



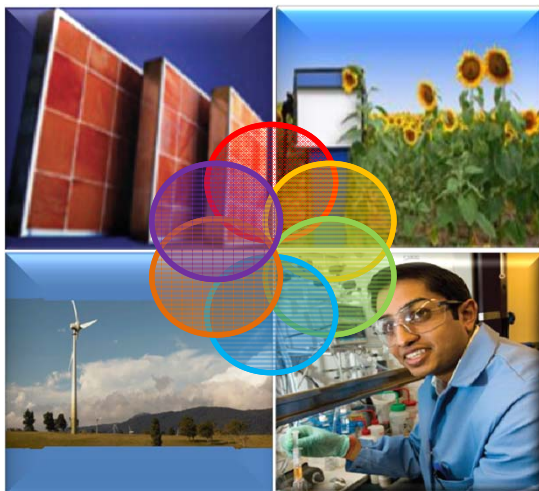
Asset Revitalization Initiative

Moving Toward a Vision

Tania Smith

ARI Vision for DOE

By 2025, 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.

There are very real and significant drivers impacting DOE infrastructure and people:













Complete
environmental cleanup
cost effectively

Modernize the Nuclear
Security enterprise

Enhance innovation
and technology transfer

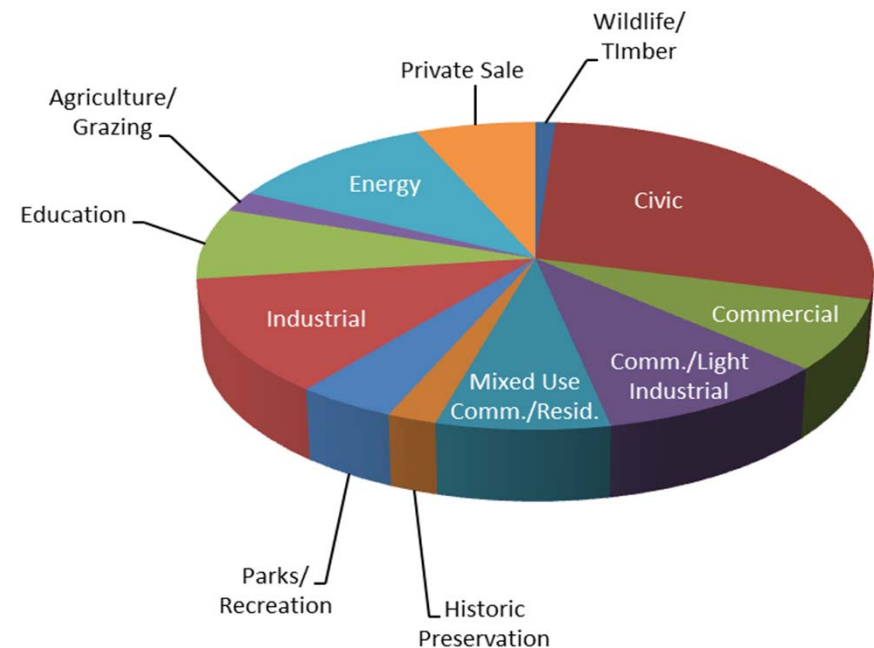
Achieve and surpass
Federal goals for
sustainability

Revitalization – An Ongoing Endeavor

Reuse Category	# Transfers	% Transfers
 Agriculture/ Grazing	4	2%
 Wildlife/ Timber	4	2%
 Civic	53	26.2%
 Commercial	16	7.9%
 Comm./Light Industrial	21	10.4%
 Energy	21	10.4%
 Mixed Use	14	6.9%
 Historic Preservation	4	2%
 Parks/ Recreation	8	4%
 Industrial	28	13.9%
 Education	15	7.4%
 Private Sale	14	6.9%

