies developed as NNSS contractors. The NTSDC focused their support efforts on businesses in the aerospace, energy development, chemical, renewable energy and other technological fields that had the potential to create jobs, reuse government assets, and diversify the area's single-sector economy.

**Project Goals and Objectives:**

Provide Section 3161 funding for economic development activities to mitigate the negative impacts associated with workforce restructuring at NNSS. This project covered all individual projects and administrative costs.

**Project Outcome:**

The CRO selected projects and businesses for funding and provided business consulting services.

**Total Section 3161 and Other DOE Funds Costed:** \$5,084,416

**Total Jobs Created/Retained:** 1,808

**Total Number of Displaced Site Workers Employed:** 31

**Cost per Job Created/Retained:** \$2,812

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Fluid Tech

**Period of Performance:** 1997 through 2004

**Brief Project Description:**

The Nevada National Security Site Development Corporation provided business advisement services to Fluid Tech, a company working with low-level radioactive decontamination activities.

**Project Goals and Objectives:**

Fluid Tech was to become a self-sustaining business with a continuing close relationship with NTSDC.

**Project Outcome:**

By the end of the grant period, Fluid Tech had become an independent and commercially viable business.

**Total Section 3161 Funds Costed:** \$300,000

**Total Jobs Created/Retained:** 13

**Total Number of Displaced Site Workers Employed:** 13

**Cost per Job Created/Retained:** \$23,077

**Nevada Test Site Development Corporation  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Aerospace Activities

**Period of Performance:** 1997 through 2004

**Brief Project Description:**

The Nevada National Security Site Development Corporation provided Kistler, an aerospace company, Section 3161 funding for the development of a two-stage reusable rocket to launch small payloads.

**Project Goals and Objectives:**

Kistler was to be one of the first companies in the nation to provide reusable launch rockets to public and private companies.

**Project Outcome:**

Continued lack of funding hampered the project.

**Total Section 3161 Funds Costed:** \$494,139

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Science & Technology Regional Development Corp.

**Period of Performance:** 1997 through 2004

**Brief Project Description:**

The Nevada National Security Site Development Corporation provided funding and business advisement services to the Science and Technology RDC for projects that would facilitate economic development and job creation within regions of Nye County, Nevada.

**Project Goals and Objectives:**

Create a science and technology park to assist with the general economic growth in Nye County, Nevada.

**Project Outcome:**

The project was ongoing at the end of the grant period, and information on final outcome was not available.

**Total Section 3161 Funds Costed:** \$444,950

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Nevada Test Site Development Corporation  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Hydrogen Enriched Lean Burn/LNG Vehicle

**Period of Performance:** 1997 to 1999

**Brief Project Description:**

Conducted applied R&D for a liquefied natural gas vehicle to develop alternative vehicle fuels to reduce vehicle dependence on gasoline with Section 3161 funding.

**Project Goals and Objectives:**

Build prototype to demonstrate the use of an alternative fuel.

**Project Outcome:**

The project was completed, and a prototype LNG vehicle was built.

**Total Section 3161 Funds Costed:** \$250,000

**Total Jobs Created/Retained:** 6

**Total Number of Displaced Site Workers Employed:** Not available

**Cost per Job Created/Retained:** \$41,667

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Desert Rock Sky Park

**Period of Performance:** 1998 through 2004

**Brief Project Description:**

The Desert Rock Sky Park, an industrial business park, was being developed specifically for businesses that would benefit from the park's remote location near the NNSS and from security and extensive infrastructure provided by NNSS.

**Project Goals and Objectives:**

The project goal was to establish a base of tenants at the industrial park that fit within the approved scope of activities as permitted at NNSS.

**Project Outcome:**

At the end of the grant period the industrial park project was viable and no longer required NTSDC CRO funding.

**Total Section 3161 Funds Costed:** \$193,796

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Lincoln County Regional Development Corporation and Lincoln County Partnerships

**Period of Performance:** 1998 through 2004

**Brief Project Description:**

The Nevada National Security Site Development Corporation assisted businesses that had the potential to become independent in Lincoln County, Nevada, and would provide jobs and improve economic conditions in the county.

**Project Goals and Objectives:**

Provide assistance for economic development in rural Lincoln County, Nevada, and provide jobs for residents.

**Project Outcome:**

At the end of the grant period, efforts were ongoing and results could not be quantified.

**Total Section 3161 Funds Costed:** \$337,818

**Total Jobs Created/Retained:** 1

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$337,818

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** NRG Technologies

**Period of Performance:** 1998 through 2004

**Brief Project Description:**

The Nevada National Security Site Development Corporation provided funding and business advisement services to develop and manufacture technologies to enable gasoline-powered vehicles to run on efficient clean-burning fuels such as hydrogen.

**Project Goals and Objectives:**

Assist NRG Technologies to commercialize prototypes that they developed and ultimately help the company to become self-sufficient.

**Project Outcome:**

Through restructuring, NRG Technologies became an independent and commercially viable business.

**Total Section 3161 Funds Costed:** \$661,173

**Total Jobs Created/Retained:** 6

**Total Number of Displaced Site Workers Employed:** 6

**Cost per Job Created/Retained:** \$110,196

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Loan Program

**Period of Performance:** 1998 to 2002

**Brief Project Description:**

Section 3161 funds were used to provide loans to four area companies. Two companies were working on privatizing a portion of the NNSS M&O contractors' functions, graphic design and the employee wellness program. One company was working on a product and process to capture and recycle ozone-depleting substances. The fourth company was developing a method to launch sounder rockets from the NNSS for microgravity testing.

**Project Goals and Objectives:**

Project goals and objectives were specific to each business, but all had the objective to become independent and self-sustaining businesses.

**Project Outcome:**

The design firm and the wellness firm were successful in privatizing portions of the NNSS graphic design and employee wellness contract. The company that was working on a product and process to capture and recycle ozone-depleting substances moved their operations out of Nevada. The company that was developing a method to launch sounder rockets from the NNSS for microgravity testing failed and closed their operations.

**Total Section 3161 Funds Costed:** \$496,588

**Total Jobs Created/Retained:** 26

**Total Number of Displaced Site Workers Employed:** 13

**Cost per Job Created/Retained:** \$19,100

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Esmeralda County Regional Development Corporation

**Period of Performance:** 1999 through 2004

**Brief Project Description:**

The Nevada National Security Site Development Corporation helped facilitate projects that would enhance economic development and create jobs within Esmeralda County, Nevada.

**Project Goals and Objectives:**

Provide business advisement assistance to projects that would result in new jobs through funding mechanisms to facilitate growth and economic development in Esmeralda County, Nevada.

**Project Outcome:**

Project activities were ongoing at the end of the grant period, and results could not be quantified.

**Total Section 3161 Funds Costed:** \$32,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Barth Electronics

**Period of Performance:** 1999 to 2000

**Brief Project Description:**

Barth Electronics was a leading participant in the development of new technologies in support of the National Nuclear Security Administration's weapons-testing program at the NNS. The Nevada National Security Site Development Corporation assisted the company in diversifying into the commercial electrostatic discharge industry using the same measurement technologies developed during the weapons-testing era.

**Project Goals and Objectives:**

The NTSDC provided business advisement services to Barth Electronics to redirect the firm's focus to the commercial sector. Only consultation assistance was provided to Barth. The firm did ask for funding, but the project did not receive the support from the full NTSDC board for the allocation requested.

**Project Outcome:**

Barth Electronics was able to become viable in the commercial sector using methods developed while contracted to NNS.

**Total Section 3161 Funds Costed:** \$2,055

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Environmental Sources Nevada

**Period of Performance:** 1999 to 2000

**Brief Project Description:**

The Nevada National Security Site Development Corporation assisted Environmental Sources Nevada, a manufacturer of low-level radiation calibration equipment, in marketing their products to the private sector.

**Project Goals and Objectives:**

The project goals and objectives were never fully developed.

**Project Outcome:**

Ultimately, Environmental Sources Nevada did not meet guidelines required by the NTSDC board of directors for project assistance.

**Total Section 3161 Funds Costed:** \$1,005

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Next-Generation Power

**Period of Performance:** 1999 to 2000

**Brief Project Description:**

The Nevada National Security Site Development Corporation provided Section 3161 funding to Next-Generation Power for a new electrical-power generation and wastewater facility in Las Vegas, Nevada that used a new turbine technology.

**Project Goals and Objectives:**

The project goals and objectives are unknown.

**Project Outcome:**

The project did not meet NTSDC Board of Directors guidelines.

**Total Section 3161 Funds Costed:** \$71,871

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** International Brotherhood of Teamsters (IBT) /Nevada National Security Site (NNSS) Training Center

**Period of Performance:** 1999 to 2003

**Brief Project Description:**

The IBT proposed to partner with the DOE NNSS, Nevada National Security Site Development Corporation, and the NNSS M&O contractor to provide general driving instruction, as well as skills-based training to current and former NNSS workers.

**Project Goals and Objectives:**

Provide long-haul trucker training to displaced NNSS workers and other area residents.

**Project Outcome:**

The IBT in conjunction with NNSS and the NNSS M&O contractor established a long-haul trucker training program at NNSS for displaced NNSS workers and other area residents.

**Total Section 3161 Funds Costed:** \$1,236,000

**Total Jobs Created/Retained:** 84

**Total Number of Displaced Site Workers Employed:** 28

**Cost per Job Created/Retained:** \$14,714

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Incubator Program

**Period of Performance:** 1999 to 2002

**Brief Project Description:**

Section 3161 funds were used to provide operating space and business advisement services for four area startup businesses.

**Project Goals and Objectives:**

Provide a nurturing business environment for startup businesses in an environment where they can prosper, grow, and become independent.

**Project Outcome:**

Two of the four startups became independent businesses. The NNSS Historical Foundation was located in the incubator and was able to move to its own location. The fourth business wanted to site a wind farm on the NNSS but was denied this request by the U.S. Air Force.

**Total Section 3161 Funds Costed:** \$528,356

**Total Jobs Created/Retained:** 20

**Total Number of Displaced Site Workers Employed:** Not available

**Cost per Job Created/Retained:** \$26,418

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** WG Squared

**Period of Performance:** 2000 through 2004

**Brief Project Description:**

The Nevada National Security Site Development Corporation provided business advisement services to WG Squared to process low-level radioactive waste generated by the laboratory closure activities at the former NNSS.

**Project Goals and Objectives:**

WG Squared's goal was to become a successful independent company that worked with low-level radioactive waste.

**Project Outcome:**

WG Squared eventually went out of business due to lack of funding.

**Total Section 3161 Funds Costed:** \$1,383

**Total Jobs Created/Retained:** 3

**Total Number of Displaced Site Workers Employed:** 3

**Cost per Job Created/Retained:** \$461

**Nevada Test Site Development Corporation**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Hellonetwork

**Period of Performance:** 2000

**Brief Project Description:**

Hellonetwork was a Nevada-based business that specialized in video-streaming on the Internet and needed assistance to become commercially viable without dependence on Nevada National Security Site contracts.

**Project Goals and Objectives:**

The goal for Hellonetwork was to become commercially viable and no longer dependent on NNSS contracts as its only source of revenue.

**Project Outcome:**

Hellonetwork developed the first Java-enabled streaming media platform and eventually expanded its application to various commercial businesses and became commercially viable.

**Total Section 3161 Funds Costed:** \$450

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

# Oak Ridge Operations Community Reuse Organization (CRO) Final Report Fiscal Years 1993 Through 2005

## Summary of All Projects Funded with Section 3161<sup>41</sup> Funds:

- **New Business Development Fund:** The grant supported new business development to assist the region in becoming more economically diversified and less dependent upon a federal presence. New business ventures in the region were created and expanded with particular emphasis on job creation and new regional investment. The grant consisted of two different parts: Part 1 was allocated with \$1.7 million to initially capitalize a regional small-business revolving-loan fund (ET 2000 Financial Assistance Fund). Part 2 was allocated with \$300,000 to provide support for the development of a comprehensive small-business incubator program and resource network.
- **Manufacturing Skills Campus:** The skills campus provided training programs to the private sector and the U.S. Department of Energy (DOE) Oak Ridge contractor workforce in specialized craft skills including precision machining, electronics, and industrial maintenance.
- **Oak Ridge Centers for Manufacturing Technology (ORCMT):** ORCMT utilized the resources of the DOE Oak Ridge Complex to help U.S. industry solve tough manufacturing problems while carrying out DOE's national security mission.
- **21st Century Jobs Initiative:** The initiative was a strategy to guide policy makers and private-sector leaders in their lending decisions to invest time and money to build an economy less dependent on the federal government and more competitive in the global marketplace—a pilot for a regional economic development strategy based on leveraging DOE technologies.
- **Technology 2020 – Regional Research and Development (R&D):** Provided funds to furnish equipment for a Technology 2020 facility. The original \$1.5 million DOE grant leveraged \$2.9 million in State of Tennessee and private resources to construct the Technology 2020 facility and launch the Technology 2020 initiative.
- **East Tennessee 2000 – Feasibility Studies:** Grant funds were used to conduct two feasibility studies for a regional industrial park and technology, trade, and exhibition center.
- **Technical Assistance for the Reuse of DOE Facilities and Land:** Provided support to the Oak Ridge Reindustrialization program with funding to complete a conceptual design and topographic analysis of the ED-1, a 1,000 acre greenfield industrial park. Funding was provided to local legal counselors to develop an organizational structure and model tenant subleases.
- **Workforce Restructuring Planning Assistance Grant:** Funded regional planning, coordinated regional stakeholder input for workforce restructuring plans, and developed methods to mitigate the impacts of defense downsizing on displaced workers at DOE facilities. Restructuring plans for the Oak Ridge Complex and the first Community Transition Plan (CTP), East Tennessee 2000, were developed with the input of regional stakeholders.

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<sup>41</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

- **East Tennessee 2001:** Implementing the Vision: A collection of several different initiatives, this effort was intended to take the region's economy into the next century and build upon the East Tennessee 2000 plan. The four components were to support the Reindustrialization of the East Tennessee Technology Park (ETTP), solve regional workforce development problems, focus on regional R&D initiatives, and facilitate efforts in community transition and economic diversification.
- **East Tennessee 2001:** Implementing the Vision/Area Assistance: Anderson and Roane Counties, Tennessee, received funding to develop 310 acres into two regional industrial parks. A grant to the City of Oak Ridge provided support to Roane State Community College Oak Ridge Campus, assistance for the relocation of a high-technology private sector firm to Oak Ridge, and funds for an economic development diversification project in Oak Ridge that included community input and consensus.
- **National Electronics Recycling Center (NERC):** The NERC met a national need for a research, development, demonstration, test, and evaluation center for the emerging electronics reuse and recycling industry. After September 2000, the effort became a self-sustaining commercial enterprise for the disposition of end-of-life electronic equipment to meet recycling, energy-saving, and cost-reduction goals for private industry and governments.
- **Reindustrialization:** Recruit firms to locate at Heritage and Horizon Centers on the ETTP complex to help create jobs for displaced workers. The Heritage Center is located on the former DOE K-25 site, and the Horizon Center is located in the ED-1 Greenfield industrial park.
- **Manufacturing Skills Campus:** Provided retraining for displaced Oak Ridge workers in the areas of advanced craft skills training, precision machining, industrial maintenance, machine tool maintenance, and metrology. Training was also provided to the Y-12 workforce on new technologies to ensure that Y-12 would become a flexible, science-based manufacturing facility capable of making the variety of materials and components needed for national security.
- **National Transportation Research Center:** In October 2000, the National Transportation Research Center (NTRC) was completed as an 85,000 square foot transportation research facility to house 165 Oak Ridge National Laboratory (ORNL) and University of Tennessee (UT) staff members, and support contractors. Community Reuse Organization of East Tennessee (CROET) funds were used to equip and finish 12 research laboratories as user facilities for industry, universities, and ORNL and UT staff. NTRC, Inc. was awarded a \$1 million grant from the Federal Highway Administration to develop a Heavy Vehicle Safety Research Center.
- **Regional Economic Diversification and Workforce Development:** Assisted impacted communities by: (1) enhancing local industrial and economic development efforts, (2) providing industrial infrastructure, (3) providing startup and operating funds for projects that appear to become self-sustaining job providers; and (4) allowing communities to respond to strengths, opportunities, and constraints specific to its workforce development situations.
- **FY 2004 Operations Grant:** The operation grant assisted CROET in continuing its efforts to create new, quality jobs in the region by using the underutilized land, facilities, equipment, personnel, and technologies available at the Oak Ridge complex. As the CRO

for the region, CROET was the community's primary voice to DOE for community transition issues.

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from DOE's Office of Legacy Management as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job.

Table 1. Oak Ridge Community Transition Funding and Job Creation by Project

STOP FYs 1993 Through 2005						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost per Job Created
New Business Development Fund	\$2,000,000	\$0	\$2,000,000	\$2,000,000	510	\$3,922
Manufacturing Skills Campus	\$17,302,000	\$0	\$17,302,000	\$17,302,000	1,208	\$14,323
Oak Ridge Centers for Manufacturing Technology	\$10,000,000	\$0	\$10,000,000	\$10,000,000	1,358	\$7,364
21st Century Jobs Initiative <sup>a</sup>	\$717,444	\$0	\$717,444	\$717,444	0	\$0
Technology 2020 – Regional R&D	\$1,500,000	\$0	\$1,500,000	\$1,500,000	267	\$5,618
East Tennessee 2000 – Feasibility Studies <sup>a</sup>	\$100,000	\$0	\$100,000	\$100,000	0	\$0
Technology Assistance, DOE Facility Reuse <sup>a</sup>	\$100,000	\$0	\$100,000	\$100,000	0	\$0
Workforce Restructuring Planning Grant <sup>a</sup>	\$332,556	\$0	\$332,556	\$332,556	0	\$0
East Tennessee 2001, Implementing the Vision	\$12,100,000	\$0	\$12,100,000	\$12,100,000	1,245	\$9,719
East Tennessee 2001, Implementing the Vision/Area Assistance	\$1,100,000	\$0	\$1,100,000	\$1,100,000	975	\$1,128
National Electronics Recycling Center	\$4,000,000	\$0	\$4,000,000	\$4,000,000	23	\$173,913
Reindustrialization	\$6,000,000	\$0	\$6,000,000	\$6,000,000	214	\$28,037
Manufacturing Skills Campus	\$750,000	\$0	\$750,000	\$750,000	1,815	\$413
National Transportation Research Center	\$1,200,000	\$0	\$1,200,000	\$1,200,000	45	\$26,667
Regional Economic Diversification and Workforce Development	\$799,500	\$0	\$799,500	\$799,500	990	\$808
FY 2004 Operations Grant <sup>a</sup>	\$288,000	\$0	\$288,000	\$288,000	0	\$0
<b>Totals</b>	<b>\$58,289,500</b>	<b>\$0</b>	<b>\$58,289,500</b>	<b>\$58,289,500</b>	<b>8,650</b>	<b>\$6,739</b>

**Note:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended or were temporary/construction workers.

**Abbreviations:**

FY = fiscal year

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993

## Leveraged Funding:

Table 2 is a list of leveraged<sup>42</sup> funds or in-kind services received from all external sources [federal, state, and local government agencies or private organizations] resulting from CRO contributions of Section 3161 funds or in-kind goods/services<sup>43</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>44</sup>

*Table 2. Oak Ridge Leveraged Funding Sources*

<b>Funding Source</b>	<b>Cash</b>	<b>In Kind</b>
Regional lending institutions. For each \$1 that is loaned from the Revolving Loan Fund, the recipient is required to match it with funds from other sources	>\$4,000,000	\$0
Knox County Government	\$400,000	\$0
<b>Total</b>	<b>≥\$4,400,000</b>	<b>\$0</b>

<sup>42</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>43</sup> In-Kind Goods/Services—In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>44</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee’s contractual instrument. For example, the Office of Legacy Management may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee’s coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

## **Oak Ridge Operations**

### **Section 3161–Funded Projects, Now Closed**

**Project Name:** New Business Development Fund

**Period of Performance:** 1993 through 2005

**Brief Project Description:**

The grant helped the region become economically diversified and less dependent upon the federal government's presence by supporting new business development. New business ventures in the region were created, and existing businesses were expanded with an emphasis on job creation and new regional investment. The grant consisted of two different parts. Part 1 was allocated with \$1.7 million to initially capitalize a regional small-business revolving-loan fund, and Part 2 was allocated with \$300,000 to support the development of a comprehensive small-business incubator program and resource network.

