

**ENVIRONMENTAL MANAGEMENT ADVISORY BOARD
to the
U.S. DEPARTMENT OF ENERGY**

PUBLIC MEETING MINUTES

**The Crystal City Marriott at Reagan National Airport
1999 Jefferson Davis Highway • Arlington, VA 22202**

April 29, 2009

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MEETING SUMMARY

The Environmental Management Advisory Board was convened at 9:00 a.m. on Wednesday, April 29, 2009, at the Crystal City Marriot at Reagan National Airport in Arlington, Virginia. Chairman James Ajello introduced the Board members for this meeting.

In accordance with the provisions of Public Law 92-463, the meeting was open to the public.

Board members present:

- Mr. James Ajello, Hawaiian Electric Industries, Inc.
- Mr. A. James Barnes, Indiana University
- Mr. Paul Dabbar, J.P. Morgan, Inc.
- Mr. G. Brian Estes, Consultant
- Dr. Dennis Ferrigno, CAF & Associates, LLC
- Mr. Keith Klein, Longenecker & Associates
- Mr. John A. Owsley, Tennessee Department of Environment and Conservation
- Dr. Lawrence Papay, PQR, LLC
- Ms. Lessie Price, Aiken City Council
- Mr. David Swindle, EG&G Division/URS Corporation

EMAB Designated Federal Officer:

- Ms. Terri Lamb

Others present for all or part of the meeting:

- Dr. Inés Triay, Acting Assistant Secretary for Environmental Management (EM-1)
- Mr. James Antizzo, Office of Management and Analysis (EM-6)
- Mr. Thomas Becraft, Office of Corporate Information and Services (EM-42)
- Ms. Catherine Brennan, Office of Public and Intergovernmental Accountability (EM-13)
- Mr. Jon Carter, CH2M Hill
- Ms. Stephanie Chu, Office of Contract and Project Execution (EM-52)
- Mr. Desi Crouther, Acting Director, Office of Human Capital (EM-40)
- Ms. Kristen Ellis, Office of Public and Intergovernmental Accountability (EM-13)
- Mr. James Fiore, Acting Director, EM Office of Communications and External Affairs (EM-5)
- Mr. Mark Gilbertson, Deputy Assistant Secretary for Engineering and Technology (EM-20)
- Ms. Michelle Hudson, Office of Public and Intergovernmental Accountability (EM-13)
- Mr. Hank McGuire, Tetra Tech
- Ms. Melissa Nielson, Director, Office of Public and Intergovernmental Accountability (EM-13)
- Mr. Mike Nartker, Weapons Complex Monitor
- Ms. Leslie Rodriguez, e-Management
- Ms. Jennifer Schafer, PRC
- Ms. Elizabeth Schmitt, e-Management
- Mr. Rod Strand, IAP Worldwide Services
- Mr. Jack Surash, Deputy Assistant Secretary for Acquisition and Project Management (EM-50)
- Ms. Merle Sykes, Deputy Assistant Secretary for Program Planning and Budget (EM-30)
- Mr. Robert Thompson, Energy Communities Alliance
- Mr. Sean Todd, Fox Potomac Resources
- Mr. Toby Walter, Neal Gross and Co., Inc.

ADDITIONAL MATERIALS

Available on the EMAB Website: <http://www.em.doe.gov/stakepages/emabmeetings.aspx>

PRESENTATIONS

- Environmental Management Update Presentation by Inés R. Triay, Acting Assistant Secretary for Environmental Management
- Discretionary Budgeting and EM Footprint Reduction Presentation by Merle Sykes, Deputy Assistant Secretary for Program Planning and Budget
- EM Energy Park Initiative Presentation by Mark Gilbertson, Deputy Assistant Secretary for Engineering and Technology
- Acquisition and Project Management Presentation by Jack Surash, Deputy Assistant Secretary for Acquisition and Project Management
- American Recovery and Reinvestment Act Oversight Presentation by Cynthia Anderson, EM Recovery Project Director
- EM Human Capital Initiatives Presentation by Desi Crouther, Acting Director, Office of Human Capital
- EM Communications Presentation by James Fiore, Acting Director, Office of Communications and External Affairs

LIST OF ACRONYMS

ANSI – American National Standards Institute	EM-40 – Deputy Assistant Secretary for Human Capital and Business Services
ARRA – American Recovery and Reinvestment Act	EM-50 – Deputy Assistant Secretary for Acquisition and Project Management
B&P – Bid and Proposal	EM-60 – Deputy Assistant Secretary for Safety and Management Operations
CBC – Consolidated Business Center	EMAB – Environmental Management Advisory Board
CD – Critical Decision	EM SSAB – Environmental Management Site-Specific Advisory Board
CFO – Chief Financial Officer	EPA – Environmental Protection Agency
CO – Contracting Officer	EPI – Energy Park Initiative
COO – Chief Operating Officer	EVMS – Earned Value Management System
CERCLA – Comprehensive Environmental Response, Compensation, and Liability Act	FACA – Federal Advisory Committee Act
D&D – Decontamination & Decommissioning	FHCS – Federal Human Capital Survey
DAS – Deputy Assistant Secretary	FIU – Florida International University
DFO – Designated Federal Officer	FPD – Federal Project Director
DOE – Department of Energy	FTE – Full-Time Equivalent
DoD – Department of Defense	FY – Fiscal Year
DWPF – Defense Waste Processing Facility	GAO – Government Accountability Office
ECA – Energy Communities Alliance	GC – General Counsel
EIS – Environmental Impact Statement	GTCC – Greater Than Class C Waste
EM – Office of Environmental Management	HCA – Head of Contract Authority
EM-1 – Assistant Secretary for the Office of Environmental Management	HLW – High-Level Waste
EM-2 – Principal Deputy Assistant Secretary for the Office of Environmental Management	HR – Human Resources
EM-3 – Chief Operating Officer for the Office of Environmental Management	HQ – Headquarters
EM-5 – Office of Communications and External Affairs	IDIQ – Indefinite Delivery, Indefinite Quantity
EM-6 – Office of Management Analysis	IFDP – Integrated Facilities Disposition Project
EM-10 – Deputy Assistant Secretary for Regulatory Compliance	IG – Inspector General
EM-20 – Deputy Assistant Secretary for Engineering and Technology	ISMS – Integrated Safety Management System
EM-30 – Deputy Assistant Secretary for Program Planning and Budget	INL – Idaho National Laboratory
	IPA – Intergovernmental Personnel Agreement
	IPABS – Integrated Planning, Accountability and Budget System

IPT – Integrated Project Team
 LEP – Leadership Excellence Program
 LLW – Low-Level Waste
 LM – Office of Legacy Management
 LTS – Long-Term Stewardship
 MA – Office of Management
 M&I – Management and Integration
 M&O – Management and Operating
 MLLW – Mixed Low-Level Waste
 NAPA – National Academy of Public Administration
 NAS – National Academy of Sciences
 NGA – National Governors Association
 NE – Office of Nuclear Energy
 NEPA – National Environmental Policy Act
 NNSA – National Nuclear Security Administration
 NOV – Notice of Violation
 NRC – Nuclear Regulatory Commission
 OECM – Office of Engineering and Construction Management
 OMB – Office of Management and Budget
 OPM – Office of Personnel Management
 ORO – Oak Ridge Office
 ORP – Office of River Protection
 OSDBU – Office of Small and Disadvantaged Business Utilization
 OSHA – Occupational Safety & Health Administration
 PBM – Performance-Based Management
 PBS – Project Baseline Summary
 PDC – Professional Development Corps
 PMP – Performance Management Plan
 QA – Quality Assurance
 QPR – Quarterly Project Review
 RCRA – Resource Conservation and Recovery Act
 REA – Request for Equitable Adjustment
 RFP – Request for Proposal
 RH TRU – Remote-handled Transuranic Waste
 ROD – Record of Decision
 SBA – Small Business Administration
 SC – Office of Science
 SEB – Source Evaluation Board
 SES – Senior Executive Service
 SRS – Savannah River Site
 TSCA – Toxic Substance Control Act
 TPA – Tri-Party Agreement
 TRU – Transuranic Waste
 USEC – United States Enrichment Corporation
 VIT Plant – Vitrification Plant
 WIPP – Waste Isolation Pilot Plant
 WM – Waste Management
 WTP – Waste Treatment Plant

Meeting Minutes: April 29, 2009

Opening Remarks

Mr. James Ajello, Chairman of the U.S. Department of Energy's (DOE) Environmental Management Advisory Board (EMAB or Board), called the meeting to order at 9:00 a.m. He welcomed members of the Board and the public to the proceedings and noted that Dr. Inés Triay, the Acting Assistant Secretary for Environmental Management, would join the group later in the morning. Mr. Ajello indicated that the proceedings would build on the Board's knowledge of the EM program, and referred individuals interested in EM and EMAB to their respective websites: www.em.doe.gov and www.em.doe.gov/emab.

He then introduced Mr. Mark Gilbertson, Deputy Assistant Secretary for Engineering and Technology (EM-20), who delivered Dr. Triay's EM Program Update presentation in her stead.

EM Program Update

Mr. Gilbertson provided a brief overview of the EM program, noting that it is the largest cleanup program in the world and operates in a highly complex regulatory environment. EM has commissioned some of the most technically complex, first-of-their-kind construction projects in the world, many of which have continued to pose challenges. Additionally, EM operates in a rich environment of public and private entities and strives to find synergy and facilitate partnerships. Mr. Gilbertson remarked that there is particular excitement surrounding the appointment of Dr. Steven Chu as Secretary of Energy and his intent to leverage best practices and world-class capabilities in science and technology to address challenges such as environmental cleanup and climate change.

Safety is the first and foremost EM programmatic driver. Program and funding priorities are defined by those activities that pose the highest risk to human health and the environment. They include:

- Essential activities to maintain a safe and secure posture in the EM complex
- Radioactive tank waste stabilization, treatment, and disposal
- Spent nuclear material consolidation, stabilization, and disposition
- High priority groundwater remediation
- Transuranic and mixed/low-level waste disposition
- Soil and groundwater remediation
- Excess facilities deactivation and decommissioning (D&D)

This priority list provides the foundation and bedrock of the base program, which is consistently moving forward with budget requests that average \$6 billion per year.