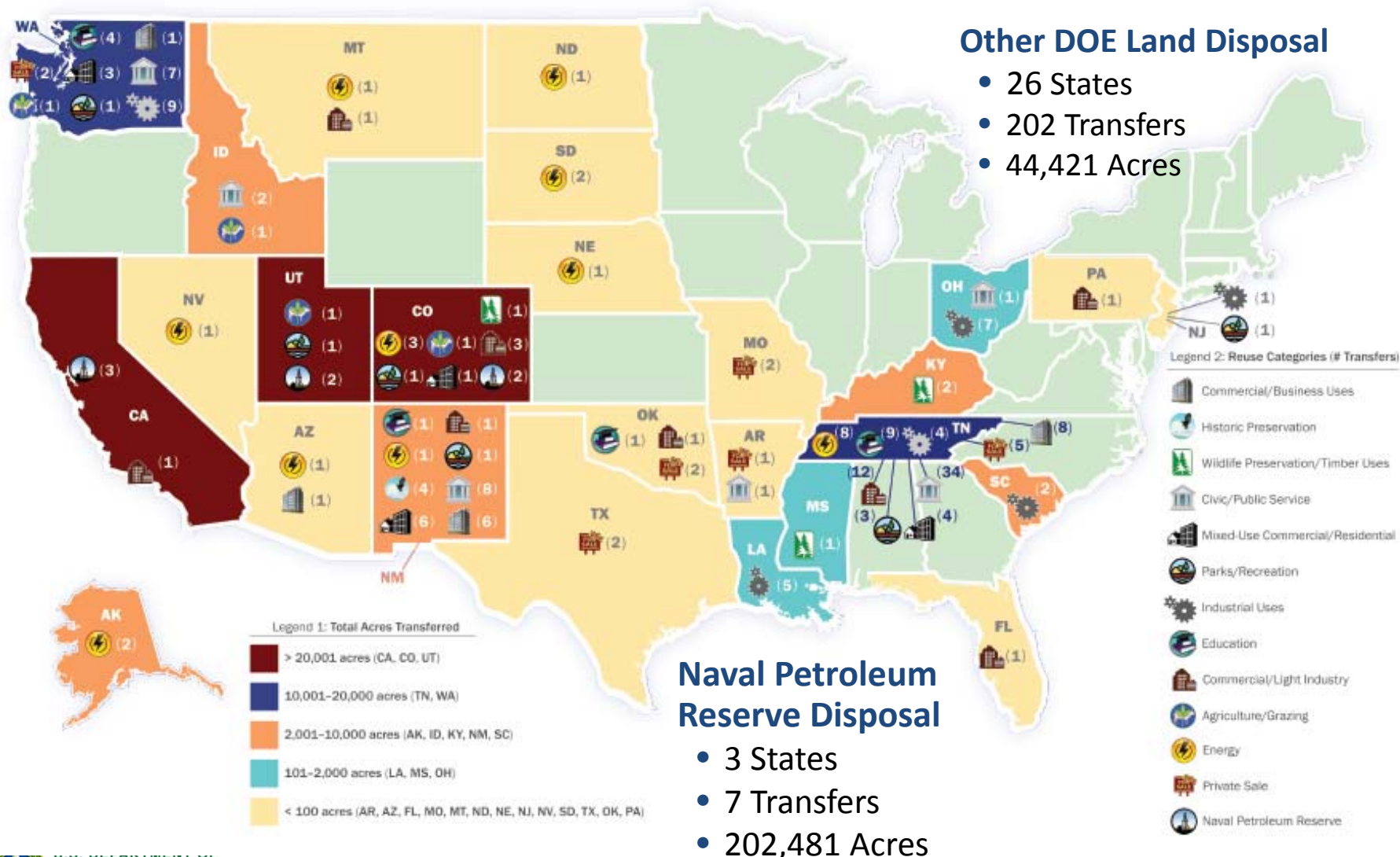
Land Transfers by Reuse Category

Reuse of DOE land has been accomplished in many forms at previous DOE sites



Revitalization – An Ongoing Endeavor

Reuse of DOE land has been accomplished across sites and programs around the country.



Pinellas: The Science, Technology and Research (STAR) Center

Formation

- ▶ The sale of the Pinellas Plant included 50K pieces of personal property: analytical laboratory, machine shop, office, and manufacturing equipment.
- ▶ The Pinellas County Industry Council (PCIC) used the personal property as incentive to lure tenants.
- ▶ Tenants have included the Constellation Technology Corporation, Pace Technology, Inc., and Raytheon Company.



Today

- ▶ The STAR Center has over 45 tenants employing ~ 1,500 workers.
- ▶ The current workforce exceeds the staff employed when DOE announced the plant's closure in 1992.
- ▶ Private development has increased the leasable square footage to ~ 2.6 M s.f.
- ▶ The current occupancy rate is over 94%.
- ▶ Revenues are from rent and the Center has never received general County funds.
- ▶ As a federal facility, the facility was not on the County tax rolls. Now, all for-profit companies pay property taxes.
- ▶ Based on 2007 data, the economic impact from salaries alone is above \$137 M/yr.