**Project Goals and Objectives:**

- To encourage and assist new businesses in the East Tennessee region.
- Serve as a nontraditional source of capital via equity and loans for promising new startup and growing businesses likely to create new jobs within the CRO of East Tennessee's service area.

**Project Outcome:**

This grant evolved into a revolving-loan program, and funds were used as loans or as guarantees for loans and lines of credit from banks for new businesses approved by CROET.

In late 1999, an agreement was reached between CROET and Technology 2020, a nonprofit 501(c)(3) community development financial institution, to allow Technology 2020's subsidiary Southeast Community Capital (SCC) to manage the fund. SCC and CROET entered into a Management Service Agreement on January 1, 2000, to appoint SCC as an agent of CROET to manage certain monies and assets, known as the East Tennessee 2000 Financial Assistance Fund (ET 2000). These monies were made available to CROET pursuant to a DOE grant.

CROET and the TennesSeed fund entered into an agreement in September 2001 to allow SCC and CROET to purchase a private limited partnership interest in the TennesSeed fund in the amount of \$1 million dollars. However, subsequent to these investments, the TennesSeed fund was notified it would not receive its license from the U.S. Small Business Administration. The CROET New Business Development Loan Fund (NBDLF) held an investment position in two companies via the TennesSeed fund in the amount of \$362,759. The fund will manage these two investments. The remaining balance of funds was returned.

The Knox County Technology & Jobs Fund was created on July 1, 2004, as a partnership between CROET, Knox County, and SCC. The Knox County Technology & Jobs Fund became a \$4.75 million debt fund available to small and early stage business in the CROET service area that did have access to traditional capital. The dollars invested by CROET (\$290,000) and Knox County (\$400,000) as loan loss reserve were leveraged to \$750,000 in loan funds from three financial institutions: Tennessee State Bank, American Fidelity Bank, and Sun Trust Bank, with

additional dollars provided from other SCC funds. These funds were deployed in the CROET service area including Knox County.

SCC continued to monitor loans originated by CROET and new loans placed by SCC using CROET NBDLF money.

**Total Section 3161 Funds Costed: \$2,000,000**

**Total Jobs Created/Retained: 510**

**Total number of Displaced Site Workers Employed: 59**

**Cost Per Job Created/Retained: \$3,922**

## **Oak Ridge Operations**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Manufacturing Skills Campus

**Period of Performance:** 1994 through 1997

**Brief Project Description:**

Proposed as an element of the East Tennessee 2000 Economic Development Plan, the Manufacturing Skills Campus was established to provide training programs in advanced manufacturing skills to the private sector and the DOE Oak Ridge contractor workforce. The Skills Campus offers specialized craft skills training in precision machining, electronics, and industrial maintenance. Instructors were skilled craft workers with on the average of 20 years of experience. The Skills Campus integrates workforce restructuring requirements and economic development objectives through its dual mission to retrain workers to maintain national security core competencies and transferring skills to the private sector.

**Project Goals and Objectives:**

Support the DOE Defense Program by training Y-12's skilled current and displaced workforce in the latest manufacturing technologies. Assist private industry by providing critical manufacturing training needs.

**Project Outcome:**

The initial support for the Manufacturing Skills Campus in fiscal year 1995 came at a time when significant numbers of jobs were being lost at the Oak Ridge Complex. The funding provided retraining for displaced Oak Ridge workers to retain their skills to find jobs in the region.

The Skills Campus policy was to survey external customers 6 months after training to assess both economic impact and jobs. This approach was modeled after the U.S. Department of Commerce National Institute of Standards and Technology private-sector measurement process. Private-sector impact measurements focus on cost savings and jobs saved or created. The survey process also collected other key quality and performance measures for continuous improvement. Some actual outcomes were:

- 1,604 Y-12 workers retrained
- 1,399 external participants trained
- 1,208 jobs created/retained
- 61 business expansions enabled

**Total Section 3161 Funds Costed:** \$17,302,000

**Total Jobs Created/Retained:** 1,208

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost Per Job Created/Retained:** \$14,323

## **Oak Ridge Operations**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Oak Ridge Centers for Manufacturing Technology (ORCMT)

**Period of Performance:** 1994 through 1995

**Brief Project Description:**

ORCMT uses DOE Oak Ridge Complex resources to help U.S. industry solve difficult manufacturing problems while carrying out DOE's national security mission.

**Project Goals and Objectives:**

(1) Improve the industrial competitiveness of American industry by using the expertise of Y-12 workers. (2) Retain jobs that otherwise might have been lost and create new private-sector jobs by assisting in business expansion. (3) Retain skilled Y-12 employees within the plant who otherwise may have been displaced. Specific objectives were to help expand 50 businesses, create or retain 600 private-sector jobs, and retain 200 skilled Y-12 employees.

**Project Outcome:**

- 62 businesses expanded
- 955 private sector jobs created/retained
- 403 skilled Y-12 employees retained

**Total Section 3161 Funds Costed:** \$10,000,000

**Total Jobs Created/Retained:** 1,358

**Total Number of Displaced Site Workers Employed:** 403

**Cost per Job Created/Retained:** \$7,364

## **Oak Ridge Operations**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** 21st Century Jobs Initiative

**Period of Performance:** 1994 through 1996

**Brief Project Description:**

The initiative was an action-oriented strategy that guided policy makers and private-sector leaders in their investment decisions to build an economy less dependent on the federal government and more competitive in the global marketplace. The initiative was a pilot for a regional economic development strategy based on leveraging DOE technologies.

**Project Goals and Objectives:**

The effort involved three phases, the first two funded by the grant, the third funded by regional resources.

Phase I: Shape the Vision. Provide analysis, outreach, and consensus building. Mobilize regional leaders and stakeholders into a cohesive team, and create the initial momentum to drive the initiative forward—establishing new linkages between regional technological assets, the economy, and a vision of the future.

Phase II: Design the Strategy. Develop a strategy to build on demand-driven requirements from industries in the region; provide opportunities to serve national markets; and attract international investment shaped by participant-created business action plans.

Phase III: Implement the Initiative. Focus on translating the momentum generated through the strategy development process into a continuing implementation process to enable the creation of new enterprises, the expansion of regional businesses, and the attraction of new companies to the region (all via stakeholder-managed actions).

**Project Outcome:**

Phase I was an economic analysis of the 15-county region that was developed using an input-output analysis and export trade data. Eight clusters of economic activity were identified, and gaps in supply chains and economic clusters were identified. This phase also identified the organizations and individuals that would form the team to strategize and implement the plans. In Phase II, these organizations and individuals met to develop 30 business plans. The plans were scored for readiness for implementation. Common recommendations of the working groups were captured in “5 Big Ideas” for the region. A framework was created for business and community leaders to solve future problems. One notable outcome of these clusters was an initiative identified in the Technology Intensive Products and Services cluster group. An Information Technology Business Association was formed that assisted regional information technology–related enterprises and created new jobs. Another example of success was the later establishment of the very successful NTRC that was initially proposed in this project. Phase I and II were for planning. No jobs were intended to be created in these early phases.

**Total Section 3161 Funds Costed: \$717,444**

**Total Jobs Created/Retained: N/A**

**Total Number of Displaced Site Workers Employed: N/A**

**Cost per Job Created/Retained: N/A**

## **Oak Ridge Operations**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Technology 2020 – Regional Research and Development

**Period of Performance:** 1994 through 1996

**Brief Project Description:**

Provide funds to furnish equipment for Technology 2020. The original \$1.5 million in DOE grant funds was leveraged by \$2.9 million in State of Tennessee and private resources to construct the Technology 2020 facility and launch the initiative.

**Project Goals and Objectives:**

Partner with others to help encourage Technology 2020's formation and stimulate new investment and jobs in the East Tennessee Region through advanced telecommunications infrastructure. After 10 years of successful operation, goals were expanded to create an entrepreneurial environment, provide access to capital, grow new companies, and support the region's technology community.

Technology 2020 included several organizations that significantly contributed to the region's success. SCC, a community development financial institution, provided loans and investments to small businesses in low-income areas throughout Tennessee, which did not have access to traditional financing options. The Center for Entrepreneurial Growth was formed to create an entrepreneurial climate in the state of Tennessee and improve the dissemination of ORNL's technology through the creation and support of early-stage companies focused on growth and long-term sustainability. The East Tennessee Technology Council was organized to build an active community of technology-based businesses and entrepreneurs to drive the region's economy in the 21st century. To nurture new business growth, Technology 2020 also offered business incubator space for new technology businesses at state-of-the-art campuses in Oak Ridge and downtown Knoxville, Tennessee.

**Project Outcome:**

Initial DOE funds leveraged by the State of Tennessee and private funds allowed Technology 2020 to construct and equip a facility to begin its job creation efforts. A total of 267 jobs were reported as created through the business incubator program. After this initial startup phase, the project continued to be supported through subsequent East Tennessee 2001 and East Tennessee 2002 CTPs.

**Total Section 3161 Funds Costed:** \$1,500,000

**Total Jobs Created/Retained:** 267

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$5,618

## **Oak Ridge Operations**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** East Tennessee 2000 – Feasibility Studies

**Period of Performance:** 1994 through 1995

**Brief Project Description:**

The grant funds provided for two feasibility studies for a regional industrial park and a technology, trade, and exhibition center.

**Project Goals and Objectives:**

The technology, trade, and exhibition center feasibility study was to provide an overview of area demographics; an evaluation of comparable technology training facilities located in the Southeast region that would compete with the proposed facility; and a preliminary development program and financial analysis for the facility's date of self-sufficiency.

The feasibility study for a regional industrial park was intended to document a regional inventory of available industrial sites; compare and contrast the sites; identify large tracts of land that could be used for a regional industrial site; assess current conditions and development priorities; and devise a plan for a regional industrial center, including a marketing strategy.

**Project Outcome:**

Two feasibility studies were produced that met the objectives outlined above. The conclusion of the first study was that a 20–30 thousand square foot technology conference and training facility could be built in Oak Ridge and could be self-sustaining within 3 years. The second study provided detailed analysis as requested and recommended a Greenfield location known as the Eastfork Site as the most favorable and least costly alternative.

**Total Section 3161 Funds Costed:** \$100,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Oak Ridge Operations**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Technical Assistance for the Reuse of DOE Facilities and Land

**Period of Performance:** 1994 through 1996

**Brief Project Description:**

Provide assistance for the CROET to develop a plan to allow unneeded DOE land, facilities, or equipment to be made available for community transition programs.

**Project Goals and Objectives:**

The outcome of the planning process was eventually intended to develop a tenant evaluation process, model subleases, land-use planning studies, and an examination of other policy issues.

**Project Outcome:**

This funding provided key support for the Oak Ridge Reindustrialization program. A conceptual design of the ED-1 greenfield industrial park was completed, including a topographic analysis. Significant support was received from local legal counselors to develop both the organizational structure and leases. Model subleases were completed and utilized. A topographic analysis on the 1,000-acre ED-1 site was completed.

**Total Section 3161 Funds Costed:** \$100,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Oak Ridge Operations**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Workforce Restructuring Planning Assistance Grant

**Period of Performance:** 1995

**Brief Project Description:**

Provide funding for regional planning.

**Project Goals and Objectives:**

Coordinate regional stakeholder input into workforce restructuring plans and develop methods to mitigate the impacts of defense downsizing on displaced workers at DOE facilities.

**Project Outcome:**

As a result of this project, restructuring plans were developed for the Oak Ridge Complex, including the first CTP, East Tennessee 2000 that was developed with the input of regional stakeholders.

**Total Section 3161 Funds Costed:** \$332,556

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

## **Oak Ridge Operations**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** East Tennessee 2001: Implementing the Vision

**Period of Performance:** 1996 through 2000

#### **Brief Project Description:**

As a collection of several different initiatives, this effort was intended to take the region's economy into the next century and build upon the East Tennessee 2000 plan previously submitted. Its four components were to support the reindustrialization of the ETTP; solve the problem of regional workforce development; focus on regional R&D initiatives; and facilitate efforts in community transition and economic diversification.

#### **Project Goals and Objectives:**

The initiative involved nine tasks. Task Number 2 is described separately as implementing the Vision/Area Assistance.

#### **Tasks**

1. Reindustrialization. Recruit firms to locate at Heritage and Horizon Centers to the ETTP.
  - (Described separately in this report as Implementing the Vision/Area Assistance.)
2. CROET Operations. Support the development and ongoing operations activities of the CROET.
3. Manufacturing Skills Campus. Provide support through the ET 2000 Economic Development Plan to enable the Skills Campus to prosper after funding ended in 1997. The Manufacturing Skills Campus was established to provide training programs in advanced manufacturing skills to the private -sector employees and DOE Oak Ridge contractor workers. The Skills Campus offers specialized craft skills training in the areas of precision machining, electronics, and industrial maintenance. The Skills Campus integrated workforce restructuring requirements and economic development objectives through its dual mission to retrain workers to maintain national security core competencies and transfer skills to the private sector.
4. Regional Workforce Development, Rollup. Communities respond to strengths, opportunities, and constraints specific to their workforce development situations. The seven subprojects selected provided training and planning resources in partnership with various communities and businesses in the region.
5. Gene Research Initiative. The goal for this project is to perform a feasibility study to determine the economic impact of forming a private consortium for gene research in Oak Ridge.
6. NTRC. Enhance R&D capabilities at the NTRC, through the acquisition and/or upgrade of specialized R&D equipment, in the following technical areas: human factors and safety; intelligent transportation systems; energy efficiency and the environment; structures and mechanical systems; information; decision support; and systems operations and control.

7. Technology 2020. Stimulate new economic activity through the increased use of information technologies and funding programs managed by Technology 2020. This program will assist clients to obtain seed and operating capital through a variety of venues, including the leveraging \$300,000 of funds from the U.S. Small Business Administration Micro-Loan Program.
8. Tennessee's Resource Valley. Implement the marketing element of the 21st Century Jobs Initiative Plan in the region. Tennessee's Resource Valley gained an understanding of the range of resources and building partnerships available to work together more efficiently and effectively to market these resources.
9. Regional Economic Diversification, Rollup. Assist impacted communities by (1) enhancing local industrial and economic development efforts; (2) providing industrial infrastructure; and (3) providing startup and operating funds for business incubators. Twenty-six subprojects ranging from infrastructure improvements to enhanced tourism efforts were selected.

### **Project Outcomes:**

#### **Tasks**

1. Reindustrialization (including ED-1). Prepared plans and completed initial steps to reuse the K-25 facility to house private industry. Build a new industrial park, the Horizon Center, at ETPP.
2. CROET Operations. CROET continued to make major repairs and renovations at Heritage Center and recruited new tenants. DOE transferred the Horizon Center to CROET as a fee simple property. A speculative building was built at the Horizon Center and sold to an industrial company. CROET staff set up a website, placed advertisements in trade publications, and attended trade shows to promote the industrial parks at the Heritage and Horizon Centers.
3. Manufacturing Skills Campus. Funding was provided to retrain displaced Oak Ridge workers to find new jobs in the region. The Skills Campus policy was to survey external customers 6 months after training to assess both economic impact and jobs. Further support was provided as a separate initiative in the ET 2002 Economic Development Plan. The operation of the Skills Campus helped contribute to Oak Ridge's revitalization success.
4. Regional Workforce Development, Rollup. Grant funds assisted in the development and marketing of the area's information technology workforce that supported major corporate contracts in other parts of the country. The workforce was managed and located in Oak Ridge and was linked by secure videoconferencing systems to corporations across the country. Corporations that originally showed an interest moved on due to the lack of a working model. Performance, as a result, was below projections due to funding issues and slow market acceptance.
5. Gene Research Initiative. GENRAC, LLC was established on October 13, 2000, in Oak Ridge as a consortium for genomic research. Three companies, Abgenix, CJ America, and Gene Research Access Corporation, established the consortium. GENRAC, LLC member companies selected functional genomic technology programs for research at ORNL and UT. The grant funded the development of the above-mentioned plan.

Biotech–pharmaceutical companies were to provide funding for the research. Due to an economic downturn none of the interested companies were able to provide discretionary funding for research.

6. NTRC. NTRC facility construction was completed; tenants moved into the building; and equipment was purchased using a \$1.5 million grant. The project was included in the ET 2002 Economic Development Plan.
7. Technology 2020. Technology 2020 was located in a modern facility at the Commerce Park in Oak Ridge and provided incubator space for new start up technology companies with access to capital funds through SCC. There were 170 companies working together to promote business and technology in the area.
8. Tennessee’s Resource Valley. The Resource Valley had defined business clusters based on the 21st Century Jobs Initiative. The clusters were further refined each year with the input of regional partners. Business target strategies were developed.
9. Regional Economic Diversification, Rollup. A speculative building was constructed in Bethel Valley Industrial Park and after the building was sold, 135 jobs were created. Grant funds were used to assist in the development of the Pellissippi State Technical Community College Magnolia Avenue Campus that provided computer training classes. Funding awarded to the Tellico Resource Development Agency was used to purchase equipment for desktop publishing to create quality information packets on available locations in the area. Through this project a total of 207 new jobs were created.

**Total Section 3161 Funds Costed:** \$12,100,000

**Total Jobs Created/Retained:** 1,245

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost Per Job Created/Retained:** \$9,719

## **Oak Ridge Operations**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** East Tennessee 2001: Implementing the Vision/Area Assistance

**Period of Performance:** 1996 through 1999

**Brief Project Description:**

Funding to Oak Ridge and Anderson and Roane Counties was provided to develop a total of 310 acres into two regional industrial parks. The City of Oak Ridge provided support to Roane State Community College Oak Ridge Campus; assisted a high-technology private- sector firm relocate its headquarters to Oak Ridge; and funded an economic development diversification project in Oak Ridge based upon community input and consensus.

**Project Goals and Objectives:**

Create jobs and encourage new industries to locate in Oak Ridge and surrounding counties and provide gap funding for the Roane State Community College Oak Ridge Campus. Develop a road and install utilities in both Roane and Anderson Counties to provide infrastructure needs of future private-sector industrial clients relocating to these counties. The goals of all of these projects were intended to help offset the workforce reduction in the region.

**Project Outcome:**

- **Oak Ridge:** Funds were used to extend computer offerings to help meet current and projected information technology workforce needs at Roane State Community College Oak Ridge Campus. A private-sector high-technology company relocated and established Oak Ridge headquarters and continued to expand with new offices in the U.S., Canada, and other countries. Grant funds were used to partially fund the City of Oak Ridge Master Utility Plan for the development of Oak Ridge, including the ETTP. Funds were used to develop a community-based economic development/marketing vision for the expansion of the Oak Ridge economy and update the City’s Economic Development Chapter of the Comprehensive Plan.
- **Roane County:** Approximately 90 acres in the existing Roane County Industrial Park were developed. The land was cleared and prepared for a roadway. Installation of the water, gas, and sewer lines were completed. The road was paved, and the area was opened for new business. Three new businesses moved to the industrial park, Cumberland Communications, Engineered Filters, and Old Castle.
- **Anderson County:** The grant funds were spent to extend Quality Drive in the Anderson County Industrial Park. The new road and the extension of a 10-inch water line were partially paid for with grant funds. As a result of the extension of Quality Drive, two new buildings were built.

**Total Section 3161 Funds Costed:** \$1,100,000.00

**Total Jobs Created/Retained:** 975

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost Per Job Created/Retained:** \$1,128

## **Oak Ridge Operations**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** National Electronics Recycling Center (NERC) Project

**Period of Performance:** 1996 through 2000

**Brief Project Description:**

A NERC was established in Oak Ridge, Tennessee, to meet a national need for a research, development, demonstration, testing, and evaluation center for the emerging electronics reuse and recycling industry. It also formed the basis for the establishment of a self-sustaining commercial enterprise to promote regional economic diversification as well as address the national need for environmentally responsible, cost-effective dispositioning of end-of-life electronic equipment.

