

ENVIRONMENTAL MANAGEMENT ADVISORY BOARD

Accelerating Cleanup Completion and Closure by
Facilitating Workforce/Community Engagement
and Transition

Lines of Inquiry

1. Establish opportunities to partner with state and local governments, local chambers of commerce, economic development organizations, and community members
2. Obtain state/local government and workers support for completing the cleanup mission
3. Identify and advance economic development efforts and facilitate future use planning
4. Design and implement worker transition programs, including reemployment assistance
5. Foster a cultural change from production to cleanup
6. Engage in meaningful discussion and develop productive relationships with the labor unions
7. Recognize and understand past efforts, OMB and Congressional direction on the topic

Report Contributors

Transition Subcommittee Members:

- › Jane Hedges
- › Diahann Howard
- › Randall Jostes
- › Elliott Laws
- › Frazer Lockhart
- › Shelly Wilson, Co-Chair
- › David M. Abelson, Co-Chair

Independent Reviewers:

- › Carolyn Hanson, ECOS
- › Seth Kirshenberg, ECA
- › Jack Craig, former SRS Site Manager

With support and guidance from Department of Energy personnel:

- › Elizabeth Connell
- › Linda Suttora
- › David Borak
- › Jared Bierbach
- › Alyssa Harris
- › Jim Antizzo

Central Ideas

- › Parallels to DoD Base Realignment and Closure, Office of Economic Adjustment
- › Culture change from production to cleanup to future use
- › Vision alignment for reuse is key up front
- › Partner on future use visioning, community and market engagement, economic development
- › Timing is key to realize market opportunities
- › Critical need for integrated communication, planning and schedule coordination

Recommend New EM Transition Office

- › Led by a seasoned EM manager with diverse headquarters and field site experience
- › Brief to senior EM executives for visibility and awareness
- › Have open communications with Site Managers, Deputy Assistant Secretaries, and the Environmental Management Consolidated Business Center
- › Authorized to discuss issues involving end state transition with other offices within DOE (i.e. Management, General Counsel, Congressional & Intergovernmental Affairs, Public Affairs, Legacy Management) as well as the Office of Management and Budget and Congress.

Proposals for Future Review

- › Firm Fixed Price Contracting
 - › Being used more widely by federal government branches
 - › Used widely by DoD in past
 - › Many benefits for cleanup completion focus
- › Role of Local Governments in Cleanup Planning and Execution
 - › Local governments and elected officials don't have a clear voice in cleanup process
 - › Challenge of harmonizing local community voices into one message

DoD Lessons Learned

- › Office of Economic Development → EM Transition Office
- › DoD has enabling legislation for transition funding
- › Community Reuse Plan must be timely, 1-2 years
- › Firm Fixed Price Contract success
- › Regulatory Partnering success
- › Focus on “adaptive use”, reuse similar to past or present use
- › Insurance products can ease transfer of property to third party
- › Most practical economic development conveyances: no cost or some cost