In addition to the base program funding, EM was recently offered a unique opportunity to begin addressing many of its lower-tier risk priorities with the passage of the American Recovery and Reinvestment Act (ARRA). Signed into law on February 17, 2009, ARRA provided the EM program with an additional \$6 billion in stimulus funding for use by Fiscal Year (FY) 2011.

By using the ARRA funding to accelerate and execute lower-tier projects, EM will be able to significantly reduce the complex's physical footprint, which in turn will reduce lifecycle costs. For example, accelerating the D&D of an old, excess building will eliminate years of surveillance and maintenance costs. With a sound foundation of good business practices and strategic planning, EM has the means and the ability to move forward with these lower-tier projects while continuing to execute its base program work.

Mr. Gilbertson commented that the ARRA represents a significant taxpayer investment in EM, and management takes the responsibility of that investment very seriously. However, it is also important to note that the \$6 billion in stimulus funding is not a cure-all that will ultimately solve EM's long-term challenges. EM's liabilities exceed \$200 billion and will require several decades of work. The \$6 billion in ARRA funding however, will help meet a number of smaller, short-term, lower-risk challenges that would have otherwise been deferred for a later date. Mr. Gilbertson added that EMAB's role as an advisor to the Assistant Secretary is very important as the program works to balance its short-term planning and stimulus projects with the greater, long-term programmatic goals and mission.

The concept of footprint reduction is built upon EM's strategic planning efforts, which have helped the program identify and compartmentalize work scope into building blocks that can be accelerated or re-sequenced in ways that positively affect the overall mission. The combination of these strategic planning efforts and the ARRA funding have allowed EM to capitalize on those activities that the program does best while achieving dramatic impacts on lifecycle costs, creating jobs, and supporting greater Departmental synergy in support of the nation's energy and environmental goals. Mr. Gilbertson shared examples of the benefits footprint reduction can achieve by 2015 with ARRA funding. At Hanford, EM could accelerate the river corridor cleanup and complete D&D of the plutonium finishing plant. At Savannah River Site (SRS), EM could focus on area closures – particularly soil and groundwater remediation – and accelerate the entombment of production reactors. The results would be significantly decreased environmental liabilities, a large return on investment, and an approximately 90% reduction of the sites' footprints. Similarly, when applied to EM's small-sites, footprint reduction offers the potential of achieving significant life-cycle cost savings by reducing the total of 23 sites in 15 states in FY 2009, to 10 sites in 10 states by FY 2015.

Footprint reduction and the influx of ARRA stimulus funding have also helped to open up a dialogue about a future for EM sites, beyond cleanup operations. This need to openly discuss a long-term vision for the complex and the stakeholders has become apparent over the past few years, providing an opportunity to highlight the various assets at the sites rather than simply enumerate their liabilities. Determining a path forward for the EM complex is primarily an endeavor for the local communities and regulators. As EM works to accelerate different portions of its cleanup efforts, the sites' footprint will shrink, freeing up land, infrastructure, and specialized workforce capabilities to pursue other projects. This possible reutilization of assets led to the development of the Energy Park Initiative (EPI), which aims to leverage the EM sites' unique resources to help address critical national energy security and climate change concerns. The EPI also aims to preserve and enhance the economies of state and local DOE-EM host communities through energy reindustrialization.

EM's plans for the ARRA funding were announced in March, and funds were released to the sites in early April. EM is focusing on opportunities at 17 sites in 21 states. The ARRA project proposals were originally developed by the sites and approved by DOE Headquarters (HQ). EM has established a special Recovery Act Program Office, headed by Ms. Cynthia Anderson. This office will leverage the contracting expertise of the Consolidated Business Center (CBC).

To achieve the program's ARRA goals of job creation and footprint reduction as quickly as possible, EM is using five guiding principles:

- Validated cost and schedule baselines are in place
- Existing contract vehicles are available
- Regulatory requirements are agreed to and are considered achievable
- Technologies are proven and readily available
- Significant accomplishments can be achieved by the end of FY 2011

Essentially, the program is looking for “shovel-ready” projects, those activities that the program knows how to do well. It will be a challenge, but EM is poised to achieve significant accomplishments with the ARRA funding by the end of FY 2011. There is also an unprecedented level of transparency and accountability associated with the ARRA projects. Performance metrics will be posted regularly online along with information on the number of jobs created and the number of jobs saved by the recovery funding. Examples of the performance metrics include the cubic meters of radioactive waste disposed, acres of land remediated, number of buildings demolished, square footage of facility D&D, and the gallons of water treated.

Further information on the ARRA and EM’s stimulus plans can be obtained by visiting www.em.doe.gov/emrecovery or contacting the Recovery Act Program Office at emrecovery@em.doe.gov or 202-586-2083.

Mr. Gilbertson noted that EMAB has the unique and important responsibility of providing counsel to the Assistant Secretary and senior management as the program continues to progress. He also reviewed EMAB’s current focus areas for FY 2009 and provided a brief overview of each of the six topics – Strategic Planning, Regulatory Compliance, Acquisition and Project Management, Human Capital Initiatives, Communications, and Quality Assurance.

Mr. Gilbertson concluded his presentation by noting that EM’s main challenges are to ensure that the base program continues to progress, that it takes full advantage of the opportunity presented by the influx of ARRA stimulus funding, and that the remaining work is conducted safely and efficiently. EM can achieve these goals by utilizing robust project management tools, leveraging investments in science and technology, securing an “able and stable” workforce, and maintaining a transparent, collaborative relationship with the sites and their stakeholders.

Discussion

Dr. Triay joined Mr. Gilbertson and the Board for the roundtable discussion.

Dr. Dennis Ferrigno asked Dr. Triay and Mr. Gilbertson to comment on how EM will balance its workforce resources and capabilities with regard to the program’s existing base mission and the additional ARRA projects. EM has dedicated a number of its highly qualified people to the stimulus projects, thereby pulling them from their regular work. How will the reassignments impact the quality of EM’s base acquisition, project management, and oversight capabilities?

Mr. Gilbertson explained that there are a number of resources dedicated to ARRA oversight activities, including external groups such as the Inspector General (IG). EM has also opted to leverage more support services from its contractors and the national laboratories to fulfill critical needs. Furthermore, given the nature of the ARRA projects, EM has been able to achieve economies of scale that will allow the program to complete this work with existing resources; these are projects that the program knows how to perform well and efficiently. At the present time, management believes that it has the staffing resources needed to balance both the base program and ARRA projects, but it will also continue to examine this issue closely.

Dr. Lawrence Papay expressed his concern over how the ARRA Program Office and the Office of Acquisition and Project Management (EM-50) will work together and integrate to ensure that funding is optimally and efficiently implemented.

Mr. John Owsley thanked Mr. Gilbertson for his presentation and specifically his mention of regulatory compliance. The regulatory community much prefers a collaborative relationship with DOE in order to achieve cleanup and closure, but will resort to enforcement if necessary. In this new environment of

ARRA funding and needing to plan projects quickly and/or re-sequence work scope, it is critical that regulatory compliance agreements and issues are dealt with up front. Having those agreements in place at the beginning of the planning process makes decision-making and working with analytical building blocks much easier, especially if additional funding is made available on short notice.

Also, with regard to the EPI, Mr. Owsley noted that in many cases, the facilities and properties eligible for transfer will still have institutional controls associated with them. This consideration should be taken into account during the strategic planning phases; who will be responsible for those controls in the future?

Lastly, Mr. Owsley asked Dr. Triay to clarify how projects can be added to the queue for stimulus funding.

Dr. Triay explained that the field offices were asked to work with the regulators, States, and local stakeholders to plan for 120% of their allocated funding. As the stimulus money is incrementally dispersed to the field offices, management will review monthly project performance information and, in the event a project is not performing, will determine whether the issue can be resolved or if funding needs to be redirected to another project. Planning for 120% of funding ensures that there are other projects onsite waiting in line, should funding need to be redirected from a non-performing project. Or, if the non-performance problem is found to be at the site level and cannot be resolved, it may be necessary to redirect that funding to a project at a different site. However, Dr. Triay stated that the first choice is to redirect funding to other performing, same-site projects and to ensure that those projects are thoroughly discussed with local regulators and stakeholders. She also suggested to her staff that perhaps EM needs to check back with the sites and hold another dialogue with regulators, local governments, Tribal nations, and stakeholders regarding the back-up projects waiting in the queue. That additional 20% may not have been discussed with the same degree of intensity or specificity as the other 80-100% of the ARRA work.

Mr. David Swindle commented that with the \$6 billion influx in stimulus funding, there is concern that EM must not lose sight of its base program responsibilities and must maintain the momentum of its steady-state commitments. Many key people have been extracted from their already important jobs to implement the ARRA projects and oversight; how is that vacuum being filled? Furthermore, the level of transparency, specifically with regard to www.Recovery.gov, is so much greater than anything the Department has experienced in the past. Therefore, it is very important that EM maintain a degree of independent oversight and install checks and balances to ensure that it is able to react expediently, should performance problems arise with its ARRA projects.

Dr. Triay noted that Ms. Anderson, the Recovery Project Director, would be available to discuss EM's oversight processes in greater detail later in the afternoon. She also added that the ARRA will be used in part to increase the talent base of EM and its contractors with new managers and new staff. EM's contract vehicles provide incentives for contractors to increase their capable personnel, and bring new talent to the table.

