

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

PUBLIC MEETING MINUTES

**The Millennium Hotel
150 West Fifth Street • Cincinnati, OH 45202**

Sept 25, 2008

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ENVIRONMENTAL MANAGEMENT ADVISORY BOARD
SUMMARY OF MEETING

The Environmental Management Advisory Board was convened at 8:30 a.m. on Thursday, September 25, 2008, at the Millennium Hotel in Cincinnati, Ohio. Vice Chairman Dennis Ferrigno 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:

- Ms. Lorraine Anderson, Energy Communities Alliance
- Mr. A. James Barnes, Indiana University
- Mr. G. Brian Estes, Consultant
- Dr. Dennis Ferrigno, CAF & Associates, LLC
- Mr. Keith Klein, Consultant
- Mr. John A. Owsley, Tennessee Department of Environment and Conservation
- Dr. Lawrence Papay, PQR, LLC
- Ms. Jennifer A. Salisbury, Attorney-at-Law
- Mr. David Swindle, Consultant
- Mr. Thomas Winston, Ohio Environmental Protection Agency

EMAB Designated Federal Officer:

- Ms. Terri Lamb

Others present for all or part of the meeting:

- Mr. Nithin Akuthota, Energy Communities Alliance
- Mr. Jeffrey Bobeck, Director, Office of Communications and External Affairs
- Mr. Tony Carter, DOE Legacy Management
- Mr. Jack Craig, Director, EM CBC
- Ms. Diane Cochran, DAS for Human Capital and Business Services
- Mr. James Fiore, Director, EM Office of Management Analysis
- Mr. Bill Levitan, DOE-EM
- Ms. Mary Ann Maloney, DOE-EM
- Ms. Melissa Nielson, Director, EM Office of Public and Intergovernmental Accountability
- Ms. Nancy Osbourne, PRC
- Mr. James Rispoli, Assistant Secretary for Environmental Management
- Ms. Elizabeth Schmitt, e-Management
- Mr. Jack Surash, DAS for Acquisition and Project Management
- Ms. Merle Sykes, DAS for Program Planning and Budget
- Mr. Bill Taylor, EM CBC

ADDITIONAL MATERIALS

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

PRESENTATIONS

- Environmental Management Consolidated Business Center Presentation by Jack Craig, Director, EM CBC
- Environmental Management Update Presentation by James A. Rispoli, Assistant Secretary for Environmental Management
- Briefing on Potential Unfunded Liabilities for the Environmental Management Program by Merle Sykes, Deputy Assistant Secretary for Program Planning and Budget
- EM Human Capital Initiatives Presentation by Diane Cochran, Deputy Assistant Secretary for Human Capital and Business Services
- Acquisition and Project Management Presentation by Jack Surash, Deputy Assistant Secretary for Acquisition and Project Management
- EM Communications Presentation by Jeffrey Bobeck, 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
B&P – Bid and Proposal	EM-50 – Deputy Assistant Secretary for Acquisition and Project Management
BRAC – Defense Base Closure and Realignment	EM-60 – Deputy Assistant Secretary for Safety and Management Operations
CBC – Consolidated Business Center	EM-64 – Office of Standards and Quality Assurance
CD – Critical Decision	EMAB – Environmental Management Advisory Board
CFO – Chief Financial Officer	EM SSAB – Environmental Management Site-Specific Advisory Board
CO – Contracting Officer	EPA – Environmental Protection Agency
COO – Chief Operating Officer	ETR – External Technical Review
CERCLA – Comprehensive Environmental Response, Compensation, and Liability Act	ETTP – East Tennessee Technology Park
CPIF – Cost-Plus-Incentive-Fee	FACA – Federal Advisory Committee Act
D&D – Decontamination & Decommissioning	FHCS – Federal Human Capital Survey
DAS – Deputy Assistant Secretary	FPD – Federal Project Director
DFO – Designated Federal Officer	FTE – Full-Time Equivalent
DOE – Department of Energy	FY – Fiscal Year
DoD – Department of Defense	GC – General Counsel
DWPF – Defense Waste Processing Facility	GTCC LLW – Greater Than Class C Low-Level Waste
ECA – Energy Communities Alliance	HEU – Highly Enriched Uranium
EIS – Environmental Impact Statement	HCA – Head of Contract Activity
EM – Office of Environmental Management	HLW – High-Level Waste
EM-1 – Assistant Secretary for the Office of Environmental Management	HR – Human Resources
EM-2 – Principal Deputy Assistant Secretary for the Office of Environmental Management	HQ – Headquarters
EM-3 – Chief Operating Officer for the Office of Environmental Management	IDF – Integrated Disposal Facility
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-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
	IPABS – Integrated Planning, Accountability and Budget System

IPT – Integrated Project Team
 LEU – Low Enriched Uranium
 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
 MAA – Material Access Area
 MDA – Material Disposal Area
 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
 OCEA – Office of Communications and External Affairs
 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
 R2A2 – Roles, Responsibilities, Accountabilities, and Authorities
 SBA – Small Business Administration
 SC – Office of Science
 SEB – Source Evaluation Board
 SES – Senior Executive Service
 SPRU – Separations Process Research Unit
 SRS – Savannah River Site
 TA – Technical Area
 TSCA – Toxic Substance Control Act
 TPA – Tri-Party Agreement
 TRU – Transuranic Waste
 USEC – United States Enrichment Corporation
 VIT Plant – Vitrification Plant
 WBS – Work Breakdown Structure
 WIPP – Waste Isolation Pilot Plant
 WM – Waste Management
 WTP – Waste Treatment Plant

Meeting Minutes: May 7, 2008

Opening Remarks

Dr. Dennis Ferrigno, Vice Chairman of the U.S. Department of Energy's (DOE) Environmental Management Advisory Board (EMAB or Board), called the meeting to order at 8:30 a.m. He welcomed members of the Board and the public to the proceedings and noted that due to extenuating circumstances, EMAB Chair James Ajello and member Paul Dabbar were unable to attend the meeting. Dr. Ferrigno also recognized that the meeting would be the last for members Lorraine Anderson, Jennifer Salisbury, and Thomas Winston. Lastly, on behalf of the board, he expressed condolences to the family of the former Executive Director of EMAB, Mr. James Melillo, who passed away earlier in July 2008, and recognized his extraordinary contributions to both EMAB and the Department of Energy.

Prior to the public meeting, EMAB had the opportunity to visit the Fernald Preserve, managed by the DOE Office of Legacy Management (LM), and the EM Consolidated Business Center (CBC). Dr. Ferrigno remarked that the EMAB members were very impressed with both operations and recognized Ms. Jane Powell and Mr. T.J. Jackson for their informative presentations and tours. He also thanked Ms. Kimberly Johnson, EM CBC, for her assistance with the logistical arrangements for the CBC tour.

Dr. Ferrigno 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. Jack Craig, Director for the EM Consolidated Business Center in Cincinnati, Ohio.

EM Consolidated Business Center Presentation

Mr. Craig provided a brief overview of the CBC, which was created in 2004 and explained that EM decided on the concept of a consolidated business center for three reasons. First, as the work scope at sites like Fernald, Rocky Flats, and Mound began to shrink, there was a desire to create an entity that would retain contracting and finance staff to help close those sites. Secondly, EM was faced with managing a number of smaller sites that did not have their own infrastructure for business support. And lastly, by consolidating business and finance services in one location, EM was able to expand services to other locations, such as Headquarters (HQ), that required additional business support.

The CBC provides a wide variety of services, but its support role focuses primarily on financial management, budget formulation, budget execution, and contracting. The Center's core function is contracting and supporting the various EM procurement centers; therefore, the CBC works closely with Mr. Surash, the Deputy Assistant Secretary (DAS) for Acquisition and Project Management, and his personnel. CBC also provides information technology and computer support for approximately a dozen DOE offices, as well as human resource services, such as the corporate hiring and management of EM's Professional Development Corps intern program.

Mr. Craig presented a high-level pictorial of the CBC organizational chart and noted that there are 160 FTEs, all of which are filled. CBC also has the approval to over-hire by 10-percent and is currently working toward that goal. The CBC is also involved in EM closure activities through the "closure cadre," which includes a staff of 25 facility representatives, health physicists, quality assurance professionals, federal project directors, and other professionals that are co-located with projects across the country. This is a mobile staff that can be moved back and forth as the need arises.

With regard to contracting, CBC has a number of ongoing procurements that are managed out of its Cincinnati and Springdale offices. The source evaluation boards (SEBs) for these procurements are staffed by a combination of people from CBC, DOE-HQ, and the EM field offices. Mr. Craig added that the CBC is the contracting center responsible for administering awarded contracts at a variety of sites. The CBC also has an in house general counsel to provide legal oversight for procurements and recently established and staffed the EM Cost Estimating and Analysis Center to perform independent cost estimates. Lastly, the CBC performs a lot of its contracting at small sites and has many opportunities to contract with small businesses; the CBC significantly exceeds DOE's small business goals and was responsible for nearly 20-percent of EM's total small business obligations in FY 2007 and 2008.

Discussion

Mr. Winston thanked Mr. Craig for his remarks and noted that when the concept of the CBC first came about, keeping the jobs from the closure sites in Ohio was a big deal. This strong lobbying was countered by questions as to how the CBC would be utilized and ultimately be successful. The Board members were very encouraged to see during the tour of the CBC that the Center is sort of a magnet for not only small sites, but also larger projects; there appears to be a progression driven by the top down. It also seems like the CBC is a center of excellence and a resource for many other EM functions that were not originally included in the larger scheme.

Mr. Craig commented that part of this progression is driven by the resources that exist at the large sites. He noted that the CBC is supporting all of the sites except for the large four that he mentioned previously and that is a function of their resources. In some of the areas Mr. Winston referred to, the ability of the government to retain expertise is not always very good. However, there has been no decree as to when the sites need to use the CBC, but they have been willing.

