

*Managing Today's Change,
Protecting Tomorrow's Future*

Office of Legacy Management

The First Five Years

FY 2004–2008



U.S. DEPARTMENT OF
ENERGY

This report covers the time period
from December 2003 (FY 2004)
through September 2008 (FY 2008).

*Front cover photos top to bottom:
Rocky Flats, Colorado, site and the
Fernald Preserve Visitors Center in Ohio.*

*Back cover photos top to bottom:
Pinellas, Florida, site and the Rifle, Colorado, site.*

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December 2008

www.LM.doe.gov



U.S. DEPARTMENT OF
ENERGY

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Legacy Management

Letter From the Director

The U.S. Department of Energy (DOE) established the Office of Legacy Management (LM) on December 15, 2003, to provide a long-term, sustainable solution to the legacy of the Cold War. LM is responsible for managing activities at sites where DOE's mission and active environmental cleanup has been completed. This document captures some of the results from LM's efforts over the last five years. The following items highlight the depth and breadth of those accomplishments:



*Michael W. Owen
Director, Office of Legacy Management*

- Environmental remedies at all LM sites remain protective of human health and the environment. LM is responsible for 82 sites that were formerly part of the nation's nuclear weapons production effort; site responsibility spans 28 states and the commonwealth of Puerto Rico, and ranges from the Aleutian Islands to Puerto Rico. The sites include wildlife refuges and nature preserves as well as those that support light industrial activity.
- In February 2007, LM was designated as the second high performing organization in the Federal Government by the Office of Management and Budget. LM's success in achieving this designation included meeting numerous program-specific performance measures and a \$15,000,000 reduction in the cost of Federal staff over a five-year period.
- LM assured the continuity of pensions and post-retirement benefits for over 10,000 former contract workers following site closures and contract transitions. Under LM oversight, the pension plan assets have increased and the volatility has been reduced through a more conservative investment approach.
- DOE has strengthened its environmental justice activities. DOE sponsored the first annual State of Environmental Justice in America Conference in March 2007 and released a new strategic plan for environmental justice in 2008. LM also expanded DOE's environmental justice activities to include Native Americans in the Southwest in 2008.



- LM increased access to uranium and vanadium deposits by expanding DOE's uranium leasing program to 31 active leases using a Web-based competitive bidding process. The new lease arrangements are projected to increase revenue to the Federal Government by as much as \$10,000,000 per year while ensuring adequate funding for future mine reclamation activities.
- In August 2008, LM opened the 1,050-acre Fernald Preserve (a former uranium-processing facility) in Ohio and the Fernald Preserve Visitors Center to the public. The Visitors Center, an educational and outreach facility, was certified as "platinum" under the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) requirements.
- LM provided public access to documents and information contained in over 100,000 cubic feet of records. In FY 2007 alone, LM responded to over 3,500 requests associated with the Energy Employee Occupational Illness and Compensation Program Act, Freedom of Information Act, Privacy Act, and other inquiries.
- In October 2008, LM joined with the General Services Administration to break ground on the LM Business Center, a "silver" LEED-rated facility in Morgantown, West Virginia. The Business Center will house LM's records collection, the Consolidated Data Center, and LM Federal and contractor employees working at the Morgantown site.

As a high performing organization, LM is well on its way to meeting the goal that was established at its inception—providing a long-term sustainable solution to the management of DOE's Cold War legacy.



Michael W. Owen
Director, Office of Legacy Management

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Mission

Activities of the U.S. Department of Energy (DOE) and predecessor agencies, particularly during the Cold War, have left a legacy of environmental impact at over 100 sites. Workers associated with these historic and current activities number in the hundreds of thousands. Addressing this environmental and human legacy has been, and will continue to be, a major undertaking by DOE.

On December 15, 2003, DOE took a significant step toward managing activities at sites where DOE's mission and environmental cleanup had been completed. That step was to create the Office of Legacy Management (LM). LM has control and custody for legacy land, structures, and facilities and is responsible for maintaining them at levels suitable for long-term use. LM is also responsible for meeting contractual obligations associated with former contractor worker's pensions and post-retirement benefits.

The LM mission is to manage DOE's post-closure responsibilities and ensure the future protection of human health and the environment.

LM's primary goals are:

- Goal 1:** Protect human health and the environment through effective and efficient long-term surveillance and maintenance
- Goal 2:** Preserve, protect, and make accessible legacy records and information
- Goal 3:** Support an effective and efficient work force structured to accomplish Departmental [DOE] missions and assure contractor worker pension and medical benefits
- Goal 4:** Manage legacy land and assets, emphasizing protective real and personal property reuse and disposition
- Goal 5:** Improve program effectiveness through sound management

Edgemont, South Dakota, site.



Goal 1: Protect human health and the environment through effective and efficient long-term surveillance and maintenance

Long-Term/Annual Measure

Reduce the cost of performing long-term surveillance and monitoring activities at sites managed by LM while meeting all regulatory requirements to protect human health and the environment. Reduction is measured in percent from the life-cycle baseline. Goal is a 2 percent reduction below the baseline for fiscal years (FYs) 2007–2011, increasing to a 10 percent reduction by 2015.

By FY 2015, demonstrate a reduction in risk at LM sites by employing sound project management, engineering, and science-based solutions for long-term surveillance and maintenance.

DOE's environmental legacy responsibilities stem primarily from the activities of DOE and predecessor agencies, particularly during World War II and the Cold War. When LM was established on December 15, 2003, it became responsible for more than 30 sites where active environmental remediation was completed. LM is currently responsible for 82 sites in 28 states and the Commonwealth of Puerto Rico where active environmental remediation has been completed. The majority of the sites under

LM responsibility are either former uranium milling sites covered under the Uranium Mill Tailings Radiation Control Act (UMTRCA) or sites associated with the original Manhattan Project. The Manhattan Project sites are considered part of the Formerly Utilized Sites Remedial Action Program (FUSRAP).

Sites that came under LM responsibility also include the Weldon Spring site in St. Charles County, Missouri; the Monticello site in Utah; and the Young - Rainey Science, Technology, and Research Center in Largo, Florida (Pinellas site). LM immediately began the transition process of programs and responsibilities for the long-term surveillance and maintenance of the Rocky Flats, Colorado, and Fernald, Ohio, sites from the Office of Environmental Management (EM).

Human health and the environment are protected at LM sites through effective environmental surveillance and maintenance. This often involves cooperative partnerships with stakeholders and state, Tribal, and local governments. Site inspections and monitoring are conducted in accordance with site-specific long-term surveillance and maintenance plans and procedures established by DOE to comply with license requirements. Each site inspection is performed to verify the integrity of visible features at the site; to identify changes or new conditions that may affect the long-term performance of the site; and to determine the need for maintenance, follow-up, contingency inspections, or corrective action.

FY 2004

Started with 33 Sites, Ended with 63 Sites

- Transferred the administration and maintenance of the Rocky Flats Public Reading Room at the Rocky Flats site to LM in April. This was the first official transfer of an EM closure site responsibility to LM.



Tour of Laboratory for Energy-Related Health Research (LEHR) grounds at the University of California, Davis.

FY 2005

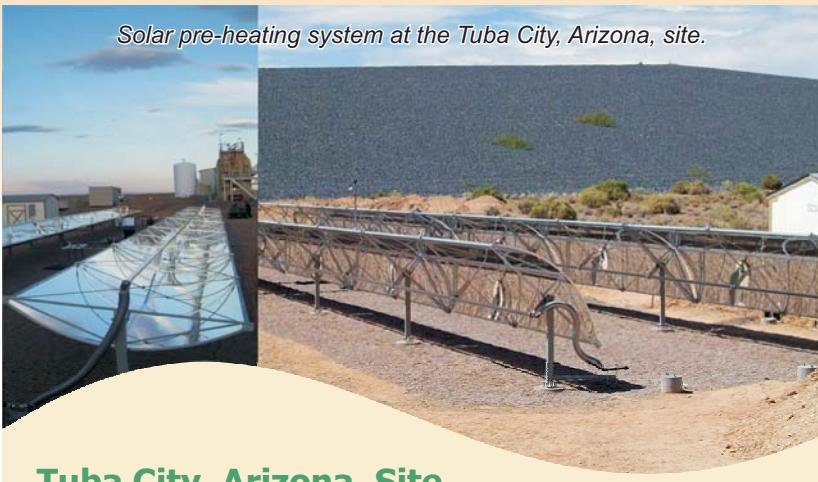
Started with 63 Sites, Ended with 67 Sites

- Finalized the *Weldon Spring Site Long-Term Surveillance and Maintenance Plan* and the *Explanation of Significant Differences for Institutional Controls*.
- Installed required biomonitoring devices at the Monticello site in accordance with the *Record of Decision for Operable Unit III*. The first samples were collected in May and June for benthic organisms.
- Initiated construction of the Monument Valley, Arizona, site land farming pilot study facilities. The pilot study demonstrated the effectiveness of phytoremediation as a means to remediate groundwater and provide a safe product for other beneficial uses on the Navajo Nation property.
- Expanded the groundwater extraction systems at the Shiprock, New Mexico, and Tuba City, Arizona, sites. Additional wells were installed and a new method of rejuvenating existing wells was developed and implemented. These actions resulted in a significant increase in the productivity of the overall extraction capability and expedited the treatment of contaminated groundwater at both sites.
- Received acceptance from the U.S. Nuclear Regulatory Commission (NRC) of DOE's revisions to the draft *Long-Term Surveillance Plan* for the Shirley Basin South, Wyoming, site. This acceptance officially established DOE as the custodian and long-term caretaker of the site under DOE's general license as specified in Title 10 Code of Federal Regulations (CFR) Part 40.
- Submitted the *4.5 Acre Site Remedial Action Plan Addendum* to the Florida Department of Environmental Protection for the Pinellas site. The addendum presented the proposed final action for the 4.5 Acre site. In this addendum, DOE proposed closure of the site using the Global Risk Based Corrective Action standards adopted by the State of Florida. This was one of the first sites to utilize this new provision which significantly reduced the time and cost of completing remediation at this site.



Formerly Utilized Sites Remedial Action Program (FUSRAP)

The FUSRAP sites are in varying stages of completion. Prior to the transfer of remedial action responsibility of the FUSRAP sites from DOE to the U.S. Army Corps of Engineers (USACE) in October 1997, DOE had completed 25 of the identified 46 sites. Since that time, USACE has successfully remediated and transferred five sites to LM for long-term surveillance and maintenance. Since 1997, seven new sites have been added to FUSRAP, either by Congressional direction or based on the possibility of radiological contamination from Manhattan Engineering District or early Atomic Energy Commission activities.



Solar pre-heating system at the Tuba City, Arizona, site.

Tuba City, Arizona, Site

An active solar-powered pre-heating system at the Tuba City UMTRCA site has partially replaced the electrical power requirements for the remediation system. The Tuba City plant treats contaminated groundwater in a state-of-the-art evaporation facility which produces clean water. The solar-powered system replaces approximately 30 percent of the heat energy required by the system boiler, resulting in a payback period of approximately 11 years. The system will also assist DOE in attaining the goals of the *Transformational Energy Action Management* (TEAM) Initiative, issued in 2007 by the Secretary, which calls for DOE to lead all Government Agencies in energy efficiency by utilizing alternative energy sources to the maximum extent practicable at DOE sites, as well as reducing overall energy consumption by 30 percent.

FY 2007

Started with 70 Sites, Ended with 71 Sites

- Exceeded the performance goal of a 2 percent reduction for surveillance and maintenance costs while meeting all regulatory requirements, and successfully conducting all scheduled site inspections.
- Achieved a safety record better than the DOE average. Successfully implemented Title 10 CFR Part 851 ahead of schedule.
- Provided accurate and timely testimony to the House Oversight and Government Reform Committee on DOE's role in the remediation of uranium contaminated sites on the Navajo Nation.
- Integrated the Secretary's TEAM Initiative into LM's environmental management system. The initiative is designed to improve LM's efforts to set and track goals in a variety of areas including energy and water conservation, environmentally preferable purchasing, and "green" buildings.
- Reached agreement with the State of Colorado and the U.S. Environmental Protection Agency (EPA) on the *Rocky Flats Legacy Management Agreement*, which documents DOE's responsibility to ensure that the CERCLA remedy remains protective.

FY 2006

Started 67 with Sites, Ended with 70 Sites

- Held joint public meetings with EM in Alaska and Mississippi to announce the transfer of the Amchitka, Alaska, and Salmon, Mississippi, sites, and all other Nevada Offsites from EM to LM.
- Installed data loggers at several remote sites to conduct groundwater monitoring and record results electronically.
- Assisted EM in completing the Corrective Action Decision/Record of Decision (CAD/ROD) for the Rocky Flats Plant that determined the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) final remedy.

