

**Ohio University (OU) Voinovich School of Leadership and
Public Service**

**U.S. Department of Energy Office of Environmental
Management Portsmouth/Paducah Project Office
Financial Assistance Grant DE-EM0005270**

**Collaborative Efforts to Inform DOE EM Cleanup, End-State
Configuration, and Accelerated Property Transfer at the
PORTS facility in Pike County, Ohio**

**Site Repurposing Continuation and Ongoing Technical
Assistance, Public Outreach, Education, and Engagement
for Property Transfer and Future Use
Federal Fiscal Year 2025 (FFY25)**

Budget Period 3 (BP3) October 1, 2024–September 30, 2025

Combined Activities Report September 30, 2025

**Stephanie Howe
Ohio University (OU) Voinovich School of Leadership and Public
Service**

**The PORTSfuture Program is funded by a grant from the U.S. Department of Energy
Office of Environmental Management Portsmouth/Paducah Project Office**

PORTSFUTURE
IMAGINING THE OPPORTUNITIES, GATHERING YOUR IDEAS
THE FACILITY AT PIKETON, OHIO

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**Ohio University PORTSfuture Program Overview of Project Alignment with Federal Priorities and
National Interests**

The activities contained herein serve to accelerate the repurposing of land and other assets at the U.S. Department of Energy (DOE) former Portsmouth Gaseous Diffusion Plant (PORTS) uranium enrichment facility in Pike County, Ohio. Reindustrialization activities at PORTS are transforming the site into an innovative energy generation complex that is collocated with data centers and other high-volume industrial electricity users. The activities are aligned with our nation's priorities to achieve energy dominance, expand domestic manufacturing, and win the AI arms race to further secure the United States of America's position as the preeminent global superpower.

Ohio University PORTSfuture Program grant activities are fully aligned and consistent with current federal agency priorities and national interests. Our efforts are focused on unleashing America's energy potential by leveraging our region's abundant fossil energy resources, specifically natural gas, along with the deployment of advanced nuclear reactors. This will provide reliable dispatchable power for data centers, ensure power availability for other industrial users, and create thousands of well-paying jobs for Americans. Our work is also responsive to various presidential executive orders related to expediting data center projects, rapid deployment of advanced nuclear reactor technologies and nuclear fuel recycling, utilization of our nation's vast fossil energy resources, and strengthening the national electric grid reliability and security.

Redevelopment is occurring on parcels that were unimpacted by contamination and remediated parcels owned by DOE, leased by DOE to the private sector, and/or deeded to the local DOE-designated community reuse organization that sells land to private industry. Current industry partners involved in the PORTS site reindustrialization are planning the development of projects in the areas of data processing, natural gas combined cycle gas turbine power generation, deployment of advanced nuclear reactors for power generation along with nuclear fuel recycling, and hydrogen, ammonia, and nitrogen production in support of various industrial processes. Collocated industries at the PORTS site that are currently operational and linked to site reindustrialization include Centrus Energy Corp.'s centrifuge uranium enrichment production of High-Assay, Low-Enriched Uranium (HALEU) for use in advanced nuclear

reactors and the Depleted Uranium Hexafluoride (DUF6) Conversion facility. DUF6 converts depleted uranium into a more stable form that is safer to store, reuse, or dispose and also produces hydrofluoric acid for use in various industrial applications.

This project is creating a manufacturing resurgence in southern Ohio, resulting in thousands of well-paying jobs being created by the private sector, and is attracting billions of dollars in private capital investment.

Ohio University PORTSfuture Program grant activities

The Ohio University grant, branded as the “PORTSfuture Program”, provides a range of deliverables, technical assistance, and data-driven approaches to support DOE cleanup and property transfer. Grant activities also identify opportunities to reduce DOE costs, ensure site readiness for private industries, engage with essential stakeholders that are vital to reindustrialization, expand the capacity of the local community reuse organization, expedite private sector reindustrialization, and advance regional workforce readiness. Examples of grant activities include and may not be limited to addressing:

- Effectively communicating site assets to the private sector to attract industries.
- Private sector infrastructure and property needs.
- Workforce needs of private developers and advancing regional workforce readiness with labor market partners to align with those needs.
- Attracting private capital and other financial resources to advance site reindustrialization.
- Data analysis, economic impact analysis, job creation analysis.
- Identifying and expanding the nuclear supply chain.
- Interactive geographic information systems for site infrastructure, regional assets, and other databases.
- Other technical assistance and tools for use with the community reuse organization and private companies to support various aspects of site reindustrialization.
- Ongoing relevant stakeholder engagement activities with national experts, national labs, local and regional economic development and workforce organizations, Chambers of Commerce, local, state, and federal elected officials, labor market groups, state and federal agencies, community members, and a multitude of regional stakeholders.
- Financial resource acquisition, management, and deployment assistance as requested by the community reuse organization.
- STEM activities in the region to help prepare the future workforce for incoming industries.

Background, Purpose, and Approach

PORTS reindustrialization is conducted in collaboration with DOE’s Office of Environmental Management Portsmouth/Paducah Project Office (DOE EM PPPO), the local DOE-designated community reuse organization known as the Southern Ohio Diversification Initiative (SODI), and Ohio University’s Voinovich School PORTSfuture Program (funded by DOE EM PPPO). Reindustrialization is supported by local, regional, and state economic development and workforce development organizations, Chambers of Commerce, elected officials, labor market groups, community members, and a multitude of regional stakeholders.

PORTS was constructed in the early 1950s to enrich uranium for the nation’s nuclear defense and energy missions, and the site was vital in our country’s efforts to fight and win the Cold War. For over 70 years, the site has been a major employer in the southern Ohio region with over 20,000 people employed during the site’s construction in the early 1950s. During the years the site operated, enriching uranium for the nation’s nuclear defense system and later for use in commercial nuclear power reactors, typical annual employment was between 1,200 and 2,100. In 2005, DOE transitioned the PORTS plant into cold

shutdown, and in 2010, DOE began awarding contracts to private contractors to conduct site cleanup activities. Site cleanup is vital in facilitating the transfer of property to the DOE-designated community reuse organization to be leased or sold to private sector companies for reindustrialization. Currently the site employs approximately 2,000 to 2,500 employees with most workers assigned to site cleanup activities, which will expedite property transfer.

The primary labor market for the PORTS site construction, operations, and cleanup missions has historically been residents of surrounding southern Ohio communities that fall within the federal designation of Appalachian Ohio. Many Americans in these communities suffer severe, generational economic distress due to limited employment opportunities for living wage jobs in the region. Additionally, there have been significant closures of large regional manufacturing operations such as Mills Pride, Merillat Industries, and Pixelle Specialty Solutions, as well as other manufacturing downsizing. This has resulted in the loss of thousands of regional jobs, limiting viable employment options and adding further burdens to the economies of the surrounding communities. This project is collaborating with partners to leverage the PORTS site's extensive industrial infrastructure, land, and location to transform the site into an invaluable asset that is attracting private sector energy, data centers, and manufacturing industries that are creating thousands of well-paying jobs and reigniting the southern Ohio economy.

PORTSfuture Program Supports the DOE Office of Environmental Management (DOE EM) Portsmouth/Paducah Project Office (DOE EM PPPO) Mission

The PORTSfuture Program Site Repurposing Continuation and Ongoing Technical Assistance, Public Outreach, Education, and Engagement for Property Transfer and Future Use activities serve the DOE EM mission in several ways. These activities expand data utilization with site stakeholders at PORTS and in the region to enhance information-based decision making when determining viable future use options for the site and site assets. Information-based decisions will contribute to cost savings/cost avoidance by DOE EM as cleanup efforts continue. These activities contribute to informing the end-state configuration for the site and may expedite the transfer of real property for reindustrialization. Throughout this report, the terms “reindustrialization” and “redevelopment” will be used interchangeably. Expediting property transfer supports DOE’s efforts to reduce the EM footprint at PORTS. Throughout this report, the terms “property” and “property transfer” will refer to the transfer of real property (i.e., real estate) to the DOE-designated community reuse organization known as SODI. Grant activities work in tandem with SODI to support the site reindustrialization efforts led by SODI.