Mr. Swindle commended Mr. Craig for the efforts of the CBC and noted that it was good to see an operation that is very young, but essentially fully staffed and able to meet its requirements. He also asked Mr. Craig how the CBC incorporated lessons learned and what metrics it could provide in order to demonstrate that the Center is successfully meeting its clients' needs.

Mr. Craig explained that the CBC recently completed its first formal customer service survey and is currently reviewing and interpreting the results. He also noted that he has routine weekly meetings with the small site federal project directors to obtain direct feedback and is held accountable to his own performance metrics that are delivered directly from DOE-HQ.

The CBC learns lessons from each contract it awards. Procurement teams undergo formal source evaluation board (SEB) training, which also incorporate lessons learned from prior procurements. Furthermore, the CBC has an internal general counsel that provides guidance and lessons learned for each new acquisition.

Dr. Ferrigno recalled that several years ago DOE had difficulty staffing cost estimators for large organizations.

Mr. Craig replied that the CBC cost estimating office is led by a very experienced and a long-time federal employee and staffed by five others. He also noted that the CBC is incredibly busy and has a lot of customers seeking immediate assistance. One of the CBC's challenges will be to prioritize its work

Dr. Ferrigno thanked Mr. Craig for his presentation.

EM Program Update

Dr. Ferrigno introduced Mr. James Rispoli, Assistant Secretary for Environmental Management, and recognized him for his many contributions to the EM program. Namely, Mr. Rispoli has brought increased rigor to EM's acquisition and project management practices; improved stewardship on behalf of stakeholders and taxpayers; organized communications and external affairs functions; and renewed credibility, respect, and recognition from Congress.

Mr. Rispoli extended his welcome to the Board members and thanked Mr. Craig for his presentation. He also recognized Mr. Craig and his staff at the EM CBC for their outstanding contributions to the EM program. The EM CBC plays a major role in EM's Acquisition Center, which currently has approximately ten new procurements underway. The EM CBC is also in the process of developing Integrated Project Teams (IPTs) that will become source evaluation boards. Mr. Rispoli added that 20-percent of EM's small business contracting is handled by the EM CBC, which also handles the human resources component of the program's Professional Development Corps; two very significant contributions to the EM program.

Mr. Rispoli thanked EMAB member G. Brian Estes who represented the Board during the September 16-17, 2008, EM Site-Specific Advisory Board (SSAB) Chairs meeting in Washington D.C.

Mr. Rispoli also commented that he was glad EMAB had the opportunity to visit and tour the Fernald Preserve. This visit was particularly appropriate given Mr. Winston's ties to the site's cleanup.

Mr. Rispoli recently had the opportunity to speak at a World Federation of Scientists conference in Italy; he shared a part of this presentation with the Board.

EM has made significant investments throughout the complex to disposition waste and accomplish its mission. Examples of these investments include facilities such as the Waste Treatment Plant at Hanford, and technologies like tract vehicles and microfilters to treat waste. Therefore, research and development is critical to the program's success, and EM has come a long way in 20 years. It is important that the program stay on course and continue to develop these capabilities; there is a dynamic interface between technology development, funding levels, and regulatory regimes that impact EM's success.

Mr. Rispoli then reviewed a number of programmatic successes.

Disposal of Transuranic Waste

The Waste Isolation Pilot Plant (WIPP) is the first and only deep geologic repository for transuranic (TRU) waste.

In 2002, EM executed approximately seven shipments to WIPP per week and 304 total shipments. Currently, the program has successfully completed 6,500 TRU waste shipments to date and attains approximately 30 shipments per week. In 2002, 28 of the EM sites stored TRU waste; EM has since reduced that number to 15. Not only has EM demonstrated that the safe disposition of waste in a deep geologic repository is possible, but that the program can also effectively work with the communities through which it transports this waste and reduce risk to the American people.

EM also initiated a remote-handled (RH) TRU waste program in 2008 and has since completed 170 shipments to WIPP.

Spent Nuclear Fuel

EM is responsible for 2,400 metric tons of spent nuclear fuel that is stored at three sites: 2,100 metric tons in Richland, 260 metric tons at INL, and 30 metric tons at the Savannah River Site (SRS). In 2002, less than 10-percent of EM's spent nuclear fuel was in dry storage. By the end of 2008, EM will have transitioned the spent nuclear fuel at Richland and Idaho into dry storage [as opposed to basins and/or wet storage], and only the L-Basin at SRS still contains and receives spent nuclear fuel. The purpose of converting spent nuclear fuel from wet storage to dry storage is to reduce the risk of leakage; dry storage is a major improvement in terms of safety for both the community and the environment.

EM has had to address the K-Basins at Hanford, which were known to be leaking rad-contaminated water into the vadose zone. Since FY 2002, the program has essentially transferred the spent nuclear fuel from those basins and is in the process of actually removing the structures in order to evaluate the ground below.

Dry storage represents a tremendous transformation throughout the complex that reduces the risk of leakage and groundwater contamination. EM is now prepared to safely manage and store its spent nuclear fuel until a final decision is made regarding a national, permanent repository. Ultimately, this is a success story about converting a quantity of fuel into a more protective form of storage.

Special Nuclear Materials

EM manages more than 30 metric tons of excess special nuclear materials such as plutonium, enriched uranium, and U-233. The Department is currently constructing a plant at SRS to process special nuclear materials, specifically plutonium, and to fabricate mixed oxide (MOX) fuel that can be used for commercial nuclear power, or in some cases, dissolved, recovered, and disposed of as waste. EM is also down-blending highly enriched uranium to a low enrichment level for use as commercial reactor fuel and/or long-term storage.

Since 2002, EM has had tremendous success in upgrading the K-Area Materials Storage at SRS to allow for the safe storage of all of DOE's surplus plutonium. In 2007, DOE announced its decision to consolidate surplus plutonium at SRS, which will either convert it into fuel or disposition it as waste, in order to reduce risks to communities throughout the nation by housing that materials in one place. This is another significant accomplishment for the Department that will reduce risk across the EM complex. The plutonium consolidation effort also includes materials from National Nuclear Security Administration (NNSA) sites.

These are very significant accomplishments. Essentially all of the program's plutonium is safely packaged and stabilized.

High-Level Waste

A number of significant capital construction projects have been undertaken in order to address EM's high-level waste, such as the WTP at Hanford, the Salt Waste Processing Facility at SRS, and the Sodium-Bearing Waste Facility at Idaho. These are essentially chemical engineering plants that will prepare and process waste into acceptable forms for disposition. Other capital investments include the Depleted Uranium Hexafluoride (DUF 6) conversion facilities at the Portsmouth and Paducah sites, and Building 3019 at Oak Ridge. Until these projects are complete, EM has had to store high-level waste in more than 220 underground tanks throughout the complex, some of which have exceeded their design-life.

To date, EM has over 2,800 canisters of vitrified high-level waste awaiting permanent disposition at Yucca Mountain; this estimate includes the 275 canisters that resulted from the successful closure of the West Valley tanks and the 2,500 produced by the Defense Waste Processing Facility at Savannah River. However, the program still has a long way to go. This is why nearly 33-percent of EM's budget is dedicated to HLW; it poses a very high risk and will require sustained commitment to reach completion. The final projected number for permanent high-level waste disposition at Yucca Mountain is 22,000 canisters.

Mr. Rispoli shared that EM has also successfully grouted 11 out of 15 tanks at INL; INL is the only site to have physically grouted and closed that number of tanks. The remaining four will be addressed by the Sodium-Bearing Waste Facility. This particular example shows that with the appropriate technologies and regulatory framework, EM's mission is achievable.

Soil and Groundwater

Under the leadership of DAS Gilbertson, EM has reinvigorated a robust groundwater and technology program. Maintaining a research and technology development program is critical to EM's success. As noted in a recent report by the National Academy of Sciences, it is important that DOE not rely purely on contractors to develop new technologies because contractor tenure is fairly short-term and finite. Contractors are incentivized to obtain results during the contract period, not over the long-term. Lifecycle research and technology development are arguably better suited to the agency. Therefore, DAS Gilbertson has worked to revitalize this federal capability, specifically through the program's soil and groundwater program which is led by Dr. Vince Adams. Dr. Adams has networked throughout the complex to bring more order and consistency to EM's research and technology development.

Mr. Rispoli reported that EM has cleaned up approximately 240 km² of contaminated groundwater and stabilized more than 100 groundwater plumes. EM has also employed innovative groundwater treatments and barrier technologies. For example, the program has successfully used vegetable oil as a biostimulant to treat and convert chromium contamination, and has employed mineral barriers to stop the migration of contaminated groundwater.

Mr. Rispoli also added that previously, the EM SSAB recommended that the program develop new tools to monitor groundwater plumes, and specifically a stop-light scorecard for contaminated plumes. EM-20 has since implemented that recommendation and developed a scorecard that depicts the status of plumes site-by-site along with their corresponding treatments. This tool provides a snap-shot of which methodologies are most successful and can be brought to bear on other plumes that are not responding to alternative technologies. This is just one example of how EM is working to make its methods more transparent.

Acquisition and Project Management

EM's leadership has committed itself to bringing greater rigor to the program's acquisition and project management practices, an effort that is greatly beneficial for both the Department and its contractors. The result has been more real-time and standardized practices.

Previously, EM often entered into contracts and made commitments based on optimistic assumptions with regard to the risks involved and the program's technical capabilities. Furthermore, the sites often lacked adequate guidance from DOE-HQ in terms of realistic funding profiles for their work, and entered into contracts without a solid and credible foundation. The reality of receiving the needed \$7-8 billion per year required to support these commitments was unsustainable and raised a lot of concern with members of Congress.