**Project Goals and Objectives:**

The NERC was expected to result in new jobs and opportunities for the regional impact area. Funds were to promote the creative use of DOE facilities and employees affected by downsizing.

**Project Outcome:**

This project was an example of one of the more successful community transition projects funded through the DOE's community transition program. Although DOE grant funding for the project ended in September of 2000, the effort successfully incubated a self-sustaining commercial enterprise for the disposition of end-of-life electronic equipment. The effort continued to meet important goals in the area of recycling, energy saving and cost reduction for private industry and the government.

The mission of the NERC Pilot Project was to facilitate the development of technologies and processes that could improve the economics of recycling discarded electronic products. In April 1998, DOE awarded a grant to the CROET to create the NERC. CROET, in turn, selected Teledyne Brown Engineering to serve as the Management Services Contractor for the NERC initiative.

On June 30, 1999, a corporation, The Oak Ridge National Recycling Center (TORNRC), a partnership between Diversified Environmental Services of Oak Ridge, Tennessee, and 5R of Rhinelander, Wisconsin, leased 24,000 square feet at the ETTP to process and recycle discarded computers and other electronic equipment. Teledyne Brown Engineering provided support for the location and integration of separation saws for field testing at TORNRC as part of the Envirocycle, Inc. R&D subcontract. Teledyne Brown Engineering provided marketing and technical support to TORNRC to help them identify new market opportunities and technologies to assist in its growth.

TORNRC continued to operate in facilities leased from CROET at ETTP as a self-sustaining commercial enterprise. Other clients at ETTP included Federal Express, United Parcel Service, the U.S. Courts, the Department of Defense, and the Tennessee Valley Authority. TORNRC expanded its operations to include the shredding and destruction of electronic equipment and had planned to commercialize the DOE-developed plastics-separation technology acquired from Argonne National Laboratory. TORNRC employed 23 full-time and 2 part-time employees at the

close of funding for the project. Employment was expected to increase by a planned plastics-separation operation.

**Total Section 3161 Funds Costed:** \$4,000,000

**Total Jobs Created/Retained:** 23

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$173,913

## **Oak Ridge Operations**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Reindustrialization

**Period of Performance:** 1999 through 2004

**Brief Project Description:**

Recruit firms to locate at Heritage and Horizon Centers at the ETTP complex. The Heritage Center consists of DOE facilities at the former K-25 site, and the Horizon Center is a new industrial park at ETTP.

**Project Goals and Objectives:**

- Create jobs for displaced workers by reusing existing facilities at Heritage Center.
- Complete the initial construction phase of the ED-1 greenfield industrial park (Horizon Center).
- Facilitate the reuse of the K-25 facility after it was closed.

**Project Outcome:**

Contaminated equipment and material, including asbestos floor tiles and lighting fixtures containing polychlorinated biphenyls, was removed and disposed of to accommodate the construction of office space. A portion of the space was leased to tenants who assisted with the removal and disposal work. Utilities such as water, sewer, and steam were brought up to standard and maintained. A new industrial park on property adjoining the Heritage Center was constructed as the Horizon Center.

**Total Section 3161 Funds Costed:** \$6,000,000

**Total Jobs Created/Retained:** 214

**Total number of Displaced Site Workers Employed:** Not Available

**Cost Per Job Created/Retained:** \$28,037

## **Oak Ridge Operations**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Manufacturing Skills Campus

**Period of Performance:** 1999 through 2004

**Brief Project Description:**

Proposed as part of the East Tennessee 2000 Economic Development Plan, the Manufacturing Skills Campus was established and funded to retrain displaced Oak Ridge workers to retain their jobs in the region. The Skills Campus offered specialized, advanced craft skills training in the areas of precision machining, industrial maintenance, machine-tool maintenance, and metrology. Instructors were skilled craft workers with an average of over 20 years of precision manufacturing experience. As part of its mission to retrain workers to maintain national security core competencies, the Skills Campus provided training for the Y-12 workforce on new technologies to ensure Y-12 becomes a flexible, science-based manufacturing facility capable of making a variety of materials and components needed for national security.

**Project Goals and Objectives:**

- Support DOE Defense Programs by training Y-12's skilled workforce in the latest manufacturing technologies, including those employees who were displaced due to workforce restructuring.
- Assist private industry by providing critical manufacturing training needs.

**Project Outcome:**

Further support was provided as a separate initiative in the East Tennessee 2001 and 2002 Economic Development Plan. The operation of the Skills Campus continued to contribute to Oak Ridge's success until it was terminated in the fourth quarter of FY 2003.

The Skills Campus policy was to survey external customers six months after training to assess both economic impact and jobs. This approach was modeled after the U.S. Department of Commerce National Institute of Standards and Technology private-sector measurement process. Private-sector impact measurements focused on cost savings and jobs saved or created. The survey process also obtained other key quality and performance measures that were used for continuous improvement.

**Total Section 3161 Funds Costed:** \$750,000

**Total Jobs Created/Retained:** 1,815

**Total number of Displaced Site Workers Employed:** Not Available

**Cost Per Job Created/Retained:** \$413

## **Oak Ridge Operations**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** National Transportation Research Center (NTRC)

**Period of Performance:** 1999 through 2004

**Brief Project Description:**

The NTRC was created as a bold, new venture to depart from total reliance on federal funding. With help provided by the CROET, a new 85,000 square foot facility was completed in October 2000 to house 165 ORNL and UT staff along with support contractors from the area. CROET funds were used to equip and finish 12 research laboratories to serve as user facilities for industry, universities, and ORNL and UT staff. Every effort was made to ensure that these facilities were truly unique and did not duplicate facilities found at other transportation R&D facilities. The total investment including equipment was estimated to be well over \$15 million.

**Project Goals and Objectives:**

Enhanced R&D capabilities at the NTRC, through the acquisition and/or upgrade of specialized permanent equipment for R&D in technical areas, will include investigation into heavy-vehicle safety; electronic braking; computer crash simulations; engine and propulsion systems; human factors and safety; intelligent transportation systems; energy efficiency; environmental research; materials, structures, and mechanical systems; information and decision support systems; systems operations and control; traffic management and control; emissions monitoring and evaluation; and modern vehicle inspection systems.

**Project Outcome:**

NTRC capabilities were marketed to both regional and national transportation industries. Several private companies came to the NTRC to request help in testing, evaluating, and further developing their products and technologies. NTRC, Inc. was awarded a \$1 million grant from the Federal Highway Administration to develop a heavy-vehicle safety research center.

**Total Section 3161 Funds Costed:** \$1,200,000

**Total Jobs Created/Retained:** 45

**Total number of Displaced Site Workers Employed:** Not Available

**Cost Per Job Created/Retained:** \$26,667

## **Oak Ridge Operations**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Regional Economic Diversification and Workforce Development

**Period of Performance:** 1999 through 2004

**Brief Project Description:**

Funds were used to assist impacted communities by (1) enhancing local economic development efforts, (2) providing industrial infrastructure, (3) providing startup and operating funds for projects that appeared to become self-sustaining job providers; and (4) allowing communities to respond to strengths, opportunities, and constraints specific to their workforce development situations.

**Project Goals and Objectives:**

Select projects to receive grant funds to create jobs through the expansion of existing companies. Encourage new industry to locate to Oak Ridge and surrounding Tennessee counties.

**Project Outcome:**

Fifteen projects in eight counties were selected to receive funds to create jobs and encourage new industry to locate in the region.

The grant funds for regional economic diversification and workforce development were distributed by the CROET to seven sub grantees in the area. Grant funds were used by the Oak Ridge Industrial Development Board (ORIDB) to help defray the cost of needed telecommunication infrastructure vital to the Inslogic Corporation expansion in Oak Ridge. Students were trained using grant funds by a grant-supported program in Anderson County. In Roane County, the grant funds were used to help develop a new industrial park in the eastern portion of the county where H. T. Hackney and Protean Instruments purchased 80 acres in the park and built a facility there for Protean Instruments. The Loudon County Economic Development Agency used the grant funds to purchase a geographic information system (GIS) workstation, ESRI ArcGIS software, color printer, laptop computer, multimedia projectors, and screen to give the agency the ability to create professional marketing presentations in-house. Renovation and reconditioning of an industrial building and the adjacent properties took place in Cocke County and a lease-purchase agreement was signed with a local industry for their expansion. A new building in the Grainger County Industrial Park helped to retain 35 jobs and provided additional jobs. A marketer was hired in Scott County to promote industrial and tourism jobs and marketing materials were developed.

**Total Section 3161 Funds Costed:** \$799,500

**Total Jobs Created/Retained:** 990

**Total number of Displaced Site Workers Employed:** Not Available

**Cost Per Job Created/Retained:** \$808

## **Oak Ridge Operations**

### **Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** FY 2004 Operations Grant

**Period of Performance:** 2004 through 2005

**Brief Project Description:**

The CROET was established in November 1995 as a nonprofit organization with a mission to engage in activities to stimulate growth in the region's economy. CROET's goals were to reindustrialize and reuse the facilities of the DOE's K-25 plant in Oak Ridge, Tennessee, renamed Heritage Center. CROET successfully assisted the private sector in creating quality jobs in the region by using the underutilized land, facilities, equipment, personnel, and technologies available at the Oak Ridge complex. As the Community Reuse Organization for the region, CROET provided the community's primary voice to DOE for community transition issues.

**Project Goals and Objectives:**

Help continue the momentum of activities begun under the ET 2001 and ET 2002 DOE grants.

**Project Outcome:**

In June 2005, DOE transferred ownership of four buildings located in the Heritage Center to CROET. Several other buildings were evaluated for possible transfer after major refurbishment and repair. The fire-alarm systems in the original four buildings transferred were evaluated for replacement or upgrades to meet state fire codes. The accelerated cleanup program allowed buildings free of contamination to be leased to private-sector companies and contractors involved in the cleanup. Buildings that were not transferred were torn down.

Ownership of Horizon Center was transferred to CROET by DOE in 2004. Title to the land in Horizon Center was transferred to the ORIDB to reduce the Horizon Center's property-tax liability. In January 2005, the City of Oak Ridge was granted a permanent easement for the maintenance, repair, and upkeep of all water, sewer, electric, and other utility lines that existed in Horizon Center. As of 2005, negotiations were underway with a private-sector company for the sale of a parcel of land in the Horizon Center for the construction of a speculative building in Horizon Center. In 2005, the Horizon Center was poised to sell additional parcels of land for continued growth.

The Heritage Center's initial renovations and modernization were a positive step to further CROET's mission concerning DOE resources. Through joint marketing efforts by CROET and the ORIDB, the Horizon Center's future was very positive. The fiscal year 2004 Operations Grant funds helped continue the momentum of the activities begun under the DOE ET 2001 and ET 2002 grants.

**Total Section 3161 Funds Costed:** \$288,000

**Total Jobs Created/Retained:** N/A

**Total number of Displaced Site Workers Employed:** N/A

**Cost Per Job Created/Retained:** N/A

# Paducah-Area Community Reuse Organization (CRO) Final Report Fiscal Years 1997 Through 2006

## Summary of All Active Projects Funded with Section 3161<sup>45</sup> Funds:

- **Fiscal Year (FY) 1998 Planning Grant:** The U.S. Department of Energy (DOE) provided funding to the Paducah-Area Community Reuse Organization (PACRO) for development programs and resources to sustain the area's economy and provide employment opportunities for displaced DOE workers.
- **Entrepreneurial Development:** The PACRO Entrepreneurial Development program was designed to assist Paducah Gaseous Diffusion Plant (PGDP) and other regional employees by increasing economic activity and employment through business development.
- **Facility Reuse:** The PACRO Facility Reuse program was designed to identify assets on site at PGDP that could benefit the region's workforce and region.
- **Industrial Parks, Sites, and Speculative Buildings Program:** The PACRO Industrial Parks, Sites, and Speculative Buildings program was designed to maximize economic development potential in the five-county PACRO impact area by creating a mix of available speculative buildings and preparing sites and industrial parks with infrastructure.
- **Regional Marketing Program:** In the Regional Marketing Program, PACRO partnered with the Regional Industrial Park Authority Marketing Committee to bring industrial clients to the region.
- **Workforce Reuse Program:** The PACRO Workforce Reuse Program was designed to address the "disconnect" identified in the region between the skill level of the workforce, the needs of industry, and the offerings of the training institutions.
- **Existing Business and Industry:** The PACRO Existing Business & Industry Program was developed to retain local businesses in the region.

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from DOE's Office of Legacy Management as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job. The 1,722 new jobs created included 391 jobs filled by displaced DOE workers.

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<sup>45</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

Table 1. Paducah Area Community Transition Funding and Job Creation by Project

FYs 1997 Through 2006						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost per Job Created
FY 1998 Planning Grant <sup>a</sup>	\$400,000	\$0	\$400,000	\$400,000	0	\$0
Entrepreneurial Development	\$536,625	\$0	\$536,625	\$536,625	72	\$7,453
Facility Reuse	\$214,992	\$0	\$214,992	\$214,992	11	\$19,545
Regional Park <sup>a</sup>	\$1,466,175	\$0	\$1,466,175	\$1,466,175	0	\$0
Industrial Park Sites	\$2,872,482	\$0	\$2,872,482	\$2,872,482	763	\$3,765
Speculative Buildings	\$2,787,359	\$0	\$2,787,359	\$2,787,359	187	\$14,906
Regional Marketing <sup>a</sup>	\$165,000	\$0	\$165,000	\$165,000	0	\$0
Workforce Reuse	\$286,685	\$0	\$286,685	\$286,685	363	\$790
Existing Business and Industry	\$161,899	\$0	\$161,899	\$161,899	326	\$497
Administration	\$1,458,783	\$0	\$1,458,783	\$1,458,783	0	\$0
<b>Totals</b>	<b>\$10,350,000</b>	<b>\$0</b>	<b>\$10,350,000</b>	<b>\$10,350,000</b>	<b>1,722</b>	<b>\$6,010</b>

**Note:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended or were temporary/construction workers.

**Abbreviation:**

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993

## Leveraged Funding:

Table 2 is a list of leveraged<sup>46</sup> funds or in-kind services received from all external sources [federal, state, and local government agencies or private organizations] resulting from CRO contributions of Section 3161 funds or in-kind goods/services<sup>47</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>48</sup>

*Table 2. Paducah Area Leveraged Funding Sources*

<b>Funding Source</b>	<b>Cash</b>	<b>In Kind</b>
State of Kentucky	\$10,990,000	
Toxco, Inc.	\$75,000	
Local Funds	\$1,398,982	\$9,100
Investment of 5 PACRO counties	\$570,000	
Delta Regional Authority	\$1,000,000	
Housing and Urban Development	\$248,000	
<b>Total</b>	<b>\$14,281,982</b>	<b>\$9,100</b>

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<sup>46</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>47</sup> In-Kind Goods/Services—In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>48</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee’s contractual instrument. For example, the Office of Legacy Management may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee’s coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

**Paducah Area**  
**Section 3161–Funded Projects, Now Closed**

**Project Name:** Fiscal Year 1998 Planning Grant

**Period of Performance:** 1998 through 2000

**Brief Project Description:**

PACRO received a \$400,000 planning grant from DOE in April 1998 to determine the best way to meet PACRO’s mission. That mission was to develop programs and resources to maintain the region’s strong economic climate and provide the best employment opportunities not only for those affected by DOE reductions in workforce, but also for the region’s workforce as a whole.

**Project Goals and Objectives:**

Develop strengths, weakness, opportunities, and threat (SWOT) analysis and a group of programs to counter the weakness and threats, while building on the strengths to take advantage of the opportunities.

**Project Outcome:**

As a result of the SWOT analysis, PACRO was designated as the CRO for the region and developed programs that created and retained a total of 1,722 jobs at a cost of \$6,010 per job.

**Total Section 3161 Funds Costed:** \$400,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Paducah Area**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Entrepreneurial Development

**Period of Performance:** 1998 through 2006

**Brief Project Description:**

The PACRO Entrepreneurial Development Program was developed to improve the climate for small-business development in the PACRO region. Included in the development were the following two elements:

- Establishment of an area-wide small-business and entrepreneurship clearinghouse
- Creation of an innovative capital fund

**Project Goals and Objectives:**

Improve the climate for small-business development in the PACRO region.

**Project Outcome:**

The PACRO Entrepreneurial Development Program provided for the retention and creation of 72 jobs at a cost of \$7,453 per job and established a partnership with the U.S. Small Business Administration Service Corps of Retired Executives, a monitoring program for business startup and mentoring.

**Total Section 3161 Funds Costed:** \$536,625

**Total Jobs Created/Retained:** 72

**Total Number of Displaced Site Workers Employed:** 17

**Cost per Job Created/Retained:** \$7,453

**Paducah Area**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Facility Reuse

**Period of Performance:** 2008 through 2006

**Brief Project Description:**

The PACRO Facility Reuse Program identified assets on site at the PGDP to benefit the plant workforce and region.

**Project Goals and Objectives:**

The program identified the assets on site including buildings, land, equipment, infrastructure, metals, depleted uranium hexafluoride, fluorine cells, and workforce. The objective of the program was to utilize those assets to fund programs to mitigate the adverse impact of downsizing at the PGDP.

**Project Outcome:**

The PACRO Facility Reuse Program identified the assets on site. However, since the PGDP was still a working facility at the end of the grant period, reuse activities were limited. The fluorine-cell disposition program was the only asset that was successfully used to create 11 jobs at a cost of \$19,545 per job. When Section 3161 funds were expended, the facility reuse program was taken over by the Paducah Uranium Plant Asset Utilization Task Force, a committee appointed by a judge of McCracken County and the mayor of Paducah.

**Total Section 3161 Funds Costed:** \$214,992

**Total Jobs Created/Retained:** 11

**Total Number of Displaced Site Workers Employed:** 11

**Cost per Job Created/Retained:** \$19,545

**Paducah Area**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Regional Park

**Period of Performance:** 1998 through 2006

**Brief Project Description:**

The PACRO Regional Park Program provided the initial funds necessary for the creation of a regional industrial park.

**Project Goals and Objectives:**

This program identified property in the PACRO five-county regions for a “world-class” industrial park. The objective of the program was to put in place an industrial park that could accommodate large industries and their suppliers to mitigate job losses resulting from downsizing at the PGDP.

**Project Outcome:**

A site was located within the five-county PACRO regions. The initial \$1.4 million PACRO grant was matched by funding from the State of Kentucky (\$10,990,000), the Delta Regional Authority (\$1 million), and Housing and Urban Development (\$248,000). A 2,000 acre regional industrial park was developed and was being marketed at the end of the grant period.

**Total Section 3161 Funds Costed:** \$1,466,175

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Paducah Area**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Industrial Park Sites Program

**Period of Performance:** 1998 through 2006

**Brief Project Description:**

The PACRO Industrial Park Sites Program invested funds in each of the five PACRO impacted counties to assist in the development of a product marketable to industry that would help mitigate job losses at the PGDP. The funds were used to acquire land and develop infrastructure.

**Project Goals and Objectives:**

The PACRO Industrial Park Sites Program goal was to diversify the region’s economy through site development to enhanced regional competitiveness by creating “whole and complete” products to demonstrate economic viability at the local level.

**Project Outcome:**

The PACRO Industrial Park Sites Program developed an industrial park with infrastructure in each of the five PACRO impacted counties. This program was one of the top three job-creating PACRO programs. The program invested \$2,872,482 and created 763 jobs at a cost of \$3,765 per job.

**Total Section 3161 Funds Costed:** \$2,872,482

**Total Jobs Created/Retained:** 763

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$3,765

**Paducah Area**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Industrial Parks Speculative Buildings

**Period of Performance:** 1998 through 2006

**Brief Project Description:**

The PACRO Industrial Parks Speculative Buildings Program invested funds in a Revolving Loan Fund that was made available to each of the five PACRO impacted counties to construct a speculative building to attract an industrial client to their newly created industrial park.

**Project Goals and Objectives:**

The goal and objectives of the PACRO Industrial Parks Speculative Buildings Program was to provide a Revolving Loan Fund that could provide low-interest loans to build a speculative building in each of the five PACRO impacted counties. The program allowed each county to develop a building to sell to prospective clients.