FY 2008

Started with 71 Sites, Ended with 82 Sites

- Released the *Tritium Transport at the Rulison Site, a Nuclear-Stimulated Low-Permeability Natural Gas Reservoir* report, a potential contamination transport model for the Rulison historic nuclear detonation site in Colorado.
- Presented the results of the *Rulison Site Contamination Transport Model* report at a public informational session hosted by the Colorado Oil and Gas Conservation Commission.
- Constructed an active solar-powered pre-heating system at the Tuba City site. The solar-powered system replaces approximately 30 percent of the heat energy required by the system boiler, resulting in a payback period of approximately 11 years.

Environmental Justice

Environmental justice means fair treatment and meaningful involvement of all people, regardless of race, ethnicity, culture, income, or education level with respect to development, implementation, and enforcement of environmental laws, regulations, and policies.

On February 11, 1994, the President signed Executive Order (EO) 12898, "Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations."

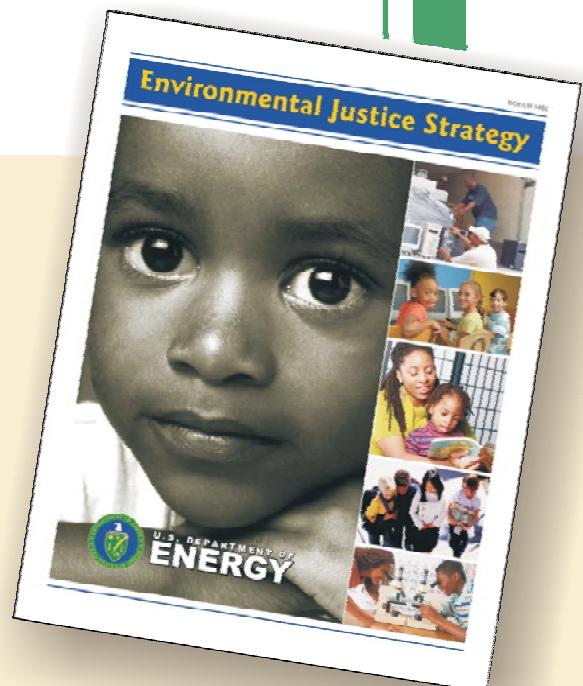
Executive Order 12898

EO 12898 directed 11 Federal agencies to develop an environmental justice strategy. It also called for the establishment of a Federal Interagency Working Group (IWG) on environmental justice. The main focus of IWG is to promote collaboration among stakeholders and Tribal communities to achieve solutions that result in environmental improvements, economic development, and neighborhood revitalization.

The EO also tasked the Federal agencies to develop interagency model projects on environmental justice that evidence cooperation among Federal agencies. DOE is an active member of the IWG and collaborates with other agencies to conduct model environmental justice projects.

LM's Environmental Justice Role

Environmental justice activities are conducted by a wide variety of organizations in DOE including the Office of Energy Efficiency and Renewable Energy Resources, the National Nuclear Security Administration, and the Power Administrations. LM has three primary roles within DOE relative to environmental justice. The first role is to provide overall leadership and coordination across DOE. In this capacity LM leads the development of DOE-wide strategic planning for environmental justice and coordinates implementation of policies and activities across DOE program and field offices. The second role is to fund and manage a core set of environmental justice activities such as community capacity building and grants to institutions to support higher education. The third role is to participate in broader communication efforts outside DOE. In this capacity LM provides DOE's representative to the Interagency Working Group on environmental justice and sponsors the annual *State of Environmental Justice in America Conference*.



The Environmental Justice Strategy was distributed in 2008.

DOE's Environmental Justice Goals

Goal 1: Identify and address programs, policies, and activities of the Department [DOE] that may have disproportionately high and adverse human health or environmental effects on minority, Tribal, and low-income populations.

Goal 2: Enhance the credibility and public trust of the Department [DOE] by making public participation a fundamental component of all program operations, planning activities, and decision-making processes.

Goal 3: Improve research and data collection methods relating to human health and the environment of minority, Tribal, and low-income populations.

Goal 4: Further management leadership by integrating environmental justice with activities and processes related to human health and the environment.



Dr. Kenneth Sajwan, Professor and Director of Environmental Science Program at Savannah State University, explains the principles of a flow injection analyzer to interns.

Environmental Justice Strategy

In response to the EO, a DOE task force prepared and published the *Environmental Justice Strategy* in 1995. This strategy focused attention on:

- Human health and the environment in low-income communities and communities of color.
- Public participation in decision-making.
- Capacity building programs.
- Technical support for community technology centers.

In November 2007, DOE re-established the Environmental Justice Task Force to review the 1995 *Environmental Justice Strategy* and to make updates where warranted. The revised *Environmental Justice Strategy* integrates the requirements of the EO into DOE operations.

Environmental Justice Activities

At the core of environmental justice is the concept that all stakeholders must have an opportunity to present their views. DOE has numerous programs to promote environmental justice and public involvement. Even though some activities are complex and technical, stakeholders are encouraged to participate as much as they can, as permitted by law. Often, small towns; rural areas; and minority, Tribal, and low-income communities have limited abilities to participate in environmental decision-making because they lack access to information, technology, expertise, and decision makers.

DOE conducts programs to enable members of those communities to participate effectively in the decisions that impact them. These capacity-building initiatives include:

Building Community Capacity Through Technology: A partnership with Tennessee State University and the National Urban Internet provides technical assistance to the communities near DOE sites at Oak Ridge, Tennessee, and Aiken, South Carolina. The partnership distributes surplus computers and creates technology centers to help our stakeholders address energy and environmental concerns, economic development, obstacles to education, and other challenges. This effort started with nine computers for the Hyde Park community in Augusta, Georgia; 20 computers for community groups in Savannah, Georgia; 15 computers for Keysville, Georgia; and 15 computers for Oak Ridge. Rather than giving computers directly to community groups, this effort now supports community technology centers that upgrade computers and distribute them to community groups as well as small towns and public schools. The computers, and the technology centers that refurbish them, give communities access to technical assistance and current information so that they can participate more fully in environmental decision-making. To enhance environmental justice, the partnership has donated approximately 5,000 computers to various groups.

Community Leaders' Institute: Tennessee State University and the Medical University of South Carolina collaborate with DOE and the DOE Savannah River Site to conduct the Community Leaders' Institute, a training and technical-assistance program. The Community Leaders' Institute helps community leaders address environmental and other issues in their communities. Fifteen of these multi-day workshops have been conducted in Georgia, South Carolina, and New Mexico. In addition, four grant-writing workshops have been conducted, and four made-for-TV dialogues have been created.

Dr. Samuel P. Massie Chairs of Excellence: This team comprises world-class scholars, researchers, and educators from nine Historically Black Colleges and Universities (HBCUs) and one Hispanic-Serving Institution.

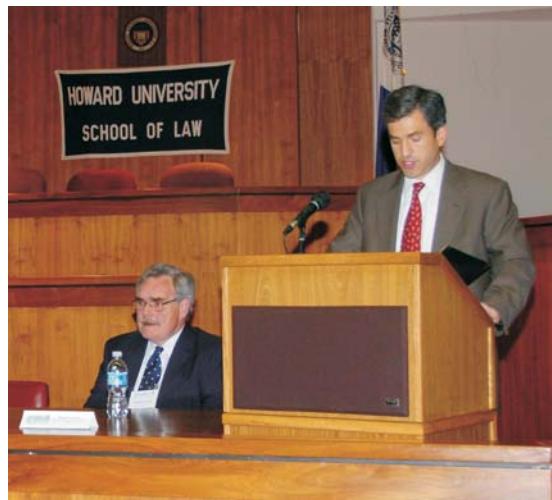
The team members conduct research, advise and assist municipalities, and promote collaboration among Federal agencies, the private sector, research institutions, and other HBCUs. The program transferred from LM in 2006 and now resides in the National Nuclear Security Administration (NNSA), and is a key element of DOE's environmental justice and capacity-building efforts.

United Negro College Fund Special Projects:

DOE and the United Negro College Fund Special Projects conduct a summer internship/mentorship program for under-graduate students attending minority institutions. This program brings students to DOE laboratories for hands-on experience in environmental science and engineering. The number of students participating in the program doubled from 6 in 2004 to 12 in 2008.

State of Environmental Justice in America Conference:

This national conference brings together leaders from various sectors, and with diverse interests, to share ideas for environmental justice. The interactive forum helps generate solutions to real-life problems. Conference participants from the Government; business, industry, and community groups; Tribes; and academia network with colleagues from across the country and discuss issues with decision makers at the highest Federal level in an informal and relaxed environment. Acting Deputy Secretary Jeffrey Kupfer spoke at the May 2008 conference where he introduced the updated *Environmental Justice Strategy*, discussed elements of the strategy, and laid the foundation for two additional strategic presentations during the conference.



Educational opportunities in a variety of fields are available through the Environmental Justice Program.

Environmental Justice Training: These classes help DOE and contractor personnel gain a greater awareness of environmental justice issues, the communication styles of various stakeholders, and strategies for incorporating environmental justice into DOE decision-making. The classes—Public Participation, Environmental Justice, and Communicating With the Public—help personnel communicate more effectively in public meetings. They also support DOE's goal of having a transparent and inclusive decision-making process.

Savannah River Site Environmental Justice Collaborative:

The collaborative includes DOE Headquarters, the Savannah River Site, Washington Savannah River Company (the Savannah River Site's maintenance and operations contractor), EPA Headquarters and Region IV, and Savannah State University. This collaboration has helped Savannah State University develop a state-of-the-art Environmental Science Masters Program that has graduated more than 30 students, mentored more than 60 interns, coordinated a Teaching Radiation, Energy, and Technology workshop for more than 250 math and science teachers, and conducted more than 60 community outreach meetings with stakeholders in Georgia and South Carolina.

Left to right: Mike Owen, LM Director; listens as Department of Energy Acting Deputy Secretary Jeffery Kupfer speaks at the second annual State of Environmental Justice in America 2008 Conference.

Goal 2: Preserve, protect, and make accessible legacy records and information

Long-Term/Annual Measure

Reduce the cost to manage and store information while ensuring all regulatory and stakeholder requirements are met. Reduction is measured in percent from the life-cycle baseline. Goal is a 3 percent reduction below the baseline for FY 2007–2012, increasing to a 10 percent reduction by FY 2015.

Records management serves a key function in meeting LM goals. In the area of environmental legacy management, records management is crucial to the protection of health, environmental, and legal interests of DOE and the public.

As part of the long-term legacy mission, LM will assume ownership and custody of all records (with exceptions addressed on a site-by-site basis) from the closed sites for which LM has assumed responsibility.



The *Legacy Management Information and Records Management Transition Guidance* focuses on LM's goal to preserve and protect legacy records and information. This guidance document establishes a framework for the transfer of records management responsibilities for sites transitioning to LM. It describes the requirements, responsibilities, and procedures for the efficient and cost-effective transfer of custody, ownership, and management of records and other information products from the original site to LM.

Records management practices are critical to the functions of Federal agencies because records provide information about, or evidence of, the organization, functions, policies, decisions, procedures, operations, or other activities. Therefore, the information generated by an agency is created, maintained, and dispositioned through records management processes that ensure the appropriate preservation and retrieval of essential information. Best practices to preserve information and records should be used when transferring records from one organization to another.

Information Technology

One initiative under the President's *Management Agenda* is *Expanded Electronic Government (E-government)*. E-government is broken down into four sections: Capital Planning and Investment Control, Cyber Security, Enterprise Architecture, and E-government Implementation and Alignment Milestones. Within each of the four sections are elements that lead to an overall score for each office. LM has maintained a "green" score (the highest possible rating) for 20 consecutive quarters, or 5 years.

LM has met increasingly stringent criteria without an increase in funding or manpower during the 20-quarter period. Included in these accomplishments are items such as:

- Helping establish and meet the requirements of the *Program Cyber Security Plan* for the Under Secretary of Energy.
- Using enterprise architecture principles to achieve LM's mission by providing one of three segments as representative samples (Environmental Monitoring) for DOE's enterprise architecture program.
- Implementation of the Homeland Security Presidential Directive 12 credential process, completing privacy impact assessments, and realigning networks to accommodate the upcoming Trusted Internet Connection initiative.

While the *President's Management Agenda* requirements continue to evolve, LM's data and applications also continue to expand as additional sites have come under LM's purview. In the last five years, LM has added two major sites, Rocky Flats, Colorado, and Fernald, Ohio, and their data into the LM environment. LM continues to consolidate applications and data into a single data center to maximize effectiveness and reduce cost.

Records Management Program

During 2005, LM performed a records management program assessment and established the policies and procedures needed for a records management program. Upon completion and analysis of the program assessment, LM determined the order of importance in which it would process documents.

All LM employees have been trained in basic records management principles and responsibilities. In conjunction with the training, an LM-wide records awareness campaign was conducted.