EM has since worked with OMB to develop more realistic funding profiles that extend through 2013 and has developed a set of independently audited and verified project baselines. Each of the sites have been instructed to fit their project schedules into the revised profile that was negotiated with OMB. This information has been published and made available to the public. The verified project baselines have helped to restore the EM's credibility with Congress and will help provide a solid foundation for the pending change in administration. Furthermore, the project baselines allow site managers to better interact with regulators, state and local governments, and stakeholders.

Mr. Rispoli also added that with regard to project execution, EM continues to engage in standard quarterly project reviews (QPRs). These reviews have proven to be excellent communication tools.

With regard to project management challenges, Mr. Rispoli noted that perhaps EM still does not fully understand the concept of risk management. The program excels at identifying risk but needs to refine its methods for managing risk and minimizing its impact when occurrences do take place. The workforce also needs to improve its ability to better interpret project management data, such as earned-value statistics. EM has the tools to improve its project management processes and has achieved a number of great successes. Now the program needs to focus on honing those capabilities and maximizing their full potential.

May 2008 EMAB Reports and Recommendations

Mr. Rispoli expressed his appreciation for EMAB's May 2008 reports and recommendations and provided a brief update on the status of their implementation.

- Small Business, Acquisition, and Project Management

EMAB Recommendation 2008-01: Introduce granularity into the small business selection process to ensure that EM's small business acquisitions comprise the appropriate core competencies, size, and bench strength for its projects.

EM is spending more time during the acquisition planning phase in order to better identify and coordinate upcoming procurement opportunities for small businesses. There is a far greater focus on reaching out to small businesses and developing a more inclusive prime contracting environment through industry exchange meetings and pre-solicitation conferences.

EMAB Recommendation 2008-02: Establish a culture of project ownership and accountability in order to achieve a more efficient procurement process.

EM has reached the point where all new and future procurements are run through the EM Acquisition Center model. Integrated Project Teams are formed under the leadership of Acquisition Planning Managers who work with external organizations such as the Office of Management (MA) and General Counsel (GC) to execute acquisition projects. The matrixed teams draw resources from EM Headquarters, the CBC, and Field Offices. While there are still challenges to overcome in order to achieve a more efficient procurement process, EM has made great strides both within the organization and with its external partners. Deputy Assistant Secretary Jack Surash continues to work with the MA and the DOE Office of Procurement and Assistance Management to work through acquisition oversight processes.

- Employee Recruitment and Retention

EMAB Recommendation 2008-03: Identify and optimize those resources and corporate messages that prove most effective in recruiting and securing new talent.

With regard to entry level employees, EM has achieved clear success with its Professional Development Corps, which is currently in its second class. For hard-to-fill mid-level and senior-level positions, EM routinely will use recruitment and retention bonuses and plans to look at bringing people on-board at a higher annual leave accrual basis. Lastly, in order to bring in senior level expertise, EM has sought approval to hire excepted-service positions to act as site liaisons.

EMAB Recommendation 2008-04: Create an inclusive environment where all employees continue to feel valued and involved throughout their tenure.

EM is working very closely with a consultant that provides diversity training and one-on-one mentoring for key managers.

EMAB Recommendation 2008-05: Review the Federal Human Capital Survey and aggressively address findings that indicate employee dissatisfaction.

The Federal Human Capital Survey is a critical tool in the program's continuing effort to assess its progress, identify areas in need of improvement, and develop appropriate corrective actions. EM's leadership has a great impact on its workforce and was arguably one of the root causes behind many of the issues identified in the survey results.

Mr. Rispoli added that the program's senior managers are scheduled to convene for a retreat in October to learn how to be more effective leaders.

- Communications

EM has made great strides in fulfilling the communications vision first articulated by the EMAB in its 2006 recommendations. The program successfully established the Office of Communications and External Affairs which is staffed by a combination of career and political personnel.

EM has also worked to incorporate communications into all aspects of decision making, which is evidenced by the presence and active involvement of Communications Director Jeffrey Bobeck in all high-level policy meetings.

- Community Outreach

Community Outreach falls under the Office of Communications and External Affairs as well as the Office of Regulatory Compliance, which deals directly with EM's intergovernmental, Tribal, and regulatory relations.

Mr. Rispoli also noted that two important Departmental initiatives pertaining to EM's relationships with Tribal nations and Environmental Justice activities were recently released. The Secretary issued a *Tribal Policy Implementation Framework* for EM, the Office of Nuclear Energy, the Office of Science, and the National Nuclear Security Administration, as a way of improving government-to-government relationships. Secretary Bodman also issued an updated *Environmental Justice Strategy* for the Department.

- Technical Uncertainty and Risk Reduction

Technical uncertainty and risk reduction remain a challenge for EM. In re-estimating the program's costs and schedules, EM attempted to include much more rigor and better evaluation of risk in its planning and created a Cost Estimating Center at the CBC to assist in this endeavor. The program is currently working

with OMB and the General Accountability Office to address discrepancies between the 80-percent confidence level that EM budgets versus the 50-percent confidence level that it is actually able to fund.

- Discretionary Budgeting

Mr. Rispoli indicated that Merle Sykes, Deputy Assistant Secretary for Program Planning and Budget, would discuss EM's efforts to bring business thinking into the risk prioritization process during her presentation to the Board. Generally, the program is in the process of incorporating business tools into its strategic planning in order to make more informed decisions as it moves forward.

Conclusion

Mr. Rispoli concluded his presentation by reflecting that EM's record proves that safe, effective nuclear waste management, and cleanup is possible. He thanked the Board members for their important contributions to the EM program and recognized Ms. Lorraine Anderson, Ms. Jennifer Salisbury, and Mr. Thomas Winston, whose service to EMAB was drawing to a close.

Ms. Anderson, Ms. Salisbury, and Mr. Winston served on EMAB for a number of years and would be leaving the Board at the end of September. They were presented with letters of appreciation signed by Secretary Bodman, certificates of appreciation signed by Assistant Secretary Rispoli, and official EM coins.

Discussion

Dr. Ferrigno commended Mr. Rispoli for the many wonderful programs underway in EM and asked him to comment as to how the momentum of those initiatives would likely be impacted relative to the current budget, Continuing Resolution (CR), and transition.

With regard to the budget, Mr. Rispoli indicated that EM has received tremendous support from Secretary Bodman who has been engaged with this issue at the highest levels. The program has what it believes to be a reasonable budget profile for FY 2009. He also explained that there is still a certain degree of uncertainty surrounding a CR for the beginning of the fiscal year, specifically in terms of how long it would last and whether or not it would include the FY 2008 supplemental.

Lastly, Mr. Rispoli addressed the transition issue and noted that Mr. Bobeck had taken the lead in organizing two bipartisan transition meetings prior to the election for EM to meet with Congressional staff and brief them on what the program has accomplished, where it is heading, and what kind of shape it is in for the next administration.

Dr. Ferrigno thanked Mr. Rispoli for his presentation.

EM Strategic Planning Panel

Briefing on Potential Unfunded Liabilities – Merle Sykes, Deputy Assistant Secretary for Program Planning and Budget

- Unfunded Liabilities Background

Ms. Sykes explained that in the early 2000s, EM took the position that it would not accept anymore scope from other Departmental programs and would essentially try to work itself out of business. However, over the last few years, Congress, DOE, and EM, recognized that the program possesses unparalleled

D&D and special nuclear materials handling, storage, and disposition capabilities. In FY 2008, the House Appropriations Subcommittee on Energy and Water Development directed DOE to produce a report to Congress identifying the scope of liabilities EM may assume in the future from other Departmental programs.

This means that EM will likely re-open the program to accept scope from other Departmental programs and will need to determine which liabilities are eligible for transfer. The significance of accepting these facilities is that it will extend the completion dates and increase the lifecycle costs for some sites. Sites that will likely be impacted include Argonne National Laboratory, Brookhaven National Laboratory, Idaho National Laboratory (INL), and Oak Ridge. This initiative may also require that EM return to nearly completed sites such as the Lawrence Livermore National Laboratory main campus.

- Facilities and Materials Nominations

NNSA, the Office of Science (SC), and the Office of Nuclear Energy (NE) have nominated facilities and materials that will likely be transferred into EM prior to 2014. EM also expects a number of facilities to be transferred from the Integrated Facilities Disposition Project (IFDP) at Oak Ridge that will allow NNSA and SC to streamline their operations and transform Oak Ridge into one of the preeminent sites in the country with regard to future DOE programmatic missions. Additional nominations for transfer were also received from the Stanford Linear Accelerator Center, Fermi, Los Alamos National Laboratory (LANL), Lawrence Livermore National Laboratory (LLNL), Nevada Test Site (NTS), and the Savannah River Site (SRS).

- EM Review of Nominations and Transfer Criteria

The facilities transfers will take place under DOE Order 430.1 A, which pertains to real estate within the Department. This is a well established order that includes criteria for facility acceptance. Facilities that are process contaminated will be accepted and those that just need to be demolished, but are not contaminated, will not be accepted.

After receiving the transfer nominations from DOE, EM sent teams to walkthrough each facility to evaluate and make a determination as to whether those facilities comply with EM's mission. The final list was provided to Congress and included approximately 340 distinct facilities and/or groups of materials and waste. Oak Ridge will receive the majority of transferred liabilities.

Ms. Sykes indicated that EM is willing to consider materials for which there are known disposition paths. For example, Argonne National Laboratory has a substantial amount of TRU waste. EM will look to accelerate the disposition of this waste, which will both lower Argonne's costs and help EM maximize its pipeline to WIPP.

- Potential Scope of Nominations

EM has already completed Critical Decision 0 (CD-0) for this process and determined that there is a clear mission need to deal with the surplus facilities and materials. However, the additional work scope and surplus facilities EM expects to receive from these transfers are completely unfunded. Once the program completes its walk-through evaluations and negotiates transfer with the various Departmental elements, it will need to factor the new scope into its existing priorities and schedules. 153 of the 340 identified facilities will become excess by 2014. The remaining 118 non-IFDP submittals consist of 84 facilities & 39 groups of materials/wastes.