**Project Outcome:**

The PACRO Industrial Parks Speculative Buildings Program allowed all five counties to build a speculative building. Three of the five counties sold their buildings to industrial clients. One of the three counties received a second loan and built a second speculative building. This program created 187 jobs at a cost of \$14,906 per job.

**Total Section 3161 Funds Costed:** \$2,787,359

**Total Jobs Created/Retained:** 187

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$14,906

**Paducah Area**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Regional Marketing

**Period of Performance:** 1998 through 2006

**Brief Project Description:**

The PACRO Regional Marketing Program was developed to benefit the entire region by developing an identity for the Paducah region to attract corporate prospects.

**Project Goals and Objectives:**

The goal of the PACRO Regional Marketing Program was to spread the PACRO area's message to bring prospective companies to the area.

**Project Outcome:**

The PACRO Regional Marketing Program was only partially successful. Although the region's message was publicized, the marketing program produced no quantifiable results.

**Total Section 3161 Funds Costed:** \$165,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Paducah Area**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Workforce Reuse Program

**Period of Performance:** 1998 through 2006

**Brief Project Description:**

The PACRO Workforce Reuse Program provided a training assessment for PGDP workers, industry training referral services, an industry training consortia, and training and reemployment assistance services to the PGDP workforce.

**Project Goals and Objectives:**

The goals and objectives of the PACRO Workforce Reuse Program were to coordinate training and reemployment assistance to the PGDP workforce and encourage a partnership between business and area training institutions.

**Project Outcome:**

The Workforce Reuse Program was one of PACRO's most successful programs as it resulted in the creation of 363 jobs at a cost of \$790 per job.

**Total Section 3161 Funds Costed:** \$286,685

**Total Jobs Created/Retained:** 363

**Total Number of Displaced Site Workers Employed:** 363

**Cost per Job Created/Retained:** \$790

**Paducah Area**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Existing Business and Industry

**Period of Performance:** 1998 through 2004

**Brief Project Description:**

The existing business and industry program was developed to retain local businesses in the region and included (1) a marketing plan for existing businesses and industries; (2) an ongoing volunteer visitation and survey program; (3) a forum and consortium for industry executives to address needs and issues; and (4) sub-grants to the five PACRO counties to create county-specific existing business and industry programs.

**Project Goals and Objectives:**

The goal of the PACRO existing business and industry program was to establish a regional support structure designed to encourage the creation of effective existing industry programs at the local level in each of the five PACRO impacted counties.

**Project Outcome:**

The Existing Business and Industry Program provided the retention and creation of 326 jobs and encouraged 6 existing industries to invest a total of \$1,241,450 in new facilities in the region.

**Total Section 3161 Funds Costed:** \$161,899

**Total Jobs Created/Retained:** 326

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$497

# Pinellas Plant Community Reuse Organization (CRO) Final Report Fiscal Years 1994 Through 2008

## Summary of All Projects Funded with Section 3161<sup>49</sup> Funds:

- **Community Stakeholder Planning:** Developed plan to create, attract, and retain jobs for U.S. Department of Energy (DOE) Pinellas Plant workers.
- **Seed/Challenge Funds:** Enabled entrepreneurs to engage in high-risk research and development (R&D) projects that typically cannot be financed through conventional sources.
- **Pinellas Plant Seed Projects:** The Pinellas Plant CRO worked with Pinellas Plant management and the operating contractor in submitting proposals to jump-start the Pinellas Plant commercialization.
- **Suncoast Manufacturing Technology Center (SMTTC):** The SMTTC helped small businesses solve manufacturing problems and increase productivity, improve quality and capabilities, and utilize the technical resources available at the STAR Center.
- **Technology Deployment Center (TDC):** The TDC strategy was based on the process of high-technology development, maintaining jobs, and creating new businesses by bridging the gap between basic research and commercial production.
- **Innovation Commercialization Corporation:** Provided management consultation to companies in support of the commercialization of Pinellas Plant products and process technologies to create high-quality jobs.
- **Pinellas Plant Sale Transition:** DOE funded the transition and commercialization of a nuclear-weapons plant, the Pinellas Plant, into a free-standing high-technology industrial center.
- **Pinellas Plant Spin-Offs:** This program increased the probability for successful commercial spin-offs of Pinellas Plant resources by incentivizing current and former Pinellas Plant employees to use their technical skills and business acumen to participate in these endeavors.
- **STAR Technology Enterprise Center (STAR TEC):** STAR TEC provided management consultation to companies to support the commercialization of products and process technologies to create high-quality jobs.

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from DOE's Office of Legacy Management as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job. A total of 266 jobs created or retained were filled by DOE displaced workers.

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<sup>49</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

Table 1. Pinellas Plant Community Transition Funding and Job Creation by Project

FYs 1994 Through 2008						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost per Job Created
Community Stakeholder Planning <sup>a</sup>	\$400,000	\$100,000	\$500,000	\$500,000	0	\$0
Seed/Challenge Funds	\$579,700	\$0	\$579,700	\$579,700	15	\$38,647
Pinellas Plant Seed Projects	\$1,275,000	\$0	\$1,275,000	\$1,275,000	54	\$23,611
Suncoast Manufacturing Technology Center	\$334,700	\$0	\$334,700	\$334,700	125	\$2,678
Technology Deployment Center	\$4,388,000	\$0	\$4,388,000	\$4,388,000	87	\$50,437
Innovation Commercialization Program	\$587,000	\$0	\$587,000	\$587,000	450	\$1,304
Pinellas Plant Sale Transition	\$17,592,900	\$0	\$17,592,900	\$17,592,900	2,780	\$6,328
Pinellas Plant Spin-Offs	\$200,000	\$0	\$200,000	\$200,000	9	\$22,222
STAR TEC	\$400,000	\$0	\$400,000	\$400,000	60	\$6,667
CRO Administration <sup>a</sup>	\$360,300	\$0	\$360,300	\$360,300	0	\$0
<b>Totals</b>	<b>\$26,117,600</b>	<b>\$100,000</b>	<b>\$26,217,600</b>	<b>\$26,217,600</b>	<b>3,580</b>	<b>\$7,323</b>

**Note:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended or were temporary/ construction workers

**Abbreviations:**

FY = fiscal year

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993

## Leveraged Funding:

Table 2 is a list of leveraged<sup>50</sup> funds or in-kind services received from all external sources [federal, state, and local government agencies or private organizations] resulting from CRO contributions of Section 3161 funds or in-kind goods/services<sup>51</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>52</sup>

*Table 2. Pinellas Plant Leveraged Funding Sources*

<b>Funding Source</b>	<b>Cash</b>	<b>In Kind</b>
STAR Center (rental income and property sales)	\$64,916,671	\$3,564,330
STAR Center Tenants (grants)	\$5,000	\$39,902,774
Pinellas County Support (grants)	\$26,300	\$2,280,922
Lockheed Martin Investment (grant)	\$1,030,000	\$0
Total Closed Projects (other than STAR Center)	\$24,558,000	\$2,072,000
Community Reuse Organization (donated time)	\$0	\$616,725
STAR TEC (rental income and grants)	\$303,206	\$859,810
<b>Total</b>	<b>\$90,839,177</b>	<b>\$49,296,561</b>

<sup>50</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>51</sup> In-Kind Goods/Services—In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>52</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee’s contractual instrument. For example, the Office of Legacy Management may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee’s coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

## **Pinellas Plant Community Reuse Organization Section 3161–Funded Projects, Now Closed**

**Project Name:** Community Stakeholder Planning

**Period of Performance:** 1993 through 1995

**Brief Project Description:**

Developed a plan to create, attract, and retain jobs for DOE Pinellas Plant workers. Activities included bringing together plant workers, local governmental officials, businesses, universities and colleges, chambers of commerce, state representatives, and other interested people throughout the Tampa Bay region to determine the best way to mitigate the adverse impact the Pinellas plant closing would have on the local economy. Throughout the planning process many public meetings were held with the workers at the Pinellas Plant.

**Project Goals and Objectives:**

Establish a plan and the framework for transitioning the former DOE Pinellas Plant defense plant to a commercially viable and self-sustaining high-tech complex. The plan was developed to ensure maximum opportunity for saving the extremely valuable and often unique technologies developed at the Pinellas Plant and to help retain jobs for displaced, skilled plant workers.

**Project Outcome:**

The goals and objectives of the planning process were met with great success, and the efforts were easily transferred to the Pinellas Plant CRO in January 1995.

**Total Section 3161 and Other DOE Funds Costed:** \$500,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost Per Job Created/Retained:** N/A

**Pinellas Plant Community Reuse Organization  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Seed/Challenge Funds

**Period of Performance:** 1994 through 1996

**Brief Project Description:**

Provide financing to enable entrepreneurs to engage in high-risk R&D projects that typically cannot be financed through conventional sources. Projects had to support the rapid commercialization of new products or processes.

**Project Goals and Objectives:**

Stimulate economic growth in the Tampa Bay area in the area of R&D.

**Project Outcome:**

The project awarded contracts to eight companies that completed their proposed work requirements and met their deliverables. Four new companies were created, and 15 jobs were created or retained.

**Total Section 3161 Funds Costed:** \$579,700

**Total Jobs Created/Retained:** 15

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost Per Job Created/Retained:** \$38,647

## **Pinellas Plant Community Reuse Organization Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Pinellas Plant Seed Projects

**Period of Performance:** 1994 through 1997

**Brief Project Description:**

The Pinellas Plant CRO worked with the Pinellas Plant management and operating contractor to submit proposals to jump-start the commercialization of Pinellas Plant technologies. Projects had to (1) demonstrate return to the community, (2) use Pinellas Plant resources, and (3) have a high probability that the enterprise would result in a service or product.

**Project Goals and Objectives:**

Create, attract, and retain jobs that employed displaced plant personnel through the commercialization of Pinellas Plant technologies.

**Project Outcome:**

- Developed a computer-controlled neutron generator, infrared railroad scanner to detect problems with rails and thermal battery equipment/material.
- Developed initial work on the Zetatron Contraband System that led to the successful response to the Federal Aviation Administration request for proposals for explosive detection system development. An \$8 million Federal Aviation Administration grant provided the opportunity to create an explosive detection system business that was eventually transferred to L3 Communications, a leading manufacturer of explosive detection devices at many airports.
- Over \$2 million worth of contracts were awarded to the thermal battery business since the commercialization process started in 1994. The processes expanded the application areas that can use thermal batteries.
- Spun-out the thermal battery business to the ENSER Corporation, creating 21 jobs.
- Spun-out Custom Manufacturing and Engineering, creating 33 jobs.

**Total Section 3161 Funds Costed:** \$1,275,000

**Total Jobs Created/Retained:** 54

**Total Number of Displaced Site Workers Employed:** 54

**Cost Per Job Created/Retained:** \$23,611

**Pinellas Plant Community Reuse Organization  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Suncoast Manufacturing Technology Center (SMTC)

**Period of Performance:** 1994 through 1997

**Brief Project Description:**

Helped small businesses solve manufacturing problems and increase productivity, improve quality, and build world-class capabilities. Field engineers performed needs assessments, developed statements of work, and helped businesses find the right service provider. Special emphasis was placed on helping companies resolve technical problems through technical resources available at the STAR Center. SMTC was one of four regional Florida Manufacturing Technology Centers.

**Project Goals and Objectives:**

Stimulate local economic growth by assisting small manufacturing businesses.

**Project Outcome:**

- Serviced 865 clients.
- Completed 200 projects.
- Made 274 referrals.
- Contacted 1,273 manufacturers.
- Established a \$100,000 set aside for client work to be performed at the Pinellas Plant.
- Collaborated on a successful proposal to incorporate Florida's regional manufacturing technology centers into the U.S. Department of Commerce National Institute of Standards and Technology Manufacturing Technology Center network.
- Began partnering arrangements with the Japan American Society to export manufactured goods from the Suncoast region.
- Worked with two companies to secure over 150,000 square feet of new manufacturing space in Pinellas County.
- Implemented new a Disaster Prevention and Recovery Program for small- and medium-sized manufacturers.

**Total Section 3161 Funds Costed:** \$334,700

**Total Jobs Created/Retained:** 125

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost Per Job Created/Retained:** \$2,678

## **Pinellas Plant Community Reuse Organization Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Technology Deployment Center (TDC)

**Period of Performance:** 1994 through 1999

**Brief Project Description:**

The TDC strategy was based on high-technology development that maintained jobs and created new businesses by bridging the gap between basic research and commercial production. The TDC was cooperatively administered by the University of South Florida (USF) and Lockheed Martin Specialty Components. The TDC solicited proposals for new products from USF, the Pinellas Plant, and Tampa Bay businesses. Approved projects were cooperatively engineered and prototyped at the USF and the Pinellas STAR Center under the direction of the TDC.

**Project Goals and Objectives:**

Provide a self-sustaining partnership between the Pinellas County Industry Council and the USF, aimed at developing and growing business at the Pinellas STAR Center and spinning-off Pinellas Plant technologies through product and prototype development.

**Project Outcome:**

Examples of some of the 23 projects supported include:

- The Active Passive Neutron Examination and Assay Mobile Waste Assay System.
- The Noninvasive Blood Flow Monitor that attracted state and federal development funds.
- An “Ozone Purification Technologies” project that resulted in immediate manufacturing contracts for a Pinellas Plant spin-off company.

In addition, the TDC

- Negotiated two licenses for TDC technology and three repayment agreements with private-sector partners.
- Initiated 20 of the 23 projects involving a private business partner.
- Presented the TDC as a technology-based defense conversion and economic development model at an international conference in St. Petersburg, Russia.

**Total Section 3161 Funds Costed:** \$4,388,000

**Total Jobs Created/Retained:** 87

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost Per Job Created/Retained:** \$50,437

**Pinellas Plant Community Reuse Organization  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Innovation Commercialization Corporation (ICC)

**Period of Performance:** 1995 through 1997

**Brief Project Description:**

Provide management consultation (staff, venture advisors, volunteers, and graduate students) to companies to support the commercialization of products and process technologies and the creation of high-quality jobs. This project served the six-county Tampa Bay metropolitan statistical area during the period when over 500 technology-intensive companies and 4,000 manufacturing companies were in the area.

Small technology-based companies often need extensive management and financial assistance. The ability to successfully commercialize technologies from the Pinellas Plant is dependent upon the availability of these specialized management resources.

**Project Goals and Objectives:**

Stimulate local economic growth through management consultation in the support of the commercialization of Pinellas Plant technologies.

**Project Outcome:**

The ICC was successful in obtaining \$3,865,000 in funding from other federal, state, and local government agencies to aid its client companies. ICC clients raised \$14,000,000 of capital and increased their revenues collectively by \$3,800,000. USF interns completed business plans for seven companies. The ICC also helped secure over \$8.5 million funding for three companies. The ICC assisted a total of 139 firms; helped to create or retain 450 jobs; and helped to create, expand, or retain 11 businesses.

**Total Section 3161 Funds Costed:** \$587,000

**Total Jobs Created/Retained:** 450

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost Per Job Created/Retained:** \$1,304

## **Pinellas Plant Community Reuse Organization Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Pinellas Plant Sale Transition

**Period of Performance:** 1995 through 2008

**Brief Project Description:**

Over the period from March 8, 1995, to June 30, 2008, DOE funded aid for the transition of a nuclear-weapons plant, the Pinellas Plant, to a free-standing, high-technology industrial center. If the transition had not taken place, DOE would have spent approximately \$20 million in 1995 to “green field” this site compared to the site transition cost of \$17.6 million over the 13-year period.

**Project Goals and Objections:**

To mitigate the adverse economic impacts of the closure of the DOE Pinellas Plant on the Largo, Florida, area.

**Project Outcome:**

When DOE announced that the Pinellas Plant would be closing in 1993, the plant employed 1,400 workers with a total payroll of nearly \$60 million. DOE sold the Pinellas Plant to the Pinellas County Industrial Council pursuant to the Atomic Energy Act of 1954, Section 161g (Title 42 *United States Code* Section 2201[g] [42 USC 2201(g)]), for \$2.6 million based on a professionally developed appraisal in March 1995. DOE awarded the Pinellas County Industrial Council a \$6.2 million grant to renovate the plant to accommodate multiple tenants and to meet state and local safety codes. DOE began cleanup of the plant at that time and completed its work by December 1997, 3 years ahead of schedule, saving another \$29 million of federal funds.

In July 1999, Pinellas County took full ownership of the plant and named it the Young - Rainey STAR Center in honor of U.S. Congressman C.W. (Bill) Young and former Pinellas County Chairman Charles Rainey, who both spearheaded the purchase of the facility and its conversion to a technology-driven industrial center. By January 2002, the facility became financially self-sufficient for operational purposes but still needed DOE assistance to fund infrastructure improvements to continue the transition from housing a single occupant to housing over 20 individual high-tech entities. DOE also continued to provide final supplemental funding of \$1 million to replace the 25-year-old, six-cell wooden cooling tower.

As of June 2008, the Young - Rainey STAR Center helped in the startup of 13 businesses and was home to 36 high-tech commercial businesses that employed a total of 1,528 workers. The organizations at the site occupied approximately 634,428 square feet of STAR Center–controlled buildings, 34,038 square feet of former Pinellas Plant buildings, and 440,000 square feet of third-party constructed buildings on STAR Center–owned land. The Young - Rainey STAR Center’s total earnings base at end of the reporting period were \$68.5 million, \$65,977,971 in revenue from rental income and third-party cash contributions.

As part of the STAR Center, the STAR TEC was developed as a public/private partnership small-business incubator to help establish successful entrepreneurs create new jobs, new sources of technology, and manufacturing capabilities. At the end of the reporting period, STAR TEC was responsible for the creation of 1,528 new jobs at an average cost of \$6,328.

The significant accomplishment of this transition was the creation or retention of 2,780 jobs at the site of the former Pinellas Plant that now houses 36 organizations that can be compared to the 200 remaining employees in 1997 when DOE ceased all plant operations. In 2007, based on the number of employees and their salaries, Pinellas County prepared an evaluation of the direct and indirect impact that the STAR Center had on the local economy as nearly \$137.2 million.

**Total Section 3161 Funds Costed:** \$17,592,900

**Total Jobs Created/Retained:** 2,780 (Including full and part time)

**Total Number of Displaced Site Workers Employed:** 203

**Cost Per Job Created/Retained:** \$6,328

**Pinellas Plant Community Reuse Organization  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Pinellas Plant Spin-Offs

**Period of Performance:** 1996 through 1997

**Brief Project Description:**

Section 3161 funds were used to incentivizing current and former Pinellas Plant employees to use their technical skills and business acumen to develop commercial enterprises through unneeded Pinellas Plant resources and technology transfer. The project stimulated economic growth through the creation of new jobs in the Tampa Bay area.

**Project Goals and Objectives:**

Promote the commercialization of site-developed technology.

**Project Outcome:**

Selected three of several business plans reviewed. All three companies proved to be successful and employed approximately nine former Pinellas Plant employees.

**Total Section 3161 Funds Costed:** \$200,000

**Total Jobs Created/Retained:** 9

**Total Number of Displaced Site Workers Employed:** 9

**Cost Per Job Created/Retained:** \$22,222

**Pinellas Plant Community Reuse Organization  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** STAR Technology Enterprise Center (STAR TEC)

**Period of Performance:** 2000 through 2008

**Brief Project Description:**

Provide management consultation (staff, venture advisors, volunteers, and graduate students) to companies to support the commercialization of products and process technologies and the creation of high-quality jobs. This project served the six-county Tampa Bay metropolitan statistical area that at the time had over 500 technology-intensive companies and 4,000 manufacturing companies.

Small technology-based companies often need extensive management and financial assistance. The ability to successfully commercialize technologies from the Pinellas Plant was dependent upon the availability of these specialized management resources.

**Project Goals and Objectives:**

Stimulate local economic growth through management consultation.

**Project Outcome:**

Through its efforts 60 jobs were created or retained at an average annual wage of \$60,650<sup>53</sup>. The project management was successful in obtaining \$1.36 million funding from other federal, state, and local government entities to aid the program that included in-kind donations. Project management assisted clients in securing \$7.35 million in capital. Clients also created 23 new products, secured seven new patents, and licensed two patents under their direction. At the end of the project, 12 patents were pending. Interns from the universities of South Florida and Tampa prepared marketing and business plans for two companies. As of June 30, 2008, there were seven companies in the program and two companies that graduated from the program.

