

EM SSAB CHAIRS
Bi-Monthly Conference Call
May 19, 2010

Participants

Chairs/Representatives:

Idaho	Willie Preacher, Ceri Chapple
Nevada	Harold Sullivan, Kelly Snyder, Denise Rupp
NNM	Ralph Phelps, Lee Bishop, Menice Santistevan
Oak Ridge	Ron Murphree, Kevin Westervelt, Pete Osborne
Paducah	Judy Clayton, Ralph Young, Buz Smith, Eric Roberts
Portsmouth	Dick Snyder, Julie Galloway
Richland/Hanford	Susan Leckband, Lori Gamache
Savannah River	Manuel Bettencourt, Gerri Flemming

DOE representatives:

EM-3.1	John Mocknick, Colin Jones
EM-42	Melissa Nielson, Cate Brennan, Michelle Hudson
EM-62	Mark Janaskie

Opening Remarks

Ms. Cate Brennan, the Designated Federal Officer for the Environmental Management Site-Specific Advisory Board (EM SSAB), called the meeting to order.

EM Budget and Strategic Planning Follow-Up

Mr. Mark Janaskie from the Office of Strategic Planning and Analysis provided call participants with responses to a few unanswered questions from the April Chairs' meeting in Oak Ridge, Tennessee. The questions pertained to EM's project management practices and how EM projects are categorized.

EM is changing the way projects are categorized under its large Project Baseline Summaries. The goal is to clearly differentiate between capital asset projects and operational activities. Capital asset projects generally refer to construction or major projects like facility decontamination and decommissioning (D&D). Operational activities include tasks such as monitoring groundwater or shipping waste containers. Capital asset projects will continue to strictly comply with the requirements of DOE Order 413.3 while non-capital asset activities will only be managed in the spirit of Order 413.3. Projects will be recategorized based on the nature of the work they entail, instead of by any particular cost threshold.

Mr. Ralph Young, Chair-Elect of the Paducah Citizens Advisory Board (CAB), asked Mr. Janaskie to explain the cost thresholds that determine whether a project receives scrutiny from higher management versus that of local site management.

Mr. Janaskie referred Mr. Young to DOE Order 413 for more information on the financial thresholds for project management. He also noted that there are certain cost thresholds that do not determine whether a project should be managed as a capital asset, but do have certain requirements regarding the level of authority necessary for project approvals. DOE Order 413 is available online at http://www.management.energy.gov/policy_guidance/project_management.htm.

ARRA Update

Mr. John Mocknick from the EM Recovery Act Program provided the Chairs with an update on EM's American Recovery and Reinvestment Act (ARRA) activities.

The \$6 billion EM received in ARRA funding is being directed toward existing scope and "shovel-ready" projects that primarily involve soil and groundwater remediation, radioactive solid waste disposition, or facility D&D. More than 99% of Recovery Act funds have been allocated to the sites and more than \$5.5 billion has been obligated to contracts for ARRA projects. Of the \$5.5 billion obligated, approximately \$1.8 billion has been spent, and EM is well on its way to reaching the \$2 billion mark by early June 2010. A substantial portion of that funding, approximately \$1.2 billion, has been directed toward small businesses. EM expects those figures to continue increasing throughout the remainder of Fiscal Year (FY) 2010.

All funds are scheduled to be obligated by the end of FY 2010. A few sites will continue to implement ARRA projects into early FY 2012, but the majority of work will be completed by the end of FY 2011. If a site discovers that it cannot spend the money allotted to a particular project in that time frame, every effort will be made to redirect the funding to other projects either within the contract, site, or state. Money cannot be de-obligated and re-obligated after FY 2010. The Office of Management and Budget is also holding some funding back for the purpose of management reserve.

Mr. Mocknick reported that the number of jobs created or saved by the ARRA is somewhere between 10,000 and 11,000. Overall, 20,000 workers have benefited from the ARRA. As the Recovery Act Program comes to a close, approximately 6,000-7,000 prime contractor employees will need to be transitioned. Although those employees are not guaranteed a follow-on job, EM is exploring strategies to connect them with other employment opportunities. For example, EM is working with transition professionals from Rocky Flats to explore the concept of establishing training centers to help workers with resume writing, interviewing, and networking.

EM is working to achieve a 90% reduction in its physical footprint by FY 2015 and, with the help of the ARRA funding, will achieve a 40% reduction in footprint by FY 2011. Reducing the complex's footprint does not mean that EM will simply move the fence. Rather, footprint reduction entails completing all projects and remediation activities in a specific area, thereby freeing that area up for potential reuse. However, before that land becomes available, EM will need to petition the States and regulators for their approval, or verification, of the finished remediation projects. EM has not been able to attain a reduction in footprint under the ARRA just yet, but will reach that goal within the next two months by completing work in different sub-areas of the EM sites.

EM's ARRA footprint reduction goals tie in to the proposed Energy Parks Initiative that is currently under review by the DOE Under Secretary. As the EM complex begins to shrink, a number of assets, such as land, infrastructure, and trained workforces, will become available for potential reuse and redevelopment. Stakeholders and regulators will need to be involved up front in any planning for the communities' end state visions under the Energy Parks Initiative.

A large part of the EM Recovery Act Program's success is due to having the right people in place and practicing disciplined project management. The availability of real-time information and meaningful performance metrics has allowed EM to effectively manage the ARRA projects. Additionally, the Recovery Act Program has demonstrated the benefit of early and frequent communication between the contractors, sites, EM Headquarters, the Government Accountability Office, and stakeholders. Communication tools include the ARRA news flashes, newsletters, updated websites, and regular informational conference calls.

