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L.3(g) Community and Economic Development Plan

We strongly believe that it is our responsibility as a good corporate citizen to support the communities in which we work. As a partner in Idaho Falls and the southeastern Idaho region, Bechtel B&W Idaho, LLC (BBWI) will invest at least \$35 million in community and economic development over the 10-year INEEL M&O contract period. In addition to that minimum, we also commit to invest a percentage of our net fee in activities supporting economic development—up to a maximum 10-year contribution of \$100 million.

Figure 1 demonstrates how our plan meets or exceeds each of the three thresholds the RFP establishes for our approach to be considered acceptable. We are committing a minimum of \$3.5 million per year in local and regional community and economic development contributions, compared to the required \$800,000. Our maximum contribution could exceed \$10 million per year depending on the net fee we earn through our performance on the contract. Through strategic use of these funds—combined with our experience in job creation—we will exceed LMITCO’s goal to create 2,400 jobs in 5 years. In addition to funding community events, our corporate leaders and employees will be active participants in the Idaho Falls region.

In preparing our plan, we met with many local and regional community and economic development leaders, including Linda Milam, Mayor of Idaho Falls; Fred Sica, President of Idaho Falls Chamber of Commerce; Bob Cisna, President of Idaho Falls University; Dr. Miles LeRowe, President of the Eastern Idaho Technical College; and representatives from the communities of Pocatello, Rexburg, Twin Falls, and Arco. From these interviews, we know that the INEEL community already has a strong and successful program in place. Our role will be to join these ongoing efforts and lend our strengths where possible. We have a proven record of creating jobs in the regions surrounding our other DOE sites and will offer expertise in attracting new companies, incubating startup ventures, expanding existing firms, bringing new missions to INEEL, and retaining current jobs. For example, Bechtel was recently responsible for bringing Continental Airlines’ maintenance hub and direct airline service from Houston, Cincinnati, and Newark, to Knoxville, Tennessee. Through Bechtel’s and BWXT’s (an affiliate of the Babcock and Wilcox Company and a subsidiary of McDermott International, Inc.) corporate connections, we can leverage over \$1 billion in available financing for such promising opportunities.

Our Plan is structured to respond directly to the three criteria in the RFP. We first address our commitment of dollars, followed by a discussion of how we will create jobs for the region, concluding with our pledge to support community endeavors such as food banks, festivals, cultural arts, and charities.

We bring substantial experience and significant resources to help build sustainable and diverse economic growth.

- ‡ We will invest as much as \$100 million in the area over the 10-year contract.
- ‡ We contribute as much as \$2 million per year to the Inland Northwest Research Alliance.
- ‡ Our approach to job creation has been proven on DOE’s Oak Ridge M&I contract where we created 800 new jobs in the first 6 months.
- ‡ We link Idaho business to over \$1 billion in available financing and venture capital through Bechtel corporate connections.

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FIGURE 1

Criterion 1: Contribute at least \$800,000 per year to local and regional community and economic development.

- We will contribute a minimum of \$3.5 million per year

Criterion 2: Create at least 2,400 direct or indirect jobs over the five-year basic contract.

- We will work towards the creation of 3,000 jobs based on our experience on the Oak Ridge M&I contract.

Criterion 3: Support community activities, charities, and boards

- Corporate charitable contributions will be at least \$600,000 per year
- Our managers and employees will be active participants in their respective communities.

L.3(g)(1) Community and economic development contributions

For each year of the INEEL M&O contract, we will invest between \$3.5 and \$10 million in organizations and initiatives that create jobs and improve the community and the region (Figure 2). Specifically, we will target these funds as follows:

‡ \$1.4 million per year to local and regional entities that foster economic development in Idaho Falls and southeastern Idaho including but not limited to economic development councils, chambers of commerce, and community reuse organizations

‡ \$600,000 per year in corporate contributions to activities such as food banks, street festivals, fundraising events, symphonies, cultural activities, and other charitable activities

‡ Up to \$8 million per year in corporate funded research and development (CFRD) to be conducted at INEEL with the anticipation that this will increase employment at the lab, enhance lab capabilities, attract other research dollars, and function as seed money for other technology spinoffs. The minimum investment will be no less than \$1.5 million per year. Contributions above the minimum are based on a percentage of our net fee as was shown in Figure 2.