- Cost Estimates of Future Liabilities

Cost estimates were developed for the new potential work scope. The non-IFDP range is between \$1.2 and \$2.7 billion with a point estimate of \$1.8 billion. The total estimated range for unfunded liabilities is

between \$3.7 billion and \$9.2 billion, with a point estimate of \$6.4 billion. Therefore, EM will either need additional funding to cover these liabilities, or it will have to reprioritize the schedules and profiles that currently exist.

- The Next Steps

EM will follow-up with Congress on its list of acceptable scope and finish negotiations with the other Departmental elements. NNSA, SC, and NE, will also develop their own CD-0 packages, outlining their needs to transfer surplus facilities into EM. EM has met with each program to discuss potential transfers and is preparing new packages to actually approve the mission need for the facilities that have yet to be transferred and are not included in the IFDP. EM expects that these packages will be approved by the Deputy Secretary in fall 2008.

- Schedule Assumptions and Conditions for Acceptance

Acceptance of unfunded liabilities is generally contingent upon obtaining an increased Congressional budget allocation and/or internal DOE/EM re-prioritization of new scope; a funding transfer and/or continued programmatic (NE, SC, NNSA) funding; scheduling acceptance consistent with the availability of “head-room” in the EM baseline; and the completion of stabilization requirements. Until transfers are documented in a signed Memorandum of Agreement (MOA) and a date is specified, the surveillance and maintenance of those facilities will continue to be managed by the original program (NE, SC, and NNSA).

Transition – James Fiore, Director, Office of Management Analysis

Mr. Fiore stated that there are three things EM hopes to accomplish in its transition planning for the next administration:

- Convey basic information to familiarize audiences with the EM program, especially those that lack technical experience;
- Provide a sense of the challenges currently facing the program and put some of its previous struggles into context; and
- Identify initiatives that members of a new administration can latch on to and become passionate about pursuing.

It is important to provide a history and give the new administration a sense of how big EM really is, how it got its facilities, and what led to the current situation. The goal is to take this highly complex technical program and reduce it to succinct terms for both technical and nontechnical audiences. It is also critical that EM address how the program has evolved over the last 20 years, including the origin of regulatory agreements, technological innovations, waste characterization, phases of cleanup, and different guiding visions (i.e. accelerated cleanup and closure).

Mr. Fiore noted that the program is still working to build confidence with Capitol Hill and OMB, and that a new Administration may find that they are critical of the EM’s management. However, EM has regained credibility over the past years, as evidenced by the recent NAPA report, which stated that EM is on a solid path to becoming a high-performing organization. Furthermore, by talking about EM’s successes, the program will help ensure that the new administration appreciates its many successes and recognize that EM is poised to achieve many more in the future. The next step in the process will be to identify some of the program’s challenges, such as the current budget situation and unfunded liabilities.

EM intends to make the case that it has a commitment to the communities that helped win the Cold War; there is a commitment to pay those communities back for any debt that the Department may have created in that effort. The program also intends to frame itself as a resource for contributing to both DOE and the nation’s energy goals. EM has a trained workforce that can deal with nuclear materials and extensive environmental data. Lastly, EM is hopeful that the new administration will recognize the value and need

for innovative technologies and solutions to EM's challenges, and will continue to invest in research and development.

Discussion

Mr. Swindle asked Ms. Sykes to comment as to how EM's planning for unfunded liabilities aligns with what NNSA plans to transition from its program to EM.

Ms. Sykes replied that the NNSA complex transformation has a completed Environmental Impact Statement (EIS) and is moving forward. The facilities that NNSA nominated for transfer to EM include all known excess, eligible facilities. However, as NNSA's planning matures and the complex transformation is implemented, those numbers may be adjusted.

Mr. Swindle asked Ms. Sykes to clarify when and/or how the responsibility for funding and managing the excess facilities officially transfers to EM.

Ms. Sykes explained that EM has toured the facilities to assess their condition and will enter MOA's that clearly identify the work and risks involved with each facility. The purpose of entering these agreements is to avoid costly challenges.

Mr. Swindle asked Mr. Fiore to comment on how EM is addressing the issue of unfunded liabilities in its transition planning and specifically, how it is making the credibility of its lessons learned evident. Credibility is critical to gaining any transition team's endorsement.

Mr. Fiore noted the importance EM's lessons learned with regard to stable funding and cited Rocky Flats and Fernald as examples of what the program can achieve with a predictable budget. He also addressed the issue of credibility and explained that EM intends to openly acknowledge the criticism leveraged against the program. It is important that EM demonstrates how it is proactively rectifying its past errors.

Mr. Owsley commended EM for its recent successes. However, EM cannot physically accomplish all that is necessary to meet its legal requirements with its current resources and technology. The solution for this problem is to develop a compliance schedule and include it in its transition materials. The program would be well served by having compliance schedules in place for the new administration. The best path forward for the program is achievable through consensus between DOE, EPA, state regulators, and stakeholders.

Mr. Owsley also asked Ms. Sykes to address EM's plans for accepting clean building and how the scheduled facilities transfers align with the program's D&D plans.

Ms. Sykes clarified that the dates she referred to only reflect the dates that the new facilities will become excess by the other programs. The earliest that EM could begin addressing the surplus facilities without any change in existing prioritization and/or funding is 2017. This means that EM will need to evaluate the new liabilities from a risk perspective and determine whether or not they necessitate action before 2017, which would require the program to reprioritize its schedules. The year that a facility is scheduled for D&D will only be affected if that facility presents a large risk.

With regard to clean facilities, the responsibility for D&D will remain with the individual programs that own those facilities. EM's acceptance criteria only leverage its D&D expertise in terms of radiologically contaminated facilities. Ms. Sykes noted that when EM performed its facility assessments, it did in fact identify proposed facilities that were not contaminated or could be readily dealt with by contractors without specialized expertise.

Dr. Ferrigno commented on the state of the contractor engineering and construction industry as it relates to EM's acceptance of unfunded liabilities. Supply chain management, which includes procurement, and acquisition, is becoming a significant challenge with regard to the actual delivery of projects. Furthermore, the country currently lacks a qualified contractor workforce to execute many of its proposed projects. It is critical that EM analyze supply chain management from a commercial industry perspective to ensure that the commitments it makes when accepting unfunded liabilities are actually feasible.

Mr. Swindle added that this issue includes both human resource challenges as well. There is an enormous demand for qualified, skilled engineers and technicians, but there are not enough capable resources. He suggested that EM's transition materials address this issue.

Mr. Winston remarked that EM's external partners are very interested in the transition. He urged EM to continue to interact with its stakeholders in its transition planning and noted that the Combined Intergovernmental Groups were scheduled to meet in November, following the election. Alignment between EM and its stakeholders will have a great impact on the new administration.

Mr. Fiore noted that he recently spoke to the Environmental Council of the States during their annual meeting and the sentiment they echoed was identical to Mr. Winston's comment.

Dr. Ferrigno thanked Ms. Sykes and Mr. Fiore for their presentations. He then introduced Ms. Diane Cochran, Deputy Assistant Secretary for Human Capital and Business Services.

EM Human Capital Initiatives

Ms. Cochran stated that EM had continued to refine its human capital strategy since the beginning of FY 2008. The program organized its focus into three key areas: Talent Acquisition; Leadership Succession; and Performance Competence.

The Office of Human Capital and Business Services (EM-40) has established a human capital steering committee that comprises people from both DOE-HQ and the sites. The program's ultimate goal is to ensure that the EM workforce is engaged, empowered, competent, and passionate about its mission.

Talent Acquisition

EM-40 wants to ensure that EM has a strong talent pool with a roadmap to leadership and an environment that drives performance and results. There are several different layers of recruitment strategies, the largest of which is the EM Professional Development Corps (EM PDC).

The first EM PDC cohort included 20 individuals and the second included 18 individuals. EM-40 has since decided to break this program into two classes per year in order to maximize recruitment efforts and bring more people into the program faster. There are currently 35 individuals going through the EM PDC process; EM-40 hopes to recruit 15 more in January and September. The two-year program provides interns with training, development, acculturation, and allows them to develop a good sense of what it is like to be an EM employee. They are scattered throughout the complex on 120 rotations. The first class recently returned to DOE-HQ for a structured one-week training and reorientation. EM PDC classes are provided with information on the history of the EM program and introduced to EM senior leadership. They are also given virtual jobs in each DAS office to help them decide how they would like to spend their DOE-HQ rotation.

EM-40 used lessons learned from the first EM PDC cohort to structure the second EM PDC class. This class came to DOE-HQ in August 2008 for a month of training and orientation. In addition to learning about what it means to be an EM employee, this class was also provided with professional training in a number of areas,

such as communications. Speakers were brought in from a variety of different disciplines and organizations, such as the Human Resources Institute. The interns also received HAZMAT and rad-worker training. EM-40 has also started taking groups of interns on field trips to sites like WIPP, Yucca Mountain, and NTS, to expose them to other components in EM's mission.

EM is devoting a lot of time and resources to its future workforce. This includes training its leaders and managers to be mentors, which extends throughout all levels of the workforce. EM-40 intends to include a mentor training requirement in the performance plans of every manager and supervisor.

With regard to broader recruitment strategies, EM-40 maintains a list of 32 universities with very diverse groups of students. EM-40 is also working to establish a program that will facilitate the hiring of returning and wounded war veterans from Walter Reed Medical Center. Ms. Cochran noted that the military is an amazing recruitment resource because of the number of appointment authorities available to bring those people on board.

Leadership and Succession Planning

This focus was developed largely out of the EMAB and NAPA recommendations regarding how EM needs to focus on developing the best leaders possible in government. Every EM employee is a leader or a potential leader. EM-40 has created a Leadership Excellence Program and a three-pronged approach to leadership that will be incorporated into employees' new performance plans.