There are a number of issues that EM will continue to focus on for the remainder of the Recovery Act Program, as well as some challenges. Working safely is still the top priority, and EM's safety posture has been very good throughout the implementation of the ARRA projects. In addition to footprint reduction and workforce transition, another major concern for EM is maintaining the momentum of spending the ARRA funding and executing the ARRA projects. EM Headquarters and the sites are currently working to update the ARRA project plans to include improved definition of project risks and contingency. The revised project plans will be posted online within the month.

Mr. Manuel Bettencourt, Chair for the Savannah River Site Citizens Advisory Board (SRS CAB), asked for more details on the funding for SRS (ex: how much funding has been obligated, how much is still in reserve, etc.).

Mr. Mocknick agreed to follow-up and provide Mr. Bettencourt with the SRS information after the Chairs' call.

Ms. Susan Leckband, Chair of the Hanford Advisory Board (HAB), asked Mr. Mocknick to explain how the "sub-areas" that he referred to when discussing footprint reduction were defined.

Mr. Mocknick replied that EM is still in the process of reviewing the sites' geography and defining the sub-areas. That information will be posted online as soon as it is available.

Ms. Leckband asked if consideration had been given to retaining the newly trained ARRA workforce for the sake of succession planning. Mr. Harold Sullivan, Vice Chair of the Community Advisory Board for Nevada Test Site Programs (NTS CAB), echoed Ms. Leckband's question and asked if EM had performed any studies or cost-benefit analyses regarding the retention of younger workers that were brought on board under the ARRA.

Mr. Mocknick indicated that the issue of succession planning had been discussed. However, he was not aware of any specific studies on this matter. He added that it is important to strike a balance between recruiting new workers while still retaining those with more experience in order to provide mentoring opportunities.

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

Board Business

Discussion of Draft Chairs' Recommendation on Baseline Budget Funding

Ms. Leckband provided an overview of the draft Chairs' recommendation regarding baseline budget funding. The recommendation was first introduced during the Chairs' meeting in Oak Ridge. It speaks to the issue of ensuring that EM's funding for 2012 and beyond is sufficient for meeting the program's various obligations throughout the complex.

After discussion of various editorial changes, the Chairs agreed to take the recommendation back to their boards for approval. The outcome of those votes will be discussed during the next bi-monthly conference call.

Planning for the Fall Chairs' Meeting in Santa Fe, New Mexico

The next Chairs' meeting will be held on September 14-16, 2010, in Santa Fe, New Mexico, and will include a tour of the Los Alamos National Laboratory. The Chairs' meeting will run concurrently with the EM Advisory Board's September 15 public meeting.

The first planning committee conference call will be held on June 3, 2010, at 1:00 pm MDT. Planning committee volunteers include: Ralph Phelps, Robert Gallegos, Lee Bishop, Ed Worth, Menice Santistevan, Harold Sullivan, Kelly Snyder, Denise Rupp, Susan Leckband, Shelley Cimon, Ralph Young, Dick Snyder, and Larry Parker.

Participation in the Long-Term Surveillance and Maintenance Conference

DOE's Office of Legacy Management will host the Long-Term Surveillance and Maintenance Conference in Grand Junction, Colorado, on November 16-18, 2010. The conference agenda is currently under development. EM SSAB members were encouraged to send Ms. Brennan their input regarding what type of information and topics they would like included in the conference planning. The conference will be geared toward a broad audience and will likely cover a range of content, including technical, policy, and stakeholder issues.

Conference organizers have tentatively proposed that a panel on Stakeholder Perspectives be developed and have requested that an EM SSAB representative participate. Ms. Brennan asked those interested in joining the panel to contact her. She also encouraged the Chairs to hold discussions with their Federal Coordinators and Deputy Designated Federal Officers regarding travel and funding for conference attendance.

Ms. Leckband nominated HAB Vice Chair Bob Suyama to represent the EM SSAB on the Stakeholders Perspectives panel.

Mr. Ron Murphree, Chair for the Oak Ridge Site-Specific Advisory Board (ORSSAB), suggested that a member of his board's Stewardship Committee would be interested in representing the EM SSAB on the panel as well.

Ms. Brennan suggested that the Chairs collect input from the boards over the summer, in order to better prepare the presenter to speak to a broader EM SSAB perspective. It was also suggested that the collected input be discussed during the Chairs' meeting in Santa Fe, New Mexico.

Around the Complex

Idaho National Laboratory (INL) Site EM Citizens Advisory Board – Willie Preacher

- Rick Provencher was recently appointed to the position of Manager for the Idaho Operations Office.
- The INL CAB will continue to focus on a number of major topics, including site cleanup, footprint reduction, and ARRA funding and workforce transition.

Community Advisory Board for Nevada Test Site Programs – Harold Sullivan

- Orientation for new NTS CAB members will take place on June 25, 2010.
- NTS CAB members are scheduled to tour the NTS on June 17, 2010.

Northern New Mexico Citizens' Advisory Board (NNMCAB) – Ralph Phelps

- The NNMCAB recently held its annual retreat. Five of the board's new appointees were able to participate, in addition to the existing members. The retreat was followed by the NNMCAB's regular public meeting.
- Los Alamos National Laboratory will host an open house to showcase the ARRA cleanup work at TA-21 on Saturday, May 22, 2010.