With respect to the oversight model that EM is using to ensure the integrity of both the base program and ARRA projects, Dr. Triay explained that the responsibility for each has been delineated under the Office of the Chief Operating Officer. The base program work remains with the Chief Operating Officer, Mr. James Owendoff, while the ARRA work has been delegated to Ms. Anderson, who in addition to being the Recovery Project Director has also served as the EM Deputy Operating Officer under Mr. Owendoff. Furthermore, the oversight model for the ARRA projects entails a robust HQ team, a field component, and an additional 90 full-time equivalents that will be devoted to the management and oversight of the stimulus funding. The ARRA itself requires that 0.5% of the total funding be dedicated to management and oversight resources. Additionally, senior project experts will be deployed to the sites as HQ representatives in order to streamline the decision-making and communication processes between

HQ and the field. Lastly, oversight operations will also entail external organizations such as the DOE Chief Financial Officer (CFO), who will co-sign for increased cost authority 20% at a time, and the IG.

Mr. Swindle added that over the last several years, EM has invested a tremendous amount of time and effort in developing its inter-DOE relationships with support organizations like General Counsel, Human Resources, Procurement, and the CFO. Interactions with these organizations, because they are not under the direct control of EM-1, have sometimes resulted in delays and, arguably, impediments. Mr. Swindle expressed his hope that the support offices' commitment and cooperation with the ARRA project implementation will not be cause for concern.

Dr. Triay explained that a portion of the ARRA funding is dedicated to corporate oversight. Therefore, those support offices will also receive an increase in funding and staff resources to support this effort.

Mr. Paul Dabbar noted that a number of significant programmatic improvements have been made in EM over the past few years. He also recalled that EMAB had previously discussed the topic of strategic planning with Ms. Merle Sykes, the Deputy Assistant Secretary for Program Planning and Budget (EM-30), specifically in terms of what strategies the program had in place if its appropriated funds were decreased or increased; what would happen if EM received more money than anticipated? At the time, that possibility seemed highly improbable, but with the ARRA funding, EM finds itself in exactly that situation. Mr. Dabbar asked Dr. Triay to comment on how those strategic planning efforts benefited EM in laying groundwork for identifying ARRA projects and deploying the resources.

Dr. Triay stated that strategic planning for an organization of EM's magnitude is absolutely essential. The program's strategic planning tools are divided into two business concepts, footprint reduction and the completion of work, which are used in conjunction with the technology development program. EM is always seeking ways to accomplish its mission more efficiently and more creatively. In addition to normal, every-day efficiencies, EM is using its strategic planning tools to identify transformational changes. The aim is to use these tools to gain an understanding of where to best invest in order to make the most dramatic impacts and reductions in the duration of the rest of the program and its overall lifecycle costs.

Dr. Triay commended EMAB for the counsel and insight that it has provided both her and former Assistant Secretary James Rispoli with regard to the program's strategic planning efforts and analyses. The members' advice and recommendations were taken to heart and have greatly contributed to EM's ability to invest in footprint reduction and manage the ARRA portfolio.

Mr. Ajello thanked Dr. Triay and Mr. Gilbertson for their presentation.

EM Strategic Initiatives

Discretionary Budgeting and EM Footprint Reduction – Merle Sykes, Deputy Assistant Secretary for Program Planning and Budget

Ms. Sykes began by stating that it is critical for EM-30 to keep close track of the work scope being accomplished and accelerated by the ARRA funding. The ARRA projects have the potential to impact the overall sequencing and execution of the greater EM program. In the event that work scope included in EM's current validated baselines is altered by the recovery effort, that impact must be reflected in EM-30's planning in order to avoid any duplicative estimates in the FY 2011 or FY 2012 budget. Close attention to the ARRA project implementation is also important because EM has the largest financial liability in the Department. Auditors will take notice of any irregularities.

EM-30 has reviewed the ARRA scope very carefully and ensured that the baselines are well detailed with regard to scope, schedule, and cost, reflecting both the near-term adjustments and out-year planning estimates. However, the out-year ARRA work still needs to be further defined in order to develop a more accurate performance baseline, which is why EM is only releasing the money incrementally; this way the baselines have more time to mature. The remainder of the ARRA projects – projects that are not covered by existing contracts and have not been rescheduled for near-term completion – is actually considered new scope. It will take time to fully define that scope, develop a baseline, and ensure that it is properly reflected in future strategic planning efforts.

Ms. Sykes stated that the remaining work scope of the base EM program is estimated to cost \$205 - \$260 billion. Additionally, as a result of the recovery effort, EM will take on new scope from other Departmental elements, such as the National Nuclear Security Administration, the Office of Science, and the Office of Nuclear Energy. This scope is likely to include 306 surplus facilities and 34 types of materials, and will cost an estimated \$3.7 - \$9.2 billion. EM needs to determine where this scope can fit into its out-year baselines. This is another major endeavor for the years to come.

Reflecting on the history of EM's funding profiles, Ms. Sykes explained that variations in the program's lifecycle costs are attributable to different assumptions regarding what the program's scope should include and what the conditions are at each site. Over time, these assumptions have changed with the addition of new projects and approaches to cleanup. EM-30 has made significant progress in integrating lifecycle cost analyses and validated baselines into the program's current strategic planning efforts. These tools allow EM-30 to identify the biggest risks and cost-drivers in EM. Strategic planning needs to be fully integrated into the program's organizational culture. Only then can employees learn to look at the big picture and find opportunities for EM to perform more efficiently, both incrementally and in more transformational ways.

EM's declining budget appropriations continue to be a cause for concern. EM will submit a detailed budget request for FY 2010 in the coming weeks and hopes to demonstrate the value of providing the program with a steady level of funding. Based on the successful implementation of the ARRA, EM will make the argument in the future that additional funding and advances can be managed successfully, and will result in greater cost-savings over the long-term.

Ms. Sykes reviewed EM's top-level strategic planning goals and provided a brief overview of each. They include risk reduction, regulatory compliance, footprint reduction, reutilization of assets/energy parks, and building the program's capability for dispositioning tank waste, nuclear materials, and spent nuclear fuel. EM has accomplished much in recent years and has gained credibility by employing sound business practices and achieving near-term completions that reduce the complex's footprint. EM has continued to engage in strategic planning activities with an increased emphasis on special nuclear materials and tank waste, because these areas represent the highest risks and costs within the EM lifecycle. Ms. Sykes added that EM has established an Integrated Project Team for the high-level waste program to explore alternatives for special nuclear materials.

Ms. Sykes concluded her presentation with a brief overview of EM's programmatic priorities and how they are integrated into the ARRA work. As previously discussed, these priorities are based on risk, and range from higher-tier risk activities such as tank waste stabilization and special nuclear materials, to lower-tier priorities such as soil and groundwater remediation and excess facility D&D. The activities associated with high-risk activities will continue to be solidly funded by the base program budget. The lower-risk activities are generally the focus of the ARRA money. Execution of the ARRA projects will enable EM to maximize its return on investment and achieve measurable reductions in both the complex's footprint and its overall lifecycle cost. Securing that return on investment is one of the guiding principles for ARRA work.

Additionally, Ms. Sykes reiterated that EM is looking for “shovel-ready” projects with existing contractual vehicles and regulatory agreements where the program can make the greatest impact and create jobs quickly.

EM Energy Park Initiative – Mark Gilbertson, Deputy Assistant Secretary for Engineering and Technology

Before Mr. Gilbertson began his presentation, Mr. Keith Klein stated for the record that he had a potential conflict of interest with matters related to energy parks, and therefore recused himself from the EPI portion of the proceedings.

Mr. Gilbertson began by thanking the Board for its input and advice on EM’s transition materials, which helped to lay the foundation for the energy park concept. He noted that much had taken place since November 2008 with the change in administration, and cited a portion of the President’s energy agenda as the macro-vision that has helped bring the EPI to fruition. Additionally, under the ARRA, DOE received billions of dollars in funding for its energy efficiency, conservation, alternative fuel, and weatherization programs, signaling a commitment to energy revitalization and redevelopment. The current Administration’s attention to energy issues and DOE’s critical role in the country’s energy future have helped set the stage for the EPI.

The purpose of the EPI is to create opportunities for the sites. Discussions surrounding the ARRA funding and the concept of footprint reduction have generated much excitement about how the sites and their communities can move forward when cleanup and closure become more tangible realities. However, the EPI isn’t something that DOE can do alone. In order to develop energy parks and regional enterprises, partnerships must be developed between the sites, national laboratories, communities, universities, private industry, and in some cases, multiple states. The vision needs to come from the region and the affected stakeholders; it will not be a mandate from DOE. EM’s role is to help facilitate interaction between the different partners and raise awareness about the opportunities that exist for redevelopment and reuse.

The EPI aims to convert EM’s liabilities – its contaminated sites, facilities, and materials – into assets to solve critical national energy and environmental issues. These assets include the sites’ natural resources, infrastructure, institutional controls, and human and economic capital. Furthermore, many of the sites are co-located with national laboratories and could support research parks for local universities and private sector companies.

Overall, the EPI has opened up a whole new dialogue at the sites where stakeholders are considering alternative end-state visions and thinking about what they want their regions to look like in 10, 20, and 30 years into the future. EPI redevelopment is by no means restricted to nuclear energy facilities. It can be tailored to the needs and assets of each particular site and used to support a variety of conventional and/or advanced energy technologies. Examples of these technologies include renewable energy in the form of solar, wind, biomass or geothermal; fossil fuels such as clean coal technology, carbon sequestration, and gas turbines; nuclear power and waste management; electricity generation, transmission, and distribution; hydrogen generation; emissions controls; and specialty manufacturing.

The EPI has started to reframe the discussions about the EM program. Communities surrounding EM sites represent a valuable national resource. EM senior management has discussed the EPI with other program offices and is working to encourage greater collaboration across DOE. Furthermore, EM-20 has participated in public outreach activities such as the EPI workshop in Oak Ridge and the recent EPI Peer Exchange hosted by the Energy Communities Alliance in Las Vegas, Nevada. Discussions are under way to begin holding similar events at SRS and Hanford.

Mr. Gilbertson concluded his presentation by noting that the EPI is still in the early planning and implementation stages. He welcomed EMAB's guidance and encouraged the members to provide the Acting Assistant Secretary with advice and recommendations in order to help shape this initiative as it continues to evolve.