In addition to these investments in the community and economic development, we are contributing up to \$2 million per year to the local and regional universities represented by the Inland Northwest Research Alliance (INRA). As an integral part of our team, they share in our fee. Of the fee they earn, they have committed to reinvest 50% into research and development to be conducted at INEEL. This also creates jobs in the Idaho Falls area.

Beyond this significant financial investment, we are dedicating corporate resources directly to local economic development efforts. For example, Anne Roberts, a Bechtel economic development professional who has recent experience with our highly successful job creation initiatives in Oak Ridge, Tennessee, is part of our proposed INEEL management team. Anne will report directly to BBWI's President, Bernie Meyers, to work day-to-day as a member of eastern Idaho's ongoing economic development efforts.

In using these funds, we will work side-by-side with the Eastern Idaho Economic Development Council, chambers of commerce from around the region, and other similar organizations to

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identify job creation opportunities. We will increase existing levels of financial support for these important entities so the INEEL community will be well-equipped to capture opportunities for economic growth. Our strategy is not to alter the already successful efforts of the local entities in economic development. Rather, we will work to strengthen their efforts through increased funding, the hard work of our personnel, the strong support of Bechtel/BWXT management, and access to our global partners in a variety of markets. Many of these methods for creating jobs and diversifying the economy are described in the following section.

FIGURE 2. Community and economic development investments. We will provide as much as \$10 million annually to diversify the local economy, incentivize growth, strengthen educational institutions, and improve quality of life.

- ‡ \$1.4 million to economic development councils, community re-use organizations, chambers of commerce
- ‡ \$600,000 to United Way and other charitable organizations
- ‡ Up to \$8 million investment in research and development and technology commercialization.

L.3(g)(2) Job Creation

Based on our experience creating jobs in support of DOE's Oak Ridge M&I contract, we are confident we can exceed the stated goal of creating 2,400 jobs over 5 years. As part of our cleanup mission in Oak Ridge, we committed to creating hundreds of millions of dollars of new non-DOE payroll in the five county area surrounding the facility—the equivalent of 3,000 new jobs. After just 6 months of the contract, we have already created 600 new jobs—the equivalent of \$13 million in new non-DOE payroll. By applying the same methods, we believe we can also create 3,000 jobs in the Idaho Falls region over the five-year base contract period.

These will be both direct and indirect jobs. Direct jobs are those that we bring to the southeastern Idaho region from our parent companies and their subsidiaries; new positions at INEEL resulting from our efforts in growing the missions of the site; as well as jobs created through technology spinoffs. Indirect jobs by will be those created by working with local and regional economic development agencies to bring new companies to the area; help new companies start up; and to assist in growing existing companies. We take our goal to create these 3,000 jobs seriously—and we have the corporate experience, expertise, and proven methods to succeed in creating them.

Direct Job Creation

Our plan for creating direct jobs centers around five elements that we can offer because of our corporate commitment to INEEL, our capabilities in the private-sector marketplace, and our credibility with financial institutions (Figure 3). Each part of our plan is described in the following five sections.

Relocating corporate R&D to INEEL. To start, we will run Bechtel’s corporate R&D from Idaho Falls. We will move and integrate Bechtel R&D programs of mutual benefit to INEEL and create Technology Application Centers (TACs) to pursue these programs. By the end of the 2nd quarter of 2000, we will have developed a plan for the first TAC. We have two initial areas targeted for potential TAC creation; distributed resources and critical infrastructure. TACs will enable the leveraging of research dollars by focusing funding from BBWI, DOE, INEEL, and users in one location.