Oak Ridge Site-Specific Advisory Board – Ron Murphree

- The ORSSAB approved three recommendations during its last public meeting. The recommendations addressed the site's long-term stewardship implementation plan, FY 2012 budget request, and phased approach for monitoring site contamination.
- The ORSSAB received a copy of the Request for Proposals (RFP) that was issued for the acquisition of a new Oak Ridge Reservation cleanup contractor and has convened an ad hoc committee to review the document and prepare comments for the board's consideration for approval.
- Two new student representatives from local high schools joined the ORSSAB during its May meeting. The student representatives will serve one-year terms on the board.
- ORSSAB members are in the process of planning for the board's annual retreat.
- The ORSSAB will participate in the June 18-19, 2010, Oak Ridge Secret City Festival.
- The summer edition of the ORSSAB's *Advocate* newsletter is under development.

Paducah Citizens Advisory Board – Judy Clayton

- The Paducah site has begun employing new heat resistant technologies to remove TCEs from contaminated groundwater.
- The Paducah CAB recently welcomed one new member to the board.
- DOE issued a RFP for solicitation of a sales agreement to buy radiologically contaminated nickel scrap recovered from uranium enrichment process equipment at the Paducah site. The

Paducah CAB has been deeply involved in nickel recycling issues over the past couple years and is anxious to see how the RFP unfolds.

Portsmouth Site-Specific Advisory Board (PORTS SSAB) – Richard Snyder

- Five members of the PORTS SSAB had the opportunity to tour the DOE Mound facility in western Ohio and receive briefings from the local community reuse organization.
- The visit was very educational because the Mound site is much further along in its cleanup and has started turning facilities back to the community. Mound is also located in the middle of a town, presenting unique community involvement issues and concerns.

Savannah River Site Citizens Advisory Board – Manuel Bettencourt

- The SRS CAB's Waste Management and Nuclear Materials Committee recently held a meeting on May 3, 2010, to continue developing recommendations for the full board's consideration.
- The SRS CAB will likely have four recommendations to focus on during its upcoming committee and board meetings.

Hanford Advisory Board – Susan Leckband

- The HAB held an annual retreat in early May and identified priorities for its FY 2011 focus. A formal recommendation listing these priorities will be sent by the HAB to the Tri-Party agencies in the near future.
- The HAB has scheduled two workshops in the coming months.
 - The first is a public workshop that focuses on budget issues.
 - The second is a joint workshop that will be used to develop advice on the major Tri-Party Agreement change package.
- The HAB's next public meeting will be held on June 3-4, 2010; four pieces of advice will be discussed. The meeting will be preceded by a tour of the Hanford site on June 2.
- Ms. Leckband is scheduled to speak at the Leadership Tri-Cities Annual Meeting and will discuss the HAB's role in cleanup of the Hanford site.
- Representatives from the DOE Office of Health, Safety and Security are in the Tri-Cities to present a draft assessment of the site's Beryllium Program.
 - The HAB previously issued advice on the Hanford Beryllium Program and expects a final report to be issued in early June.

Closing Remarks

The next Chairs' call will be held on July 29, 2010, at 3:00 pm EDT.

Ms. Brennan adjourned the meeting at 4:30 pm EDT.

Maintaining A Winning Strategy

American Recovery and Reinvestment Act

Ms. Cynthia Anderson
EM Recovery Act Program Director
Office of Environmental Management
U.S. Department of Energy

Presented to:

May 19, 2010

*Environmental Management
Site-Specific Advisory Board*



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Overview



- Introduction
- Financials
- Jobs
- Performance Metrics
- Footprint Reduction
- Energy Parks
- Accelerated Milestones
- Small Business
- Observations and Lessons
- Issues and Challenges
- Communication
- Summary