The role of the Ohio University (OU) PORTSfuture Program in the site repurposing and ongoing outreach activities is to serve the public interest by acting as an independent, credentialed broker of data and other information, and convening, facilitating, and assisting collaborative partners and interested parties including government, business, and community entities in activities related to site reindustrialization. PORTSfuture engages in technical assistance and partnership building, by brokering relationships with private sector developers who are potential future tenants, and, along with collaborators, by employing data-driven decision processes to ensure efficacious planning for site future use endeavors. These efforts are responsive to the stated future use preferences of the public at large in the four-county region near the site identified during various DOE EM PPPO and Ohio University PORTSfuture Program public engagement efforts.

Federal Fiscal Year 2025 (FFY25) site repurposing and ongoing outreach activities were conducted collaboratively among Ohio University (OU), DOE EM PPPO, SODI, site contractors, and state and national experts. As the activities were conducted, site stakeholders were engaged through progress updates, presentations, roundtables, events, meetings, newsletters, and social media. Key stakeholders

include the Site-Specific Advisory Board (SSAB), local, state, and federal elected officials, county, regional, and state-level economic and workforce development professionals, Chambers of Commerce, private sector developers, labor groups, community leaders, and the public.

The Ohio University PORTSfuture Program focuses activities in the areas of site readiness for industry, Geographic Information Systems (GIS) databases, data analysis, economic impact analysis, workforce readiness, industry engagement, and partnership building. PORTSfuture also dedicates resources to public engagement, training, outreach, and Science, Technology, Engineering, and Mathematics (STEM) engagement. Grant activities create public value and serve the public interest by informing site cleanup and future use planning, providing opportunities for DOE EM to realize cost savings or cost avoidance during cleanup, facilitating the transfer of property to reduce the DOE EM footprint, leveraging public assets of the PORTS site and the region to attract private developers and private capital, creating regional economic prosperity, and providing regional youth with STEM engagement opportunities related to the site cleanup, redevelopment, and other emerging STEM-related occupations. Refer to Appendix 1 to read about the background, history, and evolution of PORTSfuture grant activities.

PORTSfuture Summary of Leveraged Funds, Site Reindustrialization Highlights, and STEM Highlights for Budget Period 3 (BP3)

Leveraged funds

As stated previously, our work is conducted through partnerships, which enhances our effectiveness, value creation, and longevity. Whenever possible, PORTSfuture seeks to leverage additional dollars to expand the impact of our work and SODI's site redevelopment efforts.

During Budget Period 3, PORTSfuture leveraged approximately \$632,346 in non-DOE EM funding. This includes approximately \$118,106 in Ohio University funding and \$514,240 in other grant funding.

The largest share of leveraged grant funding was a \$500,000 planning grant awarded to SODI by the Ohio Department of Development (ODOD) to support the establishment of a nuclear industry hub as part of site redevelopment. PORTSfuture partnered with SODI and assisted with the grant's realignment, execution, and administration during BP3. Execution and administration support for this grant will continue during Budget Period 4 (BP4).

Total estimated leveraged funding during Budget Period 3 is \$ 632,346. Sources and amounts of leveraged funding include:

- Ohio University funding: Approximately \$ 118,106. This includes:
 - Voinovich School State of Ohio Appalachian New Economy Partnership-\$68,016
 - Voinovich School Research Incentive-\$50,000.
- American Electric Power Foundation-\$9,240.
- Ohio STEM Learning Network-\$5,000.
- Assisted SODI in securing and administering nuclear hub planning money from the Ohio Department of Development.
 - The funding was awarded to SODI in FFY25-\$500,000.

Site reindustrialization and stakeholder engagement highlights

Collaborative site repurposing efforts between PORTSfuture and SODI, in partnership with private industry and Ohio labor groups, are focused on transforming the PORTS site into an innovative energy generation complex that is led by advanced nuclear technologies, leverages our vast fossil energy resources to provide additional natural gas-fired power generation, and collocates this power generation with data centers and other high-volume industrial electricity users. Ensuring a trained and ready workforce is vital to successful site redevelopment, and workforce readiness is another focus of site reindustrialization.

Significant strides in site reindustrialization occurred during Budget Period 3. Trillium H2Power (Trillium) raised the necessary capital from private equity investors to purchase an initial parcel of land from SODI in FFY24. In FFY25, Trillium submitted a request to SODI to purchase more land. Trillium continued planning for two projects including a 500MWe natural gas power generation project to be followed by a hydrogen production facility to produce ammonia and nitrogen to support other industries. SODI and the PORTSfuture Program continued to strengthen partnerships with Oklo Inc., a developer of advanced nuclear small modular reactors and nuclear fuel recycling. Oklo has entered into a land purchase agreement with SODI to secure over 200 acres of property to launch its projects. Hecate Energy, a developer of utility scale energy battery storage, is working with SODI to modify and finalize a land purchase option agreement for 50 acres. Other large projects are being negotiated and will be announced at the private developers' discretion. PORTSfuture provides various assistance to these developers as requested to advance their involvement in site redevelopment and to increase their regional stakeholder engagement.

During BP3, PORTSfuture was instrumental in assisting SODI with administering \$500,000 of federal funding that PORTSfuture helped the organization obtain in FFY24. PORTSfuture also assisted SODI in the repackaging of its proposal to realign scope and goals with current redevelopment priorities to secure a \$500,000 State of Ohio grant to advance site reindustrialization and workforce readiness. PORTSfuture will continue to support SODI in the execution of these state funds during BP4. To advance redevelopment, over 100 stakeholder engagement meetings were held to convey information on site reindustrialization efforts and progress, seek information or input, and/or explore synergies and potential collaborations. PORTSfuture and SODI held two Meet the Developer Open Houses that included industry partners currently operating at the PORTS facility and those engaged in property agreements with SODI. DOE EM provided information on cleanup and property transfer progress. These events were attended by over 240 stakeholders including community members, legislators, labor groups, business and industry leaders, governmental representatives, reindustrialization partners, presenters, and others. In FFY25, PORTSfuture launched and published three volumes of the *Powering It All* electronic newsletter. Newsletters were sent to over 400 organizations and entities. Ten news stories were published by media outlets and one television story aired, and the PORTSfuture website had 33,908 visitors and 147,580 page views during BP3.

A comprehensive workforce analysis was conducted to determine skills that are concentrated in the regional labor market and to identify workforce needs during both construction phases and operations and maintenance phases. The analysis informed private companies that are currently operating and expanding on site as well as private companies that are planning to develop projects on site. Other aims of the study were to create an inventory of the scope and capacity of apprenticeship programs to address the workforce needs and identify gaps in workforce readiness. The Ohio labor steering committee expanded its role in supporting site reindustrialization efforts in the areas of advocating for the project at the regional, state, and federal levels. PORTSfuture launched a Statewide Nuclear Supply Chain (NSC) analysis that will produce an NSC directory and mapping of companies in Ohio that are operating in the nuclear industry, analysis of the economic impacts of the nuclear industry in Ohio including a focus on the 12-county Ohio Valley Regional Development Commission (OVRDC) region, which serves as the primary labor market

for site redevelopment, and an NSC localization and development strategy to deploy with economic development entities, Chambers of Commerce, and others to build out the regional NSC, create jobs, and accelerate economic prosperity in the region.