Reindustrialization: The Oak Ridge Example

The Offices of Environmental Management and Science partnered with the community and industry to decontaminate facilities and give them a second life through leases, transfers, and privatizing services at the East Tennessee Technology Park (ETTP) Heritage and Horizon Centers resulting in numerous benefits to DOE, the community, and private industry

Businesses at ETTP

- ▶ Oak Ridge Forest Products provides wood chips for the lab's biomass facility
- ▶ RSI Brightfield and Vis Solis provide energy via solar demonstration projects
- ▶ Environmental Dimensions Inc. (EDi), a woman-owned small business from New Mexico, plans to build and operate a 12.5 M gal/yr bio-fuels facility; Use of medical waste as the fuel will be explored

OR Area Workforce, Education, and Partnerships

- Experienced, highly workforce
- Lab expertise and tech transfer opportunities
- An Innovative education system including public schools, Universities, and vocational learning

ETTP Infrastructure and Setting

- Extensive infrastructure and ready to use equipment
- Transportation - rail, rivers, and airlines
- Building and amenity designs desired by high-tech companies
- Preservation of historical areas, natural resources, and the area's scenic beauty



Hanford

History of Reuse

- ▶ Hanford began transferring land in 1958, with the entire city of Richland to public ownership. Subsequent transfers to the City and Port of Benton have resulted in an industrial Park, redevelopment of the Airport, and development of the Port of Benton as a “Nuclear Port”
- ▶ Visitors to Hanford’s B Reactor National Historic Landmark brought \$2.5 million to the local economy

Future Vision

- ▶ DOE, regulators, and stakeholders collaborated to designate portions of the site for industrial and other reuse, while the majority will remain conservation/preservation
 - ▶ Allows agreement for different cleanup levels based on anticipated future use
 - ▶ Subject to NEPA review, only lands in industrial area can be conveyed
 - ▶ Evaluates limited, controlled public and tribal access along the River Corridor for recreational and cultural use, supporting the community’s vision of heritage tourism

Efficient Operations, Multiple Uses, DOE Footprint Reduction

Savannah River:

The Three-Rivers Landfill built on DOE land and serving the site plus 9 counties is an example of successful regional waste management planning

- Managed by the Three Rivers Solid Waste Authority under an MOU
- Includes 30 years of post closure care
- Low transportation costs for waste disposal
- The landfill is a source of borrow material for the site

The Savannah River Nuclear Laboratory shares space with the Federal Bureau of Investigation and Department of Homeland Security

- Share in costs of safety, security, and infrastructure systems
- Agencies refurbish the occupied space

Military training at the site for emergency response to radiological incidents and other drills enhances DOE's national security goals and benefits the nation

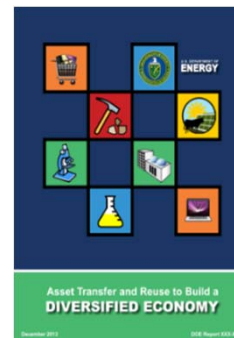
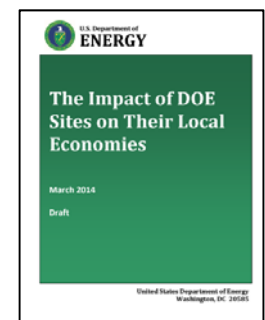
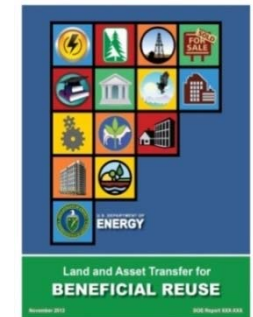


SRS Footprint reduction through partnering

The ARI Task Force

The ARI Task Force was established to help sites become more effective in implementing revitalization actions

- The collection of deliverables, analysis, and activities resulted in a group major products (in various stages of development) that:
 - Communicate public/private/community collaborations that achieve energy and environmental goals while stimulating more diverse regional economies or
 - Provide analysis, best practices, and tools to become more effective in implementing these endeavors.
- Input was provided into the DOE 2014 Strategic Plan
- The general Body of Knowledge and sharing of information on issues that affect revitalization was increased