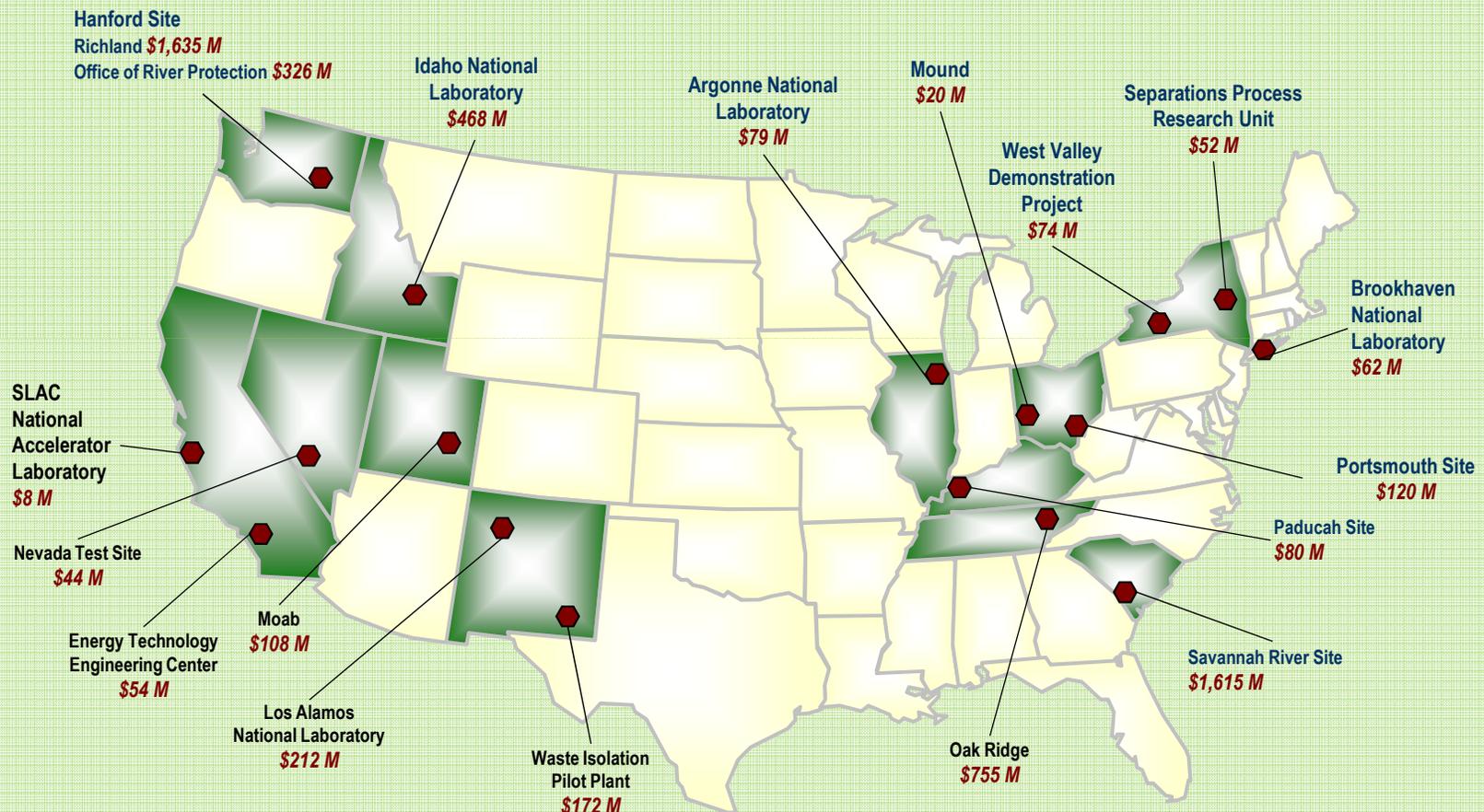
EM Received \$6 Billion in ARRA Funding



- Directed towards existing scope that can most readily be accelerated
 - Soil and groundwater remediation
 - Radioactive solid waste disposition
 - Facility decontamination & decommissioning
- “Shovel-ready” projects
 - Fully-defined cost, scope, and schedule
 - Established regulatory framework
 - Proven technology
 - Proven performance
 - Existing contract vehicles
- Focus on EM completion and footprint reduction
- Recovery Act funding will accelerate approximately 48 compliance milestones



\$6 Billion: A Winning Strategy in Communities Across the Country



12 States, 17 Sites
 Uranium/Thorium \$70 M
 Management & Oversight \$46 M



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Recovery Act Funding Obligations at EM Sites



Site	Spend Plan	Obligated to Contracts	Outlaid (Payments) to Date
Argonne National Laboratory	\$79,000,000	\$79,000,000	\$17,843,017
Brookhaven National Laboratory	\$61,855,000	\$61,855,000	\$29,636,471
ETEC	\$54,175,000	\$54,162,338	\$40,774,527
Hanford (Office of River Protection)	\$326,035,000	\$325,935,000	\$85,878,099
Hanford (Richland)	\$1,634,500,000	\$1,633,993,060	\$447,055,241
Idaho	\$467,875,000	\$423,775,000	\$164,129,848
Los Alamos National Laboratory	\$211,775,000	\$211,775,000	\$64,234,008
Moab	\$108,350,000	\$108,350,000	\$35,653,505
Mound	\$19,700,000	\$19,700,000	\$7,354,416
Nevada Test Site	\$44,325,000	\$44,325,000	\$21,169,572
Oak Ridge	\$755,110,000	\$592,063,150	\$188,085,100
Paducah	\$80,400,000	\$80,400,000	\$22,119,887
Portsmouth	\$119,800,000	\$119,800,000	\$36,020,195
Savannah River	\$1,615,400,000	\$1,364,303,407	\$563,257,473
SLAC	\$7,925,000	\$7,925,000	\$5,188,781
SPRU	\$51,775,000	\$51,775,000	\$13,193,573
WIPP	\$172,375,000	\$172,344,322	\$58,169,791
West Valley	\$73,875,000	\$62,875,000	\$19,904,745
Title X Uranium/Thorium Reimbursements Management & Oversight	\$69,650,000	\$46,024,344	\$45,629,019
	\$30,000,000	\$17,007,363	\$11,093,053
Unallocated	\$16,100,000	\$0	\$0
Total	\$6,000,000,000	\$5,477,387,984	\$1,876,390,321

Financial data are based on reporting as May 18, 2010, and are subject to change.