PORTSfuture continued to provide a wide range of tools and technical assistance to SODI, developers, and other partners, too numerous to summarize here, in the areas of data analysis, economic impact analysis, workforce analysis, Geographic Information Systems, partnership building, and stakeholder engagement. Details on all site reindustrialization activities are described in this report.

STEM highlights

PORTSfuture STEM engagements described in this report yielded in-person contacts with approximately 1,840 students in grades K–12 in the four-county area of Pike, Scioto, Ross, and Jackson counties to engage these youths in a variety of experiential STEM learning activities. Our Summer STEM Days Public Library Partnership with Pike, Scioto, Ross, and Jackson county libraries included a total of 14 sessions covering topics such as employing engineering design concepts, analyzing microbes, basic software coding, and energy simulation. We continue to maintain the My Backyard Stream kits that are available at these library locations for families to borrow for use at home. The Appalachian STEM Enrichment Academy (ASEA) was developed in previous years in partnership with the American Electric Power Ohio Foundation and other funders. The ASEA is an online STEM resource that can be accessed by educators, parents, and caregivers for use in the classroom or at home, 24/7/365. The ASEA website had 70,285 visits and 226,215 page views during Budget Period 3, further expanding our STEM engagement with youth, educators, parents, and caregivers. PORTSfuture continued to support the Ohio University District Science Days to aid teacher-mentors and students in Ross and Jackson counties with participating in this event. PORTSfuture also presented at the annual DOE Science Alliance extravaganza and continued our collaborations with DOE EM, Fluor-BWXT Portsmouth, the Jackson County Department of Job and Family Services, and regional schools on a variety of STEM engagement opportunities. Detailed descriptions of STEM events are described in this report.

Ohio University Student Involvement During Budget Period 3

During Budget Period 3, ten Ohio University undergraduate, graduate, and honors tutorial students supported the work of the PORTSfuture Program. Students hailed from various academic majors including Environmental Studies, Environmental Sciences, and Visual Communication.

Site Reindustrialization Industry Partners

As previously stated, the reindustrialization of PORTS will create an energy generation complex collocated with high-volume industrial electricity users and manufacturing. This strategy will accelerate power generation resources for Ohio industries, reduce the burden on the national grid, attract billions of dollars in private capital, and produce thousands of well-paying jobs in the private sector. Primary site reindustrialization goals include:

- Attracting power generation resources for industry.
- Attracting billions of dollars in private capital.
- Strengthening our national security through expanding domestic manufacturing and achieving energy dominance.
- Creating a manufacturing resurgence resulting in thousands of well-paying jobs in the private sector.

Site reindustrialization goals and current core site reindustrialization partners are depicted below in Figure 1.



Figure 1. Current core site reindustrialization partners

Industry partner: Trillium H2Power

Trillium H2Power (Trillium) is planning to develop two projects as part of the PORTS site redevelopment. Trillium purchased 80 acres of DOE-transferred land from SODI in December 2023 and has additional land requests pending with SODI.

Building on the region's extensive power distribution and transport infrastructure, Trillium will construct a natural gas power generation facility followed by a hydrogen production facility to produce ammonia and nitrogen for industrial use.

The Trillium holding company has been established:

- Management teams have been hired, and meetings with State of Ohio entities are being held (JobsOhio, ODOD, etc.).
 - Newpoint Trillium Management leads project engineering.
 - Trillium H2Power Management leads operations, investor relations, and funding.
- Trillium H2Power LLC was established to be the portfolio company and long-term licensor of intellectual property to the individual project companies. Trillium Piketon LLC is the project name in

Pike County, Ohio. There are plans to potentially establish a future Trillium Paducah LLC, to replicate this effort at the DOE EM site in Paducah, Kentucky.

- Trillium H2Power is the company currently holding long-term agreements and contracts, but those will be transferred to Trillium Piketon LLC as the project moves forward.
- Trillium Piketon LLC will be the permit holder for the site at Piketon.
- Newpoint Trillium Management LLC was established for project development, to hold the construction contracts, and to "deliver" the project to Trillium H2Power/Trillium Piketon.

In August 2025, Trillium provided a project summary letter to the SODI Board that included the following project table shown here:

Project Aspect	Trillium Power Generation	Trillium Hydrogen & Commodities Complex
Investment	\$750 million	\$1.1 billion
Land Used	70 Acres	90 Acres
Parcels	1-A, 1-B, 3-A, 3-C T1 & T2 (primary), 1-C (enabling)	1-C, 4-C, 4-D, 4-E (primary), Trillium Power Generation (enabling)
Construction Jobs	400–500	2,150
Operations Jobs	25–35	170
Timeline Start	Immediate with Parcel 3 Purchase	Immediate with Parcel 4 Available to Develop
Overall Planned Timeline	- Permitting & Partnering: 2025–26 - Construction: 2027–2028 - Commercial Operation Date: Target Q4 2028	- Site Control & Design: 2026–2027 - Construction: 2028–2030 - Operations Begin: Target early 2030 <i>Development could begin earlier if land control and permitting accelerate</i>

Source: Trillium H2 Power Development at PORTS – Project Summary for SODI, August 12, 2025

During FFY25, PORTS future continued to assist Trillium’s project by providing data and GIS products and stakeholder engagement support related to their planned operations at the PORTS site.

[Industry partner: Oklo Inc.](#)

Oklo Inc. (Oklo) is a company focused on advanced nuclear microreactor design technology to create compact and fast reactors that can recycle, and use spent fuel (i.e., previously used nuclear fuel, also considered nuclear waste) from other nuclear reactors and spent fuel from their own reactors. Oklo reactors are smaller and less obtrusive in appearance; they have exceptional safety profiles due to their design compared to other reactors currently operating. Oklo is actively evaluating numerous sites for projects including the DOE former Gaseous Diffusion Plant in Pike County, Ohio. Oklo has successfully won four DOE competitive awards for fuel recycling totaling approximately \$17 million. Fuel diversification is an advantage enjoyed by Oklo in that Oklo’s advanced reactors can be configured to operate on transuranic-based or high-assay, low-enriched uranium (HALEU)-based fuel. During 2020, Oklo was the first advanced reactor design firm to access recycled HALEU fuel from Idaho National Laboratory for demonstration purposes. Commercializing the technology to recycle fuel has the potential to propel small modular reactor deployment as a vital source of power in the United States by providing a

reliable source of cost-competitive fuel to this industry while simultaneously providing a viable use for spent nuclear fuel.

Oklo has signed an MOU with SODI to explore the viability of installing two advanced nuclear small modular reactors on former DOE EM land that has been deeded to SODI. Oklo is also pursuing a partnership with Centrus Energy on advanced nuclear fuel fabrication and advanced fuel recycling technologies centered at the Centrus facility, which is collocated at the DOE EM PORTS site in Pike County, Ohio. Oklo has a land purchase agreement currently in process with SODI. Oklo intends to pursue power purchase agreements from data centers and other high-volume energy users. During FFY25, PORTSfuture continued to assist Oklo's project by providing stakeholder engagement support related to their planned projects at the PORTS site.

Industry partner: Hecate Energy

In July 2023, Hecate Energy (Hecate), one of the nation's leading developers in energy projects and storage solutions, approached PORTSfuture and SODI regarding exploring a utility-scale energy battery storage project on SODI parcels in Pike County, Ohio. The company deploys innovative approaches to craft power purchase agreements and financing for power projects in the United States. During FFY24, Hecate signed a land option to make annual payments to SODI to purchase an initial 50 acres of property owned by SODI. The company has expressed an interest in acquiring two additional 50-acre parcels as more land becomes available. Access to the PJM grid interconnection adjacent to the site to disperse energy on a wide scale is the most enticing reason for its interest in siting a project as part of the PORTS site redevelopment. During FFY25, PORTSfuture supported Hecate by consulting with DOE EM on a viable gen-tie route for access to the American Electric Power Don Marquis substation, which would enable interconnection to the PJM grid. PORTSfuture also completed economic impact and workforce analysis studies for the Hecate project and provided stakeholder engagement support.

