

## **GEORGE J. RAE**

### **EXPERIENCE SUMMARY**

I provided executive leadership in the management of technical programs, operations, and business processes critical to the Nuclear Security Enterprise and Environmental Management. I led numerous studies and initiatives to address technical issues impacting the laboratories and production sites, applying systems engineering and risk analysis tools to develop cost effective and timely solutions. I led several priorities including repackaging of high activity drums stored above ground in TA-54 at LANL and shipping them to WIPP for final disposal. This activity addressed DNFSB letters to the Secretary regarding concerns with high risk of wildfires in northern New Mexico. The year-long initiative resulted in a reduction of Material-at-Risk at LANL with no incidents and being granted an NA-1 coin. Retrieved 17 canisters of Remote Handled waste, first for LANL, from TA-54, safely and compliantly, and shipped to WIPP. The project was highly visible and withstood multiple rounds of nuclear safety and readiness activities involving multiple organizations. Project was a success and without incident. Led the transition of the Grand Junction Office contract from a large international business to 2 small business contracts. This required close coordination of functions between the 2 small business contractors to ensure safety, compliance and resources were not overlooked. During a presidential election year, I was able to guide the federal office in achieving a 25% reduction in cost while maintain compliance on cleanup agreements with EPA and state of Utah.

### **DETAILED EXPERIENCE**

#### **Longenecker & Associates**

November 2018-Present

My role as the Program Manager is to work with LANL M&O offices/programs to support their mission goals by providing expert services through collaboration of work scope, developing strategies, and coordinating across offices for product delivery. Activities include: developing proposals, recruiting SMEs, coordinating on-boarding locally (Los Alamos), and ensure product delivery is timely and of high quality. Customer service is a critical factor and checking-in with the client often is important. In my role, I am required to provide services to a diverse portfolio of functions and to understand the LANL mission(s) as it relates to the weapons complex, as well as across DOE.

#### **S&K/Project Time & Cost**

March 2015-October 2018

I provided operational and strategic advice to the Field Office Manager and his senior team in execution of the EM cleanup mission. Developed decision/point papers on controversial and high visible issues such as; removing TRU waste from storage at Waste Control Specialists in Andrews, TX. This waste was like the remediated nitrate salt waste that ruptured and shut down the WIPP facility. I also supported the Environmental Management and National Nuclear Security Administration Transition at Los Alamos National Lab (one of two authors of the Memorandum of Understanding). This action was the result of

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the Secretary of Energy decision to stand-up an EM Field Office in LANL. I was co-led in the development of the Corrective Actions Plan for the WIPP Accident Investigation Board Report, and responsible for numerous corrective actions such as: Oversight Procedures, Assessments, Safety Culture Plan, Training, and EM organizational structure. I developed supporting material for the DNFSB public hearing in April 2016, centered on waste management practices at LANL, post WIPP shutdown. Provided support in permitting/compliance, waste management, developed the Lifecycle Cost Estimate Narrative Description Document, and assisted in Intergovernmental actions.

**Assistant Manager, National Security Missions – Los Alamos Field Office**

March 2012-May 2014

Managed a multi-program portfolio (including: Nuclear Nonproliferation, Weapons Systems, Computing, LDRD, Medical Isotopes, Work for Others...) and a landlord mission that included construction projects, facilities, utilities, roads, land transfer, and environmental stewardship, with a team of 25 technical and administrative staff. As the Contracting Officer Representative, I was responsible for product acceptance, setting priorities, ensuring compliance with requirements, and evaluating contractor performance.

**Assistant Manager, Environment – Los Alamos Field Office**

June 2006-March 2012

Serving in this position, I managed a fed/contractor team of approximately 34 staff with oversight responsibilities of the Los Alamos National Laboratory for environmental programs that included: lead regulatory interface, restoration, legacy transuranic waste disposal, decontamination and decommissioning (D&D): RCRA hazardous waste permit, NEPA, and long-term surveillance and maintenance for post-cleanup actions. I also lead and served on several Source Evaluation Boards for selection of contractors to execute procurement actions.

**Manager, Environmental Programs Department – NNSA Service Center**

February 2002-June 2006

I was responsible for four divisions, approximately 65 technical and administrative staff, providing technical and administrative services to the NNSA site offices. I assist NNSA sites in validating and verifying project baselines in accordance with Environmental Management policies and DOE Order 413. I coordinate with site office managers to make lead assignments and identify key deliverables. I lead the NNSA EM budget formulation, to include the Program Direction, and coordinated with each site to establish their requirements and funding needs. During this period, I served as the EM representative in negotiating consent orders for LANL and Sandia National Laboratories. In this capacity I kept EM-1 abreast of the negotiations. Other key highlights:

- Supported EM-1 in a performance assessment for 30 cleanup sites across the country
- I served in a detail to NNSA HQ as the deputy to the Office Director in establishing the Environmental Programs and Operations Office (NA-56)

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**Director, Environmental Restoration Division – Albuquerque Operations Office**

September 1997-January 2002

Managed the cleanup program for LANL, SNL, Pantex, Kansas City, Mound, and Pinellas for all aspects of cleanup including, characterization, NEPA compliance, environmental remediation, waste minimization, waste disposition, decontamination/decommissioning, risk analysis, value engineering, cost estimating and baseline development/review. Worked closely with the sites and the regulatory agencies in formulating cleanup agreements.

Served as the UMTRA (Uranium Mill Tailings Remedial Action) Project Manager and completed the \$1.9B project for the characterization and cleanup of 22 uranium mill sites and cleanup of 5000 residential and businesses. Conducted negotiations with the NRC, state agencies and other regulatory agencies on cleanup designs and schedules. Upon remediation complete, obtained a license from NRC to move the remaining sites into Long-Term Surveillance and Maintenance. Held numerous public meetings, public hearings and press conferences to communicate with the public on project plans.

**Branch Chief, Environmental Remediation Project Office – Albuquerque Operations Office**

March 1991-August 1997

Served as a Branch Chief in ERPO managing cleanup across the weapons complex (plants and labs). Provided program direction, project baseline support, NEPA, D&D, soil and groundwater expertise, and regulatory. During this period:

- I served on several Tiger Teams and supported various sites with corrective actions.
- I served (on detail) as the Operations Branch Chief for one year at Los Alamos Area Office and established the Facility Representative Program.

**Program Manager, Conventional Weapons – Albuquerque Operations Office**

June 1989-February 1991

Research and Development of Conventional Weapons for DOD (DARPA) with oversight responsibilities for developing, testing and reporting on contract deliverables working with National Labs and private contractors

**Project Manager, Line Item Construction – Albuquerque Operations Office**

January 1978-January 1979

Served as lead PM for line item and GPP projects at Sandia National Labs (both Albuquerque and Livermore sites).

**Branch Chief, Emergency Management – Albuquerque District, Corps of Engineers**

December 1981-July 1987

Employed by the COE and served in various capacities:

- Branch Chief for emergency management, preparing for national and nuclear emergencies and responding to natural disaster supporting FEMA
- Project Manager for various projects (warehouse, underground mining, utilities, road construction, waste handling building) in the construction of the WIPP facility

## **EDUCATION**

B.S. Civil Engineering, New Mexico State University, 1981

NNSA Technical Qualifications Program – Certified NNSA Senior Technical Safety Manager for 7 years