Performance Culture/Competence

The right skills and the right workforce are necessary for EM to become a top-performing organization. EM-40 and human resources people in the field are working together to identify skills gaps in both the current and future workforce. Additionally, EM-40 is assessing the program's competency in terms of recruitment, leadership, and performance.

Workforce Planning System and Competency Management

EM contracted with the Logistics Management Institute (LMI) to develop a workforce planning system. Since May 2008, EM-40 has loaded every site's workforce data into this model, which also feeds into the DOE CHRIS Workflow system and OPM's Fedscope. The LMI Workforce Planner will provide EM managers with current data and workforce profiles that will help plan recruitment and succession strategies.

The next step is for EM-40 to load data pertaining to specific competencies and skill sets along with the appropriate levels of FTEs for those roles. The result will be a comprehensive resource for EM leadership. Ideally, each manager will have this tool on their desktop to help them redefine their human resource needs as appropriate.

EM-40 would also like to tie this workforce planning data to budget projections. The goal would be to project future hiring and training needs and opportunities.

EM's Approach to Talent Acquisition: Reaching Out to Younger Workers

EM's approach to younger workers is based heavily on aggressive college and university recruitment. EM-40 recently discovered untapped resources to employ students through grants programs and is working to identify how it can maximize this tool.

The Student Career Experience Program (SCEP) also plays a large role in EM's recruitment. It is relatively easy to bring students on board through these programs and transition them into official career appointments after they have met a certain number of hours working as a federal SCEP member.

As Ms. Cochran previously noted, EM is focusing a lot of energy on mentoring relationships and knowledge transfer. The program recently entered into an agreement with OPM to provide structured mentoring and coaching programs to all of EM's leadership in FY 2009. Every EM manager and supervisor will be required to mentor and have a professional, certified executive coach.

Lastly, EM-40 has directed a tremendous effort to technical and professional skills development. A lot of resources have been invested in developing the very best leadership possible through continuous career training.

EM's Three Tier Approach to Leadership Development

Ms. Cochran stated that leadership is a quality that needs to be developed within every EM employee.

Tier 1 (GS-13 and below) addresses potential leaders and focuses on mastering the six fundamental Executive Corps Qualification (ECQ) competencies, after which the employee can begin to address the 22 ECQ leadership competencies.

Tier 2 (GS-14/15) addresses emerging leaders and focuses on all 28 ECQ leadership competencies.

Tier 3 (Senior Executive Service) addresses the enhancement of SES leadership skills and promotes lifelong learning. This tier is unique and is likely the first in DOE to really focus on senior executive development.

EM-40 will host a leadership learning seminar in October 2008 that was developed by OPM's Federal Executive Institute, strictly for senior executive learning. Each segment of the seminar will focus on one of the ten core competencies identified in EM's review of the Federal Human Capital Survey (FHCS): Vision, Developing Others, Technology Management, Strategic Thinking, Team Building, Influencing/Negotiating, Conflict Management, Problem Solving, Leveraging Diversity, and Human Capital Management.

EM-40 is committed to holding at least one senior leadership training per year. Additionally, Ms. Cochran's office has developed a series of courses and suggested curriculum for every level of the EM workforce. The interactive catalogue is almost complete and will be posted on EM's employee portal. EM-40 has also invested \$200,000 in the USDA Graduate School in order to pre-fund courses for EM's competency development. Lastly, EM-40 has created a leadership learning library that consists of 12 publications that will be sent to every SES as part of their leadership development and learning.

Ms. Cochran concluded her presentation by noting that the more EM invests in its people and their capabilities, the better off the program will be as a whole.

Discussion

Mr. Barnes commended Ms. Cochran and EM for an ambitious and innovative set of best practices directed at the program's human capital challenges, specifically with regard to recruiting needed talent. He also asked whether EM had formalized the goals and metrics that the program will use to measure its success and make mid-course corrections if necessary.

Ms. Cochran noted that it was premature to expect a return on EM's human capital investments, but added that the current FHCS will provide EM-40 with results in early 2009 that will help the program fine tune its initiatives. EM-40 is also preparing to release the 2009 Human Capital plan. Ms. Cochran suggested that the success of the EM PDC will likely become evident over a five year period. EM intends to use graduating

EM PDC members to help recruit new classes. She also noted that EM-40 is implementing training to address generational difference between EM staff; one such course will be offered at the end of October.

Ms. Salisbury asked about the status of EM's on-the-spot hiring initiative.

Ms. Cochran noted that EM-40 is working with the CBC to process applications and move forward with this initiative at the 2009 Waste Management Symposium.

Ms. Salisbury emphasized the importance of fundamental written and oral communication competencies and suggested that EM-40 work with the Office of Communications and External Affairs to reinforce these skills in every employee.

Ms. Cochran responded that Communications Director Jeffrey Bobeck was instrumental in helping EM-40 identify training for the EM PDC courses and building communications courses into the program's interactive catalogue. There are several levels writing such as technical writing and writing for the press; EM-40 has identified courses that will coincide with each of these levels.

Mr. Barnes suggested that given the program's regulatory environment, EM-40 should consider developing a basic course for this competency.

Mr. Rispoli agreed that understanding EM's regulatory environment and how to interact with regulators is a critical competency. EM works with regulators on many levels; it is important that the program's people are equipped to recognize the interpersonal aspects of this communication. Failure to fully comprehend regulatory and communication competencies resulted in difficulty in the past.

Mr. Klein noted that there is a strong dynamic between DOE and the regulatory community and that it is important to understand how the nuances and politics of that relationship. There are some great learning opportunities to develop an appreciation for how much a wrong word or phrasing in a particular setting can impact EM's projects.

Dr. Ferrigno suggested that it would benefit EM to assess whether or not its contractors are willing to make similar investments in their workforce.

Mr. Barnes added that it may also help to include both federal and contractor personnel in some of EM-40's initiatives to enforce the concept that those entities are part of a team with a single mission, albeit it different roles.

Dr. Ferrigno thanked Ms. Cochran for her presentation.

Public Comment Period

Dr. Ferrigno called for public comment.

Mr. Bill Levitan, the EM Executive Officer, spoke as a member of the public and emphasized the importance of employees' writing and communication skills. One of the most glaring shortcomings he encounters when reviewing documents for Mr. Rispoli, is that many people do not tailor their writing for the audience that they are trying to reach.

Dr. Ferrigno announced that the Board would break for lunch until 1:30 p.m. EST.

EM Acquisition and Project Management

Dr. Ferrigno introduced Mr. Jack Surash, Deputy Assistant Secretary for Acquisition and Project Management (EM-50).

Mr. Surash reported that the EM Acquisition Center is fully operational; the program is currently in a state of transition, with all new, future, and follow-on procurements being processed through this new integrated system. The core of the Acquisition Center is provided by the Office of Procurement Planning (EM-51) and the CBC. It involves a matrixed, integrated project team (IPT) arrangement that is augmented by personnel from both DOE-HQ and the sites. One of the underlying goals of the Acquisition Center concept is to establish a cadre of regular acquisition professionals that are able to achieve a more standardized and sophisticated approach to procurements that also incorporate lessons learned. Mr. Surash also added that all procurements over \$100,000 for both prime and subcontractor opportunities are posted on the Department's acquisition forecast website, <http://hqInc.doe.gov/support/SmallBusUtil.nsf/>.

Major Procurements

EM recently awarded five major procurements, namely the Savannah River Management & Operations (M&O); Hanford Mission Support; Hanford Central Plateau; Hanford Tank Operations; and the Portsmouth Environmental Technical Services contract. The Savannah River Liquid Waste contract is currently in source selection with the planned award expected in the first quarter of FY 2009. There is also a small business set aside for the Oak Ridge TRU Waste procurement in source selection as well; the planned award is expected in the third quarter of FY 2009. Mr. Surash also shared a number of planned procurements with the Board, namely the Savannah River Security Services and the draft Portsmouth Gaseous Diffusion Plant D&D Requests for Proposals (RFPs) in the fourth quarter of FY 2008; the draft Portsmouth and Paducah DUF-6 Operations, Paducah Remediation, Paducah Infrastructure Services, and Idaho Advanced Mixed Waste Treatment RFPs in the first quarter of FY 2009; and the Portsmouth Facility Support Services RFP in the second quarter of FY 2009.

Project Performance Update

Mr. Surash reported that there are a number of ongoing initiatives in EM to address project management. These initiatives include the DOE Root Cause Analysis corrective action Plan, EM Best-in-Class implementation, and actions to address NAPA and GAO recommendations.

- DOE Root Cause Analysis: Project and Contract Management

Over the last year, DOE has endeavored to understand the root causes of its project and contract management issues and collaborated with GAO to develop a corrective action plan to remedy any problems. This initiative is being lead by Ingrid Kolb, Director of the DOE Office of Management, and her executive steering committee, which includes members from each of the Departments major programs; Mr. Surash represents EM. The corrective action plan consists of a number of corrective measures and metrics through which the Department will measure its progress. This major Departmental endeavor will likely take years to complete. The DOE Root Cause Analysis can be found at:

http://www.management.energy.gov/documents/RCA_Report_FINAL_April_2008.pdf.

- Improved Metrics for Project Performance

A number of the recommendations in NAPA's December 2007 report pertain to project management and procurement. Furthermore, the program expects to receive a report from the GAO in the near future that will likely contain five high-level recommendations based on the organization's one-year review of EM's projects.

Mr. Surash reported that EM has continued to implement the NAPA recommendations and will work to meet any new metrics set out by the GAO report. Although the metrics for project performance may appear aggressive at first, they are achievable.

Best in Class Project and Contract Management

The Best in Class Project and Contract Management (BICPM) initiative was developed in early 2007 with the assistance of the Army Corps of Engineers, Acquisition Solutions, Inc., and Project Time & Cost, Inc.