LM developed a records management program to meet all regulatory and DOE requirements. The foundation of the program is 3 policies and 17 procedures that cover the life cycle of a record.

On March 18, 2008, LM received the 2008 Information Management Conference's Management/Administrative Excellence Award from DOE's Chief Information Officer in recognition of the dedication and substantial achievements in records management at DOE closure sites. The LM records management and information technology staff were nominated for the award for their work in ensuring the effective transfer and the subsequent preservation of DOE legacy records and information. To date, LM has successfully transferred records and information from 82 sites. LM now manages more than 100,000 cubic feet of physical records and more than 6 terabytes of electronic information. This achievement was accomplished through close coordination with DOE closure site staff, DOE Headquarters staff, and other Federal and state organizations.

LM has been using an electronic record-keeping system, in compliance with U.S. Department of Defense (DOD) 5015.2-STD, to manage hard copy records since 2003, and electronic records since 2006. LM is currently updating its system to ensure continued compliance with DOD standards.

Records support staff can quickly search the LM electronic record-keeping system to respond to Energy Employees Occupational Illness Compensation Program Act (EEOICPA), Freedom of Information Act (FOIA), Privacy Act (PA), litigation, and other requests from its stakeholders.

FY 2004

- Developed the National Stakeholder Database to track stakeholder contact information and to help categorize stakeholders by their interests and affiliations.
- Published the first quarterly *Program Update* newsletter announcing the creation of the Office of Legacy Management. The publication provided information to stakeholders about the various activities within LM.
- Developed the *Site Transition Upon Cleanup, Public Outreach, and Potential Hazards of Radiation* fact sheets and published them on the external website. The fact sheets provided pertinent information to stakeholders about the site transition process from EM to LM.

FY 2004 (continued)

- Overhauled and launched an external website in October. The website proved to be a valuable tool for keeping stakeholders informed about all the programs and announcements within the LM domain.
- Published the first strategic plan for LM stakeholders. The strategic plan, *Managing Today's Change, Protecting Tomorrow's Future*, demonstrated to LM stakeholders DOE's vision and commitment to manage legacy responsibilities effectively and efficiently.
- Developed a plan for accepting and maintaining all records transferred to LM. Records include, but are not limited to, historical site records and long-term surveillance and maintenance records.

FY 2005

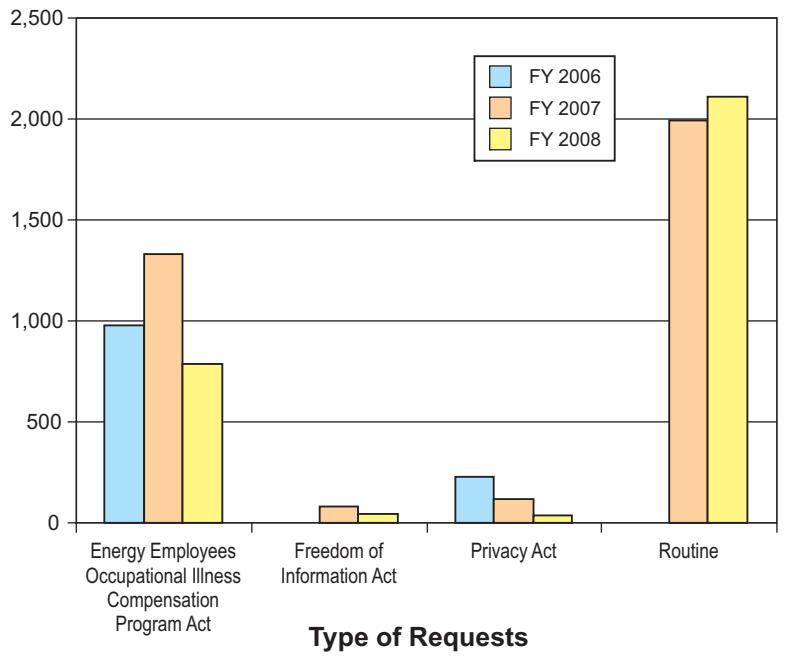
- Developed a life-cycle cost analysis of various alternatives for accomplishing LM's records management mission.
- Completed a conceptual design and value engineering review for an LM records management facility.

FY 2006

- Published a brochure unveiling LM's plan to connect performance targets to budget structure and the decision-making process. As part of this initiative, LM established four goals and associated performance measures. Since then, a fifth goal was established to measure management performance.
- Screened and evaluated more than 12 properties (land parcels) in the vicinity of Morgantown, West Virginia, as possible locations for the LM Business Center and performed due diligence on a short list of properties, including environmental site assessments, title searches, appraisals, geotechnical investigations, and boundary surveys.

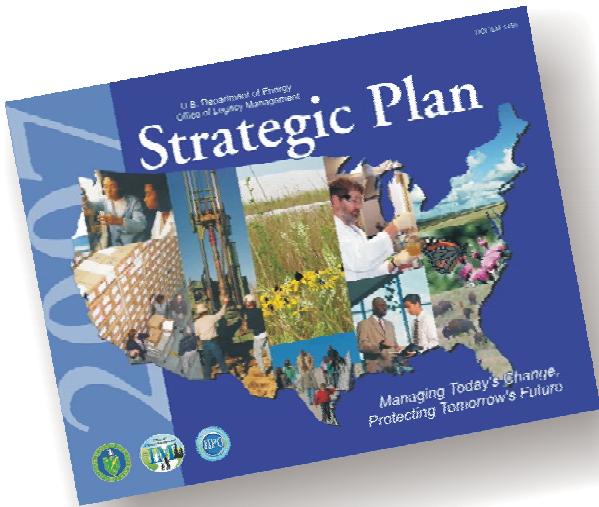
FY 2007

- Published an LM Goal 4 brochure to demonstrate LM's commitment as a steward for lands under its authority, overseeing the proper management of man-made and natural resources, and ensuring their beneficial use for current and future generations.
- Issued an updated version of the LM strategic plan, *Managing Today's Change, Protecting Tomorrow's Future*, in support of DOE's 2006 Strategic Plan. The LM plan supports DOE's Goal 4.2: "Manage the Department's [DOE's] post-closure environmental responsibilities and ensure the future protection of human health and the environment." An accompanying brochure was also developed to highlight the essential details of the plan.
- Designed and produced the first national stakeholder's exhibit titled, *Our Story*, to help inform stakeholders of LM's commitment to ensure that environmental remedies are functioning properly.

Requests for Information

FY 2007 (continued)

- Evaluated the feasibility and desirability of a new project acquisition approach using a build-to-suit General Services Administration (GSA) lease that included lease-scoring analyses, updated life-cycle cost analyses for various alternatives, and market surveys.
- Processed more than 3,500 requests for information associated with EEOICPA, FOIA, PA, and other inquiries.
- Switched to a GSA lease approach for the construction of the LM Business Center and released a Solicitation for Offers.
- Moved forward with the creation of the Consolidated Data Center in Morgantown to reduce cost, improve efficiency, and provide a more reliable information technology infrastructure.
- Exceeded the performance goal of 3 percent cost reduction for managing and storing information while meeting all regulatory and stakeholder requirements.
- Achieved a “green” rating for E-government and continued to work aggressively to fully implement the *Program Cyber Security Plan*.



Sediment sampling at a pond at the Rocky Flats site.

Rocky Flats, Colorado, Site

LM's responsibilities at Rocky Flats include monitoring groundwater, surface water, and the ecology of the area; maintaining four passive groundwater treatment systems; operating surface water systems; operating and maintaining two closed landfills; and controlling erosion on site.

In addition, custody and maintenance responsibilities for more than 40,000 cubic feet of hard-copy records and folder level indexing of 1.47 million database entries from Rocky Flats were transferred to LM during transition from cleanup to long-term management. These records are accessed on a daily basis in response to public inquiries associated with EEOICPA, FOIA, PA, and litigation. Maintaining new records that are generated during long-term surveillance and maintenance activities are also LM's responsibility.

For more than 40 years, the Rocky Flats Plant near Denver, Colorado, provided nuclear triggers and other specialized non-nuclear metal parts for nearly every nuclear weapon produced in the United States. With the end of the Cold War in the late 1980s, the plant's mission changed to cleanup and environmental remediation.

The cleanup program ended in December 2005 when Deputy Secretary of Energy Clay Sell announced that DOE had verified that the Rocky Flats cleanup met the contract's requirements and that the site was clean and safe. After DOE deemed the cleanup complete, LM took over monitoring and maintenance activities at Rocky Flats. In July 2007, DOE transferred approximately 4,000 acres of land, which had served as the security buffer zone surrounding Rocky Flats, to the U.S. Department of the Interior for use as a national wildlife refuge. LM assumed full responsibility for and jurisdiction over, the remaining acreage at the Rocky Flats site in December 2007.

LM also supports an ongoing community relations program, publishes quarterly and annual reports of site surveillance and maintenance activities, and meets regularly with local stakeholder organizations to inform the public of site conditions.

FY 2008

- Designed and produced an exhibit, titled, *LM by the Numbers*, to statistically display LM's missions.
- Completed a comprehensive analysis of interaction with LM's stakeholders to determine if it was necessary to adjust public outreach strategies. The resources used include the quarterly *Program Update*, a statistical software package, and the National Stakeholder Database. This report provided valuable information with regard to trending the geographical base of LM's stakeholders, tracking their interests, and providing future recommendations to further enhance communications with stakeholders.

- Completed an update to the Jobs Opportunity Bulletin Board System (JOBBS), an existing website set up to allow DOE contractor employers to post available jobs. The update allows users to post résumés directly to the website.
- Established an e-catalog library database system with the ultimate goal of establishing a virtual library system. The selected system is Web-based and allows users to access both traditional and nontraditional library materials. Access is available to LM staff and its contractors across the nation 24 hours a day, seven days a week, enabling them to research the availability of resources to complete assignments and projects.
- Worked with GSA to develop a Solicitation for Offers, evaluated the offers, and awarded the build-to-suit lease for the LM Business Center facility.
- Managed the physical records collection as well as a smaller collection of special media that includes x-rays, photographs and negatives, video and audio tapes, and architectural drawings that require special environmental controls to maintain the integrity of the collections.





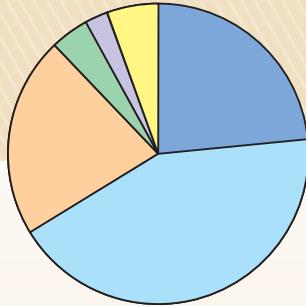
Telemetry unit at
Green River, Utah, site.

SOARS

Facilitates Data Collection at Remote Sites

Systems Operation and Analysis at Remote Sites (SOARS) was established in 2006 to improve data collection at LM sites. Many LM sites are in remote locations and collecting data by regular field visits can be costly. This project established the feasibility of collecting data remotely and transmitting to LM servers daily. Well pumps are also controlled remotely through SOARS. This remote data collection improves safety by reducing the number of miles that LM employees and contractors need to drive. Another advantage is that data are available immediately, improving the ability to diagnose problems, make timely repairs, and expedite corrective actions. All data collection and graphing are done automatically using a powerful post-processing program to plot data and make calculations, producing real-time graphs available to all project scientists and managers across the LM network.

SOARS systems have been installed at 16 LM sites in 9 states. SOARS is powered using 62 solar panels and 26 connections to power lines. Data are collected on 90 field dataloggers. Field site communication is accomplished using 82 radios. Approximately 460 instruments are used to measure flow rate, water level, in-line pressure, pH, oxidation-reduction potential, conductivity, turbidity, unsaturated-zone moisture, wind speed and direction, relative humidity, solar radiation, rainfall, and water infiltration rate. About 150,000 data values are transmitted daily through 13 cell modems and 6 land lines and stored on a secure LM server.



[Blue]	Very Satisfied
[Light Blue]	Satisfied
[Orange]	Somewhat Satisfied
[Green]	Somewhat Dissatisfied
[Purple]	Dissatisfied
[Yellow]	Undecided

Chart reflects responses received to survey question asking participants how satisfied they were with the timeliness of the information presented in the Program Update.

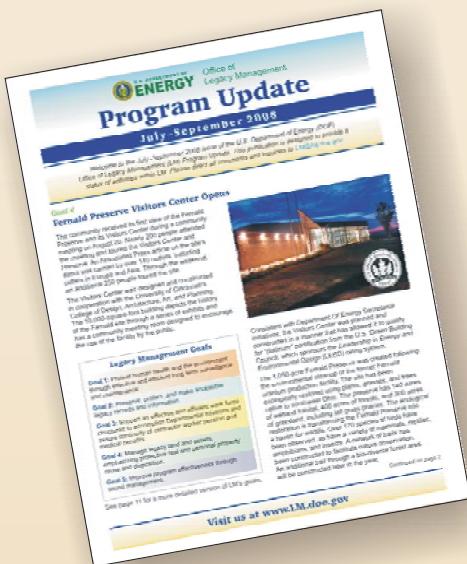
Survey Program Update Survey

Since its inception, LM has maintained a strong commitment to keeping our stakeholders across the nation informed of ongoing program developments and initiatives. One of the major communication tools that LM continues to use is a quarterly newsletter, the *Program Update*. The *Program Update* features various articles about the status of LM's sites and programs. It is intended to keep our stakeholders knowledgeable about issues and concerns that may affect their communities.

