



Energy
Communities
Alliance

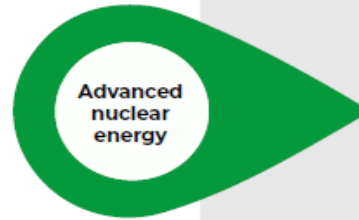
30 Years of EM

DOE Communities



Energy Communities Alliance

**Local concerns.
National impact.**





MISSION

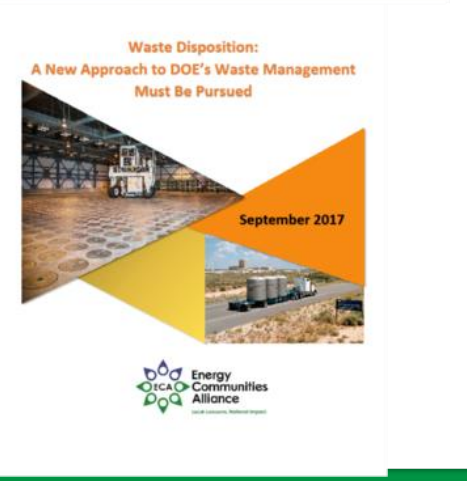
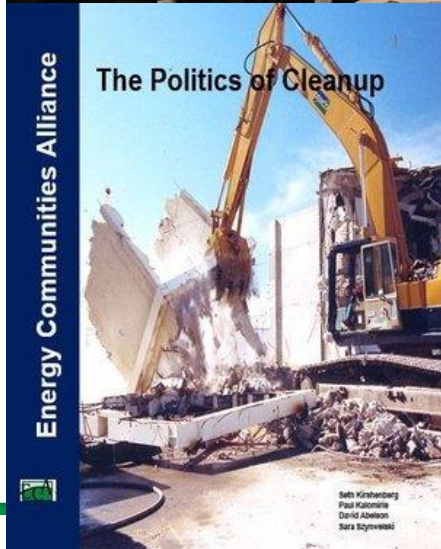
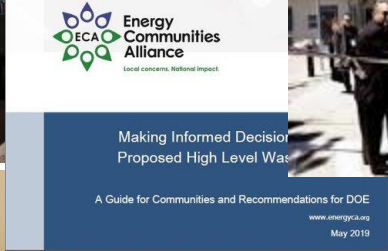
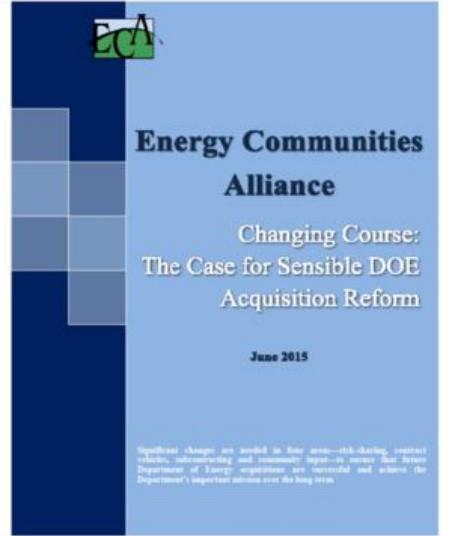
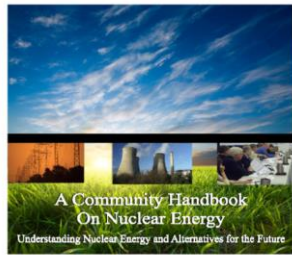
The Energy Communities Alliance is the only non-profit, membership organization of local governments adjacent to or impacted by U.S. Department of Energy (DOE) activities. ECA brings together local government officials to share information, establish policy positions, and promote community interests to address an increasingly complex set of constituent, environmental, regulatory, and economic development needs.

Find out more about ECA's policy positions, membership opportunities, or upcoming meetings and conferences:

 www.energyca.org

 (202) 828-2317

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**Energy
Communities
Alliance**

History

Schedule

Cost

Risk

Politics

Opportunity

Regulations

No

Fees

Restriction

Yes

Cleanup

Maybe

Safety

Agreements

Partnerships

Conflict

Contracting

Restrictions

How can we accomplish our goal?

Enforcement



EM HISTORY

- Beginning –
 - Large Layoffs
 - No – Don't need to work with the communities – you have no oversight
 - Goal prior to end of the cold war was not to release information
- EM History is one of conflict in the beginning



EM HISTORY

- ECA Created by Local Government leaders from across the sites
 - First meeting at National League of Cities
 - Formed 1994 (incorporated 1997)
 - Originally Advocacy
 - Moved towards Partnerships
 - Partnered with EPA first and then DOE to educate communities



EM HISTORY

- Congressional Role in Shaping EM
 - Economic Development Programs
 - CRO creation and funding
 - Land Conveyance
 - Federal Facilities Compliance Act
 - EPA Role
 - State Role (RCRA litigation)
 - CERCLA Section 120(f) provides a unique role for local governments to participate in remedy decision-making
 - Special legislation



EM HISTORY

- A lot of conflict at closure sites led to successful policies
 - Rocky Flats (use, cleanup levels,
 - Mound
 - Keystone Report I and II – Public Participation is important – SSABs created
 - Land Use based cleanups
 - Negotiations
 - State Agreements on cleanup levels
 - Reuse
 - End State
 - Contracting to meet goals



A STUDY IN ORGANIZATIONAL DYNAMICS

The Family of Participants:

- President
- Congress
- DOE
- Regulators
- Contractor(s)
- Community

Cleanup family members have significantly different objectives and definitions of success



“Get your facts straight first, then you can distort them as you please.”

–Mark Twain



Community

“Customer” setting cleanup standards.
(Customer: By Whose Definition?)

- Elected leadership at several levels
- Stakeholders varied interests

- Real political interest
- Workforce Impact
- Economic Drivers
- Potential Reuse
- Cost not as important of a factor
- Concerned about risks



CLEANUP PRESSURES

“Completion”

- President –Resource Availability \$
- Congress – Mission Success and state and community pressures
- Contractor – Financial Reward
- Community – Remediated Site
- Workforce – Job Loss
- Regulators – Reassignment / Job Loss
- DOE – Resources/ Reassignment / Job Loss

Who will have reached their objective?



CLEANUP PRESSURES

“End State Contracting”

- **Contractor – Scope of Work**
- **DOE – Contract Management Tool (really an IDIQ hybrid)**
- **Community – Expected Outcome**

**Interpretation of the “End State” can vary significantly.
Does your definition align with the others?**



CLEANUP PRESSURES

“Schedule”

- ❖ How long will the cleanup take?

DOE commitment to Congress is based upon numerous cleanup assumptions.

Are the assumptions consistent with your end state, and can they be accomplished within the timeframe and budget?



LESSONS LEARNED

Communications

Definitions matter – everyone needs to be on the same page

Know and understand the other parties goals

DOE must engage the community (and vice a versa)

Build a working relationship and provide regular meetings

Following the minimum law is not enough

Communities need experts (sometimes DOE needs to provide the resources)

Define acceptable risk

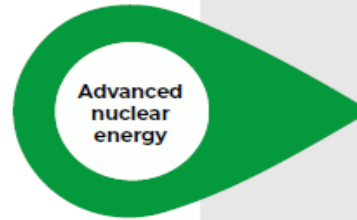
Failure to make decisions leads to failures

Be Organized



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