ARI Task Force Outcomes

• 2014 Strategic Plan - Strategic Objective 9

- Uses revitalization and reuse initiatives and data;
- Supports a vision for DOE's infrastructure;
- Encourages our programs to address opportunities, gaps, and challenges offered by DOE assets;
- Considers the ability of our infrastructure to support missions, community interests, technology development, and job growth; and
- Demonstrates the need for collaborative efforts, such as ARI, to address important challenges for the Department

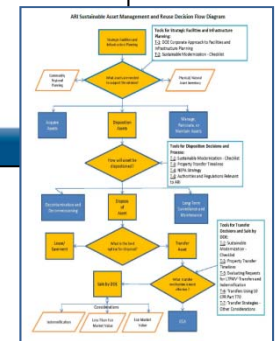
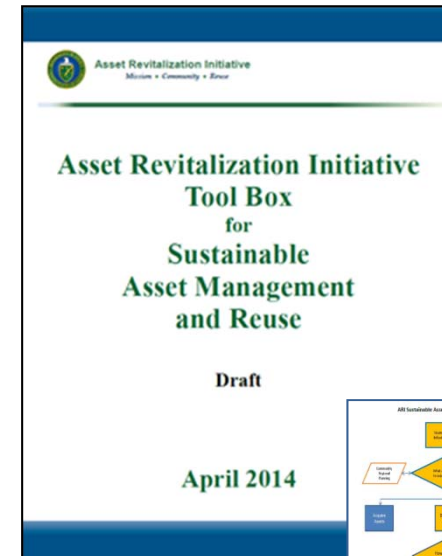
Strategic Objective 9 – Manage assets in a sustainable manner that supports the DOE mission

Investment in world-class physical assets will continue, from brick and mortar facilities to cutting edge technology systems, to enable the United States to remain a world leader in scientific and technological advances. Sites and laboratories will address current and future use of land and facilities, including sustainable operations and post-closure responsibilities. DOE efforts to operate more efficiently, perform cleanup, and address post-closure responsibilities are resulting in sites and laboratories with smaller footprints and more efficient and effective infrastructure. Mission objectives, energy efficiency, and sustainability principles will drive decisions on capital infrastructure, real property, and information technology. This includes planning, divestiture, acquisition, and sharing of assets with other governments, communities, academia, and industry; supporting conveyance and reuse of unneeded land and facilities; and performing long-term surveillance and maintenance of legacy sites.

ARI Task Force Outcomes

1. ARI Toolbox for Sustainable Asset Management and Reuse

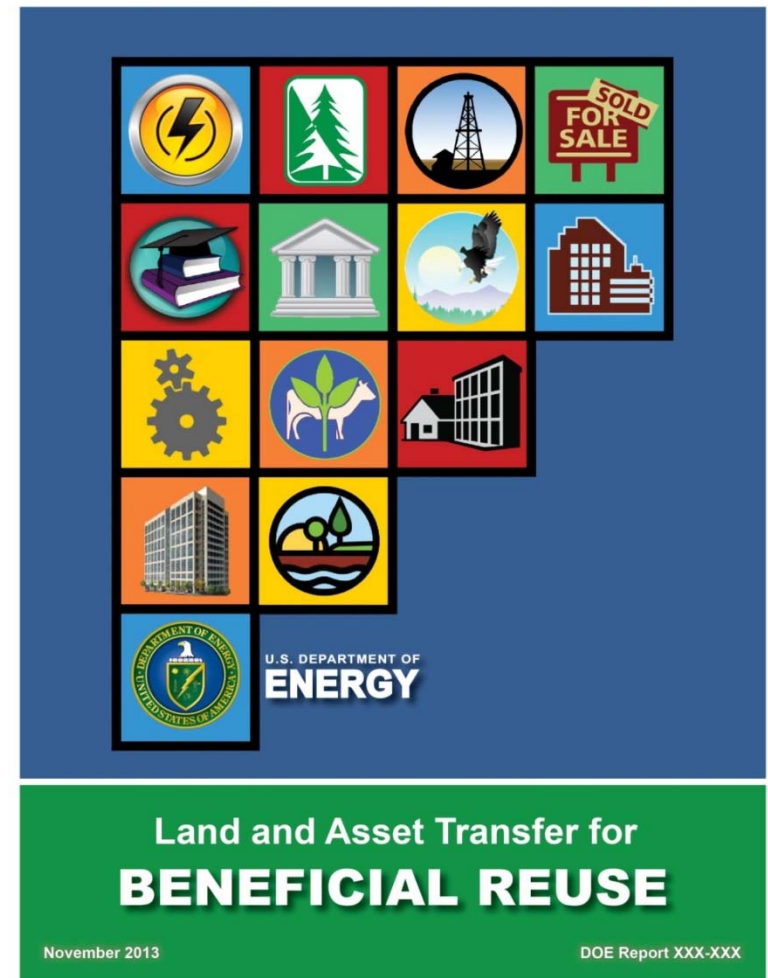
- Provides a collection of best practices and tools for DOE and NNSA sites to partner with communities for reuse of DOE's unneeded assets
- Includes tools and strategies to effectively transfer land, implement proactive approaches to NEPA, and address requests for transfers at less than market value
- Features tailor able approaches
- Incorporates practices and recommendations from DOE and NNSA sites, laboratories, and programs as well as other federal agencies such as:
 - National Aeronautics and Space Administration's alignment of facilities and mission requirements;
 - The Department of Defense's Joint Land Use Planning Studies;
 - The U.S. Environmental Protection Agency's (EPA's) Brownfield Area-Wide Planning Program; and
 - The Bureau of Land Management's extensive land planning efforts that incorporate local government and stakeholder input