To evaluate the effectiveness of this medium, LM designed and launched a survey for our stakeholders. Stakeholders received postcard notification that the survey was available online. The survey was made available from April 3, 2008, through May 2, 2008, and was also included in the January–March 2008 issue of the *Program Update*. The intention was to determine how well we are communicating information about LM's projects and programs, including the DOE-wide Environmental Justice Program. The results helped LM determine how to adjust current public outreach strategies to better serve stakeholders.

The overall approval rating for the *Program Update*'s content and design was 87.4 percent, ranging from satisfied to very satisfied. General suggestions for improvement focused on providing more information about sites transferring from EM to LM, showing monitoring results from the sites, and providing an ongoing status of progress toward attaining LM's goals.

The following are a few recommendations that were compiled from the survey, and other suggestions and comments by stakeholders and staff accumulated over time.



LM National Stakeholders

- Host an LM stakeholder conference in the upcoming fiscal year for external stakeholders to open up lines of communication and establish stronger relationships with LM, regulators, and special-interest groups.
- Develop an LM branding initiative to promote the work and mission of LM.
- Hold an annual stakeholder retreat to improve internal relationships, organizational awareness, and strategies to meet LM goals.

DOE Environmental Justice Program

- Promote the goals and strategies set forth in the newly released *Environmental Justice Strategy*.
- Design a training program to educate internal stakeholders about the fundamentals of the Environmental Justice Program and LM's strategies for promoting new initiatives.



Business Center LM Business Center

LM's records management infrastructure is currently distributed across several states. The decision has been made to consolidate the storage, retrieval, and disposition of records at one facility to better serve stakeholder interests and more efficiently comply with the laws and regulations governing the management of Federal records. The facility will serve as a business center for LM, incorporating the information technology infrastructure (currently the Consolidated Data Center), business support functions, and records management.

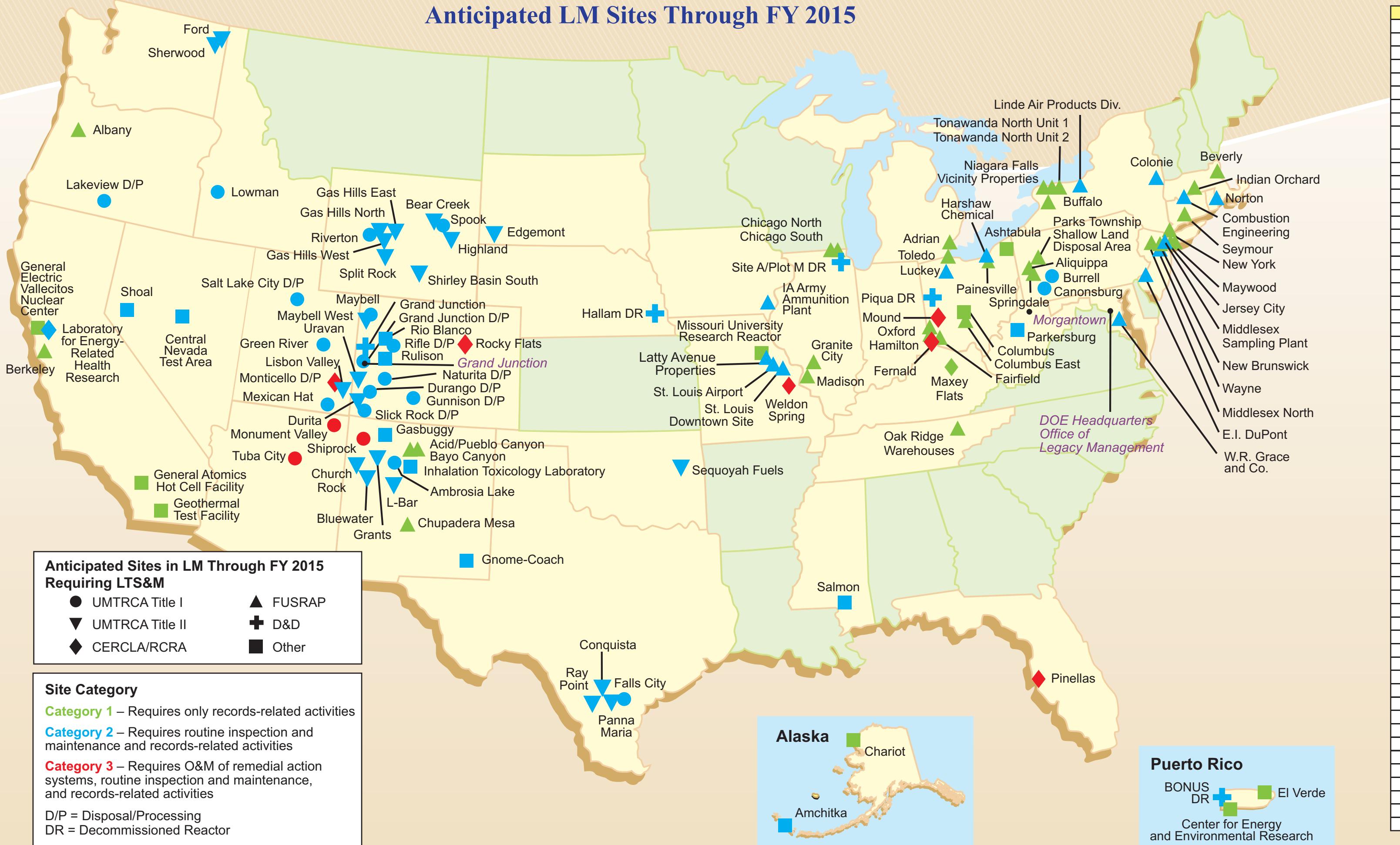
On June 9, 2008, GSA awarded a build-to-suit lease contract on behalf of LM for the LM Business Center to be located in Morgantown, West Virginia. The design and construction team includes FD Partners, LLC, and Petroplus and Associates, LLC, as the co-developers; Paradigm Architecture as the architect; and Dick Corporation as the general contractor.

The 59,000-square-foot facility, located on a 10-acre site in the West Virginia University Research Park, will house more than 90 Federal and contractor personnel supporting LM's mission. The facility will contain more than 100,000 cubic feet of non-classified records—both paper-based and in other special media forms—from Cold War nuclear legacy sites across the country. The records, currently maintained at several National Archives and Records Administration Federal records centers, will be centralized at the Morgantown facility and be accessible to researchers, former contractor employees, and other authorized persons both in on-site records research areas and via a state-of-the-art electronic record-keeping system.

An important aspect of the project relates to the Federal Government's support of environmentally-friendly buildings. LM's goal is to achieve "silver" certification for the facility under the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program. The "green" approach has tremendous benefits such as using key resources more efficiently than conventional buildings which are simply constructed to standard building codes. LEED creates healthier work and living environments, a smaller environmental footprint, and contributes to higher productivity, and improved employee health and comfort.

Since award of the lease, GSA, DOE, and the development team have completed the ground lease with West Virginia University, completed preliminary building layout and office infrastructure decisions, and developed security planning and transportation criteria. The developer began construction in early October 2008. LM plans to occupy the LM Business Center in December 2009.

Anticipated LM Sites Through FY 2015



Site	State	FY	Site	State	FY
Amchitka Site	AK	2008	Inhalation Toxicology Laboratory Site	NM	2010
Chariot Site	AK	2005	L-Bar Disposal Site	NM	2004
Monument Valley Processing Site	AZ	1997	Shiprock Disposal Site	NM	1996
Tuba City Disposal Site	AZ	1996	Central Nevada Test Area Site	NV	2008
Berkeley Site	CA	2004	Shoal Site	NV	2008
General Atomics Hot Cell Facility Site	CA	2005	Buffalo Site	NY	2002
General Electric Vallecitos Nuclear Center Site	CA	2015	Colonie Site	NY	2012
Geothermal Test Facility Site	CA	2005	Linde Air Products Division Site	NY	2012
Laboratory for Energy-Related Health Research Site	CA	2006	New York Site	NY	2004
Durango Disposal/Processing Site	CO	1996	Niagara Falls Vicinity Properties Site	NY	2004
Grand Junction Disposal/Processing Site	CO	1999	Tonawanda North Site Unit 1	NY	2009
Grand Junction Site	CO	2002	Tonawanda North Site Unit 2	NY	2009
Gunnison Disposal/Processing Site	CO	1997	Ashtabula Site	OH	2010
Maybell Disposal Site	CO	1999	Columbus East Site	OH	2004
Naturita Disposal/Processing Site	CO	1999	Columbus Site	OH	2008
Rifle Disposal/Processing Site	CO	1998	Fairfield Site	OH	2004
Rio Blanco Site	CO	2008	Fernald Site	OH	2008
Rocky Flats Site	CO	2008	Hamilton Site	OH	2004
Rulison Site	CO	2008	Harshaw Chemical Company Site	OH	2015
Slick Rock Disposal/Processing Site	CO	1998	Lucky Site	OH	2015
Uravan Disposal Site	CO	2009	Mound Site	OH	2010
Combustion Engineering Site	CT	2012	Oxford Site	OH	2004
Seymour Site	CT	2004	Painesville Site	OH	2010
Pinellas County Site	FL	2004	Piqua Decommissioned Reactor, Site	OH	1998
Iowa Army Ammunition Plant Site	IA	2014	Toledo Site	OH	2004
Lowman Disposal Site	ID	1994	Sequoyah Fuels Disposal Site	OK	2011
Chicago North Site	IL	2004	Albany Site	OR	2004
Chicago South Site	IL	2004	Lakeview Disposal/Processing Site	OR	1995
Granite City Site	IL	2004	Aliquippa Site	PA	2004
Madison Site	IL	2002	Burrell Disposal Site	PA	1994
Site A/Plot M Decommissioned Reactor Site	IL	1998	Canonsburg Disposal Site	PA	1996
Maxey Flats Disposal Site	KY	2004	Parks Township Shallow Land Disposal Area Site	PA	2014
Beverly Site	MA	2004	Springdale Site	PA	2004
Indian Orchard Site	MA	2004	BONUS Decommissioned Reactor, Site	PR	2004
Norton Site	MA	2012	Center for Energy and Environmental Research Site	PR	2006
W.R. Grace Co. Site	MD	2014	EI Verde Site	PR	2006
Adrian Site	MI	2004	Edgemont Disposal Site	SD	1996
Latty Avenue Properties Site	MO	2015	Oak Ridge Warehouses Site	TN	2004
Missouri University Research Reactor Site	MO	2005	Conquista Disposal Site	TX	2013
St. Louis Airport Site	MO	2015	Falls City Disposal Site	TX	1997
St. Louis Downtown Site	MO	2014	Panna Maria Disposal Site	TX	2010
Weldon Spring Site	MO	2003	Ray Point Disposal Site	TX	2012
Salmon Site	MS	2008	Green River Disposal Site	UT	1998
Hallam Decommissioned Reactor, Site	NE	1998	Lisbon Valley Disposal Site	UT	2009
E.I. Du Pont Site	NJ	2014	Mexican Hat Disposal Site	UT	1997
Jersey City Site	NJ	2004	Monticello Disposal and Processing Sites	UT	2002
Maywood Site	NJ	2014	Salt Lake City Disposal/Processing Site	UT	1997
Middlesex North Site	NJ	2004	Ford Disposal Site	WA	2013
Middlesex Sampling Plant Site	NJ	2012	Sherwood Disposal Site	WA	2001
New Brunswick Site	NJ	2004	Parkersburg Disposal Site	WV	1998
Wayne Site	NJ	2007	Bear Creek Disposal Site	WY	2009
Acid/Pueblo Canyon Site	NM	2004	Gas Hills East Disposal Site	WY	2009
Ambrosia Lake Disposal Site	NM	1998	Gas Hills North Disposal Site	WY	2009
Bayo Canyon Site	NM	2004	Gas Hills West Disposal Site	WY	2013
Bluewater Disposal Site	NM	1997	Highland Disposal Site	WY	2010
Chupadera Mesa Site	NM	2004	Riverton Processing Site	WY	1991
Church Rock Disposal Site	NM	2013	Shirley Basin South Disposal Site	WY	2004
Gasbuggy Site	NM	2008	Split Rock Disposal Site	WY	2009
Gnome-Coach Site	NM	2008	Spook Disposal Site	WY	1996
Grants Disposal Site	NM	2014			

LM Sites at the Start of FY 2004



LM Sites to Date



Goal 3: Support an effective and efficient work force structured to accomplish Departmental missions and assure contractor worker pension and medical benefits

Long-Term Measure

Reduce the cost to administer benefits to retired contractor workers, while ensuring benefits are delivered according to schedule with no interruptions and without improper payments. Reduction is measured in cost per person per year. Based upon current program assumptions, the goal is 1 percent reduction over the long-term (FY 2015).

