



Department of Energy
Washington, DC 20585

December 3, 2019

Mr. William (Ike) White
Senior Advisor to the Undersecretary of Science
Office of Environmental Management
U.S. Department of Energy
1000 Independence Avenue, SW
Washington, DC 20585

RE: Charge to EMAB – Accelerate Cleanup Completion and Closure Across the EM Complex by Facilitating Workforce/Community Engagement and Transition

Dear Mr. White,

On behalf of the Department of Energy's (DOE) Environmental Management Advisory Board (EMAB) Transition Subcommittee, we are pleased to forward recommendations on methods and approaches that can be used to assist or ease the economic impacts to workers and communities resulting from completion of remedial activities.

DOE requested that we address the following 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 relationship with the labor unions
7. Recognize and understand past efforts, OMB and Congressional direction on the topic

Our recommendations provide a roadmap DOE's Office of Environmental Management (EM) and its partners can utilize to successfully define and implement worker and community transition programs. The roadmap, however, is not linear, and implementing transition programs takes a concerted focus and sustained commitment from EM and its partners. It likewise requires that the parties be adaptable, flexible, and innovative in order to leverage opportunities.

On the most basic level, successful workforce and community transition programs require EM and its partners placing equal value on designing and implementing those programs as the agency places on mitigating environmental risk. That step can be significant as instilling that view within the agency and its partners is often challenging. Adding to the challenge is that many of the actions and activities that are central to EM's success are often beyond the authority and/or control of EM. Those include the cleanup contractor leading worker transition programs; Congress supporting workforce and community transition programs through appropriations, political support, and, as necessary, program authorization;



local governments partnering in designing and implementing future use visions; state government regulating site activities; chambers of commerce, economic development authorities, and private industry investing in infrastructure and other critical development projects; plus a host of other items identified in the recommendations.

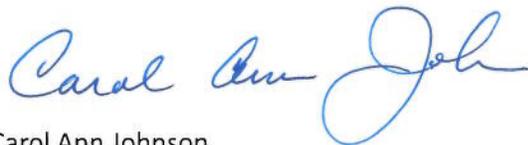
The strategies we outline in this report are challenging and rest on securing political alignment and a common vision between DOE (both EM and the Secretary's office), cleanup sites, Congress, the Governor, local elected and tribal officials, and others. In many cases, the strategies are also ones EM has successfully navigated.

In our report we go one step further. Our research into the lines of inquiry have brought us to one overarching recommendation: DOE and Congress should establish a transition office comprised of senior, seasoned staff that brief to senior EM executives. This office would help EM bring together national priorities with local interests, a core tenant of the cleanup program. The transition office, which would fit within EM's existing framework, would help also facilitate risk reduction, achieve cost savings, and safeguard that the correct people at the correct time are engaged in reducing the federal government's environmental liability while ensuring the federal property remains an asset for the local community.

The EMAB commends you and your team for elevating these issues. Only by focusing attention on the many questions and strategies can EM successfully solve these issues.

It is our hope that these issues are broadly discussed within the agency and with EM's many partners. We look forward to discussing these recommendations with you and to supporting EM as it elevates them.

Regards,



Carol Ann Johnson
EMAB Chair