



**Department of Energy**  
Washington, DC 20585

DEC 20 2017

Mr. Dennis Wilson, Chair  
Oak Ridge Site Specific Advisory Board  
P.O. Box 2001  
Oak Ridge, Tennessee 37831

Dear Mr. Wilson:

Thank you for your letter recommending that the Office of Environmental Management (EM) develop new communication methods and performance metrics to better identify to the public project accomplishments, risks, and challenges. We agree on the need and importance of effective communications with our wide range of stakeholders to effectively communicate the status of the EM program relative to accomplishments, milestones, risks, and project assumptions. Sharing information about cleanup plans and progress with stakeholders is important to maintain transparency, ensure accountability, and continue receiving strong support.

This past summer, I initiated a 45-day review to outline opportunities to improve the effectiveness of the execution of the EM program. The review was intended to emphasize more timely decision making for some of our more complex cleanup challenges, with the goal of reducing life-cycle costs and optimizing project execution at each site. Implementing strategic changes that facilitate better processes at the sites will allow EM to develop better and more comprehensive methods of communicating performance with stakeholders and the public. As part of this review, EM's Packaging and Transportation office recently produced a "visual road map," much like the one you proposed. This road map, which I have enclosed, lists incoming and outgoing shipments across the EM Complex.

Going forward, EM will continue to develop simple and clear depictions, like the one attached, of performance, and to strive to make more detailed information available. As EM prioritizes and implements the process improvements identified through the 45-day review, the program will continue to communicate performance against site baselines, regulatory compliance milestone schedules, and established site priorities. We will work with stakeholders, including the EM Site-Specific Advisory Boards, to ensure that we convey program progress/performance and challenges in a clear and timely manner.

We look forward to working with you to ensure that we are effectively communicating the complex, technical work EM is accomplishing at our sites. If you have further



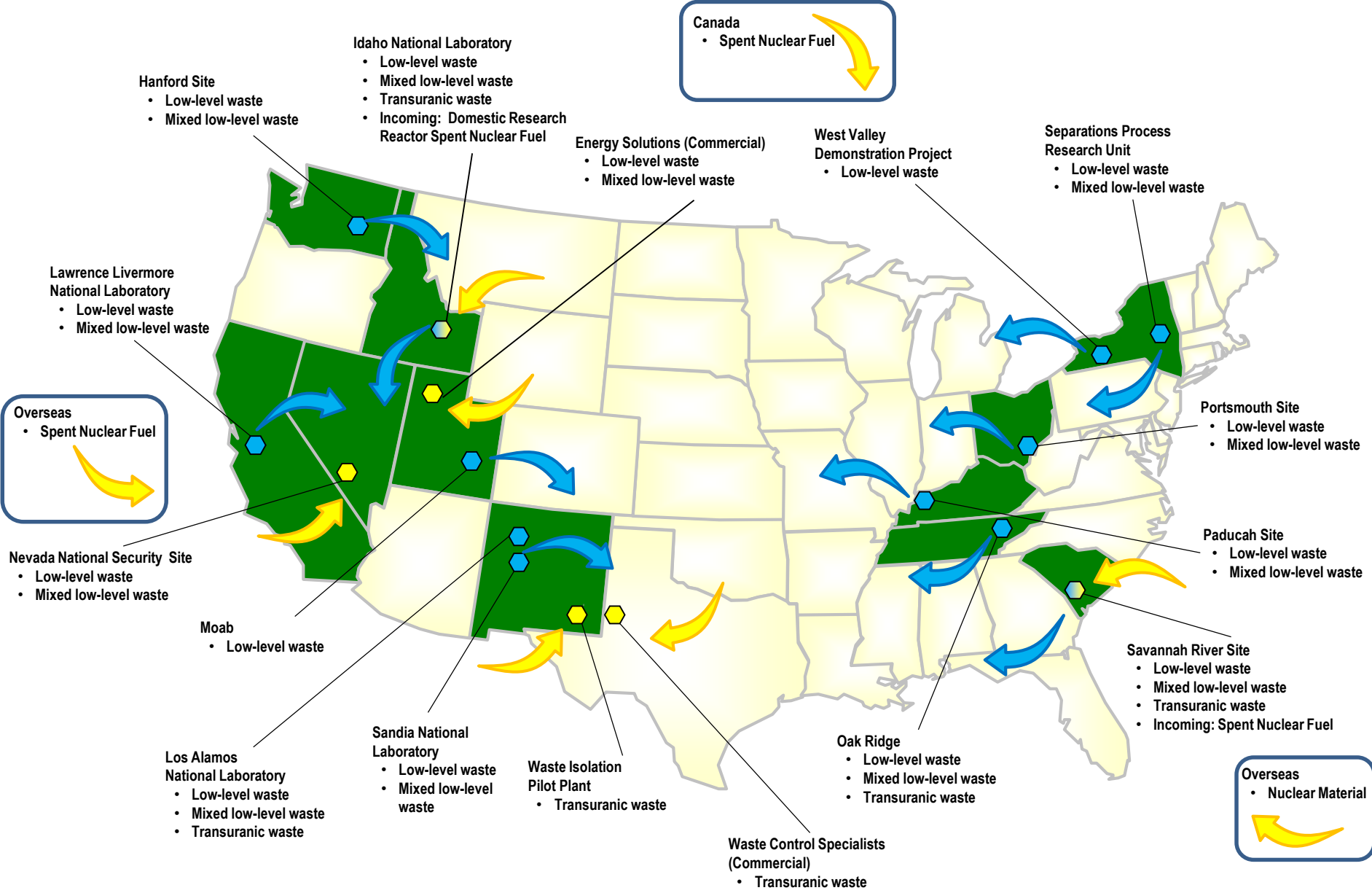
questions, please contact David Borak, Designated Federal Officer for the EM Site-Specific Advisory Board, at (202) 586-9928.

Sincerely,



James M. Owendoff  
Principal Deputy Assistant Secretary for  
Environmental Management

Enclosure



- Incoming shipments
- Outgoing shipments
- Incoming & outgoing shipments

Note: Direction of arrow denotes incoming vs outgoing, not direction of actual shipments.