**Total Section 3161 Funds Costed:** \$400,000

**Total Jobs Created/Retained:** 60

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost Per Job Created/Retained:** \$6,667

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<sup>53</sup> Wages computed utilizing 2005 BLS Annual Median Wage date and client-supplied NAICS code.

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# Portsmouth – Southern Ohio Diversification Initiative Community Reuse Organization (CRO) Fiscal Years 1996 Through 2011

## Summary of All Active Projects Funded with Section 3161<sup>54</sup> Funds:

- **Community Transition Planning Grant:** Hosted public meetings to develop regional economic development projects in anticipation of the closure of the Portsmouth Plant. Through the grant, the Southern Ohio Diversification Initiative (SODI) was established as the Portsmouth Plant's designated community reuse organization for Pike, Scioto, Ross, and Jackson Counties in southeast Ohio.
- **DOE Office of Environmental Management (EM) Training:** EM funded a training course to assist Portsmouth workers in obtaining appropriated training and education to transition into U.S. Department of Energy (DOE) cleanup jobs expected to develop at the Portsmouth site.
- **Pike County Infrastructure:** The Pike County Infrastructure Project assisted in the expansion of Pike County's industrial base by extending infrastructure to its industrial areas.
- **Pike County Airport:** The Pike County Airport Authority prepared a \$975,000 5-year capital improvement program and sought financial assistance through SODI to construct an aviation fueling facility and complete a full-length taxiway.
- **Sarah James Industrial Park – Speculative Building:** Design and constructed a 50,000-square-foot speculative building in the Sarah James Industrial Park that was marketed to firms with high-paying manufacturing jobs.
- **Regional Geographic Information System:** Funded digital mapping of each of the four counties in the SODI region to better define property boundaries and infrastructure locations so that the counties could effectively market industrial sites, as well as plan for infrastructure community and industrial improvements.
- **Southern Ohio Labor Market Analysis:** Prepared a labor analysis to determine a marketing strategy for new industry and business expansion in southern Ohio and develop needed workforce programs.
- **Asset Transition/Energy Parks Initiative/Reuse Project:** The SODI Property Task Force Committee implemented a multifaceted approach to reuse excess DOE assets.
- **Zahn's Corner Industrial Park (ZCIP):** Development of industrial park in Pike County.
- **New Boston Industrial Park:** Development of industrial park in Scioto County.
- **Worker Training Facility/Program:** Development of a worker training facility (combined with the Incubator Facility Project) and provision of education and training benefits to the Portsmouth Gaseous Diffusion Plant (Portsmouth) workforce prior to layoffs.
- **Gateway Industrial Park:** Development of an industrial park in Ross County.
- **Reindustrialization:** Creation of employment opportunities through the cleanup of the Portsmouth site and reuse of the site and its assets, including real and personal property.

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<sup>54</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

- **Enterprise Training and Development:** Provision of small-business startup and expansion loans coupled with required training curriculum for loan recipients.
- **Incubator Facility:** Construction of a facility and development of a program that provided business incubation services to new business startups, including shared common space, utilities and office staff support, reduced-cost space, and technical assistance. This facility also included the Worker Training Facility.
- **Business Seed Fund:** A seed fund for new business startups, including venture capital investment.
- **Regional Marketing:** Marketing of the industrial sites and programs provided by the Community Transition Plan (CTP) funding.
- **Intermodal Facility:** Funding for this project was transferred to ZCIP because the DOE real estate and rail system were unavailable for use (approved by DOE and SODI during prior reporting period).

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from DOE's Office of Legacy Management (LM) as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job.

*Table 1. Portsmouth Gaseous Diffusion Plant Community Transition Funding and Job Creation by Project*

SODI, FYs 1996 Through 2010						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost per Job Created
Community Transition Planning Grant	\$500,000	\$0	\$500,000	\$500,000	60	\$8,333
DOE Office of Environmental Management Training <sup>a</sup>	\$0	\$100,000	\$100,000	\$100,000	0	\$0
Pike County Infrastructure	\$70,000	\$0	\$70,000	\$70,000	55	\$1,273
Pike County Airport <sup>a</sup>	\$255,000	\$0	\$255,000	\$255,000	0	\$0
Sarah James Industrial Park – Speculative Building	\$650,000	\$0	\$650,000	\$650,000	40	\$16,250
Regional Geographic Information System Infrastructure <sup>a</sup>	\$1,400,000	\$0	\$1,400,000	\$1,400,000	0	\$0
Southern Ohio Labor Market Analysis <sup>a</sup>	\$30,000	\$0	\$30,000	\$30,000	0	\$0
Asset Transition/ Reuse Project	\$526,184	\$0	\$526,184	\$526,184	70	\$7,517
Zahn's Corner Industrial Park	\$3,108,422	\$0	\$3,108,422	\$3,108,422	550	\$5,652
New Boston Industrial Park	\$2,550,000	\$0	\$2,550,000	\$2,550,000	975	\$2,615

Table 1 (continued). Portsmouth Gaseous Diffusion Plant Community Transition Funding and Job Creation by Project

SODI, FYs 1996 Through 2010						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost per Job Created
Worker Training Facility/Program <sup>a</sup>	\$324,100	\$0	\$324,100	\$324,100	0	\$0
Gateway Industrial Park, Ross Co.	\$1,150,000	\$0	\$1,150,000	\$1,150,000	180	\$6,389
Reindustrialization	\$250,000	\$0	\$250,000	\$250,000	300	\$833
Enterprise Training and Development	\$970,000	\$0	\$970,000	\$970,000	130	\$7,462
Incubator Facility	\$348,850	\$0	\$348,850	\$348,850	147	\$2,373
Business Seed Fund	\$325,000	\$0	\$325,000	\$325,000	34	\$9,559
Regional Marketing <sup>a</sup>	\$350,000	\$0	\$350,000	\$350,000	0	\$0
Intermodal Facility	\$25,444	\$0	\$25,444	\$25,444	0	\$0
Administration	\$1,985,000	\$0	\$1,985,000	\$1,985,000	0	\$0
<b>Totals</b>	<b>\$14,818,000</b>	<b>\$100,000</b>	<b>\$14,918,000</b>	<b>\$14,918,000</b>	<b>2,541</b>	<b>\$5,871</b>

**Note:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended or were temporary/construction workers.

**Abbreviations:**

FY = fiscal year

N/A = not applicable

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993

## Leveraged Funding:

Table 2 is a list of leveraged<sup>55</sup> funds or in-kind services received from all external sources [federal, state, and local government agencies or private organizations] resulting from CRO contributions of Section 3161 funds or in-kind goods/services<sup>56</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>57</sup>

*Table 2. Portsmouth Gaseous Diffusion Plant Leveraged Funding Sources*

<b>Funding Source</b>	<b>Cash</b>	<b>In Kind</b>
EDA/ARC/state/local	\$2,360,694	\$0
EDA	\$1,920,000	\$0
Nongovernment lending institutions	\$2,650,000	\$0
Private industrial investment	\$110,000,000	\$0
State of Ohio 442 and 412 Program	\$520,000	\$0
Ohio Industrial Training Program	\$150,000	\$0
United States Enrichment Corporation	\$150,000	\$0
The Ohio State University	\$900,000	\$0
Southern Ohio Agricultural & Community Development Foundation	\$200,000	\$0
State of Ohio	\$1,165,000	\$0
ARC	\$50,000	\$0
Local funds	\$946,000	\$0
Clean Ohio Funds/U.S. Environmental Protection Agency	\$3,300,000	\$0
U.S. Department of Agriculture Rural development	\$188,130	\$0
American Recovery and Reinvestment Act	\$2,750,000	\$0
<b>Total</b>	<b>\$127,249,824</b>	<b>\$0</b>

### Abbreviation:

EDA = Economic Development Administration

<sup>55</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>56</sup> In-Kind Goods/Services—In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>57</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee's contractual instrument. For example, the Office of Legacy Management may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee's coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

## **Portsmouth – Southern Ohio Diversification Initiative Section 3161–Funded Projects, Now Closed**

**Project Name:** Community Transition Planning Grant

**Period of Performance:** 1996

**Brief Project Description:**

This project involved hosting public meetings to develop regional projects to encourage the growth of new businesses and industry in the four-county region.

**Project Goals and Objectives:**

Establish SODI as Portsmouth’s designated Community Reuse Organization for Pike, Scioto, Ross, and Jackson Counties for the purpose of implementing the CTP projects developed to assist in the transition of the community to long-term economic stability following the closure of the Portsmouth Plant.

**Project Outcome:**

SODI was established and implemented the CTP.

**Total Section 3161 Funds Costed:** \$500,000

**Total Jobs Created/Retained:** 60

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$8,333

**Portsmouth – Southern Ohio Diversification Initiative  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** U.S. Department of Energy, Office of Environmental Management Training

**Period of Performance:** 2003 through 2005

**Brief Project Description:**

EM funded a training course to assist Portsmouth workers in obtaining appropriate training and education to transition into DOE cleanup jobs expected to develop at the Portsmouth site, particularly through the decontamination and disposition (D&D) of the enrichment facilities.

**Project Goals and Objectives:**

Train Portsmouth Plant workers who lost their site jobs to qualify them for environmental cleanup jobs. The goal is to successfully transition 100 percent of the displaced Portsmouth workers into environmental cleanup jobs once D&D activities are underway.

**Project Outcome:**

At the end of the period of performance, this project was completed; no jobs were reported, as the D&D work was not to begin until after the training program was completed.

**Total Section 3161 and Other DOE Funds Costed:** \$100,000 (EM funded this project; no Section 3161 funds were used.)

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Portsmouth – Southern Ohio Diversification Initiative  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Pike County Infrastructure

**Period of Performance:** 2001 through 2003

**Brief Project Description:**

The Pike County Infrastructure Project assisted in the expansion of Pike County's industrial base by extending infrastructure to its industrial areas.

**Project Goals and Objectives:**

The project objective was to complete infrastructure projects and market the sites to industry; the goal was to create 200 new jobs for the SODI region.

**Project Outcome:**

A 250,000-gallon water storage tank was constructed to improve the Scioto Township industrial site; a lift station was constructed to allow for infrastructure extension into the entire ZCIP area; and a sewer feasibility study was completed for Scioto Township.

**Total Section 3161 Funds Costed:** \$70,000

**Total Jobs Created/Retained:** 55

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$1,273

**Portsmouth – Southern Ohio Diversification Initiative  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Pike County Airport

**Period of Performance:** 2001 through 2003

**Brief Project Description:**

The Pike County Airport Authority prepared a \$975,000 5-year capital improvement program. The Airport Authority was seeking Southern Ohio Diversification Initiative assistance to construct an aviation fueling facility and complete a full-length taxiway. The fueling facility was necessary to attract a fixed-base operator for the airport, to make the airport a valuable asset for economic development. The taxiway was needed to resolve serious safety concerns and to elevate the facility to a higher standard. The new taxiway was to eliminate the need for back-taxiing on the runway. Arriving planes were able to exit the runway and proceed on the new taxiway to the administration building and tie-down area. Finally, this project addressed previous DOE excess-property marketing efforts that cited inadequate local airport infrastructure.

**Project Goals and Objectives:**

Expand the services and air-traffic capabilities provided by the airport and use those services to attract business and industry to the area and create four new jobs at the airport.

**Project Outcome:**

The new taxiway was constructed.

**Total Section 3161 Funds Costed:** \$255,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Portsmouth – Southern Ohio Diversification Initiative  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Sarah James Industrial Park – Speculative Building

**Period of Performance:** 2000 through 2003

**Brief Project Description:**

Design and construct a 50,000-square-foot speculative building in the Sarah James Industrial Park and provide marketing to generate high-paying manufacturing jobs.

**Project Goals and Objectives:**

Complete the building and recruit a manufacturer to operate within the building. The job creation goal is set at 300.

**Project Outcome:**

The building was designed, constructed, and sold to a company that created 40 new jobs at the end of the period of performance.

**Total Section 3161 Funds Costed:** \$650,000

**Total Jobs Created/Retained:** 40

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$16,250

**Portsmouth – Southern Ohio Diversification Initiative  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Regional Geographic Information System (GIS)

**Period of Performance:** 1999 through 2000

**Brief Project Description:**

Section 3161 funds were used to create digital mapping of the four counties in the SODI region to better define property boundaries and infrastructure locations to allow the counties to effectively market their industrial sites as well as plan for community and industry infrastructure improvements.

**Project Goals and Objectives:**

The goal was to prepare digital mapping of each of the four counties in the SODI region.

**Project Outcome:**

The GIS project is complete and functional in each of the four counties (Pike, Scioto, Ross, and Jackson Counties).

**Total Section 3161 Funds Costed:** \$1,400,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Portsmouth – Southern Ohio Diversification Initiative  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Southern Ohio Labor Market Analysis

**Period of Performance:** 1999

**Brief Project Description:**

Funding for this project was used to analyze the labor market for southern Ohio.

**Project Goals and Objectives:**

Prepare an analysis to determine a marketing strategy for new industry and business expansion in southern Ohio and develop workforce programs to fill in the gaps of the southern Ohio labor market. The analysis also provided wage rates for the various positions found in the region.

**Project Outcome:**

The analysis was completed and was used to develop a market strategy for new industry and business expansion in southern Ohio.

**Total Section 3161 Funds Costed:** \$30,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

## **Portsmouth – Southern Ohio Diversification Initiative Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Asset Transition/Reuse Project

**Period of Performance:** 2008 through 2011

**Brief Project Description:**

The SODI Property Task Force Committee implemented a multifaceted approach to reuse excess DOE assets. A process was developed to identify and evaluate excess DOE lands, buildings, and equipment.

**Project Goals and Objectives:**

The Reindustrialization Project objective was to accept unutilized assets from DOE and to provide businesses and industries with opportunities to use the assets for economic development purposes. The goal was to create 50 new jobs for the SODI region.

**Project Outcome:**

The project goals were met, with a total of 70 new jobs created in the SODI region and the transfer of excess DOE equipment currently taking place. The Reindustrialization Project was the last remaining CTP project for SODI to implement.

SODI pursued the transfer of one underutilized parcel of land (340 acres) on the northeast corner of the Portsmouth site and has signed an asset transition agreement with DOE to begin receiving excess personal property for economic development purposes. The demolition and deconstruction of Portsmouth was to make additional properties available for reuse, and SODI was actively pursuing reindustrialization of these properties.

SODI was also actively working to develop the properties adjacent to the Portsmouth site to create the “Advanced Energy and Environmental Technology Hub of Ohio” in conjunction with the State of Ohio’s Strategic Development Plan. SODI submitted a proposal to the State of Ohio to modify the west entrance of the Portsmouth site on the U.S. Route 23 Energy Corridor, also known as the Cloverleaf Interchange, to allow for access to properties on the west side of the Energy Corridor. The project was approved by the State of Ohio to receive \$2,750,000 in American Recovery and Reinvestment Act funding. In addition, SODI applied to the Department of Commerce for \$3,341,911 to extend sewer lines and to access road improvements to the property adjacent to the Portsmouth site to support the Advanced Energy and Environmental Technology Hub at the end of the period of performance (POP). SODI reuse projects secured an estimated 70 full-time jobs, with more than double that amount anticipated once all the projects were fully operational and online.

Personal property asset transition consisted of the DOE excess X-633 (cooling towers) and X-533 (switch yard). Once these assets underwent D&D, they were transferred to SODI. The funds from the asset transition were to be used for economic development. The DOE Office of Environmental Management and the 16-person SODI Board of Directors were to jointly determine projects to be funded.

**Total Section 3161 Funds Costed: \$526,184**

**Total Jobs Created/Retained: 70**

**Total Number of Displaced Site Workers Employed: Not Available**

**Cost per Job Created/Retained: \$7,517**

## **Portsmouth – Southern Ohio Diversification Initiative Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Zahn’s Corner Industrial Park (ZCIP)

**Period of Performance:** 1997 through 2004

### **Brief Project Description:**

The SODI completed development of ZCIP in 2004. ZCIP offered over 300 acres served with public sewer, access roads, a potable water system, a fire-suppression system, and a 250,000-gallon elevated water-storage tank. Mills Pride, BEI Expressway, and KC Landscaping were the current tenants at the end of the period of performance. Future development activities could include redevelopment of an adjacent brownfield site owned by Rayonier Corporation to add 169 acres to ZCIP, installing additional infrastructure to support development activities, and constructing rail spurs for intermodal transportation.

### **Project Goals and Objectives:**

SODI desired to create a functioning industrial park to allow for manufacturing-capacity increases. The goals were to bring manufacturing and service jobs to the area and expand the existing base.

### **Project Outcome:**

SODI owned, and directly manages, ZCIP, one of four industrial parks benefiting from 3161 funding. Also, SODI owned one building in ZCIP and cultivated new prospects in the alternative-energy-development field to create new businesses. SODI was working with Alliance Energy as it continued to raise necessary capital to begin construction of a plastics-oil deconversion facility. ZCIP employment was at more than 550 workers at the end of the POP.

**Total Section 3161 Funds Costed:** \$3,108,422

**Total Jobs Created/Retained:** 550

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$5,652

**Portsmouth – Southern Ohio Diversification Initiative  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** New Boston Industrial Park, Scioto County

**Period of Performance:** 1997 through 2004

**Brief Project Description:**

The New Boston Industrial Park is a successful brownfield redevelopment site located on the Ohio River. The project included the removal of contaminated soils and the renovation of a 100,000-square-foot building.

**Project Goals and Objectives:**

The SODI helped to improve an industrial park in Scioto County to increase manufacturing-capacity increases. The goals were to bring manufacturing and service jobs to the area and expand the existing base.

**Project Outcome:**

Employment at the New Boston Industrial Park totaled an estimated 975 workers. Projects include InfraMetals (metalworking operation), Southern Fabricators (metal fabrication), OSCO Industries (gray iron foundry) and AM Refractory Company, as well as retail/service-sector employment at the Walmart Supercenter, Applebee's Restaurant and a Bob Evans Restaurant. At the end of the period of performance, available buildings were occupied, including the Grace Street Building, renovated with funds from the DOE/SODI Community Transition Program. The \$2.55 million provided by the DOE/SODI Community Transition Program was used to help secure over \$75 million in other funds.

**Total Section 3161 Funds Costed:** \$2,550,000

**Total Jobs Created/Retained:** 975

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$2,615

## **Portsmouth – Southern Ohio Diversification Initiative Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Worker Training Facility/Program

**Period of Performance:** 2000 through 2008

**Brief Project Description:**

This project involved planning and building a multipurpose training facility near the Portsmouth site. The facility (1) provided a permanent location for the outplacement service center; (2) assisted with the transition of displaced site workers to new activities, initiatives, and missions of the companies at the site; (3) facilitated integration of all SODI industrial projects by providing a central location for custom training, as required by new and expanding regional businesses; and (4) provided a data-gathering location for the development and maintenance of a database to track exiting Portsmouth workers through reemployment. SODI maintained the database and worked closely with its outplacement center. The program also provided training and education benefits to Portsmouth workers at risk of losing their jobs to help them employment in another field once terminated from employment at the plant.

**Project Goals and Objectives:**

The first project objective was to construct a facility central to the SODI region for the purpose of developing a workforce suitable for local employment. The goal of the facility was to provide ongoing training and education opportunities to displaced Portsmouth workers and, ultimately, to the entire SODI regional workforce. The second objective was to provide education and training benefits to employees at risk of becoming displaced to allow the employee to find gainful employment in another field and reduce or eliminate the amount of time spent unemployed.

**Project Outcome:**

SODI teamed with Ohio State University (OSU) to jointly construct a 28,000-square-foot business incubator–learning center using a \$1.92 million grant from the U.S. Economic Development Administration. These funds were combined with a \$900,000 OSU pledge, a \$200,000 grant from the Southern Ohio Agricultural & Community Development Foundation, and an Ohio Governor’s Office of Appalachia commitment of \$270,000. DOE provided \$700,000 in operating funds from Section 3161 grants for the Incubator and Worker Training Facility. In 2007, the Incubator Facility/Worker Training Facility became 100 percent occupied and, in June 2007, was chosen by the Department of Commerce’s Economic Development Administration as the winner of the 2007 Excellence in Economic Development Award for Rural Economic Development.