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Investing in INEEL R&D. We commit to invest at least 20% of our net fee annually in lab activities that align with technologies that are compatible with corporate product lines and services, with a minimum of \$1.5 million annually. Our investment in R&D will be 20% of our net fee until we earn up to 80% of the available fee. When we earn between 80 and 90% of the available fee, we will invest 40% of this increment. When we earn over 90%, we will invest 60% of this increment. Depending on the amount of fee earned, this could reach \$8.3 million annually in all but the first year of the contract. This new investment will create new high paying jobs for scientists, researchers, and engineers and increase INEEL capabilities to pursue additional programs.

Connecting INEEL technologies to our customer base. Each year, Bechtel works for over 600 different customers. B&W works for over 4,800 customers. Through our corporate R&D groups (some of which we will relocate to INEEL as described above), we routinely track the markets of our customers to anticipate their needs so we can better position our companies to support them. These needs often relate to emerging technologies that fall within INEEL's core competencies. As liaisons between this extensive customer base and the INEEL, we can leverage these relationships to bring R&D work to the laboratory. Further, because we will know that there is a market for the technologies, the rate of successful commercialization will increase. This creates new jobs for INEEL personnel as well as those in the technology startup companies.

To enable this strategy, we selected Dr. Larry Papay to head our Strategic Planning and Technology Commercialization group. Dr. Papay currently heads Bechtel Technology and Consulting (BTec)—the home of our internal R&D functions. He has served as our technology liaison to our customer's needs for the last 8 years and brings this leverage to INEEL when he relocates to the site on day one of the new contract.

Connecting companies with financing. Beyond identifying viable technologies and matching them with the appropriate industries, we have unparalleled access to capital markets through companies such as Bechtel Enterprises, The Fremont Group, Trinity Ventures, Goldman Sachs, and J.P. Morgan. This access ensures that technology-based companies working with INEEL can receive the funding and financial support necessary to carry the technology from the lab to the market. We can guarantee access to these companies because of their Bechtel roots, described below.

‡ Bechtel Enterprises (BEn), is the largest and most successful project development, financing, and equity investment company in the engineering and construction industry. BEn has arranged over \$12 billion in financing for a variety of projects since 1990 (Figure 4), creating thousands of new jobs by developing and investing in 35 business ventures. It has established the country's second largest independent power producer, USGen, with more than 17 operating facilities and 1,000 employees. It has created leading businesses in water treatment, infrastructure, airport management, transportation, and alternative energy. BEn's premier reputation with the financial community will greatly assist our efforts in Idaho Falls as well as enhance our ability to quickly connect fledgling businesses to sources of capital.

‡ We have links to major companies in a variety of industries through The Fremont Group (formerly Bechtel Investments, Inc.). Fremont acquires and grows large companies and has over \$1 billion in investment capital available for acquisitions and business expansion. Its portfolio of investments has included Coldwell Banker Realty, Dillon Read (a leading Wall Street investment bank), Peabody Coal (the nation's largest coal company) Crown Pacific (largest timber holdings in the Pacific Northwest), and Atlantic Cellular (largest cellular service provider in New England).

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‡ We are directly linked to the venture capital community via Trinity Ventures, a \$190 million venture capital fund associated with The Fremont Group. Trinity invests growth capital across a spectrum of industries and at various stages of a company’s development. Trinity provides more than just investment capital; it draws on its experience and strong connections to high-tech industries and applies a hands-on approach to building management, improving operations, and developing business plans.

Connecting Idaho companies to international markets. As discussed, our team provides immediate access to a customer base of over 5,400 companies in 85 different countries. Access to these international markets opens up opportunities for spinoff companies with INEEL-based technologies. This expanded marketing base will encourage growth in the Idaho companies, leading to new jobs. Dr. Papay is a natural conduit for this marketing effort based on his experiences as the President of BTeC.

FIGURE 3. Direct job creation. Our plan for creating direct jobs is based on five elements that leverage our team’s unique capabilities and talents including investment of corporate funds and resources.

