

ENVIRONMENTAL MANAGEMENT SITE-SPECIFIC ADVISORY BOARD

Hanford Nevada Northern New Mexico
Oak Ridge Paducah Portsmouth Savannah River

Mr. James M. Owendoff
Acting Assistant Secretary for Environmental Management
U.S. Department of Energy, EM-1
1000 Independence Avenue, SW
Washington, DC 20585

Dear Mr. Owendoff:

The EM SSAB Chairs have been tasked with the development of a recommendation addressing DOE-EM's need to define communication and performance metrics that better identify project accomplishments, risks and challenges associated with cleanup activities to the public.

DOE-EM should revise metrics so the public can better understand the status of cleanup projects across the complex in the near-term. The intent is to quantify and build transparency into the status of specific projects as they move along the continuum of meeting agreements and legally binding dates for cleanup completion.

DOE-EM should utilize existing resources and simple, visual examples within the Department and other U.S. government agencies (e.g., U.S. Geological Survey, National Oceanic and Atmospheric Administration). DOE-EM should include DOE-EM complex-wide and individual site matrices information and success data.

There needs to be two clearly-described visual road maps:

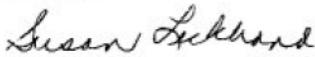
- 1) A visual road map that depicts each site's schedule and key milestones
- 2) A visual road map that depicts DOE-EM's key milestones in totality.

As a complex-wide communication metric, we recommend DOE-EM identify successfully completed projects as benchmarks (e.g., Fernald and Rocky Flats cleanup sites) when developing performance metrics for similar remediation projects. These metrics might help the public to better understand the project lifecycles and the application of performance metrics used to measure successful project completion.

DOE-EM should communicate crucial, high level performance indicators that clearly show if schedules are being compromised. We suggest removing Safeguards and Securities and hotel costs from the budget bundle and giving them their own line items to clearly identify significant costs that are not actual cleanup actions.

DOE-EM should identify key project assumptions and project risks that are crucial to each individual project and the complex-wide schedule. DOE-EM should clearly identifying the challenges and acknowledge realities that should be reflected. It can set up a healthy dynamic for DOE-EM to demonstrate and communicate that it understands and acknowledges the difficulties inherent to these complex cleanup missions.

Advisory boards at each site are tasked with providing project priorities on an annual basis. However, this tool allows stakeholders to see the DOE-EM mission in totality, provides a high-level overview of each project and allows advisory boards to have a more comprehensive view of DOE-EM's work.



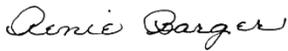
Susan Leckband, Chair
Hanford Advisory Board



Steve Rosenbaum, Chair
Nevada SSAB



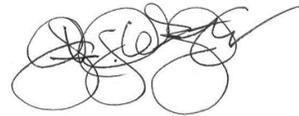
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Bob Berry, Chair
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cc: David Borak, EM-4.32