Generally, the Army Corps of Engineers assessed EM headquarters and sites' strengths and weaknesses and performed gap analyses for project and contract management, which identified a number of areas with inadequate skill sets. This effort culminated in the development of a final Corporate Implementation Plan in March 2008 that summarizes the assessments and documents a strategy to address deficiencies.

The Corporate Implementation Plan recommended that EM hire 159 additional project management professionals. Beginning in September 2007, EM deployed 50 consultants to help round out its project management personnel and plussed up the federal staff by approximately 50 people. In fact, four professionals from Project Time & Cost, Inc. will join Mr. Surash's HQ staff in the near future to help augment that organization.

The Corporate Implementation Plan also included 18 recommended priority actions to help EM implement BICPM. The majority of these actions pertain to better defining and standardizing the programs project management processes, templates, documents, and risk management plans. EM is working to implement these actions along with an additional enterprise scheduling tool for the entire complex that will link federal and contractor cost data. The tool was developed by Decker and will provide a single platform for all federal and contractor personnel. EM is rolling this initiative out with along with the DOE Office of Engineering and Construction Management (OECM).

Discussion

Mr. Estes thanked Mr. Surash for his presentation and commended him for instilling greater discipline into EM's project management practices. He also asked for a status update with regard to EM-50's staffing challenges and whether or not Mr. Surash had been able to fill his three Senior Executive Service (SES) office director positions.

Mr. Surash indicated that the SES positions have not been filled and are currently staffed by three acting office directors that regularly rotated. Currently, the EM-51 Office Director is the only SES position that Mr. Surash is authorized to fill. The advertisement for the EM-51 position will close on September 30, 2008.

Mr. Rispoli commented that he recently attended a federal executives' meeting, which identified lack of alignment between major Departmental elements to be one of the federal government's greatest challenges. Often the agency's human resources, procurement, and program offices have their own priorities and are out of alignment with each other. He indicated that Mr. Surash's personnel situation is a perfect example of this lack of alignment. Even though Secretary Bodman and GEO have identified personnel as a top priority, EM-50 is not authorized to fill key vacancies.

Mr. Estes asked if EM's request for the delegation of a \$100 million contracting authority to the CBC was still under review.

Mr. Surash confirmed that the request for the delegation was under review and noted that EM continues to push hard for this delegation. The program is asking for exactly what NAPA recommended in its December 2007 report and building up to a total delegation of authority to Ohio by requesting a full procurement

management review of the CBC in order to identify any issues that would prevent the delegation from going forward. The CBC is also proposing that its clearance process be transparent for the DOE-HQ business clearance personnel, meaning that all documents and records be stored on a secured portal that would be accessible by both sides. Lastly, The CBC will also propose to rotate its staff through various acquisition and procurement organizations at DOE-HQ. Mr. Surash anticipates that the first steps needed to build up to this proposal will be laid by the end of November 2008.

These actions are all tied in to Mr. Surash's business clearance initiative which helped raise the alarm that the systemic delays were a real problem. Since that time, Mr. Ed Simpson has initiated a business clearance re-engineering initiative in the Office of Procurement and Assistance Management. EM has seen some improvement, but the Department is still not close to where it needs to be. The DOE-HQ business clearance review process is far too in depth and occurs too often.

Mr. Swindle asked Mr. Surash to comment as to whether EM would benefit from internalizing more functions much like the CBC, specifically in terms of human resources and legal support.

Mr. Surash replied that, in his opinion, the root of a lot of EM's issues comes from a lack of multi-year program planning, which results in a high degree of uncertainty and often undercuts many of the program's best efforts. Mr. Surash indicated that EM also needs to place more emphasis on federal component of its contractor relationships and properly managing contracts from the top down.

With regard to the CBC, Mr. Swindle asked whether moving the source selection process away from the sites that will ultimately have to live with the long-term implications of that operation, presents a risk. He also asked Mr. Surash to comment on the CBC's role in the source selection board process and how the decision is made to utilize the CBC.

Mr. Surash clarified that the efforts Mr. Swindle referred to really belong to the Acquisition Center, which includes both the CBC and EM-51. Therefore, some of the expertise on the source selection boards comes from EM and DOE HQ while the rest comes from the CBC and the actual field site; it is a matrixed function that involves the sites. Furthermore, site managers are consulted as soon as the Acquisition Center begins working on a procurement to determine who should serve on the IPT.

Mr. Surash indicated that the long-term goal is to transition more technical people into roles that support the procurement process because EM is an acquisition organization. Hopefully, in the future, all senior EM people will have had some experience serving on a procurement IPT or as a voting member of a source evaluation board.

Dr. Papay commented that the use of mentor protégé contracts and deputy project managers provide excellent opportunities to grow people into those jobs.

Mr. Surash confirmed that EM has an ongoing initiative to identify deputy federal project directors that it has developed with OECM. Deputy federal project directors can earn up to one year of credit towards the experience that they need to advance to the next level.

Dr. Papay also commented that the CBC may be right for the use of project management teams for small projects. This is a concept he has seen applied in industry where teams of advanced professionals were created to administer multiple small projects. There may be some value in this practice for EM.

Mr. Surash noted that he is working on a proposal for managing some of EM's projects at a lower level. He also reported that EM has once again performed very well with respect to its small business goals and is working to introduce increased granularity to its small business practices.

Dr. Ferrigno asked if EM was in a better position with regard to planned procurements, based on the fact that it now has verified project baseline estimates and a dedicated staff at the CBC.

Mr. Surash confirmed that the program has improved in this regard. He also noted that EM-51 has issued a ten-year strategic plan for all EM procurements and has more cost estimators at the CBC than in the DOE CFO organization. It is important that the program continues to work to provide independent cost estimates as well as support to the procurement and support evaluation teams. Overall, EM is in a much better position moving forward with regard to its acquisition and project management capabilities.

Information on EM's validated project baseline summaries can be found at <http://www.em.doe.gov/Pages/ProjectList.aspx>.

Mr. Estes thanked Mr. Surash for his presentation.

EM Communications

Dr. Ferrigno introduced Mr. Jeffrey Bobeck, Director, Office of Communications and External Affairs (OCEA).

Mr. Bobeck recalled that the OCEA was established in January 2008. Although the office has not been operational for very long, the OCEA has had a number of significant accomplishments and will seek to achieve even more before the coming change in administration.

OCEA and the Corporate Communications Model

Mr. Bobeck suggested that EM be thought of as a corporation, as EM, Inc. when it comes to communications. He explained that there are six dimensions to the program's corporate communications: media relations; internal communications; government affairs (Congressional interaction); public affairs (stakeholders); executive communications; and strategic communications.

OCEA Human Capital

Mr. Bobeck presented a high-level pictorial of the OCEA's organizational chart and noted that the OCEA staff includes both federal career employees and political appointees.

Since Mr. Bobeck last addressed EMAB in May 2008, the OCEA has hired two career professionals, Ms. Lauren Mical and Ms. Sharon Thomas. The office also lost one political appointee and still has a support position that is vacant.

Near-Term Improvements

With the start up of the OCEA, Mr. Bobeck and his staff targeted four areas where EM needed immediate attention, specifically media relations, internal communications, basic informational materials, and Congressional engagement.

- **Improve Media Relations**

One of the OCEA's most important tasks in FY 2008 was to ensure that trade publications told the full EM story, which helps to create an ongoing narrative and greater context for the stories coming down the pipeline. An example of this includes the interview with Mr. Rispoli that was published in the Weapons Complex Monitor following the House Appropriations Subcommittee's highly critical report in July; this is a case of EM's successful rapid response.

Mr. Bobeck noted that there is also a desire to see EM in other publications beyond the trade press. An excellent example of this includes the media attention surrounding the designation of Hanford's B Reactor as a national landmark. The OCEA would like to find more opportunities to capture popular media attention.

It is also important that EM's workforce, and particularly its leadership, is trained as media spokespeople. Media and communications competencies are important skills and are being integrated into many of EM-40's training initiatives.

- Internal Communications

Everything that the OCEA and EM publish, including speeches, testimonies, presentations, news articles, and calendars, is made available on the EM Portal. Mr. Bobeck also receives weekly reports that provide a complex-wide perspective of public affairs issues. This practice helps streamline previous field reporting requirements and processes.

Mr. Bobeck indicated that EM is looking for ways to improve its public website, which is monitored by both OCEA and EM-40, and suggested that EM undertake a comprehensive study of the website's usage and design in 2009. He also reported that DOE recently rolled out a Departmental branding initiative that may impact EM's materials; the OCEA will work closely with the Office of Public Affairs to make sure that EM's branding is consistent with the highest level of the Department.

- Improve Basic Informational Materials

The OCEA is working to develop informational materials for every audience level.

For the elementary level, the OCEA has developed the *EM Story*, which is presented in a brochure and online video. This publication is for audiences who are not familiar with EM. The *EM Story* is available at http://www.em.doe.gov/em_video_player/videoPlayer.aspx?PAGEID=MAIN.

The next level of material will include an update of the ten-year old document, *Closing the Circle on the Splitting of the Atom*. The revised publication will be called *Progress and Pathways* and is being independently prepared by the Consortium for Risk Evaluation with Stakeholder Participation (CRESP). *Progress and Pathways* will be published in late 2008 and will include interviews with all of the program's Assistant Secretaries.

The OCEA is developing a number of brochures for its *Then and Now* project. Each brochure documents the progress at a particular site and can be literally stacked together to create a pictorial of EM's progress over the past 20 years.

Ideally, OCEA would like to create living informational material that can be updated as appropriate. Other publications include EM's Engineering and Technology Roadmap, and Congressional reports. Mr. Bobeck added that the OCEA is currently preparing a plain language narrative on the EM program to fulfill a requirement of the National Defense Authorization.