Outcomes

2. Report: Land and Asset Transfer for Beneficial Reuse

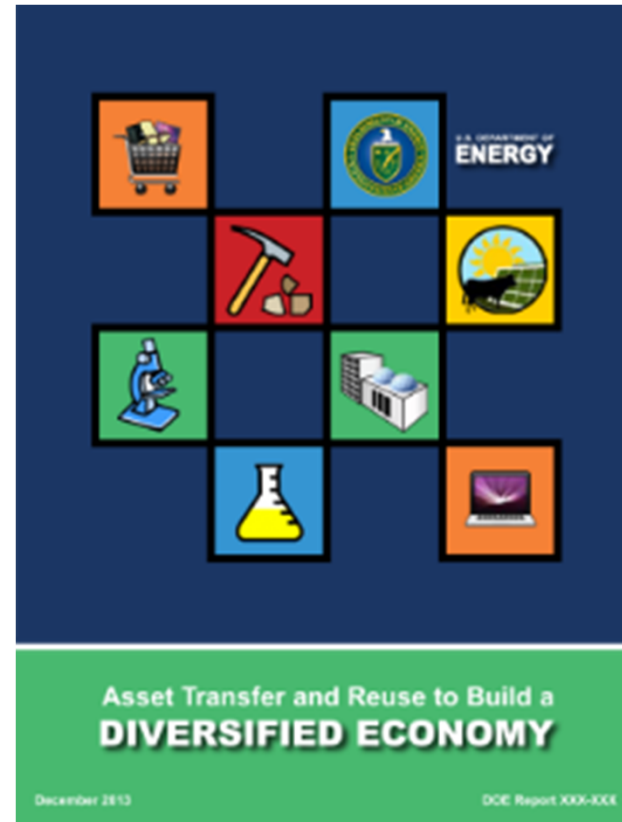
- Communicates DOE's past successes in disposing of land and facilities (real property) resulting in public use
- Demonstrates DOE's 57-year history of divesting of assets, currently a Presidential mandate for all federal agencies
- Enhances internal communication across programs and sites and externally with our stakeholders, interested Congressional staff, and other federal agencies



Outcomes

3. Report: Asset Transfer and Reuse to Build a Diversified Economy

- Communicates ways DOE sites, labs, and programs create opportunities for economic development other than real property transfers
- Includes information on personal property transfers, public use of DOE and NNSA facilities, work-for-others agreements, land use agreements, and leases



Outcomes

4. Report: The Impact of DOE Sites on Their Local Economies



- Provides a detailed analysis of 6 DOE sites and their contribution to the local economy.
- The sites were chosen based on factors including:
 - A decline of the DOE workforce from 2003-2012,
 - Unemployment and low-income populations greater than the national average, and
 - A large percentage of regional employment.
- Provides sites with data and analysis to inform their efforts as they assist their communities with economic diversification.

Moving Forward

It takes a team

- Implementation of ARI principles takes a coordinated effort
- Reuse isn't a solitary activity or an occasional one
- DOE, communities, the contractor team, regulators, economic development organizations, state and local government all play a role
 - Communities help identify opportunities for reuse and foster partnerships for private funding
 - DOE sites must perform their missions within guidelines, regulations, and parameters
 - A collaborative effort and mutual understanding of goals, requirements, and needs is essential