Collocated industries vital to redevelopment

There are two collocated industries at the PORTS site that are separate from SODI site reindustrialization activities but vital to reindustrialization. Centrus Energy Corp.'s production of High-Assay, Low-Enriched Uranium (HALEU) for use in advanced nuclear small modular reactors is integral to expanding the deployment of new advanced nuclear small modular reactor technologies. Mid-America Conversion Services LLC Depleted Uranium Hexafluoride (DUF6) Conversion facility converts depleted uranium hexafluoride into a more stable form that is safer to store, reuse, or dispose. DUF6 also produces hydrofluoric acid for use in various industrial applications. Both companies are planning expansions of their operations and will be creating additional nuclear industry jobs. Both companies have participated in PORTSfuture Program stakeholder engagement activities and workforce analyses activities.

Site Repurposing, Stakeholder Engagement, Outreach, and STEM Activities-Budget Period 3

PORTSfuture site repurposing activities include collaborating with SODI and other stakeholders in the areas of planning, site readiness, property transfer, data analysis, Geographic Information Systems (GIS), industry attraction support, partnership building, stakeholder engagement, project resource acquisition for SODI, and developing linkages to applicable Ohio University researchers and resources. Ongoing Technical Assistance, Public Outreach, Education, and Engagement for Property Transfer and Future Use activities include assisting in evaluating property requests from private industry (as requested), labor market employment readiness for incoming projects, multi-faceted stakeholder engagement to provide updates on redevelopment including meetings, roundtables, newsletters, social media, webinars,

presentations, open houses, networking events, websites, press releases, interviews, PSAs, and labor group meetings. Outreach activities include K–12 STEM engagement activities as well.

These activities support the adaptation of the regional economy to align with current economic trends by imagining possibilities beyond the immediate and existing economic realities in southern Ohio. PORTSfuture Program activities help to identify what is needed to best prepare the PORTS site to attract 21st century industries with enduring missions. This will provide residents in the region with new job prospects, enhanced wages, and an overall improved quality of life. Site reindustrialization will spur regional cluster and supply chain-related growth throughout the impacted counties, further advancing economic prosperity by growing both large and small business opportunities in southern Ohio and beyond. PORTSfuture Budget Period 3 activities are depicted in Figure 2 below.

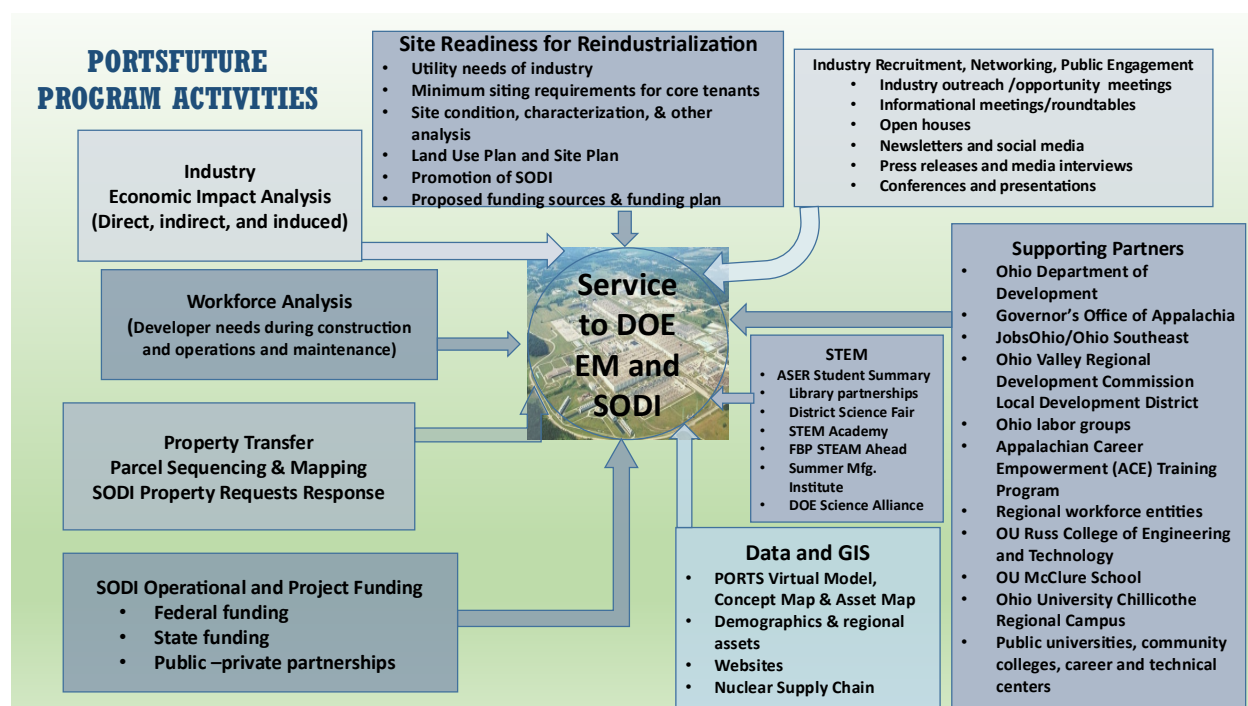


Figure 2. PORTSfuture Budget Period 3 activities

Summary of Budget Period 3 Activities for Site Repurposing Continuation and Ongoing Technical Assistance, Public Outreach, Education, and Engagement for Property Transfer and Future Use

Activities from Budget Period 3 that will carry into the next grant cycle as ongoing grant activities include:

Site readiness for reindustrialization

SODI continues its focus on asset recovery operations by dedicating staff resources to that effort. Asset recovery involves SODI collaborating with DOE EM and site cleanup contractors to identify, retrieve, recycle, and/or sell personal property assets that are located at the PORTS site. By expanding asset recovery efforts, SODI will reduce landfill waste and increase revenue streams for regional economic development. Asset recovery proceeds are used by SODI for economic development initiatives in Pike, Ross, Scioto, and Jackson counties. These four counties served as the primary labor market for the PORTS site when it operated as a U.S. DOE gaseous diffusion facility. The asset recovery proceeds are also used to accelerate the PORTS site reindustrialization efforts including working with the

PORTSfuture Program. DOE EM funding appropriated to the site by Congress is dedicated to cleanup activities including funding for the DUF6 facility.

Site readiness activities for site reindustrialization focus on preparing parcels to be made available for reindustrialization and addressing private sector developer requests. This includes identifying industry types that would be a good fit for the available parcels, ensuring that the site can meet those industries' minimum siting criteria, analyzing the utility infrastructure in relation to industry attraction, determining minimum standards, proposing funding sources to strengthen utility infrastructure, ensuring basic geological, environmental, and other related site characterization studies are completed, identifying studies that need to be completed to prepare the site for redevelopment, and maintaining the SODI website.

Addressing these areas enables SODI to respond to and alleviate concerns of prospective companies, which has been critical to attracting industries. SODI formally received the first 80-acre land parcel transfer at a ceremony held in July 2018. An additional parcel of approximately 226 acres was deeded to SODI in January 2023. Approximately 48 acres were deeded to SODI in April 2025. Future parcel transfers are currently being processed by DOE EM. Site reindustrialization preparedness has enabled the rapid attraction of the industry partners described previously in this report so that job creation can be realized for the region.