1. Relocate Bechtel and BWXT R&D efforts to INEEL
2. Invest up to \$8M per year in corporate funded R&D
3. Connect INEEL technologies with the product lines of our 5,400 customers
4. Connect Idaho-based companies to investment and venture capital
5. Connect Idaho companies to market through more than 5,400 Bechtel and BWXT customers

Growth of INEEL R&D activities and generation of new technologies Î Results in new jobs at INEEL for scientists, researchers, and engineers.

Growth of Idaho-based startups and technology spinoff companies Î Results in new jobs in Idaho for engineers and entrepreneurs.

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FIGURE 4. Bechtel economic development experience. BBWI will use its affiliate companies, like BEn, to attract new business to the area and grow local companies.

\$12 billion of financing arranged since 1990

100 full-time financial and development professionals

\$8 billion in new business ventures

More than \$7.8 billion for projects in which Bechtel invested equity

Networked with every major financial institution

Innovative solution at Oak Ridge:

‡ Attracted Continental maintenance hub to Knoxville Airport.

‡ Continental also instituted direct air service to Houston, Cincinnati, and Newark

Technology venture startups:

‡ Blue-Line/On-line, Inc. - Internet project information and management company

‡ BCN Data Systems - Joint venture between CellNet and BEn created to provide utility meter readings via radio spectrum.

Creating Indirect Jobs

Our plan for creating indirect jobs has been proven on various job sites, most recently on the Oak Ridge M&I contract as discussed previously. Figure 5 depicts our general approach, tailored to Idaho Falls based on our interviews with community leaders and economic development organizations. Our approach is compatible with ongoing community efforts; we lend our strengths in those areas where we can assist in their goals.

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FIGURE 5. Economic development process. Our plan to attract companies to relocate to the Idaho Falls area leverages our financial resources and worldwide contacts in coordination with state and local organizations.

Idaho Falls Need (Prepare infrastructure)

- > Industrial and technology parks to show prospects
- > Infrastructure in parks, ready for tenants to build
- > Continued workforce training

Idaho Falls Need (Find Prospects)

- > Increased flow of high potential prospects
- > Method of targeting specific industries
- > Higher visibility outside immediate area

Idaho Falls Need (Close the deals)

- > Access to capital
- > Connections with outside financial resources

Idaho Falls Need (Mentor growth)

- > Business plan development help
- > Financial assistance

Preparing infrastructure. Local officials identified a “persistent shortage of quality office and industrial space and land” as an impediment to economic development in Idaho Falls. We can work with the cities to help fund and develop a new industrial/business park.

We can also assist in ensuring that the infrastructure of the new parks is conducive to attracting new tenants. Through our relationship with Genuity—a formerly owned subsidiary we founded 2 years ago that has become a premier provider of internet services to corporate users, we can provide state-of-the-art, high speed, dedicated internet access.

Another aspect of preparing infrastructure to attract new companies is to ensure the availability of trained, motivated workers. We understand the issues that DOE communities such as Idaho Falls confront as they move from an economy dominated by the nuclear industry to a more mixed economy made up of public and private enterprises. As an involved business member of nine of these communities, we also understand their unique and valuable resources and how best to market them to the private sector. Towns and cities that have grown up around DOE facilities tend to have superior educational resources, and, in turn, create a more skilled, better educated workforce. Because we work in DOE towns and cities we appreciate the distinct advantages to doing business in these special communities. These advantages are a marketable commodity that can effectively attract new companies to the Idaho Falls area.

With INRA as an integral member of our team, we can work with colleges, universities, and vocational institutions to ensure that effective training programs exist to adequately prepare the workers new companies are looking for. We will work with the East Idaho Technical College and University Place to develop the appropriate curricula.

Find prospects. Once we help prepare the infrastructure, we can attract new tenants. For communities such as Rexburg, we can help bring new tenants to their existing business park. Our experience in job creation has shown that on average, only about 5 percent of the prospects that surface result in relocated jobs. We must therefore find lots of prospects and

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increase the quality of the prospects identified. To accomplish these goals, we propose the following methods.