**Total Section 3161 Funds Costed:** \$324,100

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Portsmouth – Southern Ohio Diversification Initiative  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Gateway Industrial Park, Ross County

**Period of Performance:** 1997 through 2004

**Brief Project Description:**

The Gateway Industrial Park is located at the interchange of State Route 104 and U.S. Route 35 and provides convenient access to both Dayton and Columbus. The Gateway Industrial Park brings manufacturing jobs to Ross County.

**Project Goals and Objectives:**

The SODI assisted in the creation of a viable industrial park in Ross County to increase manufacturing-capacity in the county. The goals were to bring manufacturing and service jobs to the area and expand the existing employment base.

**Project Outcome:**

The Gateway Industrial Park Project continued to show activity at the end of the period of performance. A new building was completed, and FedEx expanded into a second building at the site with a reported number of jobs estimated at 90. Also, the Jackson Building (and the adjoining grounds) was occupied, and a new trans-loading operation (rail to truck) was being developed by the city and county. Total employment at Gateway Industrial Park was 180 at the POP.

**Total Section 3161 Funds Costed:** \$1,150,000

**Total Jobs Created/Retained:** 180

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$6,389

## **Portsmouth – Southern Ohio Diversification Initiative Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Reindustrialization

**Period of Performance:** 2001 through 2004

**Brief Project Description:**

The SODI Property Task Force Committee implemented a multifaceted approach to reuse excess DOE assets. A process was developed to identify and evaluate excess DOE lands, buildings, and equipment. Any excess DOE assets were to be used in the following order of priority: (1) support of existing DOE and United States Enrichment Corporation (USEC) missions; (2) deployment of new uranium enrichment technologies; and (3) other quality-job creation endeavors for the region. SODI plans included concentrating their efforts on three of their projects: reindustrialization, asset reuse and management, and establishing a foreign-trade zone in southern Ohio.

**Project Goals and Objectives:**

Accept un-needed assets from the DOE Portsmouth Plant and provide businesses and industries with opportunities to use the assets for economic development purposes. The goal was to create 225 new jobs for the SODI region.

**Project Outcome:**

The project goals were met, with a total of 300 new jobs created in the SODI region and the transfer of excess DOE equipment was taking place at the end of the period of performance (POP). Additional reuse efforts of Portsmouth included the Uranium Disposition Services' Depleted-Uranium Conversion Facility and USEC's Advanced Centrifuge Project, which, as previously reported by SODI, began construction during this period. Several centrifuge machines were installed, and construction continued on the balance of the facility. At the POP, SODI reuse projects secured an estimated 300 full-time jobs, with more than double that amount anticipated once the projects are fully operational and online.

**Total Section 3161 Funds Costed:** \$250,000

**Total Jobs Created/Retained:** 300

**Total Number of Displaced Site Workers Employed:** 0

**Cost per Job Created/Retained:** \$833

**Portsmouth – Southern Ohio Diversification Initiative  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Enterprise Training and Development Program

**Period of Performance:** 2001 through 2009

**Brief Project Description:**

The Enterprise Training and Development Program was initiated to expand jobs in the SODI four-county region by encouraging the development of new local businesses and expanding existing businesses through the establishment of a long-term revolving-loan program.

**Project Goals and Objectives:**

The Enterprise Training and Development Program's objective was to establish a long-term revolving-loan program to support entrepreneurs starting new businesses within the SODI region. The program goal was to create 30 new and thriving businesses and 125 jobs for the SODI region.

**Project Outcome:**

The Enterprise Training and Development Program was successful and created 130 jobs and supported 35 business startups at the end of the period of performance. Total investment in new business startups in the SODI region through the Enterprise Training and Development Program was over \$3 million.

**Total Section 3161 Funds Costed:** \$970,000

**Total Jobs Created/Retained:** 130

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$7,462

## **Portsmouth – Southern Ohio Diversification Initiative Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Incubator Facility

**Period of Performance:** 2001 through 2008

**Brief Project Description:**

In an effort to cultivate new business startups, small-business expansions, and workforce enrichment, SODI and OSU jointly constructed a 28,000-square-foot business incubator–learning center using a \$1.92 million grant from the U.S. Economic Development Administration. The funds were combined with an OSU pledge of \$900,000, a \$200,000 grant from the Southern Ohio Agricultural & Community Development Foundation, and an Ohio Governor’s Office of Appalachia commitment of \$270,000. SODI was providing \$700,000 in operating funds from its LM grant at the end of the POP.

**Project Goals and Objectives:**

Construct a multiuse business incubator to serve south-central Ohio by providing administrative, financial, and marketing services to a mix of businesses, including high-technology startup businesses and small, technology-based companies. The goal was to create 480 new jobs for the SODI region and 32 new startup businesses that would graduate from the Incubator and relocate within the four-county SODI region.

**Project Outcome:**

Although the projected goal to create 480 new jobs and 32 new startup businesses was not met, the Incubator Facility/Worker Training Facility developed jointly by SODI and OSU continues to achieve results. The facility is 100 percent occupied. Businesses within the facility have been able to grow, with one firm expanding to over 100 employees and two firms fully graduating from the Incubator. At the end of the POP, 28 office, staging, and production spaces were filled, and 21 startup firms and more than 147 jobs were created by this project. Equally important to the community are the benefits of the classroom and training components. Hundreds of individuals have used the computer lab and associated classrooms, while dozens of organizations conducted continuing education, personal/personnel development sessions, and public meetings in the facility.

**Total Section 3161 Funds Costed:** \$348,850

**Total Jobs Created/Retained:** 147

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$2,373

**Portsmouth – Southern Ohio Diversification Initiative  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Business Seed Fund

**Period of Performance:** 2001 through 2008

**Brief Project Description:**

The Business Seed Fund provided limited, recoverable, matching grants to small businesses and entrepreneurs developing new products and services in the four-county area. The Business Seed Fund was initiated to enhance DOE and SODI investments in the Entrepreneurship and Equity Fund Project and the Incubator.

**Project Goals and Objectives:**

Provide needed business startup assistance and create at least 35 new jobs for the SODI region.

**Project Outcome:**

The Business Seed Fund was important to support new startup businesses within the Incubator. The Business Seed Fund created 34 new jobs in the SODI region.

**Total Section 3161 Funds Costed:** \$325,000

**Total Jobs Created/Retained:** 34

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$9,559

**Portsmouth – Southern Ohio Diversification Initiative  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Regional Marketing

**Period of Performance:** 1999 through 2008

**Brief Project Description:**

As the SODI developed industrial parks and speculative buildings in the four-county area, a need was identified to market the region's capabilities. A nationally recognized marketing firm was sought to develop a comprehensive and integrated regional marketing plan.

**Project Goals and Objectives:**

Section 3161 funds were used to implement an aggressive marketing effort to attract businesses to the SODI region's industrial parks.

**Project Outcome:**

The SODI regional marketing program included work to support the Governor of Ohio's Alternate Energy Development Plan. At the end of the period of performance, SODI was continuing to pursue new energy technology developments. Other ongoing efforts included participation in the Ohio industrial-lead-generation program, responding to industrial requests for data, website maintenance, and the distribution of printed marketing materials.

**Total Section 3161 Funds Costed:** \$350,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

## **Portsmouth – Southern Ohio Diversification Initiative Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Intermodal Facility

**Period of Performance:** 2003 through 2005

**Brief Project Description:**

Intermodal shipping involved the transportation of products by utilizing combinations of available modes, in truck-rail-truck operations. At the end of the period of performance, the truck-rail-truck combination presented the fastest-growing segment of transportation in the United States over the past 15 years. Intermodal trailers and containers that move on dedicated trains or on “ribbon” rail are run on scheduled service from point to point, bypassing freight and classification yards that slow up more-traditional rail service. As such, rail transit time is both quick and reliable when used in combination with truck pickup/delivery. Rail transportation can be easily integrated into almost any distribution model. The project was completed at ZCIP in Pike County as part of a Clean Ohio fund project.

**Project Goals and Objectives:**

Construct a facility that offered companies the ability to use both rail and truck modes of transportation. The goal was to attract industry to the SODI region and to create 15 direct jobs to operate the facility.

**Project Outcome:**

The project was discontinued after negotiations for the 169-acre brownfield site proposed for the Intermodal Facility were suspended.

**Total Section 3161 Funds Costed:** \$25,444

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

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# **Rocky Flats Coalition of Local Governments Community Reuse Organization (CRO) Final Report Fiscal Years 1999 Through 2005**

## **Summary of All Projects Funded with Section 3161<sup>58</sup> Funds:**

All activities undertaken by the Rocky Flats Coalition of Local Governments (Coalition) communities were planning activities, and funding was not designated by activity.

- **Cleanup and Closure:** The Coalition focused on cleanup and closure issues that ensured the cleanup met community expectations. Activities included reviewing closure documents; working with the U.S. Department of Energy (DOE) and the regulators on a range of closure activities; evaluating remedial options for compliance with existing regulations; developing long-term community objectives; and conveying the Coalition and community vision, preferences, and policies.
- **Future Use of Rocky Flats Site:** This effort largely focused on developing federal legislation designating and protecting Rocky Flats as a national wildlife refuge after closure. Since passage of “The Rocky Flats National Wildlife Refuge Act of 2001,” activities included working with DOE and the U.S. Fish and Wildlife Service (USFWS) on the development of a comprehensive refuge plan for Rocky Flats, the development of agreements regarding jurisdictional responsibilities during cleanup and after closure, and other related issues.
- **Worker Retention and Protection:** The Coalition engaged on a broad range of workforce issues, including working with DOE, Kaiser-Hill, and elected officials to help ensure that DOE maintained a skilled workforce through closure. This examination included post-closure worker retirement and health benefits. Coalition efforts also included identifying and bringing awareness to the needs of workers, as well as facilitating strategies with elected officials and agencies on how best to meet these needs.

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from DOE’s Office of Legacy Management as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job.

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<sup>58</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

Table 1. Rocky Flats Coalition of Local Governments Community Transition Funding and Job Creation by Project

FYs 1999 Through 2005						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported) <sup>a</sup>	Average Cost per Job Created
Rocky Flats Coalition of Local Governments Operations	\$1,300,000	\$0	\$1,300,000	\$1,300,000	0	\$0
<b>Totals</b>	<b>\$1,300,000</b>	<b>\$0</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>0</b>	<b>\$0</b>

**Note:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended.

**Abbreviations:**

FY = fiscal year

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993

**Leveraged Funding:**

Table 2 is a list of leveraged<sup>59</sup> funds or in-kind services received from all external sources (federal, state, and local government agencies or private organizations) resulting from CRO contributions of Section 3161 funds or in-kind goods/services<sup>60</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>61</sup>

Table 2. Rocky Flats Coalition of Local Governments Leveraged Funding Sources

Funding Source	Cash	In Kind
Coalition Governments	\$40,000 <sup>a</sup> \$12,600 <sup>b</sup> \$13,300 <sup>c</sup> \$8,400 <sup>d</sup>	\$0
Colorado Department of Public Health and the Environment	\$250,000	\$0
Kaiser-Hill, LLC	\$100,000	\$0
Rocky Flats Local Impacts Initiative	\$242,752	\$0
<b>Total</b>	<b>\$667,052</b>	<b>\$0</b>

**Notes:**

<sup>a</sup> June 1999.

<sup>b</sup> Jan 2003.

<sup>c</sup> Jan 2004.

<sup>d</sup> Jan 2005.

<sup>59</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>60</sup> In-Kind Goods/Services—In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>61</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee’s contractual instrument. For example, the Office of Legacy Management may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee’s coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

## **Rocky Flats Coalition of Local Governments Section 3161–Funded Projects, Now Closed**

**Project Name:** Cleanup and Closure

**Period of Performance:** 1999 through 2005

**Brief Project Description:**

The Coalition communities focused on cleanup and closure issues that ensured the cleanup met community expectations. Activities included reviewing closure documents; working with DOE and the regulators on a range of closure activities; evaluating remedial options for compliance with existing regulations; developing long-term community objectives; and conveying the Coalition and community vision, preferences, and policies.

**Project Goals and Objectives:**

The cleanup and closure of Rocky Flats was integral to the Coalition’s community transition efforts, as Rocky Flats’ long-term value to the community was directly linked to the safe and timely closure of the site. Equally important was the development of long-term protection plans and future use of the site.

**Project Outcome:**

The final cleanup levels relate directly to the long-term protection of the community from residual contamination to the future use of the Site. Included in this work are issues related to final cleanup levels for the site and the end-state configuration. Specific activities included:

- Worked closely with DOE, the U.S. Environmental Protection Agency (EPA), and the Colorado Department of Public Health and Environment (CDPHE) on closure issues, including but not limited to: (1) cleanup strategies; (2) water-quality compliance; (3) future-use options; and (4) regulatory compliance.
- Reviewed hundreds of technical documents on a range of issues, including building demolition and decontamination, environmental restoration, sampling methodology, and monitoring results.
- Actively participated in numerous meetings, including but not limited to the Rocky Flats Cleanup Agreement (RFCA) Focus Group, demolition and decontamination meetings/environmental restoration meetings, Rocky Flats Cold War Museum, and many others.
- Met hundreds of times with DOE site management, EPA, CDPHE officials, and community members to discuss a broad range of cleanup and closure issues.

**Total Section 3161 Funds Costed:** All activities undertaken by the Coalition were planning activities, and funding was not designated by activity.

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

## **Rocky Flats Coalition of Local Governments Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Future Use of Rocky Flats Site

**Period of Performance:** 1999 through 2005

**Brief Project Description:**

This effort largely focused on developing federal legislation designating and protecting Rocky Flats as a national wildlife refuge after closure. Since passage of The Rocky Flats National Wildlife Refuge Act of 2001, activities included working with DOE and USFWS on the development of a comprehensive refuge plan for Rocky Flats, the development of agreements regarding jurisdictional responsibilities during cleanup and after closure, and other related issues.

**Project Goals and Objectives:**

Thorough and thoughtful future-use planning helped define a successful community transition plan and as the CRO for Rocky Flats, the Coalition played a pivotal role in determining the future use of Rocky Flats.

**Project Outcome:**

Specific activities that were conducted included:

- Worked with Congress, DOE, and USFWS on the development of The Rocky Flats National Wildlife Refuge Act of 2001.
- Worked with USFWS on the development of the “Comprehensive Conservation Plan for the Rocky Flats National Wildlife Refuge”; attended and participated in numerous strategic meetings and other public meetings.
- Evaluated numerous issues related to the relationship between future use of the site as a wildlife refuge and final site condition.
- Discussed issues regarding the acquisition of privately held mineral rights within the Rocky Flats site boundary with DOE, USFWS, congressional staff, and private landowners.

**Total Section 3161 Funds Costed:** All activities undertaken by the Coalition were planning activities, and funding was not designated by activity.

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

## **Rocky Flats Coalition of Local Governments Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Worker Retention and Protection

**Period of Performance:** 1999 through 2005

**Brief Project Description:**

The Coalition engaged on a broad range of workforce issues, including working with DOE, Kaiser-Hill, and elected officials to help ensure that DOE maintained a skilled workforce through closure. This examination included post-closure worker retirement and health benefits. Coalition efforts also included identifying and bringing awareness to the needs of the workers, as well as facilitating strategies with elected officials and agencies.

**Project Goals and Objectives:**

Closure was dependent on maintaining a skilled, knowledgeable, and committed workforce. The Coalition represented the vast majority of former workers.

**Project Outcome:**

Specific activities undertaken by the Coalition included:

- Evaluated and discussed numerous issues related to workforce issues, including worker safety, health issues, and retirement questions.
- Participated in monthly labor meetings hosted by Representative Mark Udall.
- Worked with Kaiser-Hill on issues related to the development and implementation of workforce restructuring plans.
- Discussed worker safety issues and incidents with DOE, Kaiser-Hill, and state officials.

**Total Section 3161 Funds Costed:** All activities undertaken by the Coalition were planning activities and funding was not designated by activity.

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

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# Savannah River Site Community Reuse Organization (CRO) Final Report Fiscal Years 1993 Through 2007

## Summary of All Active Projects Funded with Section 3161<sup>62</sup> Funds:

- **U.S. Department of Energy Savannah River Operations Office:** Early in fiscal year 1993 when major workforce restructuring efforts were taking place at the Savannah River Site (SRS), the Savannah River Operations Office funded a number of economic development projects in the region to offset job losses at the SRS. Some of the types of projects funded were infrastructure installations at industrial parks; revolving-loan programs; training programs; support for research and development (R&D); and support to small minority-owned businesses.
- **Westinghouse Savannah River Company:** Westinghouse was the management and operations contractor at SRS during plant layoffs and supported local economic development projects and programs within the region. Some of the projects that Westinghouse supported were the relocation of unneeded facilities and equipment from the SRS, such as extrusion presses and modular trailer offices, for reuse by the local community; local economic development organizations; and assistance for minority-owned small businesses.
- **SRS CRO Planning Projects:** The Regional Plan, described as a blueprint for the future, was intended to serve as a guide to assist regional economic developers focus on needs and opportunities for the future. The plan was intended to be a map developed by the community, at large, and guide economic growth. Economic developers were encouraged to use this guide as a platform to support their initiatives. By December 30, 1995, the Final Regional Plan was completed and in early 1996 it was distributed to local, state, and federal economic development organizations; elected officials; and area institutions such as libraries, chambers of commerce, and government offices for public inspection. Press briefings were held with local media to announce the completion of the SRS CRO planning phase and the beginning of SRS CRO's efforts to create jobs. As part of the planning process, the SRS CRO provided funds for the development of marketing materials that were used to promote the region's ability to support large technology-intensive manufacturing facilities.
- **Seed Fund:** Small Business Research and Development Seed Funds (SBRDSF) provided investment capital from \$25,000 to \$50,000 to small area businesses. SBRDSF grants required matching equity to be repaid over a 7-year period. The SBRDSF loans were issued to businesses that were involved in manufacturing and high-technology only. The funds were not collateralized, but required matching, owner equity in the business and a personal written guarantee signed by all partners in the business. Nine loans were approved under this program.
- **Tri-County Alliance (TCA):** This economic development organization was established to specifically support some of the lowest-income counties that bordered the SRS, Allendale, Barnwell, and Bamberg Counties. Once TCA was established, a large track of land owned by the Allied General Nuclear Services Corporation was purchased to construct an industrial

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<sup>62</sup> Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

park, the South Carolina Advanced Technology Park (SCAT Park), to bring industry and jobs to the area.

