
Asset Revitalization Initiative

Goals, Task Force, and Deliverables

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ARI Mission



The Asset Revitalization Initiative (ARI) is a U.S. Department of Energy (DOE)-wide effort to advance the beneficial reuse of its unique and diverse mix of assets, including land, facilities, infrastructure, equipment, technologies, natural resources, and a highly skilled workforce.

ARI promotes a more efficient business environment to encourage collaboration between public and private resources. This will maximize benefits to achieve energy and environmental goals, as well as to stimulate and diversify regional economies.

ARI Vision for the DOE Complex

By 2020, the DOE complex will be composed of about two dozen primary sites that are sufficient to meet DOE's infrastructure requirements. The vision for the sites includes the following:



- Site operations are conducted in a sustainable manner, facilities and transit are powered by clean energy, and major environmental remediation is complete.
- Site infrastructure is modern, adaptable, and efficient, and multiple federal agencies conduct operations in a seamless manner.
- Public-private partnerships thrive, and commercial entities invest in new opportunities to create jobs.
- Local communities are advocates for site activities that are a driving force for regional development.

ARI Integration: DOE Mission / Community Interests

Asset revitalization integrates DOE missions with community interests.



This requires the following:

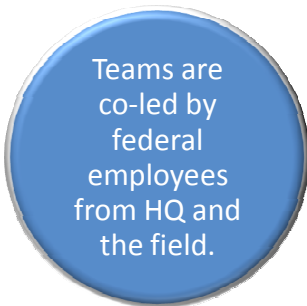
- **Collaboration** across programs and sites
 - **Cross functional, cross programmatic** expertise
 - Perspectives and ownership from the **field and Headquarters (HQ)**
 - Inclusion of **all DOE missions and capabilities**
 - **Communication** and input from **stakeholders**
 - **Lessons learned** within DOE and from **other agencies**
 - **Strategies beyond** the federal government

Ongoing DOE Endeavors to Achieve Revitalization

Revitalization and reuse efforts are accomplished across sites and programs around the country.

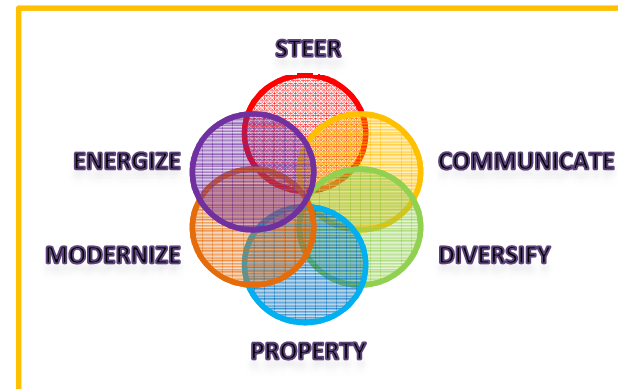


ARI Task Force: A Steering Committee and Five Teams

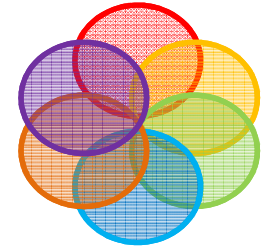


- **Steering Committee:** Strategic direction, leadership, and support of the five ARI teams
- **Communications:** Effective communication internal and external to the ARI Task Force

- **Diversification:** Diversity of DOE site missions, users, and local economies
- **Real Property and Assets:** Acceleration of conveyance of excess and underused assets
- **Modernization:** Optimization of DOE infrastructure to sustainably meet its mission
- **Energy:** Enhancement of site use as DOE achieves the Nation's clean energy goals

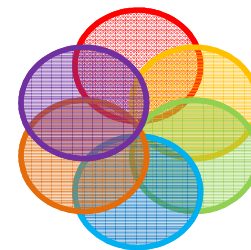


ARI Task Force: Purpose



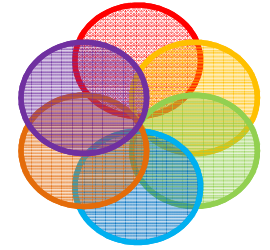
- Identify, prioritize, and resolve issues to help sites implement revitalization efforts more effectively.
- Focus on crosscutting issues for effective site revitalization—not responsible for site-specific ARI projects.
- Incorporate ARI's mission into program business practices.