- ‡ We will take an active role in the Eastern Idaho Science and Technology Corridor and support the group's objectives of pursuing and promoting technology-driven economic diversification. We will use the extensive resources of our parent companies to ensure the success of the program.
- ‡ Existing studies have identified and researched the unique attributes of the region for industries such as software development and technical and customer support (Figure 6). This work has been very useful for drawing new businesses to the area. We feel a similar study that looks at regional resources and attributes for manufacturing, design, and marketing of sporting goods and recreational equipment would be equally valuable. We have the funds and resources to conduct such a study.
- ‡ We will work as a partner with organizations such as the East Idaho Economic Development Corporation, local chambers of commerce, community reuse organizations and other similar organizations to create new indirect jobs in the region and retain existing ones.
- ‡ Many of the country's leading businesses have experienced unprecedented growth, and capital expense trimming has strained manufacturing capacity. Some companies have plans to expand and in many cases are looking for areas with low cost of living, like southeastern Idaho. We will use our global contacts to identify such companies and bring them to the region. One example of our leveraging an existing relationship to create jobs is EDS (Figure 7). By providing rent subsidies, we convinced them to relocate a Toshiba Help Line Center to Oak Ridge, creating 250 jobs in under a year.
- ‡ We have already started critical research which will continue throughout the spring and summer to identify resources and special attributes of the region—as well as potential hindrances to development. We volunteer to serve as the host for a regional meeting to develop a 5-year strategy for economic development in the area.
- ‡ Our unique agreement with Goldman Sachs, one of the world's largest and most successful investment banks, is another example of how we cultivate relationships that are important for generating prospects. Through our engineering, construction, and investment businesses, we have a major relationship with Goldman Sachs. As a result, they monitor the activities of their major clients and direct them to us if the company can benefit from locating an operation in the area. Through this arrangement, we get the benefit of job leads from a diverse base of industries; and Goldman's clients benefit from reducing their operating expenses. We create win-win opportunities by helping bring the global financial and industrial network closer to the Idaho Falls area.

FIGURE 6. Existing marketing studies. BBWI will fund more initiatives to identify strengths and resources of the region.

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FIGURE 7. An EDS training session at Oak Ridge. We will apply our winning strategy to bring companies to Idaho Falls.

Close the deals. The Bechtel Group of companies and B&W, with combined annual sales of roughly \$14 billion and connections with financial institutions around the world, have the financial muscle and business experience to bring deals to fruition. As discussed earlier, our financial resources include BEn, Trinity Ventures, and the Fremont Group with a combined \$1 billion in investment capital.

While these institutions are powerful agents for helping close deals that will lead to new jobs, we will also find innovative ways to be the dealmaker. Our experience as a corporation in getting mega-projects off the drawing board has taught us how to assess the needs of our customers and remove the roadblocks to progress. The EDS story presented in the previous section is one example. We also closed a deal to relocate Inland Steel to the Oak Ridge area by paying the costs for final building site preparation. Typical uses of our corporate funds to remove roadblocks include rent subsidies, relocation assistance, bounties for identification of new jobs, startup assistance, securing loans, infrastructure development, marketing and advertising, and contributions to proven economic development agencies.

Mentor growth. Beyond linking Idaho Falls to important global resources, we will mentor local companies to help them grow. Many new businesses and ventures fail for lack of a credible business plan and realistic strategy for growth. Our focus will be to mentor new businesses through the development of a sound and credible business plans. We will link businesses to our experienced in-house experts covering a number of industries: telecommunications, chip manufacturing, pharmaceuticals, transportation, and power. We will also call upon experts at Trinity Ventures. As a condition to investment, Trinity takes an active role managing new start-ups, providing valuable skills and expertise. Also, we will provide funding and mentoring to local resources for new businesses, such as the Idaho Innovation Center.