Adoption of the EMAB Strategic Planning Subcommittee EPI Report and Recommendations

Mr. Ajello proposed that, in response to Mr. Gilbertson's suggestion, the Board adopt the report and recommendations developed by its Strategic Planning Subcommittee. The report and recommendations resulted from discussions and conference calls with EM senior management. Subcommittee membership includes Mr. Ajello, Dr. Ferrigno, Mr. Dabbar, and Mr. Swindle.

To further aid the Assistant Secretary in her efforts to improve the EPI, EMAB's Strategic Planning Subcommittee submitted the following recommendations:

Recommendation 2009-01: EM should recommend that the Secretary consider the issuance of a national policy and master plan for the Energy Park Initiative, which accounts for its interdependency on programmatic footprint reduction issues.

Recommendation 2009-02: DOE-EM Headquarters needs to outline general Energy Park Initiative principles in order to formalize application processes, specifically in terms of stakeholder forums and contractor/developer sources sought.

Recommendation 2009-03: EM should recommend that the Secretary of Energy consider establishing a Project Management Office for the Energy Park Initiative.

Recommendation 2009-04: Ultimately, EM should consider a royalty-based valuation of footprint reduction efforts and the turnover of local resources.

Recommendation 2009-05: EM should explore the establishment of a formalized process for interdepartmental coordination to accommodate land and facility transfer.

The subcommittee believes that the EPI has enormous implications for the future of the EM program.

Mr. Ajello called for the approval of 2009-01 – 2009-05, whereupon the full Board approved the recommendations.

Discussion

Dr. Papay commented that the aforementioned recommendations are similar to the findings of the soon to be published National Academies of Sciences' *America's Energy Future* report. He also noted that Secretary Chu and Mr. Bill Brinkman, the nominee for DOE's Office of Science, contributed to the Academies' report, suggesting that the EPI will have a very receptive audience in DOE.

Mr. Dabbar stated that in order to successfully promote the EPI, DOE will need to formalize its goals. Before commercial entities invest, they will need to see a visible and tangible opportunity, something they can execute. These goals should also be broadly defined and widely publicized. Ultimately, the Department will need to provide some guidelines for potential investors, while still allowing the sites and local communities to help drive the selection process. Mr. Owsley agreed with Mr. Dabbar's suggestion to develop broad policy and guidance for EPI investors and emphasized that the initiative will require the local communities' acceptance in order to be successful. The EPI is site-specific; therefore, EM should involve the sites in the initial policy and planning development.

Ms. Lessie Price commented that with all of EM's current initiatives – the EPI, the ARRA, etc. – it is important to take into account future workforce needs and take these opportunities to bring new employees on board. Bringing on new talent, specifically recent college graduates, and new managers will help EM fill its critical needs pipeline and prepare for the challenges presented by its aging workforce.

Mr. Ajello stated that the EPI is a transformative concept that could, if executed correctly, reframe the EM program and its path forward. Clearly, EM must fulfill its near-term obligations at the sites to execute its cleanup mission. However, the EPI and energy reindustrialization present a unique long-term opportunity. EMAB and its Strategic Planning Subcommittee will continue to support the Assistant Secretary and help foster this initiative as it moves forward.

Dr. Triay stated that the EPI vision must belong to the local community; the communities have invested in EM and invested in the infrastructure and the personnel. Defining this vision becomes increasingly important as EM works to reduce its footprint and make resources available for other uses. If the program truly achieves a 90% reduction of its footprint by 2015, the complex will have an entirely different face. The EPI is site-specific and will likely result in a variety of different energy investments. EM's role would be to facilitate interaction between industry partners and advocate for the communities.

Mr. Owsley asked Ms. Sykes to address EM's likely approach to out-year planning; will the program continue to develop a five-year plan?

Ms. Sykes explained that the new administration had not issued specific guidance regarding five-year plans. However, EM is poised and ready to develop a document for whatever timeframe of planning the new administration requests. Ms. Sykes expressed her professional opinion that DOE should certainly continue to publish a five-year plan, or some similar strategic planning document that cuts across the Department's program offices, because it provides a solid foundation for future integration and synergy.

Dr. Ferrigno commended Ms. Sykes and EM for a great analysis of the lifecycle costs and baselines. Being able to show how the ARRA funding will impact the base program by reducing long-term costs such as excess facility monitoring and maintenance, will help stakeholders and Congress understand the true value of EM's lifecycle. He also commented that it would be helpful to break those financials out and show their impact on EM's baselines during a presentation at the Board's next public meeting.

Acquisition and Project Management

Mr. Jack Surash, Deputy Assistant Secretary for Acquisition and Project Management, provided an update on the FY 2009 plan for acquisition and contracting, EM's small business activities, and EM-50's project management areas of focus.

EM-50 currently has a number of new procurements in development. These procurements include replacement contracts for the Oak Ridge Transuranic Waste Processing Center, Idaho Advanced Mixed Waste Treatment Project, and SRS security operations; small business set-asides for the Office of River Protection 222-S laboratory analytical services, Portsmouth facility support services, and Paducah remediation and infrastructure services; a contract for the Portsmouth Gaseous Diffusion Plant D&D; and an initial 5-year contract for the Depleted Uranium Hexafluoride operations at Portsmouth and Paducah. Additionally, there are multiple Indefinite Delivery, Indefinite Quantity (IDIQ) contracts for nationwide services, such as environmental remediation, waste management, and facility D&D. More information on EM's procurement activities is available online at <http://www.em.doe.gov/pages/Acquisitions.aspx>.

EM has continued to identify opportunities for small business set-asides and awarded approximately \$1.38 billion in prime and sub small business contracts in FY 2008, once again exceeding Departmental goals. Mr. Surash commented that awarding small business contracts at the FY 2008 level appears to be sustainable and that EM will continue to pursue small business prime and sub contract opportunities. However, part of the challenge in awarding small business contracts is that EM-50 must determine whether there is sufficient competition and if the work scope is appropriate and achievable for small business firms.

With regard to post-award activities, EM has continued to perform well, with the exception of receiving and executing contract change orders in a complete and timely manner. There continue to be challenges with some of the program's contractor teams, and there are federal skills gaps in terms of correctly administering contract changes. This affects the ability to modify contracts in a timely manner. However, Mr. Surash noted that EM has made great progress and is working towards a goal of having all contract modifications settled within a six-month period.

EM has engaged in a number of initiatives to improve its project performance. In addition to the recent National Academy of Public Administration (NAPA) review of the program's acquisition processes, EM-50 developed its own Best-in-Class initiative to improve project and contract management with the assistance of the Army Corps of Engineers and Acquisitions Solutions, Inc. The Best-in-Class initiative provided EM with a skills gap analysis, which identified the need for 124 additional project management and 35 additional contract management employees. EM has made significant progress in closing this gap through a combination of new hires and redeployed personnel, limiting the remaining gap to 20 project management and 17 contract management employees. Additionally, EM-50 has retained approximately 50 expert consultants from Project Time & Cost, Inc. and the Army Corps of Engineers to assist Federal Project Directors with the execution of their work.

EM has also continued to certify its Federal Project Directors to comply with DOE requirements. Mr. Surash reported that certified project directors have been assigned to 87% of the program's cleanup projects and 100% of its line-item projects. The challenge now is to ensure that those directors are certified at an appropriate level for the work that they are performing. In some cases, there is a need for additional training while in others, it is just a matter of time before the director becomes eligible for the next level of certification. The average length of time between each of the four levels is approximately two years.

In addition to the NAPA review and Best-in-Class initiative, EM-50 has performed a preliminary analysis of the program's completed projects since 2005. The analysis included 19 projects and identified whether they were completed according to the defined scope, schedule, and within 10% of the baseline cost. The results of the analysis were generally favorable; all of the projects were completed according to the defined scope, 18 of the projects were completed on schedule, and 16 of the projects were completed within 10% of the baseline cost. These results bode well for EM's ARRA work, since the majority of the projects in the analysis are similar to those activities receiving stimulus funding.

Mr. Surash concluded his presentation with an update on the major projects that require DOE Earned-Value Management System (EVMS) certification. EM has recently changed its procedures to require that contractors achieve EVMS certification within eight-to-nine months of the initial award; this estimate takes into account the two-to-three month site transition period. Mr. Surash highlighted a number of un-certified contracts, such as the SRS Liquid Waste and the Richland Waste and Facility Disposition contracts, which were recently awarded and should achieve certification in the near future. The majority of the outstanding contracts are projected to be certified by the end of FY 2009.

Discussion

Dr. Ferrigno asked if EM's small business projections of \$1.3 billion for FY 2009 reflected the ARRA funding.

Mr. Surash explained that the projection did not include stimulus funding. However, stimulus funding will be used to help EM meet its FY 2009 goal of awarding 4.8% of the program's prime contract work to small businesses.

Over the past few years, EM has introduced increased rigor to its acquisition and project management practices and has collected a fair amount of lessons learned. Dr. Ferrigno asked Mr. Surash to comment on how this learned discipline will impact EM's implementation of the ARRA funding. He also asked Mr. Surash to comment on how the ARRA work will impact EM's acquisition and project management personnel. Many of EM's highly-skilled and certified acquisition specialists have been reassigned to the ARRA projects.

Mr. Surash stated that EM was well-positioned to execute the procurements and project management required for the successful implementation of the ARRA work. Furthermore, much of that work will be accomplished through the modification of existing contracts. EM's recent efforts to improve its contract change order processes have also contributed to the program's ability to manage the ARRA funding. As the funding is distributed, EM will execute unilateral contract modifications with not-to-exceed amounts and will not pay any fees until those modifications are finalized.

With regard to the EM-50 personnel, Mr. Surash explained that the EM is using the CBC to support the ARRA acquisition efforts. Mr. Ralph Holland, one of EM's four Federal Procurement Directors, is helping to lead that effort with the assistance of contracted acquisition consultants. Additionally, EM has increased its coordination with the DOE Office of Procurement and Assistance Management.