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Over 20,000 Workers Have Benefitted



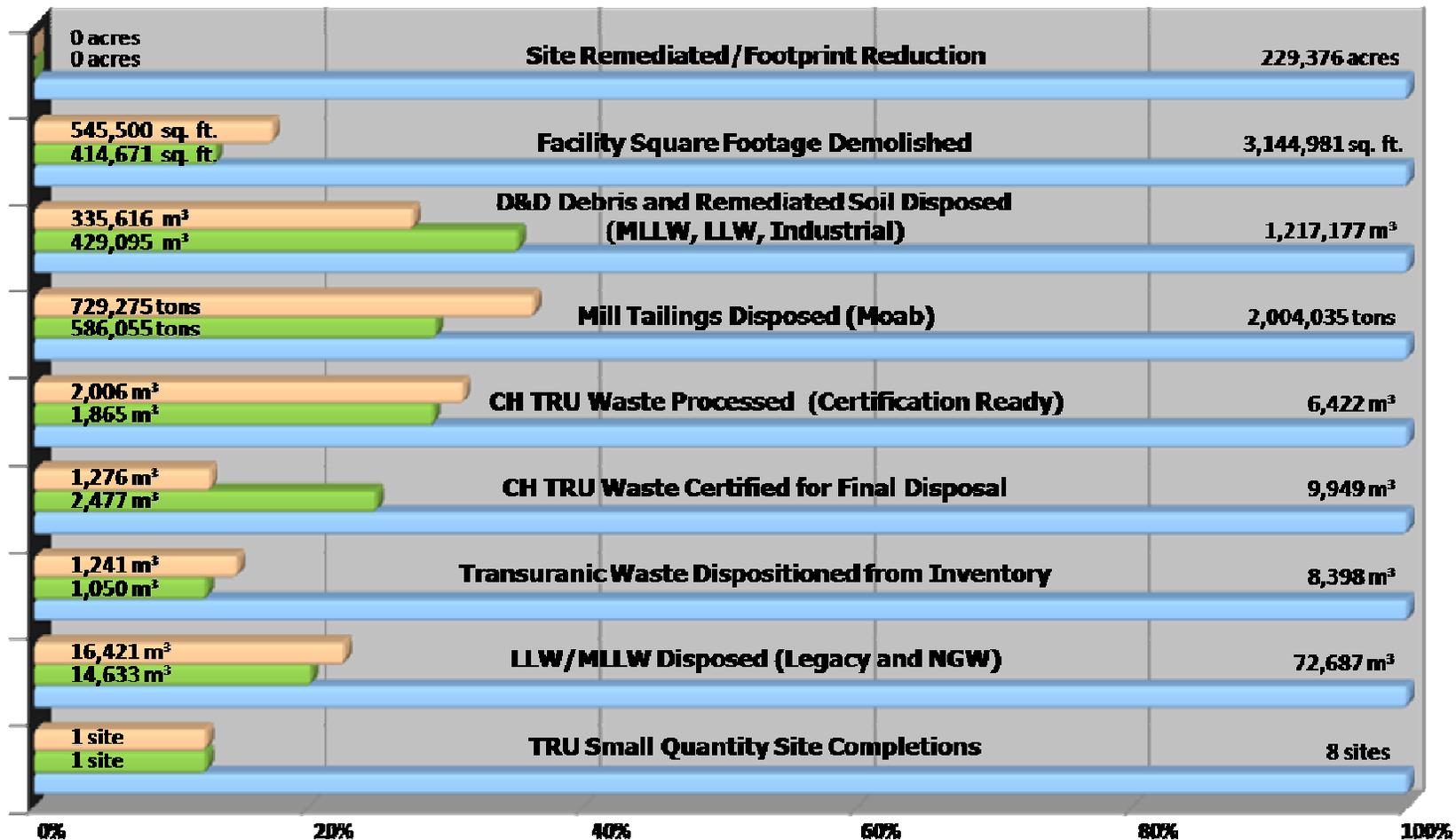
Reported EM Jobs Using Recovery Act Funding (CY2010)			
Site (State)	Q1 2010 (Jan-Mar 2010)		EM Recovery Act Headcount "Lives Touched" (Cumulative from start of project through 03/31/2010)
	Recovery.gov Prime Contractor Jobs (FTEs)	Recovery.gov Prime Contractor plus Subcontractor Jobs (FTEs)	
Argonne National Laboratory (IL)	93	129	263
Brookhaven National Laboratory (NY)	18	93	172
Energy Technology Engineering Center (CA)	5	15	248
Hanford-Office of River Protection (WA)	188	414	1,235
Hanford-Richland Operations Office (WA)	1,116	2,486	5,197
Idaho National Laboratory (ID)	760	786	1,902
Los Alamos National Laboratory (NM)	120	296	653
Moab UMTRA Project (UT)	148	227	229
Mound Site (OH)	9	42	50
Nevada Test Site (NV)	67	110	545
Oak Ridge Reservation (TN)	1,141	1,886	3,749
Paducah Gaseous Diffusion Plant (KY)	165	253	626
Portsmouth Gaseous Diffusion Plant (OH)	142	464	794
Savannah River Site (SC)	1,389	2,258	3,340
Stanford Linear Accelerator Center (CA)	32	42	146
Separations Process Research Unit (NY)	32	119	219
West Valley Demonstration Project (NY)	84	128	377
Waste Isolation Pilot Plant (NM)	150	270	504
TOTALS	5,659	10,018	20,249



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EM ARRA Performance To Date



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Actual to Date (04/30/10)
 Target to Date (04/30/10)
 ARRA Total