[Data, GIS, and SODI operational support](#)

As stated earlier, the purpose of the site reindustrialization and outreach activities summarized in this report is to serve the DOE EM cleanup mission including informing cleanup activities and property transfer priorities for future site reindustrialization. The potential for cost savings or cost avoidance is enhanced as cleanup efforts continue by expanding data utilization with site stakeholders. Data utilization will enhance information-based decision making when determining viable future use options for the site and site assets. Data and GIS created under previous grant activities are maintained, and new and/or updated data and GIS products are developed as needed. PORTSfuture data activities are summarized in Figure 3 and described below.

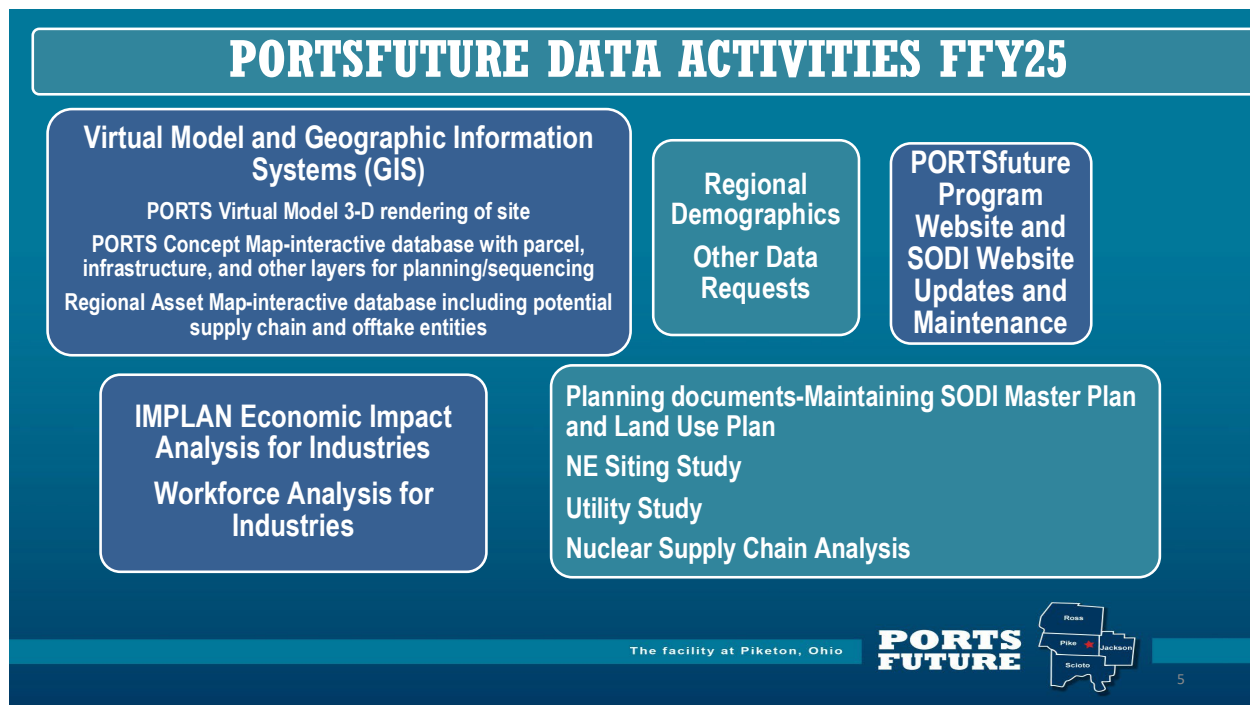


Figure 3. PORTSfuture data activities

PORTS virtual model

Ohio University’s Game Research and Immersive Design (GRID) Lab is an award-winning program located in Ohio University’s Scripps College of Communication, J. Warren McClure School of Emerging Communication Technologies. GRID Lab utilizes undergraduate students, graduate students, faculty, and staff researchers in its project development. The GRID Lab was created to provide the Appalachian Ohio region with education and technical assistance for developing unique products that utilize digital game technology, 3-D modeling, computer animation, simulations, and virtual, augmented, and mixed reality. These platforms can be applied to address specific requests from both the public and private sectors. In the past two decades, the GRID Lab has been awarded grants and contracts from state and federal agencies including the U.S. Department of Homeland Security, Central Ohio Urban Area Security Initiative, Ohio Board of Regents, U.S. Department of Energy, U.S. Department of Labor, and the National Institutes of Health.

DOE EM funded the GRID Lab to create a 3-D virtual model of the PORTS reservation with the intention of utilizing the virtual model as a public information resource early in the DOE cleanup process. At that point of site cleanup activities, security considerations emerged that prevented the public use of the virtual model. During Budget Period 2 (BP2), DOE EM requested an update of the PORTS Virtual Model to be reflective of current site cleanup status, which has progressed enough to enable broader release of site information. Planned modifications included graphical upgrades, remodeling and texturing of all buildings, upgrading code for modern game engines and operating systems, updating simulation timelines, and creating an updated, narrated fly-through video demonstration. The updated model can also be used with private developers interested in the site to help identify optimal locations for projects based on developers’ specific land needs and preferences.

Updates to the PORTS Virtual Model began during BP2 and continued during BP3. The draft and final models will be completed during BP4.

PORTS reindustrialization concept map

PORTSfuture is maintaining, expanding, and modifying as requested the interactive site map that displays various layers including site infrastructure, easements, broadband points of presence, utility locations, topography, limitations, parcel transfers, and a variety of other information to be used in site reindustrialization planning efforts. This is an interactive GIS database creating a land use and site master planning tool that enables the user to display various layers such as site infrastructure assets, structures, wetlands, landfills, and other features in relation to developable parcels. This GIS assists in assessing suitability to industry siting criteria and enhances other reindustrialization planning activities. During BP3, PORTSfuture added 6 new layers obtained from DOE EM that including a variety of other site features such as parking lots, slabs, trailer areas, containment areas, portals, and other site features to ensure the data is current for SODI and private developer requests. PORTSfuture also prepared Keyhole Markup Language (KML) with 10 concept map layers for the GRID Lab to use for the virtual model and provided other technical assistance to the GRID Lab as requested regarding map layers.

This interactive GIS database can be viewed at:

<https://ohiou.maps.arcgis.com/apps/webappviewer/index.html?id=fe14a57f8ccb48d4875cbfb17e0271>

Regional asset map

PORTSfuture is maintaining, expanding, and modifying as requested the existing regional asset map. This map visually displays relevant regional assets useful for future site use decision-making such as highways, hazmat routes, rail, airports, navigable waterways, accredited education institutions, metro centers, population that can be reached within various drive times from the site, potential industry offtake customers, supply chain vendors, and many other data points. During BP3, PORTSfuture updated 32 layers and made operating improvements leading to faster drawing speed for the map.

This map can be viewed at:

<http://ohiou.maps.arcgis.com/apps/webappviewer/index.html?id=e5e8bf0c28464fa9b558cd6064afce98>

PORTSfuture Workforce Analyses

PORTSfuture workforce analyses

During BP3, PORTSfuture conducted multi-faceted workforce analyses specific to private sector worker needs during both construction and operations and maintenance phases of project deployment. These analyses were funded by the PORTSfuture Program with additional funding support from SODI. The analyses highlighted the region's existing workforce and training strengths and emphasized the importance of early, coordinated efforts between labor organizations and private developers to anticipate and prepare for specific training needs. With new development projects on the horizon at PORTS, the majority of future positions will be skilled labor jobs, and labor apprenticeship programs remain the primary providers of training pipelines to prepare workers for these opportunities. The workforce analyses created a timely vehicle to examine how existing training programs align with the requirements of incoming industries and how they can be adapted to meet emerging workforce demands. During BP3, workforce analyses components produced include:

- PORTSfuture conducted a regional workforce skills assessment utilizing the twelve counties in the Ohio Valley Regional Development Commission (OVRDC) region, which is a reasonable labor market for the PORTS site redevelopment. The assessment provides data on occupations that are concentrated in the OVRDC region and the related workforce strengths, knowledge, and skills associated with those occupations.