Dr. Triay added that the EM CBC recently advertised a number of project and contract management, safety, quality assurance, and engineering positions, and received more than 1,000 applications. Nearly 300 of the applicants were qualified and are now being moved through the selection process. This shows that the talent that EM needs to execute the ARRA work and the base program is available and interested.

Mr. G. Brian Estes asked Mr. Surash to comment on EM-50's role with regard to the acquisition and project management responsibilities of the EM Recovery Act Program Office.

Mr. Surash explained that Ms. Anderson and her staff report directly to the Acting Assistant Secretary and operate much like the programs executed day-in, day-out at the sites. EM-50 provides support to the EM Recovery Act Program Office as needed. Furthermore, there is a functional accountability between EM-50 and the EM Recovery Act Program Office, since Mr. Surash is EM's Head of Contracting Authority. He and Mr. Holland work together very closely.

Mr. Estes asked Mr. Surash to address the findings of the March 2009 Government Accountability Office (GAO) report regarding EM's contract and project management practices.

Mr. Surash commented that he was disappointed with the results of the GAO report and noted that much of its analysis appeared to be based on out-dated information. EM's earlier project baselines were founded on optimistic assumptions and typically did not align with budget realities. However, over the last couple years, EM has worked vigorously to re-plan its projects based on more valid assumptions and realistic budget projections. That effort resulted in a revised project portfolio with validated lifecycle cost baselines. This

information and the fact that EM's overall approach to risk management is far more robust than it used to be was not adequately represented in the GAO report.

The Department of Defense recently announced its intent to hire nearly 31,000 acquisition professionals, many of whom will likely be drawn from private industry and other federal agencies. Mr. Swindle asked about the measures that EM is taking to retain its acquisition corps in what is becoming a very competitive market. He also asked Mr. Surash to clarify earlier comments regarding EM's construction project challenges.

Mr. Surash noted that there is concern regarding the Department of Defense's recruitment effort; however, so far, EM has not had trouble attracting acquisition specialists.

Dr. Triay added that the EM CBC has had tremendous success in attracting and recruiting acquisition specialists. In fact, the EM CBC's recent solicitations attracted so many applicants in the different critical needs fields that EM has been asked to share some of the qualified individuals with other Departmental programs. EM will continue to use the CBC to recruit new talent and will work closely with its Director, Mr. Jack Craig, to explore the measures needed to retain that talent in light of the competition with the private sector and other federal agencies.

Dr. Triay also asked EMAB to review the management and delivery of EM's construction projects and identify areas where EM can achieve increased efficiency in these processes. EMAB should look at what EM is doing well and how its approach can be improved. EM needs to turn around the delivery and performance of its construction projects to ensure that they are within the costs and schedules identified in the program's baselines. Furthermore, it is important that EM and its contractors employ the most qualified and highly-skilled people in the construction field. With over 20 new licenses for nuclear reactors coming down the pipeline, EM needs to ensure that the top people are working on its portfolio. Dr. Triay added that proper oversight is essential and that EM has continued to hire and train critical senior managers. For example, EM's entire senior executive team had the opportunity to attend the MIT Sloan School of Business for a week-long course in management and leadership. Additionally, EM is instituting regular construction project reviews modeled after those performed by the DOE Office of Science; the next review is scheduled for June. Overall, EM is investing significant time and effort to improve the management of its construction projects; any insight that EMAB can offer to assist in this endeavor is welcomed.

Mr. Ajello announced that the Board would break for lunch until 1:45 p.m. EST.

American Recovery and Reinvestment Act Oversight

Ms. Cynthia Anderson, the Recovery Project Director, provided an overview of EM's ARRA oversight processes.

EM chose to channel the stimulus funding to the program's lower-risk projects because it needed to create jobs quickly and achieve the greatest impact possible within the two and a half years designated for implementation by the ARRA legislation. The ARRA is first and foremost an employment stimulus. EM's higher-risk activities, such as tank waste retrieval and nuclear fuel storage, did not offer the same opportunity. The types of projects chosen for the ARRA funding are well within EM's capabilities and have been consistently and successfully completed in the past.

In addition to the EM Recovery Act Program Office, oversight for the ARRA implementation is provided by a number of different organizations, such as the DOE IG, CFO, and Office of Management; the Defense Nuclear Facility Safety Board; and other autonomous entities. Ms. Anderson highlighted the IG in particular and noted that it had received a budget increase in order to provide oversight for the Department's ARRA

funding. The IG plans to audit ARRA activities at a number of EM sites, including SRS, Hanford, Idaho National Laboratory, Los Alamos, Moab, and some of the small sites.

ARRA project oversight will help DOE and EM identify and address instances of poor administration; waste, fraud, and abuse; potential arbitrary and capricious behaviors and decision-making; actions, products, or systems that may be out of compliance or illegal; conditions or situations that may compromise the safety or security of nuclear materials; and worker behaviors, site conditions, or facility configurations that potentially compromise worker, public, or environmental safety. Furthermore, the ARRA mandates that recipients of the stimulus funding participate in waste, fraud, and abuse training administered by the IG. Opportunities for this type of abuse are more likely to occur with grants administration, which has fewer external controls than acquisition and procurement processes. EM is fortunate in this respect because the program's ARRA projects are almost entirely established under contracts, with the exception of one interagency agreement. Ultimately, the ARRA oversight is not far removed from EM's regular base program oversight, especially with regard to those abuses that compromise environmental, public, and worker health and safety.

Ms. Anderson explained that representatives from EM-HQ will be stationed at each site to provide the EM Recovery Act Program Office with real-time information on the project implementation. These representatives will continuously monitor, inspect, and report on the ARRA projects' performance, and help to improve implementation across the complex by sharing information on best practices, lessons learned, and emerging issues. The intent is for the EM-HQ representatives to provide support to the sites, not police them. This will allow the site management to focus on executing the projects while the representatives work to ensure that the ARRA's monthly reporting criteria is fulfilled. Additionally, the EM Recovery Act Program Office plans to establish official federal and contractor points of contact at each site that will be involved in all of the ARRA interactions with EM-HQ and any project reviews.

The EM Recovery Act Program Office consists of an Integrated Project Team comprising individuals from both EM-HQ and every site. These individuals are all highly skilled and many are certified Federal Project Directors at either the third or fourth level.

Discussion

Mr. Swindle asked whether EM's human capital resources were adequate for the ARRA project implementation. Furthermore, some of the top people have been reassigned to support the ARRA work and there is concern among the Board that this may pose a risk to EM's ability to execute its base program mission.

Ms. Anderson explained that EM picked skilled, experienced people to manage the ARRA work but was careful not to disturb or interrupt the base program mission. Since the ARRA is only a two-and-a-half year program, EM will augment its Recovery Act Program Office staff with contractors and Intergovernmental Personnel Act (IPA) agreements with the sites and national laboratories. In those instances where new hires are necessary, recruitment will be handled by the EM CBC. New hires will be part of a cadre with mobility agreements to facilitate their integration into the base EM program following the completion of the ARRA implementation.

Ms. Price noted that the ARRA monthly reporting requirements are critical for both the Administration and the EM Recovery Act Program Office.

Ms. Anderson agreed and added that in addition to reporting on performance metrics, both federal and contractor staff will be required to participate in monthly meetings to discuss project progress and concerns. The EM Recovery Act Program Office is also reviewing the Cost Performance Index and Schedule Performance Index as well as the funding obligated and spent by each contract. Furthermore, Ms. Anderson

participates in weekly recovery meetings with DOE senior-level staff to discuss ARRA-related issues. For example, one of the issues brought up by the recovery meetings was the need to identify small business ARRA opportunities. Ms. Anderson emphasized that the ARRA is a jobs program. Opportunities to increase diversity, train the future workforce, and engage small businesses are important and should be taken into account as EM and its contractors implement the ARRA.

Mr. Ajello asked Ms. Anderson to review how the EM Recovery Program Office was staffed.

Ms. Anderson explained that the EM Recovery Program Office comprised a combination of matrixed personnel (individuals whose responsibility is divided between the ARRA work and their regular, day-to-day assignments), direct report personnel who have been detailed to the Program Office through IPAs or mobility agreement situations, interns, and contractors.

Dr. Ferrigno asked Ms. Anderson to comment on the efficiency of EM's decision to disseminate the ARRA funding incrementally rather than distribute it to contractors in block awards.

Ms. Anderson noted that of the 100% funding identified for each site, only 80% was obligated. Furthermore, of that 80%, only 30% can be costed and spent before the project is required to undergo a progress/performance review. The projects that were selected for ARRA funding have milestones and are broken into pieces to ensure that EM can work efficiently while also providing the program with a mechanism to cease funding in the event that a project is not performing. It is far easier to tie the funding to incremental performance than to terminate a contract. This was a strategic decision. Metering the money and disseminating it incrementally based on performance provides EM with the flexibility needed to effectively manage the ARRA work and achieve the greatest impact over a two-and-a-half year period.

Mr. Owsley asked how replacement projects were selected in the event that an ARRA project failed to perform.

Ms. Anderson explained that all of the sites were required to plan for 120% of the ARRA funding in order to create a queue of next-in-line, replacement projects. In the event that an ARRA project is not performing, EM would first determine whether or not the problem could be resolved within the funding timeframe. If not, EM will redirect that funding to another project within the same site before considering moving the money to another site and/or state.

Mr. Klein asked if the contractors had provided EM with work plans that divided projects into smaller sub-tasks that lend themselves to incremental decision-making. He also asked whether EM is laying out Critical Decisions and/or readiness determination steps to authorize the ARRA projects.

Ms. Anderson clarified that each site has an ARRA project plan that breaks projects into more manageable pieces. Those components may represent individual projects or separate steps to complete larger projects. Project plans are available online at www.em.doe.gov/emrecovery. EM also intends to comply with DOE Order 413.3 regarding project management processes and will hold monthly project reviews. Furthermore, in order to fulfill the ARRA reporting requirements, project performance metrics will be posted on www.em.doe.gov/emrecovery.