ARI Task Force: Approach



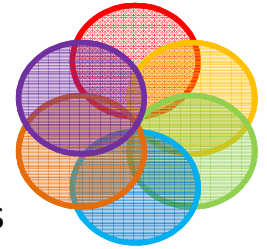
- **Break down stovepipes, bridge gaps, and confront challenges by:**
 - Coordinating across programs and with other improvement teams
 - Communicating and sharing lessons learned
 - Leveraging knowledge and expertise from around the complex
 - Considering and addressing multiple facets of problems and solutions
 - Capitalizing on the crosscutting nature of revitalization to develop holistic strategies

ARI Task Force: Breaking Down Stovepipes



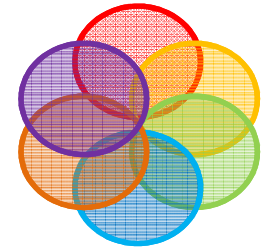
- **Coordination with other DOE-wide teams and groups**
 - An assigned liaison to DOE's NEPA [National Environmental Policy Act] Six Sigma Team
 - Coordination with the Facilities and Infrastructure Steering Committee
 - ✓ Ten-Year Site Plan requirements, streamlining processes for transferring facilities, work for others
- **Communication across sites, programs, and communities to share lessons learned**
 - Kansas City Office coordinating with Oak Ridge and the Office of Environmental Management on the Bannister Federal Complex disposal lessons learned
 - Office of Science sharing lessons on private industry opportunities to expand research capabilities at Oak Ridge and Brookhaven National Lab and on the use of opportunities offered by local government
 - Distribution of information such as legal opinions and guidance for third-party financing of projects
 - Lessons from the Offices of Legacy Management and Science on agreements to reuse assets while receiving in-kind benefits to DOE
 - Information sharing with stakeholders
- **Facilitation of connections**
 - Local and state governments working with the West Valley Demonstration Project site office and the Federal Energy Management Program on renewable energy
 - Kansas City and the National Nuclear Security Administration working with the U.S. General Services Administration regional and HQ offices on disposition of the Bannister Federal Complex

ARI Task Force: Bridging Gaps



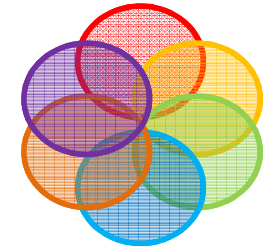
- **Analysis to identify issues, best practices, and recommendations**
 - Implementation of modernization, infrastructure planning, and sustainability efforts
 - Evaluation of planning practices to develop an adaptable method that considers revitalization and reuse
 - Analysis of issues with transfers at less than fair market value and recommendations for improvement
 - Evaluation of the Ten-Year (25-year) Site Plans for revitalization and strategic planning interests
- **Tools to be incorporated into programmatic business models and processes**
 - Best-practices guide for energy projects
 - Guidance and recommendations to improve the 10 CFR 770 process and less-than-fair-market-value transfers
 - Tools/checklist to evaluate assets for reuse as part of planning
- **Communication tools to assist programs in telling their “good news” stories**
 - Indicators of programs successfully incorporating ARI
 - DOE-wide report on successful property transfers
 - Web-based tools that offer a one-stop shop for ARI-relevant information

ARI Task Force: Confronting Challenges



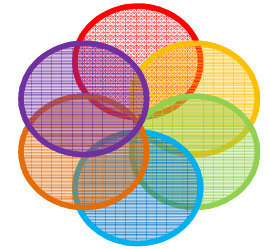
- **Developing solutions to problems**
 - Develop a DOE report on land and asset transfers
 - Improve the 10 CFR 770 process
 - Improve the ability to use long-term leases
 - Improve DOE infrastructure planning processes

ARI Task Force: Input from External Organizations



- **The Energy Communities Alliance and Community Reuse Organizations**
 - Capabilities
 - What makes an asset marketable
- **The Energy Facility Contractors Group**
 - Industry perspectives on business cases
 - Perspectives on sustainability and reuse to enhance cost savings
- **General Services Administration**
 - Other successful disposal strategies
- **National Council for Public–Private Partnerships**
 - Alternate financing – local government and industry incentives
- **International Economic Development Council**
 - Competition and improving chances for economic development

ARI Task Force: Deliverables



- DOE land disposals – completed and future
- Indicators of success
- Internal and external web tools to share information
- Analysis of the relationship of mission diversity, regional economic diversity, and impact on the DOE mission
- Tools to improve DOE's use of energy contracting approaches (e.g., energy savings performance contracts, utility energy service contracts, power purchase agreements) for accelerating energy projects
- Improvement of the ability to use long-term (e.g., 50-year) leases, including terms unfavorable to development (e.g., lease termination clauses)
- Exploration of innovative agreements to maximize reuse of underutilized assets while receiving in-kind benefits to DOE
- Evaluation of the Ten-Year (25-year) Site Plans for revitalization and strategic planning interests
- Comparison of federal and industry facility management practices to determine best practices

QUESTIONS

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