- **SRS Centers of Excellence:** The Centers of Excellence provided funding for economic development projects in the area. No Section 3161 funds were used in conjunction with the funding grants. No additional information was provided on this effort since it was not sponsored by the Savannah River CRO.
- **Challenge Fund:** Through the Challenge Fund program, SRS CRO provided matching funds of up to \$250,000 per project on a competitive basis to individuals, companies, and other qualified organizations for projects within six core areas: Applied Research & Development; Entrepreneurial Development; Scientific Education and Technology Training; Small Business Incubators; Technology Transfer; and Centers of Excellence. Recipients were required to match Challenge Funds on at least a 1:1 ratio to leverage SRS CRO funds. In accordance with Challenge Fund contract terms and conditions, the recipient had all rights to the technology developed on the project. Nineteen (19) projects were funded with Challenge Funds that included 16 grants and 3 loans.
- **Proposal Development Center:** The University of South Carolina at Aiken (USCA) established a small business Proposal Development Center (PDC) to identify out-of-area contract opportunities and assist in proposal preparation. The center provided companies access to program solicitations, abstracts of funded projects, and other relevant information. The center also served as a clearinghouse for identifying partners for entrepreneurs with technical projects in need of access to laboratory facilities, personnel, or other capabilities for R&D projects. In the first year, 21 proposals were prepared by the PDC on behalf of 26 clients that resulted in approximately \$183,000 funded proposals. In the second year, the PDC worked with a total of 16 clients to develop business plans and prepare proposals. The O'Connell Center for Entrepreneurship and Technology at USCA enhanced the program by providing marketing strategies and business plan reviews.
- **Venture Capital Fund:** In 1999, the SRS CRO transferred \$1 million from the Challenge Fund to establish the SRS CRO Venture Capital Fund. Funding was provided for startup and expanding companies in the amount of \$100,000 to \$250,000, grants that required matched equity. The funds were secured with preferred stock and had a buyback clause maturing in 5 years at double the investment.
- **Prospect Development Center:** Bridgestone-Firestone Corporation constructed a \$425 million manufacturing facility in Aiken County, South Carolina, that was expected to employ 850 workers. The SRS CRO provided \$1.8 million to Aiken County for acquisition of a training facility, and \$1.2 million was provided through an agreement with the U.S. Economic Development Administration for construction of rail service to the site. As of March 2007, the building was leased to GlaxoSmithKline for manufacturing. Lease revenue was divided between Aiken County and the SRS CRO.
- **Central Savannah River Area (CSRA) Industrial Training Center:** The Manufacturing and Technology Training Center (MTTC) located at Aiken Technical College is a 30,000 square foot facility that houses (1) the Advanced Manufacturing Center, (2) the Environmental Safety & Quality Resource Center, and (3) Training Laboratories. The facility also provides space for specialized equipment, a simulated manufacturing and warehousing environment, an instrumentation laboratory, a fluid power laboratory, a manufacturing system laboratory, a computer laboratory, and training for safety. The MTTC has received local, regional, and national recognition for its state-of-the-art facility and the

programs offered. The MTTC was an important factor in the improvements to workforce development in the CSRA.

- **Manufacturing and Technology Center:** The Product and Technology Support Center targeted middle- and small-sized firms, suppliers to the SRS, existing businesses interested in developing new products, SRS CRO clients, and entrepreneurs. At the start of the project, both organizations served Georgia companies with only limited services for product development and new product manufacturing. The Georgia Tech Economic Development Institute combined efforts with the Product and Technology Support Center and provided both outreach and direct technical assistance to companies in the five-county SRS CRO region.
- **Small Business Incubator:** The Small Business Incubator Program fostered the growth of small- and medium-sized technology-based businesses by supporting and encouraging entrepreneurship. Services included reception and administrative assistance, as well as management and technical support provided by qualified staff and a network of local professionals. Incubator tenants also benefited from shared common space and equipment such as board rooms, training rooms, fork lifts, copiers, fax machines, computers, etc. More importantly, tenants had immediate access to information on other programs offered through public and private sources. Two Small Business Incubators were established with project funding.
- **Technical Scholars Program:** The Technical Scholars Program was a scholarship program in partnership with area industries and was created to increase the pool of skilled individuals in the industrial maintenance/industrial electronics/automotive-manufacturing arena. In collaboration with area industries, Aiken Technical College and Augusta Technical College advertised for applicants interested in particular technical careers as designated by the sponsoring company. The company provided half the cost of books, tuition, and a part-time job in the field of study. The SRS CRO provided the other half up to \$1,000 per student. Funds were also used to market the program.
- **Administrative Projects:** The Administrative Projects funds were granted to three government or economic development organizations in the region; Augusta/Richmond, Columbia County, Georgia; Aiken-Edgefield Economic Development Partnership; and Southern Carolina Regional Development Alliance (SCRDA).
- **Venture/Seed/Challenge Fund (V/S/C Fund):** On September 26, 2003 the SRS CRO received DOE's approval to combine the remaining funds from its V/S/C Funds into a one project fund, the V/S/C Fund. Through the V/S/C Fund project, the SRS CRO provided loans and grants to local businesses in the five-county area for economic development purposes. Ten projects were funded with V/S/C Funds including one grant, one investment, and eight loans.
- **SCRDA Speculative Building Project:** In September 2002, DOE approved a \$200,000 grant for a speculative building project in the Pointe Salkehatchie Industrial Park in Allendale. As of 2008, the building was completed and had an active marketing program.
- **SRS Asset Transition Plan for Economic Diversification:** The renewed Asset Transition Program was initiated in January 2006. As of March 2008, total sales were \$247,588 and total expenses were \$210,713. At the end of the funding period, a program assessment was to be performed to identify strengths and opportunities for improvement. Future funding for SRS CRO administration activities was to come from the asset transition program and from

loan proceeds in the Savannah River Regional Diversification Initiative Community Funding Corporation.

Table 1 lists the cumulative amount of all Section 3161 funds received by the CRO from the U.S. Department of Energy's (DOE's) Office of Legacy Management as well as any other DOE grants received for community transition purposes during the grant period. Table 1 also lists the number of jobs created or retained by each project activity and the cost per job.

*Table 1. Savannah River Site Community Transition Funding and Job Creation by Project*

FYs 1993 Through 2007						
Project	Section 3161 Funds Committed	Other DOE Funds Committed	Total DOE Funds Committed	Funds Spent	Jobs Created or Retained (Reported)	Average Cost per Job Created
DOE Savannah River Operations Office	\$1,450,000	\$8,848,251	\$10,298,251	\$10,298,251	1,034	\$9,960
Westinghouse Savannah River Company	\$200,000	\$8,891,894	\$9,091,894	\$9,091,894	703	\$12,933
SRS CRO Planning Projects	\$1,055,047	\$0	\$1,055,047	\$1,055,047	316	\$3,339
Seed Fund	\$284,800	\$0	\$284,800	\$284,800	34	\$8,376
Tri-County Alliance	\$8,400,000	\$200,000	\$8,600,000	\$8,600,000	594	\$14,478
SRS Centers of Excellence <sup>a</sup>	\$0	\$12,000,000	\$12,000,000	\$12,000,000	0	\$0
Challenge Fund	\$939,283	\$0	\$939,283	\$939,283	2,566	\$366
Proposal Development Center	\$55,282	\$0	\$55,282	\$55,282	1	\$55,282
Venture Capital Fund	\$2,100,000	\$0	\$2,100,000	\$2,100,000	107	\$19,626
Prospect Development Center <sup>b</sup>	\$3,000,000	\$0	\$3,000,000	\$3,000,000	936	\$3,205
CSRA Industrial Training Center <sup>a</sup>	\$1,000,000	\$0	\$1,000,000	\$1,000,000	0	\$0
Manufacturing & Technology Center	\$54,000	\$0	\$54,000	\$54,000	108	\$500
Small Business Incubator	\$225,662	\$0	\$225,662	\$225,662	71	\$3,178
Technical Scholars Program <sup>a</sup>	\$25,135	\$0	\$25,135	\$25,135	0	\$0
Administrative Projects	\$327,296	\$0	\$327,296	\$327,296	145	\$2,257
Venture/Seed/Challenge Fund	\$1,525,000	\$0	\$1,525,000	\$1,525,000	197	\$7,741
SCRDA Speculative Building Project <sup>a</sup>	\$200,000	\$0	\$200,000	\$200,000	0	\$0
Administrative Costs	\$1,829,820	\$1,017,165	\$2,846,985	\$2,846,985	0	\$0
<b>Totals</b>	<b>\$22,671,325</b>	<b>\$30,957,310</b>	<b>\$53,628,635</b>	<b>\$53,628,635</b>	<b>6,812</b>	<b>\$7,873</b>

**Notes:**

<sup>a</sup> Funds used for planning and administrative purposes. Job creation not intended or were temporary/construction workers.

<sup>b</sup> \$1,202,325 included in the budget was charged to the Savannah River Regional Diversification Initiative but not through the Lower Savannah Council of Governments.

**Abbreviations:**

FY = fiscal year

SCRDA = Southern Carolina Regional Development Alliance

Section 3161 = Section 3161 of the National Defense Authorization Act for Fiscal Year 1993

## Leveraged Funding:

Table 2 is a list of leveraged<sup>63</sup> funds or in-kind services received from all external sources [federal, state, and local government agencies or private organizations] resulting from CRO contributions of Section 3161 funds or in-kind goods/services<sup>64</sup> for all projects and endeavors. Leveraged funds should not be confused with matching funds.<sup>65</sup>

*Table 2. Savannah River Site Leveraged Funding Sources*

<b>Funding Source</b>	<b>Cash</b>	<b>In Kind</b>
Private Business	\$668,385,244	
Educational Institutions	\$2,149,211	
Economic Development Organizations	\$1,230,246	
Aiken Technical College (Rent)		\$15,000
Economic Development Administration	\$4,000,000	
Community Development Block Grant	\$300,000	
State of South Carolina	\$2,600,000	
<b>Total</b>	<b>\$678,664,701</b>	<b>\$15,000</b>

<sup>63</sup> Leveraged—Through the original grant commitment, the grantee attracts additional monetary funds or in-kind goods/services from other contributors. By leveraging federal dollars, the CRO can motivate private industry and other governmental entities to make commitments that they might not have chosen to make without the original Section 3161 investment.

<sup>64</sup> In-Kind Goods/Services—In-kind goods/services are usually materials or staff time with an assessed monetary value that one party contributes to a project as a result of other contributions (both cash and in kind) given by other parties.

<sup>65</sup> Matching Funds—These are actual cash dollars provided by third parties to a grantee's contractual instrument. For example, the Office of Legacy Management may offer a given level of funding with the stipulation that the CRO or other third party provides an additional specified level of funding or in-kind goods/services for the project. Matching funds often come out of the grantee's coffers in the form of foregone profit or from a third-party outside funding agent. Generally, federal agencies do not count other federal grants as matching funds.

## **Savannah River Site Section 3161–Funded Projects, Now Closed**

**Project Name:** U.S. Department of Energy, Savannah River Operations Office

**Period of Performance:** 1993 through 2002

### **Brief Project Description:**

The following projects were funded by the DOE Savannah River Office with few, if any, Section 3161 funds:

1. Sage Mill Industrial Park, Graniteville, South Carolina: Established water, sewer, and rail to a 1,400-acre industrial park.
2. Lower Savannah Council of Governments: Established a revolving-loan fund to work with regional businesses. Funds were combined with the U.S. Department of Commerce Economic Development Administration funds to meet funding requirements for new or existing businesses.
3. Ruth Patrick Science Center: Expanded the regional science center located at the USCA.
4. South Carolina Department of Commerce (SCDOC): Provided onsite support to the SCDOC for marketing and prospect identification opportunities in the region.
5. Aiken Technical College: Supported the information system training facility located on campus that provided computer training to the region.
6. South Carolina Research Authority: Provided a summary report of the strengths and capabilities of the region and conducted research on the type of industries the region should pursue.
7. Southeastern Technology Center (STC); Established the STC and provided administrative funding as well as funding for support of hydrogen business development.
8. Savannah River Research Campus (SRRC): Provided funding for the installation of sewer and roads for the SRRC and its connector road to the SRS.
9. United Way of Aiken County: Provided funding for social services required to assist with significant employee downsizing at SRS in 1993.
10. Regional Economic Modeling, Inc.: Provided software analysis software for potential industries.
11. Central Savannah River Area (CSRA) Business League: Established a minority business league (similar to a chamber of commerce) for the minority community in Augusta, Georgia.

### **Project Goals and Objectives:**

1. Establish an industrial park for Aiken County, South Carolina.
2. Establish a funding mechanism for more risky businesses to start or expand in the region.
3. Establish a regional science center to improve science education in the region.
4. Obtain professional assistance in attracting new industry to the region.

5. Provide regional industries with information systems training for machine work.
6. Determine the region's strengths and weaknesses.
7. Establish a regional science technology demonstration industry.
8. Establish a destination for spin-offs and commercialization projects to locate in the region.
9. Respond to the social impacts from the SRS downsizing of more than 3,000 employees.
10. Provide scientific, recognized modeling of the downsized workforce.
11. Provide services to assist minority businesses with marketing and new business development.

**Project Outcome:**

1. The goal was met; three companies were built in the Savage Mill Industrial Park in Graniteville, South Carolina, as of the grant.
2. The goal was met; seven different companies made use of the revolving-loan funds.
3. The goal was met; science-education opportunities were improved in the region through the efforts of the Ruth Patrick Science Center at USCA.
4. The goal was met, and a recruiter was hired and was very influential in locating a number of industries in the region through the efforts of the SCDOC.
5. The goal was met, and the facilities were in use for training at the Aiken Technical College campus.
6. There was limited success in meeting this goal due to the amount of duplicative information.
7. The goal was met, and the business accomplished its goals, but unfortunately, the hydrogen business development project was not self-sustaining.
8. The goal was met and a facility was located on the SRRC, but a great deal of space was still available at the SRRC at the end of the reporting period.
9. The goal was met as service demand rose exponentially during the SRS downsizing period, but demand for services was reduced to pre-downsizing employee counts at the end of the grant.
10. The goal was met, but the cost to provide software analysis for individual businesses became too great to continue to provide this resource.
11. The goal was not met, as the CSRA Business League did not meet its goals and objectives.

**Total Section 3161 and Other DOE Funds Costed:** \$10,298,251

**Total Jobs Created/Retained:** 1,034

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost Per Job Created/Retained:** \$9,960

## **Savannah River Site Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Westinghouse Savannah River Company

**Period of Performance:** 1993 through 2003

**Brief Project Description:**

Westinghouse was the management and operations contractor for the SRS in 1993 and was required to fund economic development projects for the region.

1. Thermo Savannah River Ventures: Examined SRS technologies for potential commercialization.
2. Hydrogen business: Provided a specially made bus powered by a test hydride bed.
3. Minority Business: Assisted minority-owned businesses to become established and expand.
4. Extrusion presses: Removed two extrusion presses from the SRS for the local EFCO Corporation plant.
5. Bioremediation: Used some of the technologies developed on bioremediation at SRS to prepare for commercialization.
6. Delphi Corporation: Examined potential volumetric reduction in waste generation.
7. Trident: Removed equipment from fabrication facilities at SRS for asset reuse.
8. Loaned executive: Provided executive assistance to a startup economic development organization.
9. Emergency management: Provided equipment from SRS to regional emergency management agencies.
10. Trailer relocation: Provided modular units from SRS for displaced Allendale County employees.
11. Business training: Provided entrepreneurial training to commercializing SRS systems.

**Project Goals and Objectives:**

(1) Commercialize SRS technologies; (2) provide a hydride-bed transit bus; (3) provide assistance to local small minority-owned businesses; (4) relocate two extrusion presses for pickup and use by the EFCO Corp.; (5) assist in commercializing bioremediation activities at SRS; (6) reduce waste generated at SRS; (7) relocate metal fabrication equipment; (8) loan a Westinghouse employee to the Tri-County Economic Development Organization to help with startup activities; (9) provide emergency management equipment to area emergency responders; (10) provide nine modular units to Allendale County to replace courthouse facilities that were destroyed in a fire; and (11) provide entrepreneurial training for 20 SRS scientists interested in commercializing SRS technologies.

**Project Outcome:**

Of the 11 projects listed, 7 projects met their goal: Westinghouse funded over \$2.4 million for the development of a hydride-bed bus. A total of \$550,694 (\$350,694 from Westinghouse and

\$200,000 in Section 3161 funding) was provided to assist minority-owned businesses. Two extrusion presses from the SRS were removed and made available for pickup by the EFCO Corporation at a cost of \$371,177 by Westinghouse. Metal fabrication equipment was removed from SRS for commercial reuse at a cost of \$371,177. A Westinghouse senior executive was made available by Westinghouse to help organize and assist with startup for an economic development organization covering Barnwell, Allendale, and Bamberg Counties at a cost of \$160,823. Excess emergency equipment from SRS was made available for use by local emergency-management agencies in the SRS region at a cost of \$126,000. Westinghouse provided nine excess modular trailers to Allendale County, South Carolina to replace courthouse facilities that were destroyed in a fire.

Four of the eleven economic development projects that Westinghouse funded did not meet their stated goals. Over \$4.7 million was transferred to Thermo Savannah River Ventures to commercialize technologies developed at SRS, but the project was not successful. Westinghouse provided \$300,000 and \$200,000, respectively, for two unsuccessful projects, the commercialize bioremediation processes developed at SRS and a waste reduction project proposed by the Delphi Corporation. Westinghouse provided \$29,966 in costs for entrepreneurial training for 20 SRS scientists who wanted to commercialize technologies developed at SRS.

**Total Section 3161 Funds and Other Funding Costed:** \$9,091,894 (Includes money that Westinghouse directly funded for the projects.)

**Total Jobs Created/Retained:** 703

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$12,933

## **Savannah River Site Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Savannah River Site (SRS) Community Reuse Organization (CRO)  
Planning Projects

**Period of Performance:** 1994 through 2004

**Brief Project Description:**

The Regional Plan was described as a blueprint for the future and was to serve as a guide to assist economic developers from the region to focus on needs and opportunities for the future. The plan was intended to be a map developed by the community, at large, to serve as a guide for economic growth. Economic developers were encouraged to use this guide as a platform to support their initiatives.

By December 30, 1995, the Final Regional Plan was completed, and in early 1996, it was distributed for public inspection to local, state and federal economic development organizations; elected officials; and area institutions such as libraries, chambers of commerce, and government offices. Press briefings were held with local media to announce the completion of the planning phase of SRS CRO program and the beginning of SRS CRO efforts to create jobs. As part of the planning process, the SRS CRO provided funds for the development of marketing materials used to promote the region's capabilities to support large technology-intensive manufacturing facilities.

**Project Goals and Objectives:**

The objective of this project was to develop effective strategies to attract new businesses to the region by supporting local business development programs through funding for local planning projects and regional industrial recruiting efforts.

**Project Outcome:**

Local industrial recruiting efforts were armed with new marketing materials, access to worldwide web sites, and detailed regional marketing/workforce studies funded by the SRS CRO. Regional economic and workforce studies funded by the SRS CRO were used by local and South Carolina economic development officials to attract the Bridgestone/Firestone and SKF (Svenska Kullagerfabriken) USA facilities to Aiken County. The information developed with this funding also influenced Augusta, Georgia, in its efforts to attract new businesses to the area. A total of 15 projects received funding through the Planning Project.

In 1998, the TCA reported that their study conducted by Coopers & Lybrand, to determine the feasibility of establishing a regional medical facility to serve their three counties, had been completed. The summary indicated that by attracting those healthcare patients that went outside the region for care, the project was feasible, and a request for proposals was issued. The economic outcome of the proposal was projected to be 500 new jobs for the region. A proposal from Health Management Associated of Naples, Florida, to build a facility with at least 101 beds was accepted. The proposal, however, was withdrawn and the project put on hold. The three counties may try to start up the hospital project again in the future.

**Total Section 3161 Funds Costed:** \$1,055,047

**Total Jobs Created/Retained:** 316

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$3,339

## **Savannah River Site Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Small Business Seed Fund

**Period of Performance:** 1995 through 2004

**Brief Project Description:**

The program provided investment capital loan in the amounts of \$25,000 to \$50,000 to local area businesses and required matching equity to be repaid over a 7-year period. Principal payments were not required for the first 2 years, and entrepreneurs paid interest only at a rate of 1 percent per month during the initial period. The remaining 5 years included principal and interest payments amortized with interest at 1 percent of the unpaid balance per month.

Each project submitted for evaluation was to include a sound and realistic business plan, including financial schedules that demonstrated the entrepreneur's business acumen, technical expertise, and knowledge of their target market.

The Small Business Seed Fund funds were issued to businesses that were involved in manufacturing and high-technology enterprises. The funds were not collateralized, but required matching owner equity in the business and a personal written guarantee signed by all partners in the business.

**Project Goals and Objectives:**

The goal of the Small Business Seed Fund was to support the startup or expansion of technology-based businesses with the potential to rapidly commercialize new products or processes.

**Project Outcome:**

At the end of the period of performance, three Small Business Seed Fund grants were still paying back the loans: (1) HE, Inc.; (2) Simple Tec; (3) Mental Soup.

Five companies paid their loans in full: (1) Baltic Technology; (2) CallingPost/AE Systems; (3) Palmetto Industries International, Inc.; (4) Surgimach International Corp.; and (5) Tri-Comp, Inc.

Bestline Hair Products went bankrupt in July 2005 and paid \$7,807 interest on the loan.