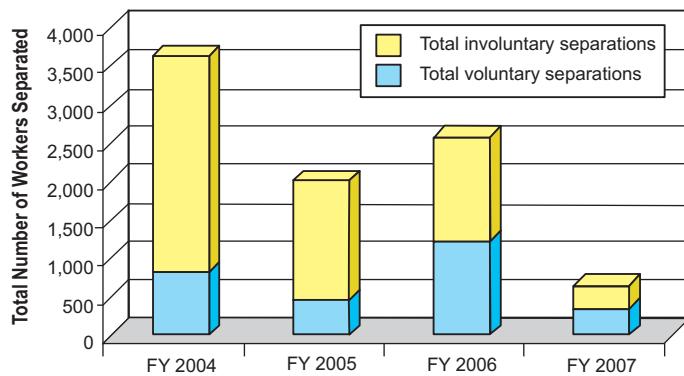
Work Force Activities

As the Cold War came to an end, Congress appropriated funding through the National Defense Authorization Act for FY 1993 (Section 3161) to mitigate the impact on DOE contract workers and to provide assistance to communities impacted by DOE downsizing.

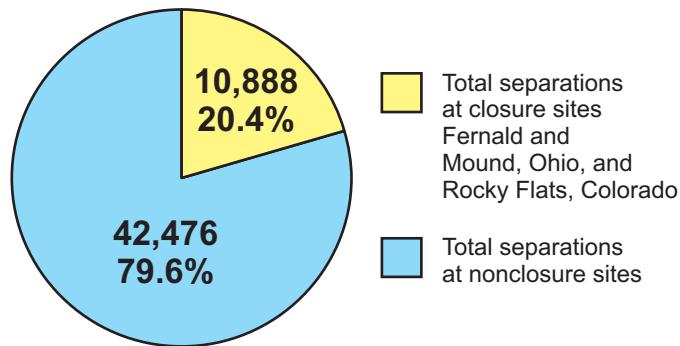
Section 3161 authorized DOE to provide enhanced benefits to separated contractor workers (e.g., enhanced severance payments; educational, outplacement, and relocation assistance) in addition to benefits provided under contract.

- To implement Section 3161 provisions, DOE established the Office of Worker and Community Transition (WT) on September 15, 1994. WT became part of LM when it was established in December 2003.
- Between FY 1993 and FY 2005, Congress appropriated over a billion dollars for work force separation benefits and activities across the DOE complex. Approximately 53,000 contract-worker separations have occurred.
- Since 1993, nearly 45,000 jobs have been created or retained through community transition activities. These activities were funded by \$264 million in Section 3161 and other DOE grants to 15 community reuse organizations (CROs) at sites impacted by downsizing at DOE facilities.

Total Contractor Separations From Fiscal Years 2004–2007



Closure Site Separations as a Percentage of All Separations, Fiscal Years 1993–2007



With the downsizing of the complex and near-term EM sites closure efforts almost complete, DOE stopped requesting community transition funds in FY 2004 and Congress stopped appropriating funds in FY 2005. LM closed out the majority of the CRO grants as funds were exhausted. CROs at the following four locations still have funds: Hanford, Washington; Mound, Ohio; Oak Ridge, Tennessee; and Portsmouth, Ohio.

The number of DOE contractor separations across the complex has decreased significantly over the past decade. On the first chart on page 20, "Total Contractor Separations From Fiscal Years 2004 –2007," the three closure sites; Fernald and Mound, Ohio; and Rocky Flats, Colorado; represented 30 percent of contractor layoffs in FY 2004. Both voluntary and involuntary separations were down dramatically in FY 2007.

It should be noted on the second chart, "Closure Site Separations as a Percentage of All Separations, Fiscal Years 1993–2007," that by FY 2007 all remaining contractor workers were separated from the three closure sites. These workers represented 20.4 percent of all contract worker separations during the period of FY 1993 to FY 2007.

Cost Projections for Pensions and Post-Retirement Benefits

LM developed a cost-estimating model that provided 5-year budget cost projections of pension and post-retirement medical costs at high, intermediate, and low levels. All projections are estimated using the plan provisions, actuarial assumptions, and actuarial methods used for the most recent plan valuation. These projections are for budget cost estimate purposes only and are not designed to take the place of an annual actuarial valuation. The projections may differ significantly from actual valuation results because they become less accurate over time, as the actual experience used in the valuations deviates from the assumptions used in the projections. Each year the program is updated with the prior year's valuation results and reviewed for the reasonableness of assumptions and methods. Output from the model, coupled with expert review and opinion by LM's actuary, is the foundation for LM's budget request.

Benchmark Cost Savings Analysis

LM contracted with DOE's actuarial firm to benchmark medical benefits at DOE sites to the Federal Employee Health Benefit Program, a market-based plan and a composite "best in class" plan. Key findings were:

- Significant variances occurred among DOE contractor plans.
- On average, employees of DOE contractors contribute less for medical coverage than employees of other employers.
- Combining plan features and contributions, DOE contractors had richer benefits on a net-cost basis than the three groups used for comparison.
- Liabilities associated with DOE contractor retiree medical benefits would be less if based on the benchmark plans versus the DOE contractor plans.

Pension and Benefit System

LM developed an electronic central depository system of pension and post-retirement benefit information which facilitates reporting and responding to requests and eliminates duplicate data requests to the contractors. System objectives include:

- Providing information necessary to implement effective cost estimating, budget development, and execution.
- Facilitating planning and analysis by the Benefit Continuity Team.
- Centralizing storage of disparate electronic and hardcopy data.
- Facilitating decision making based upon searching, querying, and reporting capabilities.
- Integrating with LM business processes and Chief Financial Officer financial liability processes.
- Serving as a DOE model for pension and benefit information management.

The system life cycle covers: (1) budget development, cost estimates, and budget formulation, (2) execution, performance data, actual costs, and financial liabilities, and (3) analysis. It is a Web-based application, which is linked with the Work Force Information System (WFIS) site.

Contractors' Actions to Reduce Pension Cost Volatility

LM desires that funding for the pension plans be stable and predictable. Asset investment strategies should support the ultimate attainment of full funding and a stable, predictable contribution pattern. While LM cannot dictate how pension trust funds are invested because it does not have a fiduciary role in the pension, it has encouraged the plan sponsors to have investment approaches that are consistent with DOE's desires. Plan sponsors are ultimately

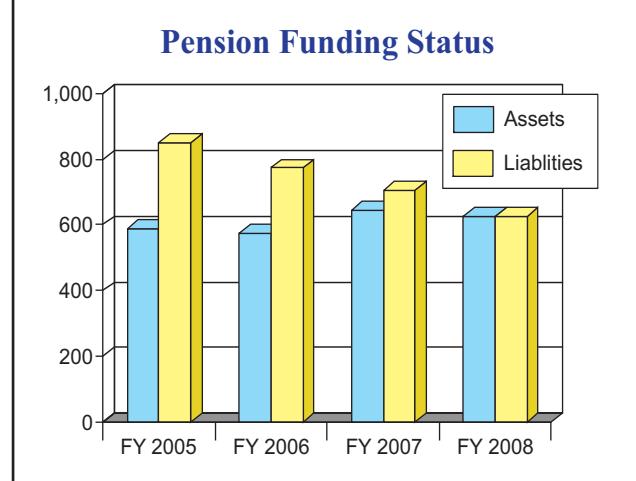
responsible for how pension funds are invested. DOE is encouraged that some plan sponsors have taken steps that result in more stable and predictable funding requirements.

Work Force Information System

WFIS is DOE's corporate-level mechanism for recording, storing, and assessing compensation and benefits, equal employment opportunity, and other information about employees of contractors who operated DOE's production, research, and other facilities, or performed environmental cleanup. LM is the corporate owner of WFIS and assists DOE Federal and contractor employees in obtaining access and resolving problems with the system. In addition to LM, module owners include the Office of Management and the Office of Equal Rights and Diversity. The application is accompanied by a *Users Manual* and *Work Force*

This graph represents a snapshot of the financial condition of the closure site pension plans through the end of FY 2008. It is based on data collected by the Chief Financial Officer for DOE's financial statement and shows an improvement in the funding status of the pension plans. This improvement in funding status mitigates cost volatility and facilitates more accurate forecasting of future budget needs.

Note: The liabilities are based on a snapshot of yield rates for highly-secured corporate bonds. A higher yield rate lowers the liability. Therefore, the progressive improvement in funding status is due in part to progressively higher yield rates of corporate bonds.



Pension Funding Status (in millions of dollars)

	FY 2005		FY 2006		FY 2007		FY 2008	
	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities
Fernald	56.2	82.0	38.5	65.7	31.6	37.4	30.9	32.8
Rocky Flats	317.6	541.0	328.7	486.4	396.2	471.6	401.6	421.3
Mound	74.9	105.0	69.6	103.1	74.6	86.0	68.1	72.0
Pinellas	138.5	122.4	137.0	118.5	140.7	110.5	124.0	98.4
Total	587.2	850.4	573.8	773.7	643.1	705.5	624.6	624.5



Information System Handbook. WFIS is used by approximately 200 employees throughout the DOE complex. An updated version of WFIS was activated in March 2007. WFIS is on the Web at <https://wfis.LM.doe.gov/wfis/default.asp>.

Labor Standards and Labor Relations

LM oversees, assists, and provides guidance and policy on labor standards and labor relations to DOE field offices and Headquarters elements. As DOE's senior labor advisor, LM provides labor standards training to field offices every two years. Labor standards collectively refers to the Service Contract Act (SCA) and the Davis-Bacon Act (DBA). DOE determines coverage for contracts and procurements consistent with SCA and DBA.

In FYs 2004, 2006, and 2008, LM provided field office contractor industrial relations and procurement specialists focused labor standards training by experienced labor advisors from DOD and the U.S. Department of Labor (DOL) and other outside consultants.

FY 2004

- Became responsible for ensuring that DOE's post-closure responsibilities including the administration of long-term pension and medical benefits for former contractor personnel and environmental surveillance and maintenance are fulfilled.
- Administered selected post-retirement and post-closure benefits for former contractor personnel at the Pinellas site.
- Administered certain pre-existing liabilities and long-term contractor liabilities at former gaseous diffusion facilities at Paducah, Kentucky, and Portsmouth, Ohio, where site remediation is still being conducted. This program includes activities and expenses associated with post-retirement life and medical benefits for contractor employees who served at the gaseous diffusion plants prior to the 1993 creation of the United States Enrichment Corporation, and for the retirees of the Ohio Valley Electric Company associated with the Portsmouth contract.
- Launched the Wage Determinations Online (WDOL) website in October 2003, which represents a collaboration by many Federal agencies.
- Established WDOL to serve as a resource outlining the applicable labor standards, Federal acquisition regulations, DOL handbooks and guidelines, and DOL compliance requirements. WDOL serves as a one-stop resource for Federal agency labor advisors, Federal contractors, union officials, and the public to access locality-based wage determinations (WD).
- Received Section 3161 appropriations for enhanced benefits for contractor work force restructuring. FY 2004 was the last year these were received.
- Revised the *Annual Report on Contractor Work Force Restructuring* to include only relative information on separations at nuclear defense sites due to voluntary and involuntary attrition and the associated program or Section 3161 costs. The revised report provides for a more streamlined and succinct reporting of contractor work force-related activity.
- Determination was made using locality-based DOL surveys as to whether workers on Federal contracts covered by SCA or DBA were paid appropriate wages. The survey data was analyzed and a monetary wage and fringe benefit recorded on the applicable WD.
- Determination was made by Federal procurement and industrial-relations specialists as to whether Federal contracts are covered by SCA or DBA and if so, then they access the applicable WD on WDOL.

FY 2005

- Hosted the 2004 Stakeholders Conference on Worker Transition and Legacy Benefits in Las Vegas, Nevada. The conference provided an exchange of information between DOE and stakeholders about worker transition, legacy benefits, and other legacy management-related issues.

FY 2007

- Completed a comprehensive analysis of the contractor benefits at LM's current sites and EM closure sites. The analysis resulted in changes to pension plan investment portfolios, and produced a more stable approach to budget formulation.