Experience creating jobs

Our track record of successfully creating new jobs differentiates our team. Our approaches have been tested and proven. The following sections highlight some of these successes, serving as proof of our ability to help create 3,000 jobs in southeastern Idaho.

‡ In Oak Ridge, we formed Bechtel Jacobs Development Company (BJDC) to create the 3,000 jobs we committed to in our M&I Contract. BJDC helps launch new businesses, helps existing companies grow, and identifies companies that can profit by relocating to Oak Ridge. They leverage corporate partnerships, pay bounties for new jobs, back loans, and arrange financing. In their first six months, BJDC created \$14.6 million in new payroll, 620 new jobs, brought five firms into the area, and helped 13 existing firms expand.

‡ At the Nevada Test Site (NTS), we worked with DOE to successfully diversify the site's uses and missions. Together with DOE Nevada, Bechtel brought new experiments, new uses, and new missions to NTS. For example, a Joint Demilitarization Technology program has been established between DOE and DOD at NTS in which Bechtel plays an important role. Bechtel has also entered into the National Domestic Preparedness Consortium for counterterrorism training at NTS. The Consortium uses resources at NTS to train law enforcement and emergency personnel. Bechtel supports reindustrialization at NTS on several fronts in addition to bringing new missions to NTS. In partnership with NTS Development Corporation, the non-

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profit site reuse organization for NTS, Bechtel develops projects, privatizes technical functions associated with DOE Nevada, and actively markets NTS through brochures and a website. Bechtel also created the Nevada Testing Institute (NeTI) as a collaborative, not-for-profit, international institute to attract demonstration projects for emerging technologies in civil, structural, and seismic engineering. In partnership with the Electrical Power Research Institute, Bechtel launched the Center for Sustainable Technology to foster commercial technologies in energy management, renewable energy and transportation.

‡ We have an established record of technology commercialization as a means to create new businesses and jobs. For example, Bechtel led the effort to develop a project creating the first-of-its-kind proton therapy cancer treatment center at Massachusetts General Hospital in Boston (Figure 8). Bechtel's role as Project Manager was to integrate the proton accelerator technology with the facility design—and do so at a cost that made replication feasible. Upon the successful completion of the project Bechtel pursued opportunities for additional facilities. Through a relationship developed with Tenet Hospital Corporation, plans are underway to develop an additional 30 treatment centers in the U.S.

FIGURE 8. Northeast Proton Therapy Center Cyclotron. Bechtel's success in making the cyclotron commercially viable illustrates the process we will use to market INEEL technologies.

‡ In 1995, BWXT successfully completed a major conversion of their Nuclear Equipment Division Facility in Barberton, Ohio. BWXT donated buildings and land or sold property below market to establish incubator sites for start ups and small businesses. Thanks to their efforts, 10 new companies and over 200 jobs were created (Figure 9).

FIGURE 9. B&W economic development experience. B&W brings lessons learned in federal and commercial economic conversions to the INEEL community.

NNFD:

- Converted/re-used Pu production laboratory
- Initiated seven new business ventures to compensate for declining base business
- Transitioned from single-customer focus to market-driven business

SAVED 1,200 JOBS

Ohio Manufacturing Plant:

- Donated 8 buildings and 4 acres valued at \$1 million to city for business incubator
- Sold 15 acres for small industrial site
- Generated \$5.4 million in business investments

CREATED 211 JOBS

Mount Vernon, IN:

- Attracted foreign company to re-use 58,000 ft² facility to make U.S. defense-related diesel propulsion systems
- Attracted \$15 million foreign investment and obtained \$14 million tax abatement