**Total Section 3161 Funds Costed:** \$284,800

**Total Jobs Created/Retained:** 34

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$8,376

**Savannah River Site  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Tri-County Alliance (TCA)

**Period of Performance:** 1995 through 2003

**Brief Project Description:**

1. Establishment of the TCA. Provided funding, over a 3-year period to establish the TCA.
2. Acquisition of the Allied General Nuclear Services Site. Provided acquisition funds to purchase property for the SCAT Park in Snelling, South Carolina.
3. Infrastructure for the SCAT Park. In conjunction with the U.S. Economic Development Administration, provided funding for roads, water, and sewer systems.

**Project Goals and Objectives:**

1. Establish the TCA to become self-sufficient.
2. Acquire the 1,600-acre tract of property for the SCAT Park.
3. Install infrastructure at the SCAT Park.

**Project Outcome:**

1. The TCA was established as a self-sustaining Economic Development Organization.
2. The Allied General Nuclear Site was acquired for the SCAT Park.
3. Grant was completed and closed out. Infrastructure including roads, water, and sewer systems that were installed at SCAT Park.

**Total Section 3161 and Other DOE Funds Costed:** \$8,600,000

**Total Jobs Created/Retained:** 594

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$14,478

**Savannah River Site  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Savannah River Site Centers of Excellence

**Period of Performance:** Unknown

**Brief Project Description:**

No information.

**Project Goals and Objectives:**

No information.

**Project Outcome:**

No information.

**Total Section 3161 Funds Costed:** No Section 3161 funds were used for this project; however, \$12,000,000 in other DOE funds were provided.

**Total Jobs Created/Retained:** No information available

**Total Number of Displaced Site Workers Employed:** No information available

**Cost per Job Created/Retained:** No information was available

## **Savannah River Site Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Challenge Fund

**Period of Performance:** 1995 through 2004

### **Brief Project Description:**

Through the Challenge Fund program, the SRS CRO provided matching funds of up to \$150,000 per project on a competitive basis to individuals, companies, and other qualified organizations for projects within six core areas:

1. Applied R&D: Provided support for the rapid commercialization of products or manufacturing processes.
2. Entrepreneurial Development: Provided support for developing technology-based businesses through services such as business planning, market research, and capital sourcing.
3. Scientific Education and Technology Training: Provided funds for programs to assess and address the technology training needs of area manufacturers.
4. Small Business Incubators: Provided space and shared facilities such as conference rooms and copier machines to startup businesses.
5. Technology Transfer: Provided funding to transfer existing SRS developed products and process technologies to companies in the SRS CRO region.
6. Centers of Excellence: Provided technology-based services to small- and medium-sized companies.

Recipients were required to match Challenge Funds with at least a 1:1 ratio to leverage SRS CRO funds. In accordance with Challenge Fund contract terms and conditions, the recipient had all rights to the technology developed through the grant.

During the third quarter of 1998, a Level II Challenge Fund Program competition was approved and initiated that provided matching funds of up to \$250,000. Companies competing for Level II funding had to be for-profit businesses currently engaged in manufacturing or R&D in the SRS CRO region with annual revenues of at least \$1 million. Level II funding was used for product or manufacturing process development or modification. Prior to this change in the program, Challenge Fund awards were limited to \$150,000 per project.

### **Project Goals and Objectives:**

The goal was to seek companies who would achieve one or more of the following: (1) develop new products, (2) modify existing products or processes, (3) create or retain high-value jobs, (4) help companies become more competitive, and (5) attract investment capital to start up technology-based companies.

### **Project Outcome:**

Nineteen projects were funded with Challenge Funds that included 16 grants and 3 loans. During the period of performance, the economy had significant negative effects on the businesses in the

Challenge Fund program. Out of the three loans, two were paid back in full (CallingPost and Desktop University Systems) and one was lost when Bitz America went bankrupt. Five projects out of the 19 were cancelled and returned funds to the SRS CRO. The remaining \$323,403 in funding from Challenge Fund was transferred to the new V/S/C Fund.

**Total Section 3161 Funds Costed: \$939,283**

**Total Jobs Created/Retained: 2,566**

**Total Number of Displaced Site Workers Employed: Not Available**

**Cost per Job Created/Retained: \$366**

## **Savannah River Site Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Proposal Development Center (PDC)

**Period of Performance:** 1996 through 1997

**Brief Project Description:**

USCA established a small-business PDC to identify out-of-area contract opportunities and provide assistance in proposal preparation. The center provided companies access to program solicitations, abstracts of funded projects, and other relevant information. The center also served as a clearinghouse for identifying partners for entrepreneurs with technical projects who needed access to laboratory facilities, personnel, or other capabilities to conduct R&D.

During the second year of operations, SRS CRO funding increased efforts by 13.5 percent at the USCA PDC. Specific tasks for the second year were: (1) increase the number and value of proposals by 20 percent; (2) increase the PDC client base by 20 percent; and (3) develop and implement a strategy leading to PDC self-sufficiency.

**Project Goals and Objectives:**

Identify out-of-area contract opportunities and assist in the preparation of proposals; provide companies access to program solicitations, abstracts of funded projects, and other relevant information; and serve as a clearinghouse for identifying partners for entrepreneurs with technical projects that need access to laboratory facilities, personnel, or other capabilities in order to conduct R&D.

**Project Outcome:**

Year One: 21 proposals were prepared by the PDC on behalf of 26 clients and approximately \$183,000 in proposal funding was received to date. At the end May 1997, another \$3.2 million in proposal funds was pending and an additional \$3.8 million in proposal funding was under development.

Year Two: The PDC worked with a total of 16 clients from inception to develop business plans and prepare proposals. The O'Connell Center for Entrepreneurship and Technology USCA enhanced the program by providing marketing strategies and business plan reviews.

**Total Section 3161 Funds Costed:** \$55,282

**Total Jobs Created/Retained:** 1

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$55,282

## **Savannah River Site Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Venture Capital Fund

**Period of Performance:** 1996 through 2003

**Brief Project Description:**

In 1999, the SRS CRO transferred \$1 million from the Challenge Fund to establish the Venture Capital Fund. Funding was provided to startup and expanding companies in the amount of \$100,000 to \$250,000 with matched equity. The funds were secured with preferred stock and had a buyback clause maturing in 5 years at double the investment.

**Project Goals and Objectives:**

Establish a venture capital fund to assist the growth and stability of area businesses and stimulate job creation and retention in the region. The goal was to leverage \$1.5 million in SRS CRO funds (at least 1:1 ratio) with non-DOE funding.

**Project Outcome:**

In 2003 the remaining \$1,012,121 from Venture Fund was transferred into the new V/S/C Fund. The following companies received funding and their status at the end of the grant period was as follows.

- Crescent Capital: The Company was liquidated in 2004, and \$133,001 of the invested funds was returned to the SRS CRO.
- Palmetto Industries: The Company was paying back the investment.
- CallingPost Communications: The Company had not yet started paying back the investment.
- AerCom Tec: The Company had not yet started paying back the investment.
- Surgimach Inc.: The Company went bankrupt.
- Infinity Manufacturing: The investment time was extended to 2008.
- American Anodize Corp.: The Company was bought by another company, and no interest or investment is expected to be paid back.
- e2 Procure Solutions Group: The company's operations ceased in 2003.
- New contracts for repurchase of stock were signed with Palmetto Industries, AerCom Tec, and CallingPost Communications, Inc.

**Total Section 3161 Funds Costed:** \$2,100,000

**Total Jobs Created/Retained:** 107

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$19,626

**Savannah River Site**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Prospect Development Center

**Period of Performance:** 1997 through 1998

**Brief Project Description:**

The Bridgestone-Firestone Corporation proposed to construct a \$425 million manufacturing facility in Aiken County, South Carolina, that was expected to employ 850 workers. As part of the agreement proposed by the SCDOC (Aiken County), the SRS CRO provided \$1.8 million to Aiken County to acquire a training facility to be operated by South Carolina Special Schools and \$1.2 million to cover part of the cost to extend rail service to the site.

**Project Goals and Objectives:**

Provide a training facility to encourage the Bridgestone-Fireside Corporation to build a manufacturing plant in Aiken County, South Carolina, by training workers for their operations. The training center would also be used to attract other new businesses to the area.

**Project Outcome:**

The Bridgestone-Firestone Corporation manufacturing plant was built in Aiken County. A total of \$1.8 million in grant funding was provided to Aiken County to acquire a training facility, and \$1.2 million was provided through an agreement with the U.S. Economic Development Administration, to construct rail service to the site. At the end of the period of performance, the training facility was not used for training but instead leased to GlaxoSmithKline for manufacturing. Lease revenues were to be divided between Aiken County and the SRS CRO.

**Total Section 3161 Funds Costed:** \$3,000,000

**Total Jobs Created/Retained:** 936

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$3,205

## **Savannah River Site Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Central Savannah River Area (CSRA) Industrial Training Center

**Period of Performance:** 1998 through 2001

**Brief Project Description:**

The MTTC at Aiken Technical College is a 30,000 square foot facility that housed (1) the Advanced Manufacturing Center, (2) the Environmental Safety and Quality Resource Center, and (3) training laboratories. The facility also provided space for specialized equipment, a simulated manufacturing and warehousing environment, an instrumentation laboratory, a fluid power laboratory, a manufacturing system laboratory, a computer laboratory, and safety training.

**Project Goals and Objectives:**

Build a regional training facility to benefit a broad range of businesses and industries in the CSRA. This project was an investment in the 21st century as a state-of-the-art training facility and a showcase for future economic development facility that provided space for:

- Four or five flexible laboratories for customized, real-time industrial training programs;
- Two or three computer labs for customized training and updating skills sets;
- Virtual and simulation capabilities for training in shipping/receiving, warehousing, material handling, and maintenance functions;
- Office space, classrooms, and a simulated manufacturing laboratory; and
- A training environment designed and aligned with industry standards.

**Project Outcome:**

The project was completed in accordance with the contract. The instructional program areas included computer technology; environmental safety; pre-employment training; fire alarm and systems; industrial training and chemical process operations; and quality laboratory technology. Some of the companies the center served include United Parcel Service; Newman Technology; DOE; UCB Chemicals; Washington SR Co; and the National Park Service. The MTTC has received local, regional, and national recognition for facility design and the programs offered. The MTTC proved a definite factor in improving workforce development in Aiken County and the CSRA and was a catalyst for workforce development.

**Total Section 3161 Funds Costed:** \$1,000,000 (plus \$2,000,000 in leveraged funds)

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** The MTTC developers worked with various companies to create and retain jobs. The unique training afforded by this center will continue to grow in student body size and the quality of training received. It is impossible to determine the number of jobs created or retained; however, because of its growth, the cost per job is expected to continue to decrease.

## **Savannah River Site Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Manufacturing and Technology Center: Georgia Tech Economic Development Institute and University of Georgia Business Outreach Services/Small Business Development Center (SBDC)

**Period of Performance:** 1998 through 2000

**Brief Project Description:**

The Product and Technology Support Center targeted middle- and small-sized firms; suppliers to the SRS; existing businesses interested in developing new products; clients of the Savannah River Regional Diversification Initiative; and entrepreneurs. At the start of the project, both organizations served Georgia companies with only limited services for product development and new product manufacturing. The Product and Technology Support Center was responsible for fostering innovative ideas for profitable products and services, transforming ideas into successful market introduction, and cultivating spin-off opportunities from the existing industry base. Systematic approaches developed by Georgia Tech and the University of Georgia increased the chances of successful product development by generating, developing, and testing ideas.

**Project Goals and Objectives:**

Expand business and manufacturing services provided by Georgia Tech Economic Development Institute and the University of Georgia Business Outreach Services/SBDC to increase the employment base of the SRS CRO region.

**Project Outcome:**

The Georgia Tech Economic Development Institute combined efforts for the SRS CRO by providing both outreach and direct technical assistance to companies in the five-county SRS CRO region. The projects were successfully completed.

**Total Section 3161 Funds Costed:** \$54,000

**Total Jobs Created/Retained:** 108

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$500

**Savannah River Site**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Small Business Incubator

**Period of Performance:** 1998 through 1999

**Brief Project Description:**

The Small Business Incubator program was a long-term effort to create and retain high-caliber jobs in the SRS CRO region. The incubator fostered the growth of small- and medium-sized technology-based businesses by supporting and encouraging entrepreneurship. The incubator provided tenants with extensive support services that helped them compete in the marketplace. Services included reception and administrative assistance and management and technical support provided by qualified staff and a network of local professionals. Incubator tenants also benefited from shared common space and equipment such as board rooms, training rooms, fork lifts, copiers, fax machines, and computers. More importantly, beyond these typical incubator services, tenants had immediate access to information on other programs offered through public and private sources, including opportunities for financing, technical assistance, and business services.

**Project Goals and Objectives:**

The goal was to help new small businesses grow and eventually create and retain high-caliber jobs in the SRS CRO region.

**Project Outcome:**

Two Small Business Incubators were established, the STC and Augusta-Richmond County Small Business Incubator. At the end of the reporting period, the STC later became part of the Augusta-Richmond County Small Business Incubator.

**Total Section 3161 Funds Costed:** \$225,662

**Total Jobs Created/Retained:** 71

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$3,178

**Savannah River Site  
Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Technical Scholars Program

**Period of Performance:** 2000 through 2004

**Brief Project Description:**

The Technical Scholars Program was a scholarship program that partnered with area industries and Aiken Technical College and Augusta Technical College. The program advertised for applicants interested in particular technical careers as designated by the sponsoring companies. The sponsoring companies provided half the cost of books, tuition, and a part-time job in the field of study. The SRS CRO provided up to \$1,000 per student for tuition. Funds were also used to market the program.

**Project Goals and Objectives:**

The workforce development goal was to increase the pool of skilled individuals in the industrial maintenance/industrial electronics/automotive-manufacturing fields in the area.

**Project Outcome:**

At the end of the period of performance, the Technical Scholars Program at Aiken Technical College was underway with well-developed policies and procedures to manage the process. Participating companies were pleased with the college processes and the quality of technical scholars. Feedback from participating companies was used to improve the program. The SRS CRO grant was instrumental in providing startup funds for the program. The college and participating companies eventually assumed fiscal responsibility for the program that was both fiscally and procedurally sound. There was no activity at the Augusta Technical College, and the grant funds were returned to the SRS CRO.

**Total Section 3161 Funds Costed:** \$25,135

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

**Savannah River Site**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Administrative Projects

**Period of Performance:** 2002 through 2006

**Brief Project Description:**

The Administrative Projects funds were used in the following three main areas in the five-county SRS CRO region:

1. Augusta/Richmond, Columbia County, used funds to market the life science/bio-businesses in the area.
2. Aiken-Edgefield Economic Development Partnership used funds for the Hydrogen Center development and marketing.
3. SCRDA (formerly TCA) used funds for marketing their region to firms in a variety of manufacturing industries.

**Project Goals and Objectives:**

Improve the image and environment of the five-county region and make it more attractive to new businesses.

**Project Outcome:**

The objectives were met. A total of seven projects received grants under this program. Only one of the seven projects was cancelled.

**Total Section 3161 Funds Costed:** \$327,296

**Total Jobs Created/Retained:** 145

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$2,257

**Savannah River Site**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Venture/Seed/Challenge Fund

**Period of Performance:** 2003 through 2006

**Brief Project Description:**

On September 26, 2003, the SRS CRO received DOE's approval to combine the remaining funds from its Venture, Seed, and Challenge Funds into a one project fund called V/S/C Fund. Through the V/S/C Fund project, the SRS CRO provided loans and grants for economic development purposes to local businesses in the five-county area.

**Project Goals and Objectives:**

Provide funds to help retain and expand local businesses to improve the five-county region's economy.

**Project Outcome:**

Ten projects were funded with V/S/C Funds including one grant, one investment, and eight loans. Out of the eight loans, two were paid back in full (AerCom Tec I and City of Aiken). At the end of the grant period, the remaining six loans were being paid back according to schedule. However, AerCom Tec was having problems repaying their second loan. The East Bay Venture investment of \$100,000 was cancelled and \$92,400 of the invested funds was returned to the SRS CRO and transferred back to the V/S/C Fund. One new grant was approved; the Grant Forest Products in Allendale, South Carolina, for plant construction, which was expected to create 120 new jobs in Allendale County, South Carolina.

**Total Section 3161 Funds Costed:** \$1,525,000

**Total Jobs Created/Retained:** 197

**Total Number of Displaced Site Workers Employed:** Not Available

**Cost per Job Created/Retained:** \$7,741

**Savannah River Site**  
**Section 3161–Funded Projects, Now Closed (continued)**

**Project Name:** Southern Carolina Regional Development Alliance (SCRDA) Speculative Building Project

**Period of Performance:** 2003 through 2005

**Brief Project Description:**

DOE approved a \$200,000 grant for the Pointe Salkehatchie Industrial Park in Allendale, South Carolina, to build a speculative building.

**Project Goals and Objectives:**

Purchase an old industrial building for Project Shaw and put it into immediate productive reuse. The goal was to lease the building to Allendale County industry with a job-creation goal of 50 new jobs.

**Project Outcome:**

Because the building for Project Shaw had major environmental issues, the Southern Carolina Alliance (formerly TCA) requested the funding for the Shaw building be redirected to the promotional building project at Pointe Salkehatchie Industrial Park in Allendale, South Carolina. In December 2003, DOE approved the change. All the grant funds were spent. The speculation building construction was started in October 2004 and was completed and actively being marketed at the end of the period of performance. No jobs were listed, created, or retained by the end of the reporting period.

**Total Section 3161 Funds Costed:** \$200,000

**Total Jobs Created/Retained:** N/A

**Total Number of Displaced Site Workers Employed:** N/A

**Cost per Job Created/Retained:** N/A

## **Appendix A**

### **Community Reuse Organizations (CRO) That Have Retained Their CRO Status**

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## Community Reuse Organizations (CRO) That Have Retained Their CRO Status

Although all Section 3161 grants to original 15 Community Reuse Organizations (CROs) are expended, the following CROs have requested that they retain their CRO status due to working relationship with their respective sites.

### **Hanford Site**

Carl Adrian, President  
Tri-City Development Council (TRIDEC)  
7130 West Grandridge Blvd., Suite A  
Kennewick, WA 99336  
(509) 735-1000  
(509) 735-6609 FAX  
[tridec@tridec.org](mailto:tridec@tridec.org)

**Los Alamos National Laboratory**  
Liddie Martinez, Executive Director  
Regional Development Corporation (RDC)  
706 Bond Street  
Española, New Mexico 87532  
(505) 820-1226  
(505) 214-5522 (FAX)  
[info@rdcnm.org](mailto:info@rdcnm.org)

### **Mound Site**

Eric E. Cluxton, President  
Mound Development Corporation (MDC)  
965 Capstone Drive, Suite 252  
Miamisburg, Ohio 45343  
(937) 865-4462  
(937) 865-4431 (Fax)  
[info@mound.com](mailto:info@mound.com)

### **Paducah Site**

Scott Darnell, Executive Director  
Paducah Area Community Reuse  
Organization  
300 South 3<sup>rd</sup> Street  
Paducah, Kentucky 42003  
(270) 575-6633  
[scott@epaducah.com](mailto:scott@epaducah.com)

### **Oak Ridge Site**

Lawrence Young, President  
Community Reuse Organization of East  
Tennessee  
1020 Commerce Park Drive, Suite L  
Oak Ridge, Tennessee 37830  
(865) 482-9890  
(865) 262-8854 (FAX)

### **Portsmouth Site**

Steve Shepard, Executive Director  
Southern Ohio Diversification Initiative  
450 Industrial Park Drive  
Waverly, Ohio 45690  
(740) 289-2576  
(740) 289-2795 (FAX)  
[sodi@zoomnet.net](mailto:sodi@zoomnet.net)

### **Savannah River Site**

Rick McLeod, Executive Director  
SRS Community Reuse Organization  
2276 Jefferson Davis Highway, Room 230  
Graniteville, South Carolina 29829  
*Mailing Address*  
P.O. Box 696  
Aiken, South Carolina 29802  
(803) 508-7402  
(803) 593-4296 (FAX)  
[Rick.Mcleod@srsro.org](mailto:Rick.Mcleod@srsro.org)

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