Getting The Job Done



Performance Measure	Overall ARRA Goals (Sept. 30, 2011)	April 30, 2010 Plan	Accomplishments (as of Apr. 30 , 2010)		
Facility Square Footage Demolished (square feet)	3,144,981	414,671	545,500 (17% of goal)	=	9 football fields 
Demolition Debris and Soil Permanently Disposed (cubic meters)	1,217,177	429,095	335,616 (28% of goal)	=	134 Olympic swimming pools 
Mill Tailings Disposed (tons)	2,004,035	586,055	729,275 (36% of goal)	=	5,064 rail cars  → 
Contact-Handled Transuranic Waste Processed (certification-ready) (cubic meters)	6,422	1,865	2,006 (31% of goal)	=	9,635 55-gal drums 
Contact-Handled Transuranic Waste Certified for Final Disposal (cubic meters)	9,949	2,477	1,276 (13% of goal)	=	438 TRUPACT IIs (6,129 55-gal drums) (146 shipments) 
Transuranic Waste Inventory Dispositioned (cubic meters)	8,398	1,050	1,241 (15% of goal)	=	5,961 55-gal Drums  
Low-Level and Mixed Low-Level Waste Permanently Disposed (cubic meters)	72,687	14,633	16,421 (23% of goal)	=	78,872 55-gal drums 

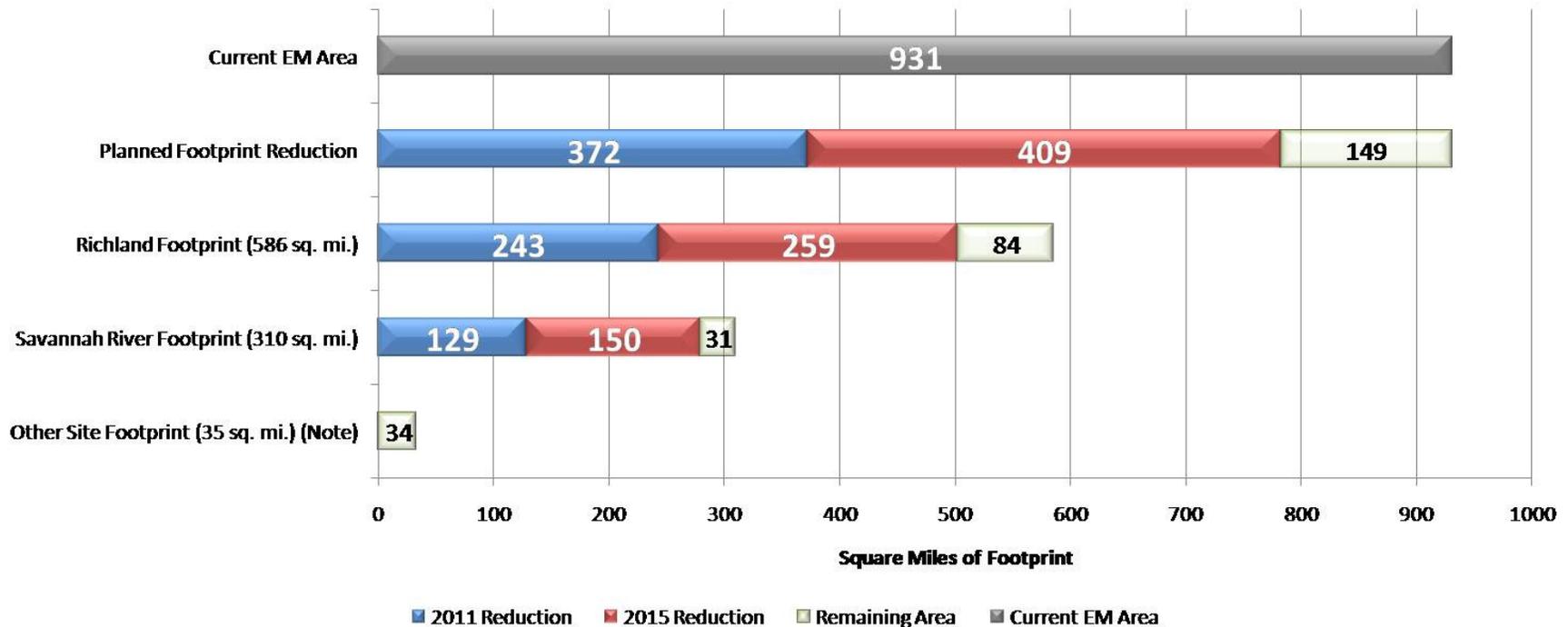


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EM Footprint Reduction Goals

40% by FY 2011, ~90% by FY 2015



- Total footprint under EM control includes both impacted and un-impacted areas (931 sq. miles).
- Total footprint reduction mileage includes cleanup performed by both base program and ARRA.
- Footprint reduction is assumed at time of physical completion of activities with petition for regulatory approval to follow.
- Footprint reduction does not mean the moving of site boundary fences.
- At the end of EM's mission, some property will require long term maintenance, but most will be available for beneficial reuse.
- FY 2015 footprint reduction goal assumes favorable funding profile.

Recovery Act to Energy Parks



Recovery Act

Economic Stimulus



Public-Private Partnership

DOE Programs, Sites, & National Laboratories; Communities; Private Sector; Other Stakeholders

Benefits:

- Clean Energy
- Energy Security
- Enhanced Competitiveness

Energy Parks

Land and Infrastructure Available

Jobs created

Lifecycle cost reduced

Environment protected

Footprint reduced



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Accelerating Compliance Milestones