Mr. Swindle asked if EM's accounting systems and practices were robust enough to ensure that the ARRA funding was not comingled with that of the base program. Older systems may not have allowed for the level of granularity required by the ARRA reporting metrics.

Ms. Anderson stated that the checks and balances put in place by EM's accounting systems should ensure that funds are not co-mingled. The ARRA projects and base program projects have separate Budget and

Reporting classification codes. There are also separate accounting codes for each in the DOE Standard Accounting and Reporting system and EM's internal Integrated Planning, Accountability, and Budgeting System. EM also developed specific contract language to ensure that contractors have systems and processes in place to keep the ARRA funding separate from their other projects. Furthermore, site managers and contractor presidents applied for and received certifications verifying that personnel and processes were in place to separate and track the ARRA funding. EM will also perform independent assessments of each site with a team of cost estimating, funds management, technical, and DOE Order 413.3 subject matter experts.

Mr. Ajello thanked Ms. Anderson for her informative presentation and discussion.

EM Human Capital Initiatives

Mr. Desi Crouther, the Acting Director for the Office of Human Capital, stated that EM has brought an increased focus to its human capital initiatives over the past year under the leadership of Dr. Triay, former Assistant Secretary Mr. Rispoli, and Ms. Diane Cochran, the Deputy Assistant Secretary for Human Capital and Business Services (EM-40). However, the EM workforce is greatly dispersed, with only 25% of personnel located at EM-HQ, making it a challenge to implement EM-wide human capital initiatives. In response to this challenge, EM established an Executive Steering Committee, chaired by Ms. Cochran, and a working group to involve representatives from both EM-HQ and the field in workforce planning activities.

EM's human capital framework comprises three pillars: Talent Acquisition, Leadership Succession Planning, and Performance Competencies. These pillars serve as major drivers for EM's efforts, and are aligned with the missions of DOE and EM. Additionally, EM developed a Human Capital Plan, which integrates human capital strategies into the greater EM programmatic objectives.

Mr. Crouther emphasized the importance of talent acquisition and reported that EM has a notably older federal workforce; of the 1,630 EM employees, only 86 are under the age of 30. Therefore, many of EM's current recruitment efforts are geared toward attracting members of Generation Y. Ideally, EM would like to emerge as a model recruitment organization in DOE and expand its role as an employer of choice. Current recruitment strategies include utilizing student internship opportunities, leveraging university grant programs, and participating in job fairs and targeted recruitment activities. EM is also making use of military veterans' programs such as the Wounded Warrior Program, and has continued to invest in DOE's partnership with Florida International University (FIU), where students can earn their Master's and/or Doctorate degrees while working on hands-on projects connected with DOE and EM sites.

The EM Professional Development Corps (PDC) has grown from 20 to 53 participants over the past two years and continues to be a major component of EM's talent acquisition endeavor. The EM PDC is a two-year program that provides an opportunity for training and development throughout the EM complex. Once participants complete the EM PDC program, they are eligible for non-competitive conversion to federal employment. The first EM PDC class will graduate in August 2009.

In addition to acquiring new talent, EM has made a commitment to improve its skill matrix with regard to mission-critical needs, and specifically in terms of general engineer, nuclear engineer, physical scientist, and acquisition specialist positions. In FY 2006, critical needs hires represent 41% of the program's new employees. In FY 2008 that ratio increased to 49%. In the first two quarters of FY 2009, 43% of new employees were mission critical hires.

Mr. Crouther stated that every EM employee has the potential to be a leader. EM has developed a three-tier approach to leadership succession. The first tier is for "potential leaders," and builds the program's

leadership pipeline by developing the skills of employees who are GS-13s or below. The second tier is for “emerging leaders,” which are classified as GS-14/15 employees, and the third tier is for the Senior Executive Service employees. Leadership competencies are developed through the organization’s Leadership Excellence Program, which provides EM employees with training and educational resources. Additionally, EM is promoting the benefits of Individual Development Plans and has already achieved its goal of 50% participation in FY 2009. EM is also providing coaching for senior executives to support their continued development and has developed a mentoring program, which pairs senior and junior staff members.

With regard to performance competencies, EM is working to ensure that results-oriented employee performance standards are implemented and aligned with its mission. EM also considers the identification of skills gaps in both the current and future workforce a top priority. EM has invested heavily in the implementation of its Workforce Planning System, a competency management model that provides senior management with current and future workforce profiles to help target their recruitment and succession planning activities. EM is exploring ways to better utilize tools like the Workforce Planning System and was recently briefed on the Blue Pages approach used by IBM to better manage and identify workforce competencies. Mr. Crouther noted that EM may use this model to identify strategies for rebuilding the program’s technical strength.

Mr. Crouther concluded his presentation by summarizing EM’s primary objectives. EM must attract, acquire, develop, and retain a highly qualified and motivated workforce. Furthermore, it is important to ensure that the program is managed by skilled, competent, and dedicated leaders. And lastly, EM will continue to identify, address, and close skill gaps and fulfill critical programmatic needs.

Discussion

Mr. A. James Barnes stated that EM has assembled a well-planned, model human capital program. He asked how the number of new hires compared with EM’s recruitment goals, and what percentage of those hires reflected mission critical occupation categories.

Mr. Crouther explained that in terms of a yearly recruitment goal, EM has a hiring quota. Furthermore, the target numbers and percentage of individual hires in mission critical occupation categories has been growing. Last year about half of the people hired fell within the mission critical occupation categories, but there are still gaps that need to be filled.

EM is working to retain its current workforce, but will lose a number of senior staff members to retirement. Furthermore, EM must compete with the private sector to recruit and retain talent. Mr. Crouther also noted that 20 people will be brought on board after graduating from the EM PDC.

Mr. Ajello asked if the plans for EM’s recruitment campaign changed with the introduction of ARRA funding.

Mr. Crouther indicated that a number of employees from the base program were detailed to the EM Recovery Act Program Office. The expectation is that within two-and-a-half years, those individuals or any new hires will be reintegrated into EM and could potentially move from site to site. Earlier this year there was a nationwide job solicitation through the EM CBC. Over 1,000 resumes were received for mission critical occupation categories, especially acquisition specialists. However, hiring federal employees in support of the ARRA will be limited; the jobs that will be created are going to be primarily private sector jobs located at the sites. EM is attempting to manage the impact that hiring decisions have on the base program. There is a conscious effort to make sure the base program does not suffer because of the work being done with the ARRA funding.

Mr. Swindle stated that the nuclear renaissance has created a tremendous demand for skilled personnel. The Nuclear Regulatory Commission is now on track to hire 400 nuclear engineers and other key specialists per year for the next five years. He asked about the parameters of EM's retention plan and whether the program had looked at ways to increase the plan's effectiveness.

Mr. Crouther replied that with respect to retention, EM has been trying to figure out how to improve the work environment in order to retain DOE employees. Young individuals who are coming into the workforce have a completely different set of expectations in terms of what the work-life ratio should resemble. EM is taking this perception into account and becoming more flexible in terms of what young employees expect now, compared to 20 years ago. The Nuclear Regulatory Commission plan is something that EM will have to examine more closely. EM will explore partnering with other federal agencies and departments to see what they are doing to boost human capital. Mr. Crouther has also asked his staff to explore the possibility of obtaining additional authorities to directly hire individuals and bring them into EM faster. Oftentimes if candidates are left waiting during the hiring process, they will pursue other avenues or take a job with another agency.

Mr. Dabbar asked if EM keeps track of statistics regarding how many offers are made, how many people accept, and why potential new hires decline the offers.

Mr. Crouther replied that EM tracks the number of people who are interviewed and how many of those individuals accept an offer. However, there is currently no formal follow-up for people that elected not to accept an offer from EM.

Mr. Dabbar noted that the issues EM deals with are hot topics that students find interesting. He recommended taking high-level officials, such as the Assistant Secretary, to universities every once in a while to talk with students.

Mr. Klein explained that one of the biggest turnoffs for a new hire is receiving routine and mundane assignments as opposed to being assigned a mentor who has a passion for the job. He suggested the possibility of providing new hires the opportunity to shadow Dr. Triay for a few days to feel her passion and excitement for the EM program.

Mr. Ajello asked Mr. Crouther to elaborate on EM's connection to FIU.

Mr. Crouther explained that FIU is a research university and that the EM affiliation was initiated by EM-20. There have been efforts made by EM over the years to form partnerships with other universities, but they have not flourished to the extent of the FIU alliance. Typically the big difference between the experiences at FIU and other universities is that the students are actually conducting hands-on work and research. This work is guided by mentors from both the university and an EM site. There has been talk about trying to take the FIU model to other universities.

Mr. Ajello stated that EMAB had previously discussed this topic and suggested that EM use the FIU model to establish programs at universities throughout the country and especially those co-located with EM sites, creating feeder programs for the future workforce. It sounds like EM has used FIU to perfect the model, but perhaps it is time to think about broadening the program.

Ms. Price recommended the continued practice of moving individuals from the sites to assist at DOE-HQ. Though the placement may not be long-term, it would bring in new people and give them exposure to careers. She also noted that positive testimony from younger members of the workforce might persuade others to come to EM. Those testimonies are very influential in terms of decision making for young people.

Mr. Ajello stated that EMAB is very familiar with EM's human capital program, and has written reports on the topic. He noted the Board's availability to help provide ideas as the initiatives move forward.

Communications

Mr. James Fiore, Acting Director for the Office of Communications and External Affairs (EM-5) and the Director for the Office of Management Analysis (EM-6), provided an overview of EM's communications initiatives and external reviews.

EM-5's core functions include coordinating media outreach, managing Congressional outreach and correspondence, developing basic communications materials, ensuring consistency in the EM program's message, and providing support to the Assistant Secretary. When fully staffed, EM-5's organizational structure includes a combination of both career federal employees and political appointees. However, with the current change in administration, EM-5 lost nearly 60% of its staff and is still waiting for new political appointees to come on board. In the meantime, EM-5 is utilizing contractor support and detail assignments to compensate for the loss. Mr. Fiore recommended that perhaps EM needs to improve its planning for the next transition in order to provide greater stability and ensure that the office is adequately staffed.