- Inventory of labor apprenticeship training programs’ areas of focus, expected wages and benefits, recruitment strategies, average number of annual graduates, and ability to expand training capacity. Participating entities included United Steelworkers Local 689, International Brotherhood of Electrical Workers Local 575, United Association of Plumbers and Pipefitters Local 577, Laborers International Union of North America Local 83, International Union of Operating Engineers Local 18, Ironworkers International Association Local 172, International Brotherhood of Boilermakers Local 105, and Indiana-Kentucky-Ohio Regional Council of Carpenters.
 - The process to collect data on the apprenticeship programs was conducted by PORTSfuture Program partner Remington Road Group. The process required extensive coordination among multiple labor groups, with leaders committing significant time to provide detailed information about training programs, equipment, and workforce needs. This coordinated collaboration ensured the survey results reflect a comprehensive and accurate picture of the region’s construction and industrial training capacity.
- PORTSfuture and Remington Road Group collected data on workforce needs of private developers siting projects at the PORTS facility and on transferred parcels owned by SODI during both construction and operations and maintenance phases. Workforce needs are summarized by standard occupational codes, for what time frame they will be needed, expected wages, and required level of security clearance.
- Gaps between available training and private sector developers’ needs were analyzed.
- Preliminary recommendations to address gaps were summarized and recommendations will be fully developed in partnership with private developers, apprenticeship programs, and other workforce support entities.
- During BP3 a labor roundtable was held with participating programs, the Tri-State Building Trades, and the Ohio AFL-CIO. In the survey, each program had been asked to provide information on training programs and workforce development efforts, and the roundtable served as an opportunity to review and validate those contributions, while placing them in the broader context of regional workforce planning. This structured discussion confirmed the accuracy of the survey responses and enabled labor leaders to see how their programs connect to the broader regional needs and trends.
- PORTSfuture conducted stakeholder meetings to review findings with the Ohio Valley Regional Development Commission (OVRDC), JobsOhio, and Ohio Southeast. Additional stakeholder meetings will continue in BP4.

Workforce analyses reports and slides are available at: <https://www.portsfuture.com/site-reuse/>

PORTSfuture Nuclear Supply Chain (NSC) analysis

Late in BP3, PORTSfuture launched a Nuclear Supply Chain analysis funded primarily by the PORTSfuture Program with additional funding support from SODI. The NSC will continue in BP4, and will include:

- Statewide Nuclear Supply Chain (NSC) analysis including creating NSC directory and mapping of companies in Ohio that are operating in the nuclear industry.
- Economic impacts of the nuclear industry in Ohio including a focus on the 12-county Ohio Valley Regional Development Commission (OVRDC) region.
- Nuclear Supply Chain localization and development strategy to deploy with economic development entities, Chambers of Commerce, and others to build out the regional NSC, create jobs, and accelerate economic prosperity in the region.

Industry IMPLAN economic impact analysis and workforce analysis

In previous grant years, PORTSfuture conducted analyses on the direct, indirect, and induced economic impact and related workforce analysis of various energy and manufacturing industries on the labor market closest to the facility. Studies were also completed for Trillium H2Power in FFY24, and a study was completed for Hecate Energy in FFY25. Additional analyses of other potential site reindustrialization options will be added to the findings of previous grant years as appropriate.

Final electronic versions of reports in PDF format available at this page:

<https://www.portsfuture.com/site-reuse/>

Hecate Energy economic impact analysis and workforce analysis

PORTSfuture completed a draft analysis during BP2 of the direct, indirect, and induced economic impacts on the regional economy and an analysis on the resulting impact on the regional workforce for our industry partner's planned utility scale, battery energy storage project. These analyses will inform site reindustrialization, local economic development planning efforts, and workforce development strategies. This information can be used to seek advocacy and/or resources from industry, investors, government, and the community in support of the development of this project. The reports were finalized during BP3. Deliverables include a summary document that can stand alone or be compiled as part of a larger summary document.

Draft electronic version of report in PDF format-August 2024

Final electronic version of report in PDF format available at:

<https://www.portsfuture.com/wp-content/uploads/2025/09/Final-Hecate-Energy-IMPLAN-and-Workforce-Analysis.pdf>

DOE Office of Nuclear Energy (NE) siting study for advanced reactor stakeholders

In a previous grant year, PORTSfuture provided data and GIS products and services to the NE Siting Study conducted by SODI, Orano Federal Services, and their advanced reactor partners. This group developed generic design support for advanced reactor companies in the form of a Site Reuse Deployment Guidance document. The PORTS site is being used as the case study to develop guidance for an early site permit. The project focused on identifying, characterizing, and licensing sites for near-term deployment of advanced reactor demonstrations and first-commercial units. The Site Reuse Deployment Guidance document evaluates the benefits and potential obstacles of repurposing an existing nuclear facility undergoing decommissioning for siting and construction of an advanced reactor project. This study built upon earlier projects and products from the initial U.S. public-private efforts on new plant licensing. The study documents insights in relation to cleanup for intended future use of DOE facilities. The group has stressed that this effort is not intended to supersede or evade other formal decision processes related to identifying future uses of the PORTS site. The project serves to use the PORTS site as an example for explicating the revised requisite advanced reactor permitting and licensing documentation. The study developed a Plant Parameter Envelope (PPE) for use at the DOE EM PORTS site for advanced reactors and will also quantify potential savings to DOE EM if the PORTS site is repurposed for an advanced reactor project.

At the request of Orano Federal Services, PORTSfuture is hosting the final NE Siting Study and related study data for public availability on the PORTSfuture Program website. PORTSfuture continued to maintain this data and webpage during BP3.

The NE Siting Study can be viewed here: <https://www.portsfuture.com/nesitingstudy/>

Draft electronic version of the webpage-January 2024

Final electronic version of the webpage-February 2024

Webpage maintenance-Ongoing

[Data on Ohio geology](#)

PORTSfuture is maintaining comprehensive data from the Ohio Department of Natural Resources (ODNR) and other sources such as DOE EM and the Ohio Department of Development on geology and related information that will be needed by private developers. A password-protected web page was created on the PORTSfuture website where data can be reviewed as needed by external parties upon request.

Webpage maintenance-Ongoing and access is available upon request

[Data for industry project planning](#)

PORTSfuture secured data requested by industry partners from sources such as DOE EM, state agencies, and various public entities to inform their project planning.

Data was obtained to fulfill requests throughout Budget Period 3 and provided to developers.

[PORTSfuture Program website](#)

The PORTSfuture Program is used widely to disseminate information, resources, reports, videos, and other materials. During BP3, website enhancements included upgrading to a new file manager plugin, upgrading the website email server, updating all plugins to latest versions, aligning the website to Ohio University's recently updated database software, adding new content, and executing other routine maintenance throughout the year. The PORTSfuture website had 33,908 visitors and 147,580 page views during BP3.

The website can be viewed at: <https://www.portsfuture.com/>

[SODI website](#)

PORTSfuture continued to offer maintenance support to the SODI website as requested. PORTSfuture redesigned the website for SODI in a previous year to improve user navigation. Content was enhanced to provide useful information to target audiences such as industry prospects, businesses, nonprofits, economic development professionals, and general inquiries. Throughout Budget Period 3, OU continued to assist with updates, software licensing and other technical assistance as requested by SODI.