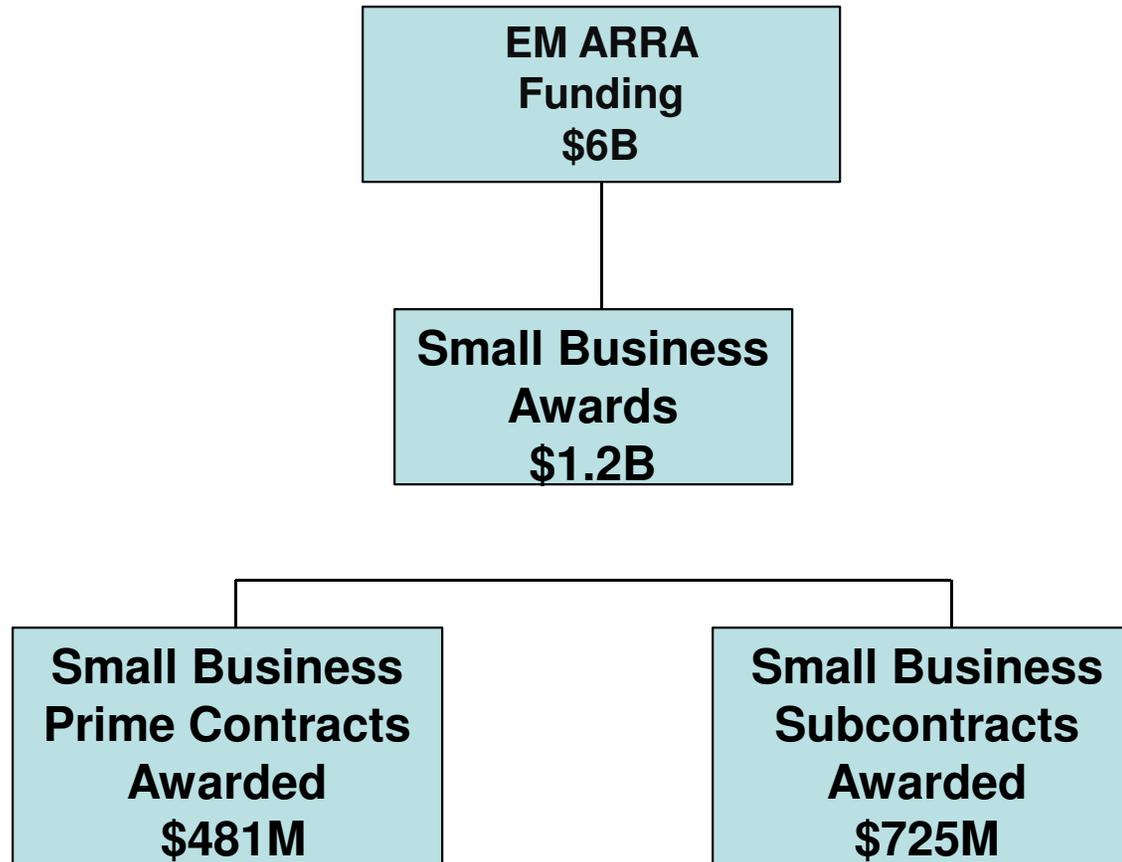
- Approximately 40 agreements/orders in place with regulators dealing with EM's cleanup mission.
- Recovery Act projects on-track to accelerate 48 compliance milestones (between 1 to 19 years).
- Already 14 of the 48 milestones have been met.
- A listing of accelerated milestones and states can be found at www.em.doe.gov/emrecovery.



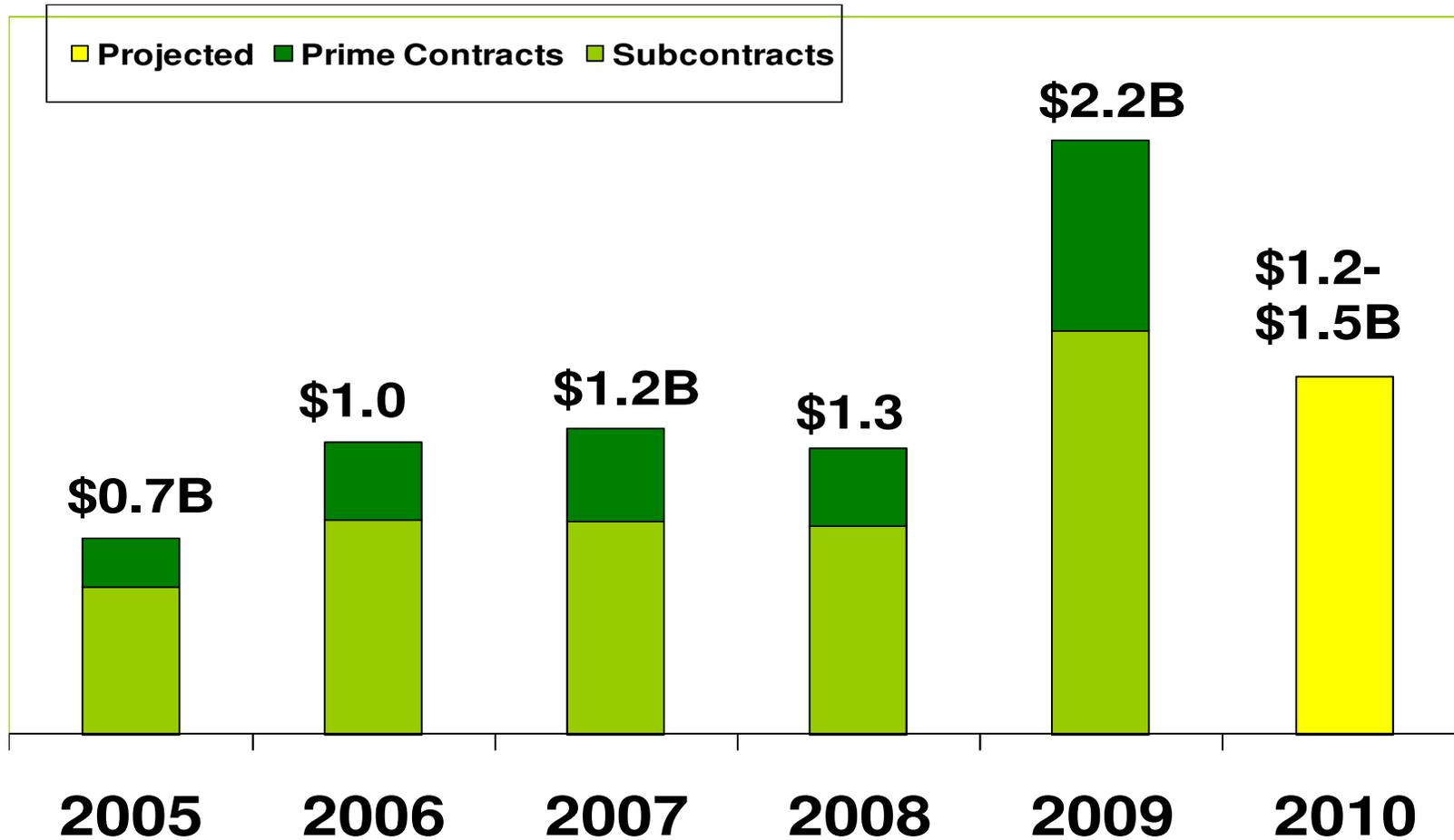
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Recovery Act Funding Awarded to Small Businesses