- Reached agreement with NNSA on the transfer of Pinellas-GE contractor benefits; that transfer (approximately \$3 million) will be effective in FY 2009.
- Submitted the FY 2006 annual report on contractor work force restructuring to Congress on Section 3161.
- Supported timely resolution of labor issues associated with security guards at the Pantex Plant in Texas.
- Supported work force restructuring activities at the following sites: Central Nevada Test Site, Nevada; Idaho National Laboratory, Idaho; Los Alamos National Laboratory, New Mexico; Oak Ridge (Y-12) Operations, Tennessee; Pantex Plant, Texas; Sandia National Laboratories, California and New Mexico; Savannah River Site, Georgia; and the Stanford Linear Accelerator Center, California.
- Moved WFIS from a network application to a Web-based system to allow sites to more efficiently input data on work force issues.

FY 2008

- Met with DOE-wide WFIS users on improving LM work force data products. LM is currently working on ways to improve the delivery of contractor headcount, separation, and annual report data in WFIS to accommodate users.
- Assisted many sites in developing general work force plans which provide a road map for how the contractor would implement long-term work force restructuring and identify the parameters of benefits to impacted employees if it became necessary at a site.
- Conducted work force restructuring training on June 19, 2008, in Seattle, Washington, for Federal employees and contractors on a variety of work force-related issues. The training provided an opportunity for review and discussion of the contractor work force restructuring process in accordance with Section 3161 and DOE policy.



Work Force Restructuring Benefits Contract

In FY 2007, LM signed a contract with Professional Services of America (PSA) for administrative support to meet LM's responsibility to provide post-closure benefits to involuntarily separated workers at the Fernald and Mound, Ohio; and Rocky Flats, Colorado, sites. The contractor has been tasked with reimbursing tuition, assisting with relocations, providing outplacement services and entrepreneurial resource programs, and tracking a preference-in-hiring program, among other administrative activities. The contract will run through February 21, 2009. PSA is directed by a Native American and is certified as a Women's Business Enterprise and a Small Disadvantaged Enterprise.

Weldon Spring Site

DOE's Weldon Spring Site Remedial Action Project was conducted for remediating a portion of a former TNT production plant and a former uranium refinery. Surface remediation activities concluded in 2001 with the completion of a 45-acre on-site engineered disposal cell. A 150-acre prairie was planted surrounding the disposal cell to provide effective erosion control and act as a sustainable landscape. Long-term surveillance and maintenance activities at the site were officially transferred to LM in FY 2004.

The Weldon Spring site is located in St. Charles County, within the St. Louis, Missouri, metropolitan area (population 3 million), one of the fastest growing counties in the United States. This unique location, along with DOE's close relationship with surrounding state and Federal land owners, created a need for innovative solutions to long-term surveillance and maintenance issues at the site. Through a Secretarial proclamation, a plan was established for development of a comprehensive public involvement and education program.

In August 2002, the Weldon Spring Site Interpretive Center opened to the public with exhibits about the history of the area and the remediation work that was completed, and a site information repository that is available to visitors. In addition, the Hamburg Trail for hiking and biking was constructed as a joint DOE and Missouri Department of Conservation effort. A ramp and viewing platform with informational plaques were constructed on the disposal cell to provide an additional mechanism for public education. Through FY 2008, more than 77,000 community members have visited the site or received site information through community outreach by Interpretive Center staff.



An Interpretive Center staff member conducts a scavenger hunt.

Science-oriented educational programs that directly relate to past remediation activities and present long-term surveillance and maintenance issues have been developed and are presented to St. Louis area school groups and other community-based organizations. Community perception of the Interpretive Center has been very positive.

Other innovative approaches have been developed to address daily maintenance issues at the site and promote beneficial community reuse of the property. Approximately 30,000 square feet of the former administration building has been transferred to Lindenwood University for establishment of a satellite college campus. Lindenwood is providing basic maintenance and paying utility costs.

A volunteer program addressing maintenance of the native plant gardens surrounding the Interpretive Center currently has approximately 25 volunteers. A second volunteer group of prairie ecosystem experts has been providing regular consultation for the past five years to assist the site in long-term management of the established prairie surrounding the disposal cell.

Public support and community involvement at the site is strong. It is expected that continued public education in this manner will serve to strengthen the institutional control commitments at the Weldon Spring site.

Goal 4: Manage legacy land and assets, emphasizing protective real and personal property reuse and disposition

Long-Term/Annual Measure

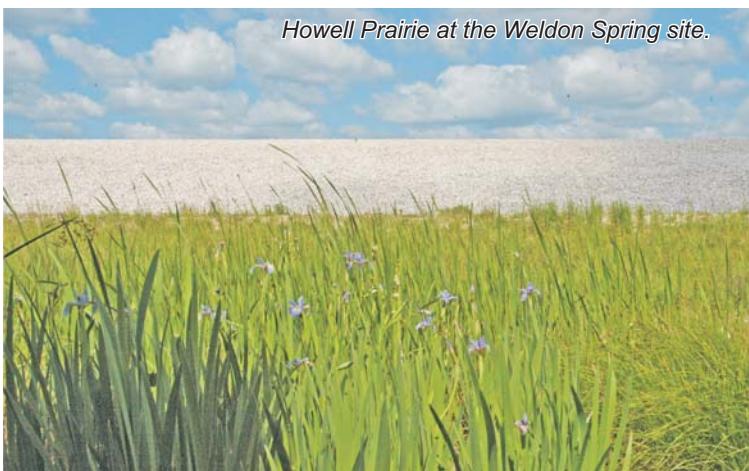
Increase the number of LM custody-and-control sites in beneficial reuse. Increase is measured against the baseline. Goal is 9,039 additional acres placed in beneficial reuse by FY 2015.

Long-Term Measure

Disposition LM-managed Federal property. Measured by the number of properties disposed of per year. Goal is five Federal properties by the end of FY 2015.

LM plans and provides environmentally sound future land reuses, directing a significant effort to maintaining healthy land and protective land reuse options. To accomplish this, LM implements DOE land-use planning processes, taking into account economic, ecological, social, and cultural factors surrounding each site or parcel of land. LM makes excess lands and facilities available for Government, public, and private use consistent with the tenets of sustainability and best practices for land heritage resource management. In addition, LM assists communities through its personal property reuse program. This program promotes the transfer of DOE personal property that has been declared excess by local property managers to CROs at little or no cost to the organization.

Howell Prairie at the Weldon Spring site.



FY 2004

- Developed the Howell Prairie at the Weldon Spring, Missouri, site as an outdoor classroom through the planting of approximately 80 species of native forbs and prairie grasses, over-seeding activities, and measures to control invasive exotic weeds.
- Hosted 3,573 visitors at the Weldon Spring Site Interpretive Center—a 100 percent increase over 2003.
- Planted the Native Plant Educational Garden located in front of the Weldon Spring Site Interpretive Center.
- Developed and promoted the Weldon Spring Site Interpretive Center educational program. Local school involvement (primary, secondary, and college) rose sharply due to expanded marketing and communication efforts.

FY 2005

- Donated laboratory equipment and supplies worth more than \$690,000 to colleges and universities throughout the country.
- Hosted public scoping meetings to present information and receive comments on the draft Environmental Assessment for the Uranium Leasing Program.
- Hosted the first annual Howell Prairie Walk-and-Talk at the Weldon Spring site, which was open to the general public.

FY 2006

- Conveyed the six-acre property from the former FUSRAP site in Wayne, New Jersey, to Wayne Township in September 2006 for recreational use.
- As a result of public outreach efforts, more than 16,500 visitors toured the Weldon Spring Site Interpretive Center during the year.

FY 2007

- Worked with GSA to complete the public auction of the New Brunswick, New Jersey, site.
- Awarded a fixed-price contract for the design-build effort for the Fernald Preserve Visitors Center in Ohio, and set the goal of "gold" LEED certification.
- Improved the management of personal property and established new leases which are more favorable to the Government in Grand Junction and Denver, Colorado, and Morgantown.
- Completed a Finding of No Significant Impact from DOE for the Uranium Leasing Program; expanding the program to encompass all 38 lease tracts and enabling significant opportunities for additional uranium extraction. The 38 lease tracts were later consolidated into 32 lease tracts.
- Hosted over 13,700 visitors at the Weldon Spring Site Interpretive Center during the year, raising the total since inception to more than 60,000 visitors. The site staff also reached out to an additional 7,700 participants through off-site educational opportunities during the year.
- Assisted EM in the transfer of nearly 4,000-acres of the former Rocky Flats, Colorado, nuclear weapons production site to the Department of the Interior's U.S. Fish and Wildlife Service for use as a National Wildlife Refuge.
- Placed 1,527-acres into reuse at the Shirley Basin, Wyoming, site. The acreage was placed under a lease for livestock grazing.
- Announced the expansion of the Uranium Leasing Program, extending the 13 existing leases for a 10-year period, and offering additional leases (up to 25 lease tracts) to the domestic uranium industry for the same 10-year period.



Fernald Preserve Visitors Center Awarded LEED "Platinum" Certification

In January 2007, DOE Secretary Samuel Bodman visited Fernald to declare the cleanup of the Ohio sites (Fernald, Ashtabula, and Columbus) complete and committed to build the Fernald Preserve Visitors Center.

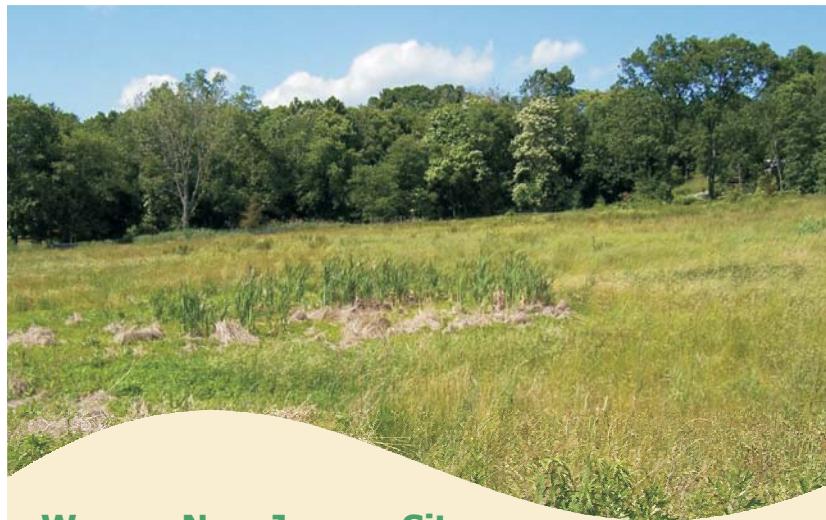
LM opened the Fernald Preserve Visitors Center in Ohio, to the community on August 20, 2008. The Visitors Center contains information on, and the context for, the remediation of the Fernald Preserve, including information on site restrictions, ongoing maintenance and monitoring, and residual risks. The Visitors Center allows visitors to research electronic copies of documents and records, a public meeting place, and provides educational materials. A primary goal of the Visitors Center is to perform an informational and educational function within the community. The information in the Visitors Center serves as an institutional control, makes visitors aware of Fernald's history and current condition, and helps prevent unsafe disturbances to and uses of the site.

The Visitors Center was planned and constructed in a manner that allowed it to achieve LEED certification from the USGBC. The design of the building and the design of the exhibits were completed simultaneously. The Visitors Center was awarded LEED "platinum" certification—the highest possible rating—in September 2008.

The completion of the Fernald Preserve Visitors Center illustrates how LM is effectively managing the Fernald property and its assets. Through a series of exhibits, the Visitors Center details the diverse history of Fernald, from the time Native Americans inhabited the site, to the arrival of settlers and farmers, to the uranium-production years, to the eventual environmental cleanup and the period of legacy management that continues today. Consistent with its new role as a nature preserve, the Visitors Center also houses information on the Fernald Preserve's natural attractions.

FY 2008

- Conducted condition assessments on more than 46 sites, evaluating more than 20 buildings and 200 other structures and facilities to determine maintenance requirements, replacement value, and asset structural dimensions and conditions, to meet DOE real property reporting requirements.
- Established a capital assets accounting system to capture real property acquisition and betterment costs.



Wayne, New Jersey, Site

Under FUSRAP, the 6-acre Wayne, New Jersey, site has undergone remediation by USACE. After LM determined that the site was not needed for DOE's mission, a Report of Excess was prepared and signed. GSA and DOE then began working on the environmental closure activities needed for disposal of the property. This process included preparation of deed restrictions, land surveys, title reviews, and a real estate appraisal. Formal meetings with the Wayne Township government began in February 2004 and a disposal plan was developed to use the Lands to Parks authority for the disposal. Under this authority, the National Park Service (NPS) can convey land to entities for recreational purposes.

Wayne Township proposed to use the site for ball fields or a senior citizens' recreation center. The NPS agreed to the proposal and requested the assignment of the property on June 21, 2005, from GSA. Following completion of the real estate activities and environmental remediation of the site, GSA agreed to the assignment by letter on June 12, 2006. The property was conveyed to Wayne Township in September 2006. The value of the donation from the United States was approximately \$1.3 million.