The website can be viewed at: <http://www.sodidevelopment.org/>

[SODI operational and project funding assistance](#)

During Budget Period 3, in partnership with SODI, PORTSfuture continued to pursue sources of funding for SODI operations through collaborative grant writing. PORTSfuture also assisted SODI with implementing external funds that were secured through grant proposals. Acquiring additional funding serves to ensure SODI has adequate operational resources to continue site redevelopment activities and to

pursue complementary missions. Additionally, funding is needed for site preparedness, workforce readiness, and other activities to ensure the realization of redevelopment goals.

During Budget Period 3, PORTSfuture provided support to SODI's project and operational funding in the following ways:

- PORTSfuture tracks available sources of state and federal initiatives related to infrastructure improvements, industrial park improvements, and other related programs for which SODI may qualify. PORTSfuture also assists SODI as requested in pursuing these opportunities.
- PORTSfuture continues to advise SODI on public-private partnerships aligned with SODI's work and supports SODI in pursuing such partnerships.
- PORTSfuture tracks congressional legislative updates on proposed congressional bills that can impact redevelopment efforts and the surrounding Appalachian region and periodically reviews these with SODI.
- PORTSfuture brokers meetings with relevant state and federal officials and agencies to assist SODI with seeking funding from those entities.

During Budget Period 3, PORTSfuture assisted SODI with the development and administration of the following externally funded grants for ongoing SODI operations in support of site redevelopment:

- PORTSfuture and SODI reframed a \$500,000 Ohio Department of Development nuclear hub planning award to better align with current SODI priorities. The PORTSfuture Program will be conducting the Nuclear Supply Chain analysis, economic impact, and supply chain localization activities and will utilize a small amount of the SODI nuclear hub planning grant to augment the PORTSfuture funding. Other partners will contribute to other items listed below. PORTSfuture will assist SODI in the overall administration of the grant per SODI's request. This funding was awarded in July 2025 and will focus on the following activities:
 - Statewide Nuclear Supply Chain (NSC) analysis primarily funded by the PORTSfuture Program with additional funding support from SODI will include creating NSC directory and mapping of companies in Ohio that are operating in the nuclear industry, economic impacts of the nuclear industry in Ohio including a focus on the 12-county Ohio Valley Regional Development Commission (OVRDC) region, and an NSC localization and development strategy to deploy with economic development entities, Chambers of Commerce, and others to build out the regional NSC, create jobs, and accelerate economic prosperity in the region.
 - Assembling site infrastructure inventory for regional sites beyond the DOE PORTS site to support supply chain growth/expansion in the region.
 - Determining advanced and specialized degrees and existing workforce resources for high-skill occupations needed by nuclear companies.
 - Assessing the higher education system's capabilities and needs to grow Ohio's nuclear enterprise.
 - Evaluating opportunities and strategies to address gaps in nuclear workforce readiness and higher education.
 - State and federal policy scan, assessment of policy and financing gaps, identifying investment pathways, and conducting policy and permitting analysis.
 - Deployment of findings with regional partners.

During BP3, PORTSfuture continued to assist SODI with administering a \$500,000 federal award that PORTSfuture wrote for SODI that was secured during BP2. During BP3, PORTSfuture support to this federal award to SODI included:

- Developed scopes of work for each funded activity.

- Assisted with budget revisions as requested by the funder.
- Developed work plans for each funded activity.
- Conducted implementation oversight for two of the four activity areas.
- Created a Request for Proposal (RFP) template modeled from Ohio University's procurement RFP bid template for SODI to use to competitively bid the utility study to independent engineering firms.
- Created two options for bid proposal scoring for SODI's consideration.
- Brokered data requests from utility study vendor to DOE EM PORTS and retained copies of the data at the request of DOE.
- Produced extensive quarterly reports to fulfill funder reporting requirements.
- Prepared for and attended quarterly meetings with SODI and their funding officers.
- Served on team executing the workforce analyses scope of work.
- Served on the team executing the public engagement scope of work.

This award provided funding for the following activities:

- Operational costs for SODI's site reindustrialization activities.
- Utility analysis to determine the most efficient and cost-effective provision of utilities on a long-term basis. This includes analyzing the utility infrastructure in relation to industry attraction to create a utility strategy that supports the reindustrialization initiative including determining minimum standards needed by developers; identifying weaknesses; proposing funding sources to strengthen utility infrastructure; ensuring all basic geological, environmental, and other related site characterization studies are completed; and identifying gaps and studies that need to be completed to prepare the site for redevelopment.
- Workforce analysis to identify the needs of developers who will be employing skilled labor, identify workforce development that is currently available through labor groups in Ohio, identify gaps in needs and training resources, and develop a plan for addressing any gaps. This study also utilized funding from the PORTSfuture Program.
- Various SODI stakeholder engagement activities.

During BP3, PORTSfuture and our consultants began a collaboration among SODI, private industry, and a labor partner to develop a multi-use facility concept to support site redevelopment. Planning and pursuit of funding will continue during BP4. Currently the concept is focused on constructing a facility that may include:

- Laboratory space for applied research, testing, and workforce certification (e.g., respiratory fit testing, materials testing, advanced energy applications).
- Operations and site mission support center, office space for private developers, flexible workspace for workforce organizations, state and local partners, and logistical operations staff.
- Training space with simulation, virtual/augmented reality, and hands-on equipment for workforce development tied to energy and advanced manufacturing industries.
- Archival and records management facilities to support regulatory, operational, and compliance needs tied to redevelopment at the PORTS site.

PORTS site master plan

PORTSfuture collaborated with SODI in previous budget periods to produce a site master plan that fully explicates SODI's mission, vision, assumptions, guiding principles, goals, values, objectives, challenges, benefits, and strategy for redevelopment at PORTS. PORTSfuture is maintaining this master plan, pending formal approval by the SODI Board.

Draft electronic version of report in PDF format-August 2022

Final electronic version of report in PDF format-to be determined by SODI after SODI Board approval

PORTS land use plan

PORTSfuture collaborated with SODI in previous budget periods to produce a site land use plan that describes SODI's site reindustrialization purpose, assumptions, current land use, leases, transfers and other land use actions, future land use plans, land use issues, planning and control for existing missions, and process for future land use changes. PORTSfuture is maintaining this land use plan, pending formal approval by the SODI Board.

Draft electronic version of report in PDF format-August 2022

Final electronic version of report in PDF format-to be determined by SODI after SODI Board approval

SODI resource manual implementation

In a previous grant year, Ohio University provided approximately \$50,000 in non-DOE EM funds toward a collaboration among PORTSfuture, private sector consultants, and SODI to create a comprehensive site reindustrialization resource manual. The manual is for use by SODI and other regional and state economic development entities working on the reindustrialization of the PORTS site. Throughout BP3, PORTSfuture continued utilizing the manual as a redevelopment resource. OU will continue to work with SODI as requested on conducting recommendations in the manual in future grant years.

The SODI resource manual is available upon request and at the discretion of SODI.

PORTSfuture data reports from previous grant years that continue to support site redevelopment efforts include:

Habitat Mapping of the Land and Vicinity of the United States Department of Energy (DOE) Portsmouth Gaseous Diffusion Plant (PORTS) in Pike County, Ohio. Under this 2-year activity, PORTSfuture compiled a fully georeferenced database from DOE EM, State of Ohio, and public sources, completed a data gap analysis of the georeferenced data, and created a detailed land cover map of the PORTS site, including a 1-mile buffer around the site.

The report and land cover map are available at:

<https://www.portsfuture.com/habitat-and-land-use-plan/>

Wetland and Primary Headwater Streams Mitigation Conceptual Design Plan. This activity resulted in the preparation of a mitigation conceptual design plan, including a wetland mitigation bank proposal, which could be used by DOE EM and/or private developers to compensate for potential unavoidable losses to waters of the United States. Wetland mitigation analysis and planning was limited to federal lands outside the central high-security area and to other proximate lands that may be identified as potential locations for headwater stream mitigation.