EM Total Small Business Funding



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Observations and Lessons



- **Planning**
 - 2015 Strategic Initiative – on-the-shelf projects ready to go
 - Contracts ready to go – easy to add additional scope
 - wish for more up-front pre-planning – clearer project scoping, costing and scheduling
 - changing requirements
- **Early and Frequent Communications**
 - on-going engagement with Stakeholders Congress, OMB, GAO, IG
- **Recruiting and Teaming**
 - Creating a sense of urgency
 - Culture of continuous improvement
 - Power of a small enthusiastic dedicated team
- **Reinforced use of DOE Order 413 Project Management System**
 - Reviews (external, program, others) , reporting, metrics
- **On-the-ground Site Representatives**
 - site advocacy and oversight



Observations and Lessons



- **Vigorous engagement between HQ and Recovery Act Sites**
 - day to day interactions
 - HQ site visits – support and oversight roles
- **IPABS data collection system**
 - financials, metrics, change control
- **Clear definitive projects –carving of work scope**
 - based on the right scope, cost and schedule
 - Correct review level
 - easier to manage
 - more meaningful reporting
 - achieving results
- **Sharper reporting resolution**
 - Dashboard – EVMS, EAC/VAC, metrics, milestones,
 - spending rates
- **Looking to the Future**
 - getting out in-front of issues
 - risk management
 - ARRA ramp-down



Issues and Challenges Going Forward



- Project execution
 - Working safely
 - Achieving footprint reduction scope
- Spending
- June 2010
 - Revisions to POPs
 - Finalization of funds documents
 - Update Project Risks
- FY2011
 - Initiation of buyback projects
 - Workforce transitions



Communicate. Communicate. Communicate



EM Headquarters and Field sites are striving to provide “unprecedented transparency” as to where the ARRA money is going and what is being accomplished.

- Hot Link Jobs Button
- EM Recovery Act newsletter
- Weekly News Flash
- EM Recovery Act website
- Stakeholder conference calls
- Public meetings
- OMB/Congress
- GAO/IG



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Summary



EM Recovery Act Program is making progress in achieving job creation and environmental cleanup through the *American Recovery and Reinvestment Act*.

- Safety is the # 1 priority for all EM activities
- More than 99% of Recovery Act funds have been allocated to sites
- \$5.7 billion obligated to contracts for EM Recovery projects
- 20,000 jobs created and preserved in 12 States
- Over \$1.7 billion spent on Recovery work
- Achieved EM small business prime and subcontracting goals
- Monthly monitoring of project execution and performance
- Active engagement with stakeholders and regulators



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RECOVERY AND REINVESTMENT

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Ask an Expert: DOE Recovery Act Clearinghouse

The purpose of the DOE Recovery Act Clearinghouse is to help increase the availability of information about DOE's American Recovery and Reinvestment Act of 2009 (ARRA) activities. The Clearinghouse will provide initial consultations, and also make referrals when appropriate to other information sources (websites, documents, DOE staff, etc).

You can [contact us](#) with your questions using our submittal form, by calling our toll-free number: 1-888-DOE-RCVY (1-888-363-7289), or browse our list of frequently asked questions. Media inquiries should be directed to the [DOE Press Office](#).

FREQUENTLY ASKED QUESTIONS

Funding Opportunities

- [How do I find out about the funds available from DOE?](#)
- [When will funds become available?](#)
- [What types of funding are available from DOE?](#)
- [How do I apply for a grant from DOE?](#)
- [How do I apply for a contract from DOE?](#)
- [How do I apply for a loan guarantee from DOE?](#)

EM Recovery Act Program Office

<http://www.em.doe.gov/emrecovery>

Email: EMRecovery@em.doe.gov

Phone: 202-586-2083

DOE Recovery Act Clearinghouse

<http://RecoveryClearinghouse.energy.gov>

Email: RecoveryClearinghouse@hq.doe.gov

Phone: 1-888-DOE-RCVY



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