- Developed the Facility Information Management System, Capital Assets Accounting Program, and Integrated Facility and Infrastructure Reporting procedure.
- Finalized the National Renewable Energy Laboratory report which assessed the commercial renewable energy development potential of LM-managed sites. The report covered solar- and wind-powered technologies.
- Initiated discussions with utilities employees and the private sector to assess the viability of commercial photovoltaic solar-power development on several LM sites in New Mexico.
- Awarded 31 new 10-year leases on 25,000-acres in the Uranium Leasing Program. This program supports the domestic uranium and vanadium mining and returns \$500,000 in base royalties to the U.S. Treasury regardless of mineral production. An additional \$10 million in annual production royalties are possible once production resumes.



Headframe and hoist house to the 300-foot plus shaft at the C-JD-5 Mine.

New Brunswick, New Jersey, Site

The New Brunswick site, (formerly the New Brunswick Laboratory site) is located approximately 1.5 miles from downtown New Brunswick. The 5.6-acre site is situated in an industrial area and consists of a vacant, fenced, grass-covered lot. The property is bordered by Jersey Avenue on the north, a main rail line and vacant property on the south, and industrial property on the east and west.

From 1948 to 1977, the site was used by the U.S. Government as a chemistry laboratory for nuclear reactor and weapons programs. The site included a main laboratory building, a plutonium laboratory complex, and nine support buildings. Americium; enriched uranium, plutonium, and thorium; and uranium ores were all used at the site. In 1960, soil containing uranium ore (pitchblende) residue was shipped from the Middlesex Municipal Landfill site to the New Brunswick site, where it was mixed with clean soil and used to fill an abandoned rail spur that entered the eastern side of the property. The facility was closed in 1977, and laboratory operations were relocated to Argonne National Laboratory. The 29 years of operations at the site resulted in radiological contamination of the property.

The site was remediated in two phases. Phase I was completed in 1978 and included removal of plumbing, equipment, and portions of floors, walls, and ceilings. Phase II, conducted from 1981 through 1983, consisted of removing all aboveground structures, including contaminated concrete foundations, as well as drain lines, and soil, and shipping the waste and debris to the Nevada Test Site for disposal. This phase also included restoring the remediated portion of the site and installing 13 groundwater monitor wells.

After Phase I and Phase II were completed, verification surveys and sampling identified localized areas that were contaminated with radium, thorium, and uranium. These areas included the previously filled railroad spur and a localized spot midway along the southern fence line. Remediation of this additional contaminated soil was conducted in 1996 under FUSRAP and included excavating with heavy equipment, segregating contaminated soil using a segmented gate system, and shipping the soil by rail to a licensed disposal facility.

In 2006, DOE worked with GSA and excessed this property through a bidding process. A successful winning bid was received and sale of the property is expected to be completed soon.



Goal 5: Improve program effectiveness through sound management

- Institutionalize the LM high performing organization (HPO) model.
- Ensure integration of all planning, budgeting, and evaluation processes.
- Implement performance-based acquisition strategies to achieve mission goals.



LM was established in December 2003 by combining parts of EM (the Office of Long-Term Stewardship, the Grand Junction Office, and the EM staff at the National Energy Technology Laboratory) with the WT. These organizations had different missions and cultures and Federal staff located in six different geographic locations. Analysis of the initial Federal staff identified major skill- and grade-mix issues for the mission assigned.

In 2005, to allow the new organization time to resolve the Federal staffing issues and prepare for a planned scope increase, DOE exempted LM from a review under Office of Management and Budget (OMB) *Circular A-76, Performance of Commercial Activities*. This exemption was

granted under the condition that LM pursue designation as an HPO as part of its human capital management strategy. LM pursued a variety of initiatives to obtain HPO status over the next two years, and was rewarded with the designation in February 2007.

Between 2005 and 2007, LM reduced Federal staffing 28 percent, from 81 to 58, while simultaneously preparing for a significant increase in scope. Staff reductions, coupled with commitments to meet performance measures associated with program scope and the *President's Management Agenda*, were sufficient for OMB to designate LM as the second HPO in the Federal Government. LM has maintained that designation since February 2007 by meeting all the performance objectives in the LM letter of obligation. LM is on target to continue to meet the objectives through the first five-year period, which would be completed in February 2012.

FY 2004

- Established the LM organization with 81 Federal staff located in: Washington D.C.; Germantown, Maryland; Morgantown, West Virginia; Pittsburgh, Pennsylvania; Pinellas, Florida; and, Grand Junction, Colorado.
- Addressed skill gaps by hiring employees with expertise in real property, records management, and actuarial analysis for contractor benefits. As part of this effort, LM opened offices for Federal staff in Las Vegas, Nevada, and Denver, Colorado.



As a cost-savings measure, the analytical laboratory in Grand Junction, Colorado, was closed in FY 2004 and demolished in February 2006.

FY 2005

- Received permission from the Office of Personnel Management to grant early retirement authority and incentives. LM exercised this authority in FY 2005 and FY 2006, resulting in a reduction of 12 employees.
- Accelerated cleanup work at the Pinellas site and closed the Federal office there.
- Initiated the formal process for becoming an HPO.
- Received the Environmental Justice program and the Dr. Samuel P. Massie Chairs of Excellence from EM as part of its restructuring efforts.

FY 2006

- Completed a set of nine directed reassessments to place employees closer to their customers and the work that they were performing. Reassignments improved effectiveness and reduced Federal travel costs.
- Opened offices near the Fernald and Mound sites in southwest Ohio and expanded Federal staffing at the Rocky Flats, Colorado, site. Federal staff led the transition of those sites and ultimately served as site managers following transfer from the EM program.
- Completed reorganization of Federal staff. The reorganization formed four program teams (Archives and Information Management; Benefits Continuity; Environment; and Property Reuse) and two service teams (Human Resources and Administration and Planning, Budget, and Acquisition) focused on LM's programmatic goals. Reorganization cut the supervisor to employee ratio in half.
- Closed the Germantown office and reallocated remaining staff and work assignments to Washington, D.C., and Morgantown.

FY 2007

- Completed the effort to downsize to 58 Federal staff and received designation from OMB as the second HPO in the Federal Government.
- Transferred the Radiological Assistance Program activities to EM, the Dr. Samuel P. Massie Chairs of Excellence to NNSA, and strategic materials activities to DOE's Office of Management in an effort to focus on LM's core mission.
- Completed first evaluation under OMB's Program Assessment Rating Tool and received a score of "moderately effective."

FY 2008

- Completed the first full year as an HPO and met all requirements in the letter of obligation.
- Completed the acquisition of a new performance-based contractor to support Goals 1, 2, and 4.
- Closed the office in Pittsburgh and moved remaining staff and work assignments to Morgantown.
- Received a rating of "green" (the highest achievable grade) on all six *Presidential Management Agenda* initiatives.

Office of Legacy Management Reorganization

In January 2005, LM initiated an internal assessment focused on improving the way it conducts business and ultimately achieving certification as an HPO. That self-assessment included reviewing the LM mission, functions, stakeholders, and business lines. The end product of the self-assessment was a set of actions that were necessary to provide better value for the Federal tax dollar.

Those actions include 1) creating an organizational structure that emphasizes results and is based on a set of goal-oriented teams, 2) improving the LM supervisor-to-employee ratio to empower employees and reduce layers of management, 3) reassigning staff to geographic locations that enable them to provide better customer service and manage LM's responsibilities, and 4) narrowing the focus to LM's core mission by transferring non-core functions to other organizations.



Nevada Offsites Historical Underground Nuclear Test Sites

The Nevada Offsites are underground nuclear test sites located outside the boundaries of the Nevada Test Site. The U.S. Atomic Energy Commission conducted nuclear tests at eight sites between 1961 and 1973 under the Plowshare, Vela Uniform, and weapons-testing programs. Another off-site location, Project Chariot, was evaluated under the Plowshare Program, but nuclear tests were not conducted there.

Responsibility for the eight Nevada Offsites and Project Chariot was transferred from EM to LM in 2006 after EM completed surface cleanup. The eight Nevada Offsites include Amchitka, Alaska; Central Nevada Test Area and Shoal, Nevada; Gasbuggy and Gnome-Coach, New Mexico; Rio Blanco and Rulison, Colorado; and Salmon, Mississippi. Transition activities included joint EM and LM public meetings for stakeholders at the Amchitka and Salmon sites to inform the public about site activities and introduce LM as the site manager.

LM is responsible for all activities associated with long-term surveillance and maintenance at the Nevada Offsites including monitoring environmental conditions, reviewing institutional controls, maintaining site records, working with regulators, and responding to stakeholder inquiries. LM developed site management plans for each of the sites, and is producing long-term maintenance and surveillance plans for each site as warranted.

Remediation of the subsurface in and around the sites' test cavities is not planned because there is no known feasible way to remove radioactive contamination in nuclear cavities.

Since subsurface remediation is not possible, computer modeling at Central Nevada Test Area, and Rio Blanco and Rulison sites was performed to predict possible contaminant migration. The models are verified with ongoing sampling near the sites. Site computer models will be updated as new information becomes available. LM also continues to monitor ground-

water near the sites and recently completed long-term hydrologic monitoring plans for the sites.

Public involvement remains high at some of the sites, particularly at Rulison and Rio Blanco, where there are concerns about drilling for natural gas. LM continues to hold public meetings to keep stakeholders updated on site activities. LM also meets regularly with regulators and elected officials in the five states where the Nevada Offsites are located to discuss ongoing issues and to ensure that the sites remain safe for the public and the environment.

Plowshare Program

The Plowshare Program was a research and development initiative aimed at determining the technical and economic feasibility of peaceful application of nuclear energy. The intent was to provide an inexpensive energy source that could be used in a number of commercial applications.

Project Chariot Experiments (1958–1962)

Site: Northwest Alaskan coast, Cape Thompson
Objective: To provide environmental data to aid in determining feasibility of conducting Plowshare excavation experiments. Tracer tests were also conducted.

Gnome-Coach Nuclear Test

(December 10, 1961)

Site: near Carlsbad, New Mexico

Objectives: To determine the effects and products of a nuclear detonation in a salt medium.

Gasbuggy Nuclear Test

(December 10, 1967)

Site: San Juan Basin, 55 miles east of Farmington, New Mexico

Objective: To investigate the feasibility of using nuclear explosives to stimulate a low-permeability gas field. This was the first Plowshare joint Government-industry nuclear experiment to test an industrial application.

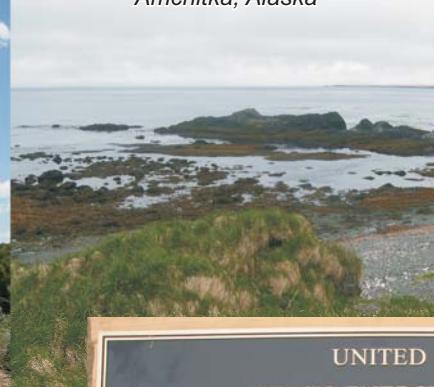
Gnome-Coach, New Mexico



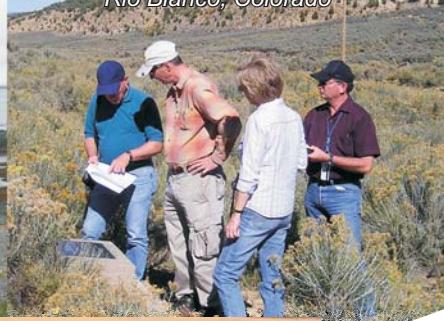
Gasbuggy, New Mexico



Amchitka, Alaska



Rio Blanco, Colorado



Rulison Nuclear Test (September 10, 1969)

Site: Grand Valley, Garfield County, Colorado

Objective: To investigate the feasibility of using nuclear explosives to stimulate gas production in a low-permeability gas field.

Rio Blanco Nuclear Test (May 17, 1973)

(three simultaneous detonations from same hole)

Site: Rifle, Colorado

Objective: A gas stimulation experiment to investigate the feasibility of using a nuclear detonation to stimulate a low-producing gas field.

Vela Uniform Program

The Vela Uniform Program was part of a DOD research and development program intended to improve the capability of detecting, monitoring, and identifying underground and high-altitude nuclear detonations.