SAVED 105 JOBS

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- ‡ At BWXT’s Lynchburg, Virginia Nuclear Facility the company converted a production laboratory and initiated seven new businesses to compensate for a declining base business. The facility was transitioned from a single customer focus to a market-driven business, saving 1,200 jobs in the process.
- ‡ In 1994, in Mount Vernon, Indiana, BWXT’s Nuclear Equipment Division was slated for closure. BWXT successfully attracted a foreign company to the facility for the production of defense-related diesel propulsion systems, saving 105 jobs and bringing in \$15 million in investment.
- ‡ The Northampton Generating Plant is an innovative redevelopment and reuse venture that Bechtel Enterprises developed in Northampton, Pennsylvania. In 1992, the Universal Atlas Cement Plant shut its doors after operating in the community for six generations. With the usable portions of the facility, BEN created a 110-megawatt cogeneration facility that produces electricity and process steam. The steam plant attracted a major linerboard company to co-locate at the facility. In addition, the generating plant will eliminate 14 million tons of culm left behind by the former cement operation. The Borough of Northampton and surrounding region benefited from the 500 construction jobs and 200 full-time positions. BEN also arranged \$310 million in capital, developed necessary business contracts, and invested equity in the project.

L.3(g)(3) Community and Charitable Support

We commit to giving \$600,000 annually to the United Way and other charitable organizations above and beyond employee giving. We will support cultural, civic, educational, and health and welfare organizations through a variety of types of support (Figure 10).

We will work with United Way and provide significant financial support to the organization. The United Way has spent many hours determining the needs of the community and the best allocation of resources to serve those needs. We will provide incentives to encourage employee financial and volunteer involvement in United Way activities.

For those organizations not covered by United Way giving such as the arts, we will offer community grants. Grants will be awarded based on a system developed and tested at our other DOE M&O and M&I sites. We will form a review committee made up of all levels of BBWI staff. A call for grant applications will be published in local papers and announced on television and radio. Grant applications will be reviewed by the committee and approved applications will be forwarded to management. After management approval, grants will be allocated to the recipients. In this way, all deserving organizations have access to funding and community support.

Bechtel has been a corporate sponsor of the JASON Project since 1994. Each year JASON scientists develop curricula, on-line programs, and teacher training materials to help students learn about different environments such as Belize, Baja California, and the Galapagos Islands. The 1999 expedition *Rainforests: A Wet and Wild Adventure* will compare temperate, tropical, and fossil rainforests and will focus on the conservation of these unique ecosystems. Students and teachers will travel electronically to three distinct locations: Colorado, Washington State and the Peruvian Amazon. Bechtel is currently holding discussions regarding becoming a co-sponsor for the JASON Project in Southeastern Idaho.

We have a strong commitment to charitable giving in all of our communities and recognize that we are not only a business but a member of the community. Every year the Bechtel

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Foundation awards \$2 million to organizations in communities in which Bechtel has offices or projects. Grant recipients are typically youth and educational programs, particularly those which focus on math and science, and selected colleges and universities where the funds are directed toward engineering and business programs. Steve Bechtel, Jr. was one of the founders of the National Action Council for Minorities in Engineering (NACME) in 1974. Over the past 25 years, the Bechtel Foundation has given \$1.2 million to NACME to increase the number of Latinos, African Americans and American Indians in engineering.

As illustrated through our involvement in towns and cities throughout the United States and around the globe, we take our role within our communities seriously. We will strive to strengthen education, improve services to disadvantaged groups, and enhance the cultural life of Idaho Falls and southeastern Idaho.

FIGURE 10. A framework for community and charitable support. We will target four types of community-based organizations and offer a wide range of assistance.

HEALTH AND WELFARE:

- United Way
- Health and nutrition agencies
- Youth organizations

TYPES OF SUPPORT OFFERED BY BBWI

- Direct grants
- In kind services
- Donations of equipment
- Release time for employee volunteers
- Loaned executives

CIVIC:

- Civic clubs
- League of Women Voters
- Minority organizations

CULTURAL:

- Art and music
- Dance and theater
- Literary groups

TYPES OF SUPPORT OFFERED BY BBWI

- Direct grants
- In kind services
- Donations of equipment
- Internships
- Release time for employee volunteers
- Scholarships
- Matching contributions

EDUCATIONAL:

- Colleges and universities
- Public school systems
- Minority organizations