- Engage Congress

It is important that EM engage Congress whenever possible and should focus on reinforcing this relationship over the next year. EM needs to have a strong plan for Congressional engagement in place as a blueprint for the new administration in order to stay ahead of the curve and keep its momentum. Mr. Bobeck noted that EM has already started briefing members of Congress and reaching out to state delegations with sites in their districts, to convey a broader depiction of EM's mission and status.

Congress needs to understand how each site fits into the entire complex-wide program and recognize some of the interconnected and difficult decisions that need to be made. Mr. Bobeck suggested that EM proactively engage in the Cleanup Caucus held by Congressman Doc Hastings from the State of Washington.

It is also important that EM build support beyond the Congressional appropriations committees and explore other audiences like the House Nuclear Caucus.

Looking Ahead – Suggested Long-Term Actions

Mr. Bobeck suggested that the OCEA continue to look ahead and develop metrics and benchmarks for EM's communications success. These metrics may be as simple as monitoring how many stories about the program are published and whether they are positive or negative. He also noted that improved internal communications can go hand-in-hand with enhanced workforce training.

Ideally, each Deputy Assistant Secretary office will have a designated communications contact. This will help improve consistency across EM's products and materials, such as PowerPoint presentations. The OCEA should also draft a media outreach plan and ensure that the next Assistant Secretary is connected to all of the major editorial boards to generate positive press.

Lastly, Mr. Bobeck emphasized that the OCEA should be fully utilized as EM plans Congressional strategies. One of the most valuable attributes of the OCEA is its political contacts.

Discussion

Mr. Rispoli noted that the OCEA is involved in EM's transition planning, which has been a strategic necessity. He also noted that in October 2008, EM will be showcased at Amelia Island as the program enters its 20th year. The OCEA has been instrumental in preparing materials for this event as well as other materials to document and exhibit the significant progress and successes that EM has accomplished over the years. Furthermore, the Amelia Island conference will be attended by all of EM's former Assistant Secretaries, who may be very influential during the transition period. The OCEA's *Then and Now* materials will be useful as well.

Ms. Salisbury suggested that EM may be able to follow up and provide individual briefings to each of the former Assistant Secretaries in order to help with transition. She also commended the OCEA for the tremendous amount of progress it had made and asked Mr. Bobeck to comment on the challenges facing the next administration and how his office would maintain its momentum.

Mr. Bobeck stressed that it was important for EM to define its image and stay ahead of the curve with Congress. EM needs to be proactive in its communications and project a strong message.

Ms. Anderson supported Mr. Bobeck's suggestion that EM further engage with the Cleanup Caucus. Her only concern was that the OCEA would have difficulty carrying its initiatives through the transition.

Mr. Rispoli noted that federal career staff in the OCEA, which includes Ms. Mical and Ms. Thomas, will be able to help the office and the program through the transition.

Mr. Winston asked for feedback regarding regulatory agreements and noted that EM has talked about these agreements in many different ways over the years. He noted that regulatory framework is not static; there are positive ways to talk about how EM can build a constructive rhetoric to use in its interactions with regulators as they collaborate to develop a path forward.

Mr. Rispoli agreed with Mr. Winston and added that it is important to respect the regulatory agreements that are already in place. He also clarified that many of those agreements were signed before either party fully comprehended the challenges and risks involved with the mission. EM lost a lot of credibility with Congress as a result, but is steadily working to shift the pendulum back to the middle by reestablishing reasonable assumptions.

Ms. Salisbury thanked Mr. Bobeck for his presentation.

Board Business and Subcommittee Reports

Approval of the May 7, 2008 Meeting Minutes

Dr. Ferrigno called for approval of the minutes from the Board's May 7, 2008, meeting in Washington D.C.

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

Date for Next Meeting

Due to the change in administration, the next EMAB meeting is tentatively scheduled to take place on April 28-29, 2009, in Washington D.C.

September 2008 Reports and Recommendations

- Communications Subcommittee – Jennifer Salisbury, Lorraine Anderson, A. James Barnes, Thomas Winston

Ms. Salisbury reported that EMAB's previous communications recommendations were either partially or fully implemented, and that the foundation had been laid for EM to take those actions to the next level. She also indicated that the Communications Subcommittee developed five new recommendations for the full Board's approval.

Recommendation 2008-12: Develop a strategic communications plan, or roadmap, in preparation for the next administration.

A communications roadmap will help ensure the institutionalization of the OCEA. The roadmap should detail the OCEA's functions, strategies, structure and management, and existing communications related policies and procedures. Furthermore, the roadmap should reference the OCEA's outreach initiatives, which are designed to broaden EM support from external groups.

Recommendation 2008-13: Expand outreach efforts to build support for, and acceptance of the EM program.

It is important that EM expand its outreach efforts to build support for the program and develop a larger EM constituency.

Recommendation 2008-14: Update publications and other informational materials that help promote EM's mission.

Ms. Salisbury noted that the OCEA has already made great strides in this area and should be commended. Updating informational materials should be an ongoing effort that will ultimately make the program more

transparent and accessible. It is also imperative that this information is timely. EM should continue to support this practice.

Recommendation 2008-15: Encourage efforts that promote and institutionalize the use of plain language in all communications.

Ms. Salisbury indicated that she was personally encouraged when Ms. Cochran included written and oral communication skills in the fundamental competencies required for success in EM. She suggested that perhaps the standards for those key competencies specify the use of plain, non-technical language.

Recommendation 2008-16: Develop Standard Operating Policies and Procedures for the Office of Communications and External Affairs.

This is another long-term initiative for the OCEA, but it is a foundational building block that must be in place in order to fully institutionalize the organization's role.

Dr. Ferrigno called for approval of 2008-12, 13, 14, 15, and 16, whereupon the full Board officially approved the recommendations.

Mr. Rispoli indicated that the aforementioned recommendations were valid and would be addressed as appropriate.

Mr. Bobeck noted that the OCEA has made some significant progress with regard to the development of reporting requirements and is assisting with the development of standard operating policies and procedures (SOPP) for procurements. He also indicated that the OCEA has continued to standardize many of EM's communications tools, such as PowerPoint presentations. The goal is to make EM's materials universally recognizable.

Ms. Anderson emphasized the importance and benefit of training all employees to interact with the press and communicate EM's message(s).

Mr. Barnes suggested that a useful exercise for the OCEA would be to develop a plan for introducing the new Assistant Secretary to EM's key constituencies and points of contact. It is also important to consider how the new appointee will be introduced to the organization itself.

Mr. Bobeck responded that the congressional introductions, to some extent, take care of themselves during the nominating process. He agreed that it would be useful for the OCEA to develop a list of major news outlets and editorial boards with environmental reporters. It is important that the new Assistant Secretary understand that EM has a deep history; its messages should be consistent.

Ms. Salisbury clarified that the roadmap the Communications Subcommittee referred to would help reinforce consistency and institutionalize OCEA's functions.

Mr. Levitan cautioned that although it is important to establish standard policies and procedures, each new EM-1 will want to structure the "front office" as they see fit. He also commented that it is also important to be cautious with regard to assuming how much the new appointee does or does not know about EM.

Mr. Winston clarified that any new administration will have a host of considerations to deal with. EMAB's recommendations will help underscore the importance of the OCEA and support its momentum. This is a function that has a lot of visibility and steam.

- Strategic Planning Subcommittee – Paul Dabbar, Lorraine Anderson, Dennis Ferrigno, and John Owsley

Mr. Owsley reported that the Strategic Planning Subcommittee found that EM has made significant progress in the area of strategic planning and commended the program on that effort. Particularly notable accomplishments include the validated project baseline summaries and the development of analytical building blocks.

Mr. Owsley also noted that one of EM's greater challenges is the fact that the program's available resources and costs do not always align with stakeholder expectations. Furthermore, those costs will continue to increase with the inclusion of additional work scope and unfunded liabilities.

The Strategic Planning Subcommittee submitted four recommendations for EMAB's consideration.

Recommendation 2008-17: Complete the build-out of financial, analytical tools for strategic planning.

Recommendation 2008-18: Incorporate the use of strategic planning tools and analyses into EM's internal and external dialogues.

Recommendation 2008-19: Utilize new strategic planning and budgeting tools to evaluate and address cost escalation issues that can impact current baseline assumptions.

Recommendation 2008-20: Utilize new strategic planning and budgeting tools to evaluate potential unfunded liabilities, such as increased mission scope and facility transfers from other Departmental programs.

Dr. Ferrigno called for approval of 2008-17, 18, 19, and 20, whereupon the full Board officially approved the recommendations.

- Acquisition and Project Management Subcommittee – G. Brian Estes, Dennis Ferrigno, Lawrence Papay, and David Swindle

Mr. Brian Estes reported that the Acquisition and Project Management subcommittee met via teleconference to discuss issues such as contract authority delegations, the status of large procurements, NAPA and the BICPM initiative, business clearance initiatives, budgeting, the CBC, architect/engineer services, small business procurements, and federal project director certifications. As a result of the deliberations the Acquisition and Project Management Subcommittee developed three new recommendations for EMAB's consideration.

Recommendation 2008-21: Seek an end to the Senior Executive Service hiring freeze in order to fill critical management positions in the Office of Acquisition and Project Management.

The need for resolution of this situation is evident and any assistance in realigning EM and DOE's needs will benefit the program. If an end to the freeze is not imminent, EM should consider seeking one-time exceptions to maintain momentum and ensure the long-term health of the organization.

Recommendation 2008-22: Obtain authority to use Brooks Bill procedures for professional services.

It has been noted that this authority exists, but is not being utilized by DOE. Brooks Bill procedures may prove useful for EM's professional service needs.

Recommendation 2008-23: Implement the improvements identified in the Business Clearance Improvement Initiative.

Mr. Estes noted that this initiative was thoroughly discussed during Mr. Surash's presentation.