Shoal Nuclear Test (October 26, 1963)

Site: Churchill County, Nevada

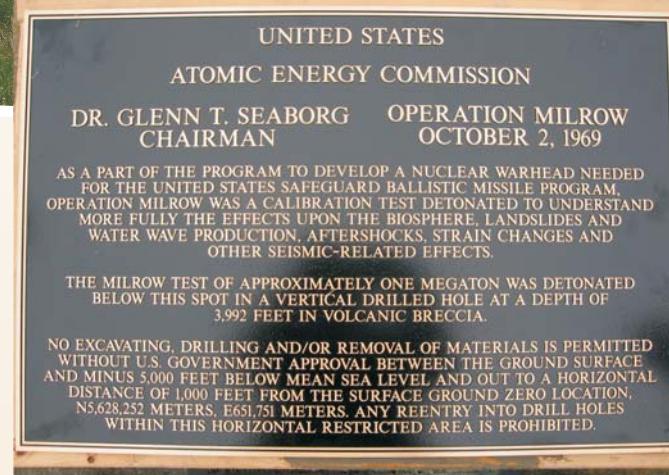
Objective: To investigate the behavior and characteristics of seismic signals generated by a nuclear detonation in a granite rock formation and differentiate them from seismic signals generated by naturally occurring earthquakes.

Long Shot Nuclear Test

(October 29, 1965)

Site: Amchitka Island, Alaska

Objective: To determine the behavior and characteristics of seismic signals generated by nuclear detonations and differentiate them from seismic signals generated by naturally occurring earthquakes.



Plaque installed at the Milrow Nuclear Test site.

Salmon Nuclear Tests

(October 22, 1964 and December 3, 1966)

Site: Lamar County, Mississippi

Objective: To assess remote detonation detection capabilities. These were the only nuclear weapons test detonations performed in the eastern United States.

Central Nevada Test Area

(January 19, 1968) (faultless nuclear test)

Site: Hot Creek Valley, Nevada

Objective: To study the behavior and characteristics of seismic signals generated by nuclear detonations and differentiate them from seismic signals generated by naturally occurring earthquakes.

Nuclear Weapons Testing Program

Milrow Nuclear Test (October 2, 1969)

Site: Amchitka Island, Alaska

Objective: To test a calibration shot intended to produce data from which the impact of larger detonations could be predicted, and specifically, to determine whether the planned Cannikin shot could be performed safely.

Cannikin Nuclear Test (November 6, 1971)

Site: Amchitka Island, Alaska

Objective: To test the design of the Spartan anti-ballistic missile. This was the largest underground nuclear test in U.S. history.

Looking Ahead to FY 2015



LM's site responsibility is expected to grow from 82 sites at the end of FY 2008 to 121 by the end of FY 2015. This growth includes 18 FUSRAP sites expected from the USACE, 17 former uranium milling sites from their current owners, and a handful of sites from EM. The growth in the number of sites is dependent on the current owners completing cleanup as scheduled.

The next major site to be transferred from EM is the former Mound Plant in Miamisburg, Ohio. LM expects to receive responsibility for the Mound site in FY 2010, which will make a significant addition to our records management responsibility and to the number of contractor retirees for which we provide pensions and post-retirement benefits.

LM will continue to work towards the following goals:

Goal 1: Protect human health and the environment through effective and efficient long-term surveillance and maintenance

- Issue a new Environmental Justice (EJ) five-year plan in 2009 and expand EJ activities to DOE sites in the Southwest.
- Remove dams and holding ponds at the Rocky Flats, Colorado, site (anticipated by the end of 2009).
- Meet groundwater cleanup requirements at the Fernald Preserve in Ohio.
- Begin the decommissioning process for the Fernald waste water treatment plant.
- Reduce the total number of LM's groundwater monitoring wells.

Goal 2: Preserve, protect, and make accessible legacy records and information

LM expects a decline in the number of new requests for information associated with EEOICPA, FOIA, and PA over the next seven years. Efforts will be focused on the development and measurement of outreach strategies and communication products to keep our stakeholders informed about the latest developments relating to LM's policies and programs. LM also expects to:

- Consolidate 100,000 cubic feet of records holding, currently distributed across multiple Federal records centers, at the LM Business Center in Morgantown, West Virginia, by June 2011.

Goal 3: Support an effective and efficient work force structured to accomplish Departmental missions and assure contractor worker pension and medical benefits

With the addition of the Mound site, the number of contractor retirees for whom LM funds pensions and post-retirement benefits is expected to increase. In addition, the cost of health care (medical insurance payments) is expected to rise at a rate greater than inflation. This will mean that a higher percentage of LM's funding will go towards meeting these contractual obligations. LM plans to:

- Reduce pension plan liabilities and, where possible and fiscally prudent, convert contractor pension plans to insurance company annuities.
- Maintain an active contractor work force restructuring program to support ongoing changes in DOE's core mission areas: national nuclear security, science, energy, and environmental cleanup.



Goal 4: Manage legacy land and assets, emphasizing protective real and personal property reuse and disposition

National and global demand for uranium and vanadium is expected to increase, but revenue generation will be highly dependent on actual demand. As demand grows, LM will oversee uranium and vanadium mining operations and the collection of royalties from 31 lease tracts in western Colorado. Other LM priorities are to:

- Complete the transfer of Federal land at the Mound Plant; the New Brunswick, New Jersey, site; and the Canonsburg, Pennsylvania, site; by 2011.
- Attract more than 10,000 annual visitors at the Weldon Spring Site Interpretive Center in Missouri.
- Increase the number of annual visitors at the Fernald Preserve Visitors Center to over 10,000 by 2012.
- Implement one or more renewable energy projects on LM managed sites by 2012.

Goal 5: Improve program effectiveness through sound management

At the end of 2009 the LM Business Center will be relocated to Morgantown. The Business Center will enable LM to consolidate records and electronic data, and serve as the primary location for most business-related activities. Other management plans are to:

- Meet the requirements contained within LM's HPO letter of obligation.
- Close LM's Federal office in Las Vegas, Nevada.
- Maintain a Federal presence at the Rocky Flats site and in southwest Ohio through 2015.

In conclusion, LM expects to continue to grow as EM, uranium mill site owners, and the USACE complete active remediation and transfer sites to LM. Those site transfers will result in increased responsibilities for LM in all five goal areas. As an HPO, LM has shown the ability to take on additional scope in a cost-effective manner and provide a long-term sustainable solution to the Cold War legacy.

Sustainability Environmental Sustainability Goals

This chart shows the sustainability goals that LM's Environmental Management System must achieve in upcoming years.*

Environmental Sustainability Program	Goal
Energy Efficiency and Greenhouse Gases	– Reduce energy use and greenhouse gas emissions by 3% annually through the end of FY 2015, or 30% by the end of the FY 2015.
Renewable Energy	– Increase the amount of renewable energy used to 3% in FYs 2007–2009, 5% in FYs 2010–2012, and 7.5% in FY 2013.
Water Conservation	– Reduce potable water use by 2% annually through the end of FY 2015, or 16% by the end of FY 2015.
Environmentally Preferable Purchasing	– Acquire biobased, energy-efficient, water-efficient, recycled-content, and otherwise environmentally preferable products, including paper of at least 30% recycled content.
Waste Minimization and Pollution Prevention	<ul style="list-style-type: none"> – Reduce the quantity of toxic and hazardous chemicals and materials acquired, used, or disposed of. – Reduce the quantity of solid waste. – Maintain cost-effective waste prevention and recycling programs with a recycling rate of 35%.
Sustainable Buildings	<ul style="list-style-type: none"> – Ensure that any new construction and major renovation of agency buildings comply with the EPA <i>Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings</i>. – Incorporate the sustainable practices described in the guiding principles into 15% of the existing buildings by the end of FY 2015.
Vehicle and Fuel Use	<ul style="list-style-type: none"> – Reduce petroleum use in fleet vehicles by 2% annually through FY 2015. – Increase the use of alternative fuel by 10% annually. – Increase the purchase of alternative-fuel, hybrid, and plug-in hybrid vehicles when commercially available.
Electronics Stewardship	<ul style="list-style-type: none"> – Purchase electronic products such that 95% meet Electronic Product Environmental Assessment Tool “silver” or “gold” standards. – Enable ENERGY STAR features on 100% of computers and monitors. – Extend the useful life of electronic equipment to 4 years. – Reuse, donate, sell, or recycle 100% of obsolete electronic equipment.
Land Stewardship	<ul style="list-style-type: none"> – There are no Federally mandated numerical land-stewardship goals. However, LM will strive to improve conditions on a landscape-ecosystem level that is consistent with pertinent historical ecosystems for sites where ecosystems have been lost over time due to DOE actions.

*Source: EO 13423, DOE O 430.2B, DOE O 450.1A, DOE TEAM Initiative, and Energy Policy Act of 2005

Acronym List

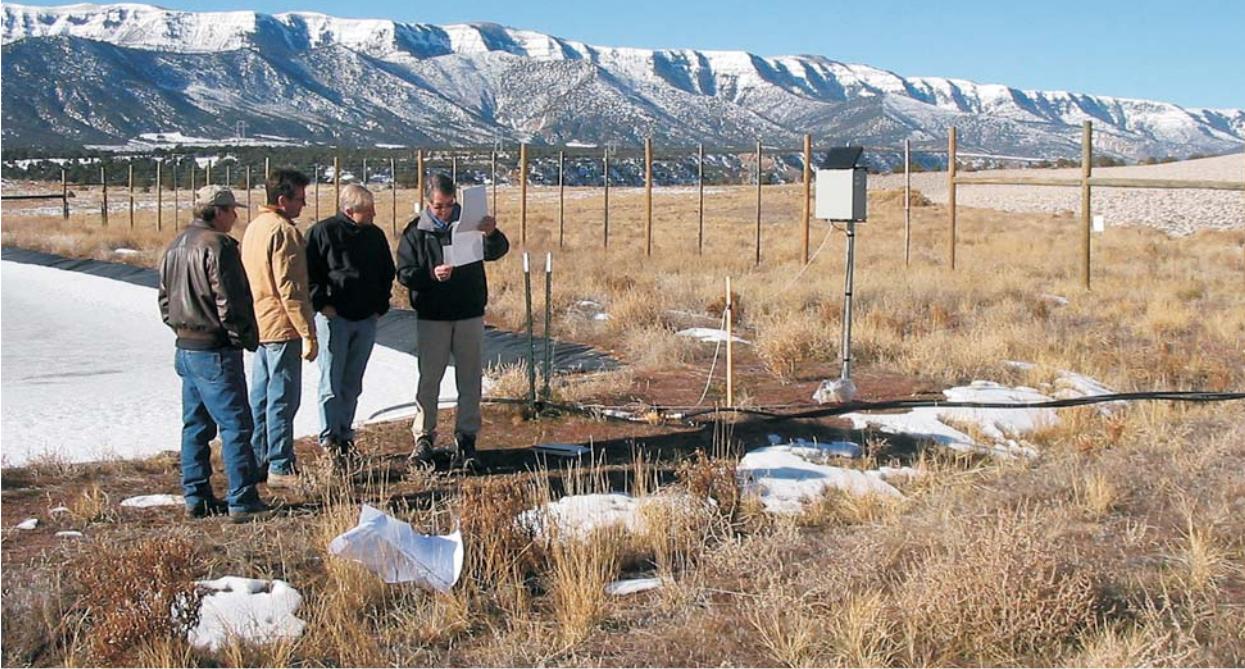
CAD	Corrective Action Decision
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CFR	Code of Federal Regulations
CRO	Community Reuse Organization
D&D	Decontamination and Decommissioning
DBA	Davis Bacon Act
DOD	U.S. Department of Defense
DOE	U.S. Department of Energy
DOL	U.S. Department of Labor
EEOICPA	Energy Employees Occupational Illness Compensation Program Act
EJ	Environmental Justice
EM	Office of Environmental Management
EO	Executive Order
EPA	Environmental Protection Agency
FOIA	Freedom of Information Act
FUSRAP	Formerly Utilized Sites Remedial Action Program
FY	Fiscal Year
GSA	Government Services Administration
HBCU	Historically Black Colleges and Universities
HPO	High Performing Organization
IWG	Interagency Working Group
JOBBS	Jobs Opportunity Bulletin Board System
LEED	Leadership in Energy and Environmental Design
LEHR	Laboratory for Energy-Related Health Research
LM	Office of Legacy Management
LTS&M	Long-Term Surveillance and Maintenance
NNSA	U.S. National Nuclear Security Administration
NPS	National Park Service
NRC	U.S. Nuclear Regulatory Commission
O&M	Operations and Maintenance
OMB	Office of Management and Budget
PA	Privacy Act
PSA	Professional Services of America
RCRA	Resource Conservation and Recovery Act
ROD	Record of Decision
SCA	Service Contract Act
SOARS	System Operation and Analysis at Remote Sites
TEAM	Transformational Energy Action Management Initiative
UMTRCA	Uranium Mill Tailings Radiation Control Act
USACE	U.S. Army Corps of Engineers
USGBC	U.S. Green Building Council
WT	Worker and Community Transition
WD	Wage Determinations
WDOL	Wage Determinations Online
WFIS	Work Force Information System

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Office of
Legacy Management
The First Five Years
FY 2004–2008



U.S. DEPARTMENT OF
ENERGY