Strategic communications is EM-5's primary focus and represents one of the six dimensions of EM's corporate communications model. The other dimensions include media relations, internal communications, government affairs, public/stakeholder affairs, and executive communications. However, before it can think and act more strategically, EM-5 must first continue to "fix the potholes" and resolve a number of issues that have persistently challenged EM. This will involve improving EM's media relations, strengthening internal communications, improving basic informational materials, and more effectively engaging Congress. Ultimately, the goal is to promote a more unified, corporate message.

With regard to media relations, EM-5 is working to become more proactive. The trade press covers EM very thoroughly, but the articles tend to focus on the program's problems. Mr. Fiore noted that it is important to promote EM's success stories to ensure a more balanced view of the program and its work. EM-5 is also working to reach out to new sources such as major newspapers and consumer media outlets. Furthermore, there is an effort underway to train and empower senior managers to be spokespeople for EM, enabling them to articulate a more unified message. EM-5 has also been working closely with the site offices because the individuals in the field are on the front line and often have more direct interactions with the press.

Improving existing publications and developing new educational materials for EM's diverse stakeholders is another important undertaking. EM-5 plans to develop an EM curriculum for all levels of knowledge and build the program's library of resource documents. Many of EM's publications are available online at <http://www.em.doe.gov/Pages/publications.aspx>.

Mr. Fiore reviewed a typical timeline for EM's interaction with Congress and highlighted routine opportunities for engagement, such as the spring Cleanup Caucuses and the appropriations process. EM-5 is working to expand these opportunities to include more interaction with the Hill beyond the routine, required meetings. The goal is to be more proactive and expand the program's Congressional constituent base, thereby building broader support for EM's mission.

EM-5 also plays an important role in EM's ARRA implementation by providing support to the EM Recovery Act Program Office and its staff. Specifically, EM-5 has worked very closely with Ms. Anderson on ARRA press releases and is developing a monthly newsletter. Clear and timely communication is critical to the ARRA's success. The information and reporting data that EM produces must be understandable and useful for its stakeholders.

Mr. Fiore also provided an update from EM-6, the office responsible for tracking the implementation of EM's external recommendations. These recommendations are the result of a number of reviews performed by NAPA, EM's advisory boards, the IG, and GAO. Mr. Fiore briefly reviewed the status of each initiative.

The NAPA recommendations pertained to human capital, organizational structure, and acquisition and project management processes. EM has implemented 65 of the 66 recommendations identified in the NAPA report and will fulfill the last remaining recommendation by May 31, 2009. Recommendations are not considered complete until they have been independently reviewed and verified by EM-6.

Mr. Fiore recalled that EMAB provided the Assistant Secretary with 31 recommendations in FY 2008 and highlighted the status of those related to EM's communications.

Recommendation 2008-12: Develop a strategic communications plan, or roadmap, in preparation for the next administration. The development of a strategic communications plan is in progress and is considered a top priority for EM-5.

Recommendation 2008-13: Expand outreach efforts to build support for, and acceptance of the EM program. EM-5 is working to expand its outreach to broader media outlets and stakeholders. The implementation of this recommendation has been further driven by the ARRA's transparency and communications requirements.

Recommendation 2008-14: Update publications and other informational materials that help promote EM's mission. In addition to reviewing and improving upon EM's current publications, EM-5 intends to identify additional resources that would be useful to the program and its stakeholders. The goal is to take a more proactive stance and develop a solid foundation of print materials.

Recommendation 2008-15: Encourage efforts that promote and institutionalize the use of plain language in all communications. Institutionalizing the use of plain language is an ongoing effort. In support of this endeavor, EM-5 recently issued standardized EM PowerPoint presentation guidelines and is increasingly involved in reviewing correspondence and other program documents to ensure that the content is appropriate for its intended audience.

Recommendation 2008-16: Develop Standard Operating Policies and Procedures for the Office of Communications and External Affairs. A draft operating manual is currently under development. The manual will include points of contact, office templates, standard protocols, and descriptions of regular EM communications activities.

Lastly, EM-6 is reviewing all of the recent IG and GAO reports on the EM program. The purpose of this review is to determine the status of EM's response, evaluate root causes for repeated findings, and implement continuous improvement processes. This is a top priority for both EM-5 and EM-6 because IG and GAO reports often receive significant press coverage. The goal is to identify potential stories, and ensure that the reports are accurate and that the findings are portrayed clearly, so as not to mislead the reader.

Discussion

Mr. Owsley suggested that if DOE is looking for a key, corporate message, that it should continue to center that message on its cleanup mission. EM's strategic initiatives may not be as well received by the stakeholders if EM does not focus on moving forward with cleanup at each site.

Mr. Swindle suggested that EM-5 draw attention to ARRA funding management and the EPI. Money is coming in quickly and the public is concerned about the government's ability to effectively spend it. Although the ARRA website shows where the funding will go and how many jobs it will create or save, it does not show how the funding will be managed. He then asked if the Congressional inquiries regarding the IG and GAO reports were being tracked.

Mr. Fiore explained that EM-5 manages and tracks Congressional inquiries. Providing prompt and thorough answers to those inquiries is a very high priority. EM-5 is also setting up a database that can sort inquiry information by site, project, and type of activity. The database will enable EM-5 to store inquiries and respond more consistently.

Mr. Klein noted that there is a lot of information reported regarding ARRA. It is difficult to translate that information into outcomes that show how it relates to the lifecycle costs, or results in a return on investment for the taxpayers. Shrinking the footprint is good, but showing what it has brought the taxpayers would be more valuable.

Mr. Ajello asked when EM-5 would become fully staffed.

Mr. Fiore explained that he is optimistic that once the confirmations at the Under Secretary levels are complete, there will be an influx of new staff members. Political appointees should join EM-5 in the next few months. With regard to non-political staff, there are some actions awaiting approval from Dr. Triay to bring on at least one or two more career employees.

Mr. Dabbar commented that it is important to publicize the successes EM achieves with its ARRA funding. These successes build EM's credibility and can help support its future requests for increased funding during the regular appropriations process.

Mr. Ajello commented that this is an issue that has been talked about in the past in terms of the value of accelerating cleanup, reducing lifecycle costs, and sharing success stories. The influx of ARRA funding provides an opportunity for EM to conduct case studies and demonstrate its ability to effectively manage the increased funding and acceleration of its work scope. He thanked Mr. Fiore for a very informative presentation.

Public Comment Period

Mr. Ajello opened the floor to public comments.

Mr. Rod Strand stated that he is currently affiliated with IAP Worldwide Services. He discussed the issue of human capital and expressed deep concern regarding the future of the country's workforce, specifically with regard to the nuclear industry. The current nuclear workforce is aging and will likely retire in the next few years without an adequate pipeline of trained younger employees to fill the void. This issue is not just a problem for EM and DOE; rather, it affects the entire country and its competitiveness in the world.

Over the last few years, Mr. Strand has come across outreach programs designed to expose younger children – those in high school, junior high, and younger – to the fields of nuclear, civil, industrial, mechanical, and electrical engineering. He stated that EMAB is in a unique position to urge EM and DOE to take a leadership role in providing educational opportunities and outreach for children, beyond college internships, to develop their interest in these vocations at a younger age.

Ms. Price noted that it is critical to expose children to these subjects and opportunities early in their education. Early exposure can reap significant benefits and will help to reduce drop-out rates and provide for a more sustainable workforce in the future.

Mr. Dabbar commented that a positive aspect of the nuclear renaissance is that, from a national public policy perspective, there is potential to employ more people and provide more socioeconomic benefit than much of the general energy industries. Although there are a number of human capital challenges associated with the nuclear renaissance, there are also tremendous opportunities.

Mr. Ajello noted that as a group, EMAB has focused primarily on college-level intern programs and opportunities. However, it appears that engagement with students needs to start even earlier. He thanked Mr. Strand for his comments and indicated that EMAB would be interested in further discussing his input on this important topic. Ms. Terri Lamb, the EMAB Designated Federal Officer, and her office will help facilitate that exchange.

Board Business

Approval of the September 25, 2008 Meeting Minutes

Mr. Ajello called for approval of the minutes from the Board's September 25, 2008, meeting in Cincinnati, Ohio.

Mr. Swindle and Mr. Barnes motioned for approval, whereupon the minutes were approved by the full Board.

Date for Next Meeting

The next EMAB meeting is scheduled to take place on September 2, 2009, in Augusta, Georgia.

The Board members will be asked to provide input via email on the date and location for EMAB's spring 2010 public meeting.

Discussion

Mr. Ajello reported that there may be an opportunity for EMAB or its Strategic Planning Subcommittee to meet with Secretary Chu and high-level DOE management to discuss the EPI. Dr. Triay has expressed her support for engaging the Department's other program offices in the dialogues regarding the EPI and believes that EMAB's input and counsel would be useful.

Mr. Dabbar requested that any material prepared for an in-person meeting with the Secretary be circulated among the full Board for input. Mr. Ajello concurred and noted that the EPI is a multi-faceted, multidisciplinary endeavor that touches on a number of issues, such as regulatory compliance, commercial agreements, community outreach, etc. EMAB should consider aligning itself in several groups of two or three members to address these different issues. Furthermore, EMAB can add greater value to Dr. Triay and the EPI by collectively endorsing the concept.

Mr. Swindle noted that in order for the EPI to really take hold at a sustainable and implementable level, it will require funding and dedicated support. This caution was the basis for some of the Strategic Planning Subcommittee's recommendations. Mr. Ajello concurred with Mr. Swindle's comment and postulated that ultimately, the EPI may need a Project Management Office with dedicated funding and highly-skilled, dedicated personnel.

Mr. Dabbar added that input and participation from the other DOE program offices will likely be required as well. This suggestion was echoed by Dr. Papay who stipulated that EM's involvement would be unique compared to the other program offices because EM has a deep local connection to the sites and communities. Obtaining the local communities' trust and buy-in is essential for the EPI's success. Mr. Owsley also noted that many of the other Departmental programs had missions at EM sites as well, necessitating their involvement in the early planning.