Mr. Rispoli noted that NAPA has undertaken a review of DOE's human resources and procurement offices. EM is having greater success and seeing more improvement in its interactions with DOE's procurement function than it is with human resources.

Dr. Ferrigno called for approval of 2008-21, 22, and 23, whereupon the full Board officially approved the recommendations.

- Quality Assurance Subcommittee – Lawrence Papay, G. Brian Estes, and Thomas Winston

Dr. Papay reported that the Quality Assurance (QA) Subcommittee commended Mr. Rispoli and Deputy Assistant Secretary Dae Chung for their leadership and achievements in revitalizing EM's QA practices.

The QA Subcommittee deliberated on a number of topics, namely the NAPA report; EM's QA organization; DOE Order 414.1 C; the QA Corporate Board; requirements flow down; adequate NQA-1 suppliers; commercial grade item and service dedication, implementation, and nuclear services; graded approaches to QA; line management understanding of QA and oversight; performance metrics systems; and QA and project management. The QA Subcommittee submitted three recommendations for the full Board's approval.

Recommendation 2008-24: Include leading indicators in the QA performance metrics that are currently under development.

Recommendation 2008-25: Ensure continued commitment from top leadership for the QA initiatives underway.

The goal would be to incorporate QA, like safety, into EM's culture as a fundamental tenet of the organization.

Recommendation 2008-26: If staffing becomes a problem, look to other sources of qualified professionals.

For example, DOE's national laboratories have strong QA organizations that could be used to augment EM's staff.

Dr. Ferrigno called for approval of 2008-24, 25, and 26, whereupon the full Board officially approved the recommendations.

- Human Capital Initiatives Subcommittee – A. James Barnes, Keith Klein, Jennifer Salisbury

Mr. Barnes reported that the Human Capital Subcommittee was encouraged by the thoughtful implementation of EM's Human Capital Plan, and particularly the number of initiatives that have been developed to address the organization's human capital challenges. The subcommittee offered four recommendations for the full Board's approval.

Recommendation 2008-27: Create performance indicators for human capital initiatives in order to track progress over time and assess the extent to which practices have been institutionalized and are achieving the desired goals.

Recommendation 2008-28: Make a concerted effort to institutionalize and implement the various elements of the EM Human Capital Plan during the transition period.

New or different substantive policy direction is unlikely to be forthcoming during the transition time period. Therefore, it is an ideal opportunity to put in place critical supportive activities and to provide training for employees.

Recommendation 2008-29: Complete and implement workforce planning tools to help predict and model workforce requirements based on shifts in funding.

The Human Capital Subcommittee encourages the completion and full implementation of the workforce planning tools (i.e. the Logistics Management Institute Workforce Planner) being developed to help predict and model workforce requirements based on funding availability and alternative funding scenarios.

Recommendation 2008-30: Continue to support the Leadership Excellence Program, which offers great potential for developing a high-performing organization and warrants sustained management commitment and financial resources.

Mr. Barnes noted that the subcommittee applauds EM's Leadership Excellence Program and its three-tiered approach that covers the entire workforce for the life of their career. This is an ambitious undertaking with great potential to enhance individual, as well as well as organizational, performance. However, the resources required for implementation are significant and will require sustained commitment by EM management in order to realize that potential.

Dr. Ferrigno called for approval of 2008-27, 28, 29, and 30, whereupon the full Board officially approved the recommendations.

Ms. Cochran offered to provide a demonstration of EM's workforce planning tools during EMAB's spring 2009 meeting.

- Management Analysis and Vision-Casting Subcommittee – James Ajello, Dennis Ferrigno, Keith Klein, and David Swindle

Mr. Swindle noted that several of the Vision-Casting Subcommittee members had a long history of working with EM and had seen it evolve through times periods much like the coming transition and other critical junctures. Currently, there is a need to re-examine and essentially re-clarify EM's strategic vision in a more succinct manner.

Mr. Swindle reported that the Vision-Casting Subcommittee had one recommendation.

Recommendation 2008-31: As part of the strategic communications plan and transition book being prepared for the next administration, develop a new strategic vision statement for EM to reflect the future direction and requirements of the program.

Dr. Ferrigno called for approval of 2008-31, whereupon the full Board officially approved the recommendation.

Public Comment Period

Dr. Ferrigno called for comments from the public, whereupon there was no response.

Closing Remarks and Adjournment

Mr. Rispoli thanked the Board members for their tremendous contributions to the EM program.

Dr. Ferrigno thanked Ms. Terri Lamb, the EMAB Designated Federal Officer/Executive Director, and the EMAB support staff for their work.

Ms. Anderson stated that she had worked on Rocky Flats issues for well over 20 years and was elected to public office shortly after the FBI had raided the site. She was involved in the original effort to form the Energy Communities Alliance and has had a very unique experience relative to others that have served on the Arvada City Council. Ms. Anderson commented that she is impressed with the progress and innovations EM has put in place throughout the complex over the past 20 years and commended all of the people who have played a role in its mission. She thanked Mr. Rispoli and her fellow Board members for their contributions to the EM complex, and paid special tribute Ms. Salisbury and Mr. Winston.

Mr. Winston noted that DOE has been fortunate with regard to those who have served in support of EM's mission. He is optimistic that the next administration will continue the tradition of finding the right person to take the program forward. Mr. Winston recognized Ms. Anderson and Ms. Salisbury for their contributions to EMAB and expressed his hope that the Board would continue to include representatives from the field in its operation. That natural affinity to the field, the citizen, and the neighbor of EM's sites should never be lost. Finally, he expressed his appreciation for several years of service to EMAB and noted that it was an honor to serve with his fellow Board members.

Ms. Salisbury echoed Ms. Anderson and Mr. Winston's statements and added that she was also proud to work with EM's talented workforce over the last six years. She also thanked Ms. Lamb and the EMAB staff for their support. Lastly, Ms. Salisbury expressed her appreciation for her fellow Board members and stated that EMAB's work really makes a difference.

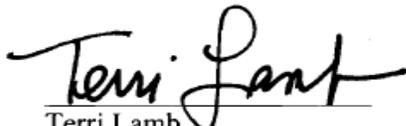
Dr. Ferrigno thanked Ms. Anderson, Ms. Salisbury, Mr. Winston, and the other EMAB members for a successful meeting.

The meeting adjourned at 4:55 p.m. EST.

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



 Dennis Ferrigno
 Vice Chair
 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

September 25, 2008

The Millennium Hotel • Bronze Ballroom A
150 West Fifth Street • Cincinnati, OH 45202

September 25, 2008	
8:30 a.m.	<p>Welcome and Overview</p> <ul style="list-style-type: none"> • Dennis Ferrigno, <i>Vice Chair</i>
8:45 a.m.	<p>Consolidated Business Center Presentation</p> <ul style="list-style-type: none"> • Jack Craig, <i>Director, Consolidated Business Center</i>
9:00 a.m.	<p>EM Program Update</p> <ul style="list-style-type: none"> • James Rispoli, <i>Assistant Secretary for Environmental Management</i>
9:30 a.m.	<p>Roundtable Discussion</p> <ul style="list-style-type: none"> • Discussion Leader: Dennis Ferrigno, <i>Vice Chair</i>
9:45 a.m.	<p>Break</p>
10:00 a.m.	<p>EM Strategic Planning Panel</p> <ul style="list-style-type: none"> • Merle Sykes, <i>Deputy Assistant Secretary for Program Planning and Budget</i> • James Fiore, <i>Director, Office of Management Analysis</i>
10:30 a.m.	<p>Roundtable Discussion</p> <ul style="list-style-type: none"> • Discussion Leaders: Paul Dabbar, Dennis Ferrigno, David Swindle, <i>Members</i>
11:00 a.m.	<p>EM Human Capital Initiatives</p> <ul style="list-style-type: none"> • Diane Cochran, <i>Deputy Assistant Secretary for Human Capital and Business Services</i>
11:30 a.m.	<p>Roundtable Discussion</p> <ul style="list-style-type: none"> • A. James Barnes, Keith Klein, Jennifer Salisbury, <i>Members</i>
11:45 a.m.	<p>Public Comment Period</p>

12:00 p.m.	Lunch
1:30 p.m.	Acquisition and Project Management <ul style="list-style-type: none"> • Jack Surash, <i>Deputy Assistant Secretary for Acquisition and Project Management</i>
2:00 p.m.	Roundtable Discussion <ul style="list-style-type: none"> • Discussion Leaders: G. Brian Estes, Dennis Ferrigno, Lawrence Papay, and David Swindle, <i>Members</i>
2:15 p.m.	Communications <ul style="list-style-type: none"> • Jeffrey Bobeck, <i>Director, Office of Communications and External Affairs</i>
2:45 p.m.	Roundtable Discussion <ul style="list-style-type: none"> • Discussion Leaders: Jennifer Salisbury, Lorraine Anderson, A. James Barnes, and Tom Winston, <i>Members</i>
3:00 p.m.	Break
3:15 p.m.	Board Business and Subcommittee Reports <ul style="list-style-type: none"> • Approval of the May 7, 2008 Meeting Minutes • Communications Subcommittee Report (15-20 min) • Strategic Planning Subcommittee Report (15-20 min) • Acquisition and Project Management Subcommittee Report (15-20 min) • Strategic Vision-Casting Subcommittee Report (15-20 min) • Quality Assurance Subcommittee Report (15-20 min) • Human Capital Initiatives Subcommittee Report (15-20 min) • Approval of September 2008 Reports and Recommendations • Set Date for Next Meeting
5:15 p.m.	Public Comment Period
5:30 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.

12. Chairperson:

The Assistant Secretary for EM appoints the Chair from the Board membership.

JAN 23, 2008

Date

/s/

Carol Matthews

Acting Advisory Committee Management Officer

JAN 23, 2008

Date Filed