Dr. Papay suggested that EMAB monitor the ARRA's impact on EM's base program acquisition and project management, human capital, and communications functions. Unlike the Board's other topics, implementation of the ARRA is a very short-lived endeavor.

Mr. Ajello noted that he was very impressed by Ms. Anderson's enthusiasm and approach to the ARRA project implementation, but still had some concerns regarding how the recovery requirements and project acceleration will impact the base program mission. EM's funding has essentially been doubled for a very short window of time.

Mr. Swindle agreed and noted that the personnel situation in particular may require further review. Some of EM's most highly-skilled, high-level certified managers have been reassigned to the ARRA effort; there must be some impact. He suggested that EMAB periodically review the human capital component of this initiative and its impact, and provide counsel to Dr. Triay. Mr. Ajello agreed to discuss this proposal with Dr. Triay.

Mr. Barnes commented that although the base program may be at some additional risk given the organizational impacts of the ARRA funding, EM's alternatives for implementation are limited. He also reiterated Ms. Price's comment that the ARRA provides an opportunity to expose EM employees to new skills and train them for mission critical positions. Broadening its staff's capabilities will help EM cope with the expected attrition of its senior managers.

Mr. Ajello suggested that EMAB revisit its work on the topic of discretionary budgeting. In FY 2008 the Board probed the flexibility of EM's budgeting processes to determine how the program might address its priorities or redirect resources in the event that funding levels changed.

Mr. Klein suggested that EMAB could help Dr. Triay shape her legacy as the new Assistant Secretary. For example, former Assistant Secretary Rispoli brought increased project management discipline to EM. Perhaps Dr. Triay's mark will be her approach to strategic planning.

Mr. Dabbar noted that the accountability for the ARRA projects and how that might impact EM's long-term planning were particularly interesting. EM has taken an entirely different approach to the implementation and structure of its ARRA projects. The concept of incrementally channeling money to the projects and then taking that money and redirecting it to another project if that particular team cannot perform introduces a whole new level of accountability to the program. Furthermore, the level of transparency and communication with the monthly reporting and public websites adds yet another dimension that is a departure from EM's regular, day-to-day operations. The implications that this endeavor has for EM's strategic planning, contracting, human capital, and communications activities can be used as a learning exercise or case study for the base program. How might this approach be applied to EM's mission going forward?

Mr. Barnes expressed concern over the current staffing level of EM-5. Since the office is equally divided between career federal employees and political appointees, it was greatly impacted by the recent change in administration and is still operating below capacity. It seems that much of the work performed by EM-5 is fairly routine and does not require political guidance. Mr. Barnes suggested that EMAB may want to revisit this issue and determine whether or not the ratio of EM-5 federal employees and political appointees is

appropriate. There may be an opportunity for the Board to urge Dr. Triay to introduce more career capability to EM-5, ensuring that its functional capacity can weather political transitions.

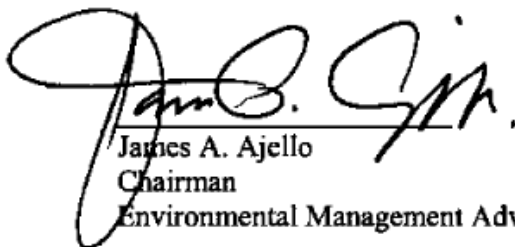
Closing Remarks and Adjournment

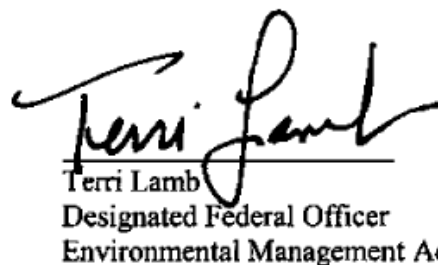
Mr. Ajello indicated that he would circulate a document with action items and key takeaways from the day's meeting. Additionally, the members were asked to reflect on the Board's subcommittee assignments to determine how they can best serve the Assistant Secretary and provide value-added advice on the topics defined in EMAB's FY 2009 priorities. The subcommittees will develop work plans and perform research over the summer in order to fulfill their charges and prepare for the next public meeting.

Mr. Ajello adjourned the meeting and extended his gratitude to his fellow members and the EMAB staff for their time and efforts.

The meeting adjourned at 4:52 p.m. EST.

I hereby certify that, to the best of my knowledge, the foregoing minutes are accurate and complete.


 James A. Ajello
 Chairman
 Environmental Management Advisory Board


 Terri Lamb
 Designated Federal Officer
 Environmental Management Advisory Board

These minutes will be formally considered by the Board at its next meeting, and any corrections or notations will be incorporated into the minutes of that meeting.

APPENDIX A
ENVIRONMENTAL MANAGEMENT ADVISORY BOARD

April 29, 2009

Crystal City Marriott at Reagan National Airport • Mount Vernon Room
1999 Jefferson Davis Highway • Arlington, VA 22202

April 29, 2009	
9:00 a.m.	Welcome and Overview <ul style="list-style-type: none"> • James Ajello, <i>EMAB Chair</i>
9:15 a.m.	EM Program Update <ul style="list-style-type: none"> • Inés R. Triay, <i>Acting Assistant Secretary for Environmental Management</i>
9:45 a.m.	Roundtable Discussion <ul style="list-style-type: none"> • Discussion Leader: James Ajello, <i>Chair</i>
10:15 a.m.	Strategic Initiatives <ul style="list-style-type: none"> • Discretionary Budgeting and EM Footprint Reduction <ul style="list-style-type: none"> - Merle Sykes, <i>Deputy Assistant Secretary for Program Planning and Budget</i> • Energy Parks Initiative <ul style="list-style-type: none"> - Mark Gilbertson, <i>Deputy Assistant Secretary for Engineering and Technology</i>
10:45 a.m.	Roundtable Discussion <ul style="list-style-type: none"> • Discussion Leader: Dennis Ferrigno, <i>Vice Chair</i>
11:15 a.m.	Break
11:30 a.m.	Acquisition and Project Management <ul style="list-style-type: none"> • Jack Surash, <i>Deputy Assistant Secretary for Acquisition and Project Management</i>
12:00 p.m.	Roundtable Discussion <ul style="list-style-type: none"> • Discussion Leaders: Larry Papay, Brian Estes, <i>Members</i>
12:30 p.m.	Lunch



EM Environmental Management

safety ❖ performance ❖ cleanup ❖ closure

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April 29, 2009 (continued)	
2:00 p.m.	EM Human Capital Initiatives <ul style="list-style-type: none"> • Desi Crouther, <i>Acting Director, Office of Human Capital</i>
2:30 p.m.	Roundtable Discussion <ul style="list-style-type: none"> • Discussion Leader: A. James Barnes, <i>Member</i>
3:00 p.m.	Communications <ul style="list-style-type: none"> • James Fiore, <i>Acting Director, Office of Communications and External Affairs</i>
3:30 p.m.	Roundtable Discussion <ul style="list-style-type: none"> • Discussion Leader: David Swindle, <i>Member</i>
4:00 p.m.	Break
4:15 p.m.	Public Comment Period
4:30 p.m.	Board Business <ul style="list-style-type: none"> • Approval of the September 25, 2008 Meeting Minutes • Set Date for Next Meeting • Round Table Discussion
5:00 p.m.	Adjournment



APPENDIX B

U.S. Department of Energy Charter Environmental Management Advisory Board

1. Committee's Official Designation:

Environmental Management Advisory Board (Board).

2. Committee's Objective, Scope of Activity, and Duties:

The Board will provide, in accordance with the Federal Advisory Committee Act, the Assistant Secretary for Environmental Management (EM) with information, advice, and recommendations concerning issues affecting the EM program. The Board will be informed of the progress on the EM program at regular intervals to be determined by the Assistant Secretary.

The Board will perform the following duties:

- a. Recommend options to resolve difficult issues faced in the EM program including, but not limited to: project management and oversight; cost/benefit analyses; program performance; contracts and acquisition strategies; human capital development; and site end-states activities; and
- b. Issue reports and recommendations as necessary.

3. Time Period Necessary for the Board to Carry Out Its Purpose:

Since the task of the Board is to advise agency officials on a series of EM strategies and provide advice on corporate issues, the time period required to carryout its purpose is continuing in nature.

4. Official to Whom this Board Reports:

The Board will report to the Assistant Secretary for EM.

5. Agency Responsible for Providing Necessary Support for the Board:

United States Department of Energy (DOE), Office of Environmental Management

6. Description of Duties for Which the Board is Responsible:

The duties of the Board are solely advisory and are stated in Paragraph 2, above.

7. Estimated Annual Operating Costs in Dollars and Person-Years:

DOE will provide resources sufficient to conduct its business as well as travel and subsistence (per diem) expenses for eligible members. The approximate annual cost is \$350,000 in direct federal and contractor costs, and approximately two full-time equivalents.

8. Estimated Number and Frequency of Board Meetings:

The Board will meet semi-annually or as deemed appropriate by the Assistant Secretary for EM. Specialized committees of the Board will meet as deemed appropriate by the Assistant Secretary.

9. Termination Date (if less than 2 years from the date of establishment or renewal):

Continuing.

10. Members:

Members of the Board shall be appointed by the Secretary of Energy for up to three years to achieve continuity in membership and to make use of the acquired knowledge and experience with EM projects. Members shall be experts in their respective fields or representatives of entities including, among others, research facilities and academic institutions, should the Board's tasks acquire such representation. Members may be reappointed for additional terms of up to three years.

11. Organization and Subcommittees:

The Board shall report to the Assistant Secretary for EM or other DOE officers designated by the Assistant Secretary.

The Board is authorized to constitute such specialized committees to carry out its responsibilities as the Assistant Secretary finds necessary. Committees will report through the Board.

Individuals with specialized skills who are not members of the Board may be consulted by the Board on specialized committees, as appropriate.