The report is available at:

<https://www.portsfuture.com/habitat-and-land-use-plan/>

Stakeholder outreach, partnerships, and networking support

Many entities continue to express interest in supporting and/or assisting SODI's reindustrialization efforts. PORTSfuture collaborates with SODI in regional outreach, partnership building, and networking activities. These activities inform site stakeholders and citizens of site redevelopment activities, engage economic and workforce development professionals, public agencies, elected officials, and other organizations on planning and implementation, help to identify private sector interests, and broaden contacts with potential collaborators to expand partnerships. These activities also elicit regional support for SODI's site reindustrialization mission. Engaging and/or informing site stakeholders regarding redevelopment activities is vital to achieving optimal site redevelopment outcomes. A variety of site stakeholder groups exist, and various mediums were used to engage and inform these groups. PORTSfuture stakeholder engagement activities are summarized in Figure 4 and described below.

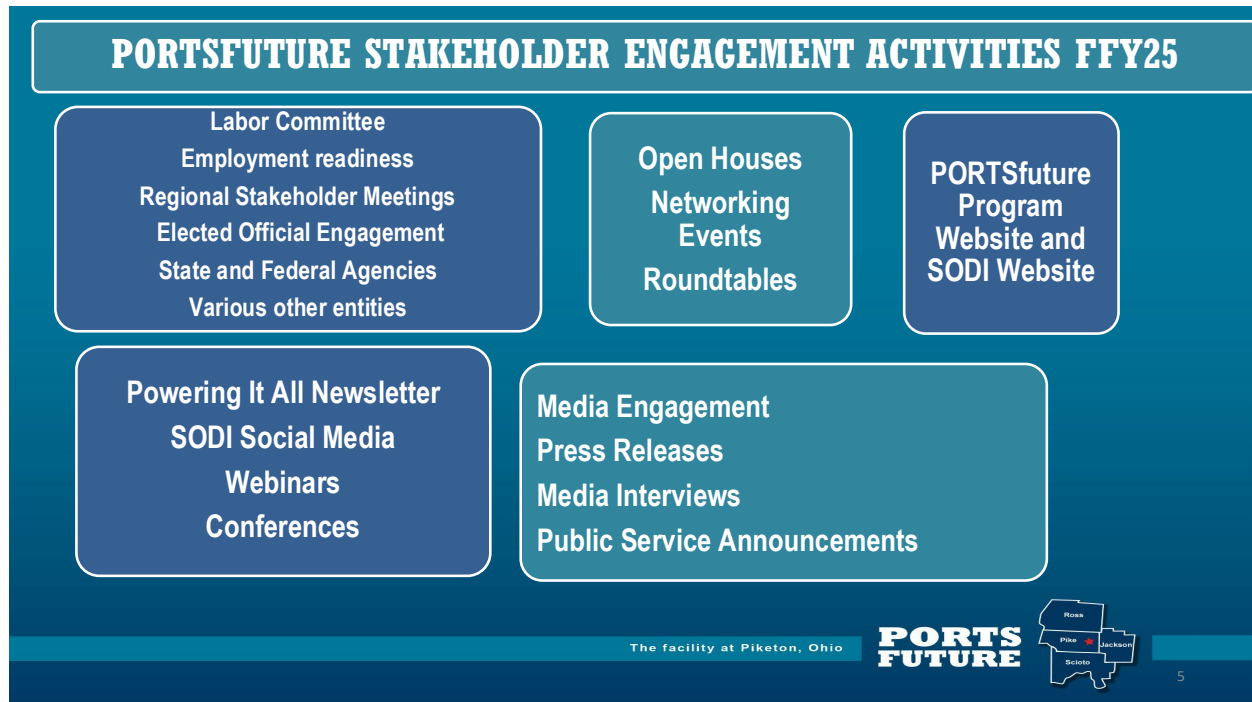


Figure 4. PORTSfuture stakeholder engagement activities

Labor engagement in support of site reindustrialization

PORTSfuture has retained a nationally prominent firm, Remington Road Group (RRG), to work with PORTSfuture, SODI, and redevelopment partners on coalition building with labor groups at the regional, state, and national levels to advance site reindustrialization activities and to ensure a trained workforce is available to meet the needs of private developers. Ohio University has approved the use of its State of Ohio Appalachian New Economy Partnership funds to cover this vendor's costs. RRG's leadership of this work in partnership with the PORTSfuture Program has been foundational to reindustrialization work at PORTS.

In Ohio, labor groups are respected by community members, businesses, industry, and governmental leaders as important messengers and partners for industry attraction and workforce readiness. Ohio's citizens trust labor unions to help create well-paying, enduring jobs and provide a skilled and ready workforce for private industry. To solidify labor groups' role in site redevelopment, we formed a Labor Steering Committee that includes the leadership of the Ohio American Federation of Labor and Congress of Industrial Organizations (AFL-CIO), Ohio State Building and Construction Trades Council, Tri-State

Building Trades, and international and local leaders of the International Brotherhood of Electrical Workers (IBEW) and the Plumbers and Pipefitters unions. The Labor Steering Committee supports the PORTSfuture Program goals by actively engaging with industry partners and other stakeholders to provide advice and guidance, share workforce expertise, and ensure a ready workforce with the specific skills and expertise necessary to advance redevelopment projects.

Industry partners, such as Trillium and Oklo, have been invited early in their project development processes to join in Labor Steering Committee meetings to share their plans and to build relationships that will help their projects move forward more effectively. This effort has been key to Trillium signing a Memorandum of Understanding (MOU) committing to a Project Labor Agreement with the Tri-State Building and Construction Trades Council for construction of the Trillium Piketon facility. Trillium signed an MOU with the United Steel Workers (USW) Local 689 committing to voluntary recognition of USW Local 689 as the workforce to operate the Trillium Piketon facility.

Congressional partners in the United States House of Representatives and United States Senate are periodically invited to attend Labor Steering Committee meetings focused on significant topics to provide general updates and to inform these elected officials on issues that are relevant to congressional activities.

During BP3, PORTSfuture engaged in the following activities through the Labor Steering Committee that was established and continues to be facilitated by Remington Road Group:

- PORTSfuture and SODI worked with USW Local 689 to promote participation in the newly established Appalachian Career Empowerment (ACE) training program, which received startup funding through a SODI grant, followed by a multi-year grant from DOE in FFY24 to provide cost-free access in the region to the Manufacturing Skills Standards Certification (MSSC).
- USW Local 689 is participating in an ongoing initiative with PORTSfuture and SODI to create a new multi-use complex at PORTS that will create jobs and promote reindustrialization by attracting an analytical laboratory, archival storage facility, developer office space, site operations centers, and experiential training capabilities.
- Local and regional building trades leaders met with leaders of Trillium H2Power to discuss project status and ways they can support Trillium H2Power plans to site at PORTS.
- PORTSfuture collaborated with the USW Local 689 on exploring ways to establish programs to offer certifications for data center operators and water utility operators.
- PORTSfuture collaborated with USW Local 689 ACE training program to plan for offering the MSSC training at Ohio University's Chillicothe Campus in Ross County, Ohio, to employees impacted by the Pixelle specialty paper plant mass layoff in Ross County as well as to other persons interested in obtaining the certificate.
- Conducted a briefing with Tri-State Building Trades Business Manager John Holbrook, Kentucky Building Trades Director Chad Mills, former USW President Herman Potter, Trillium H2Power Vice President Caitlin Holley, and officials from the Department of Energy Loan Programs Office.
- PORTSfuture participated in a meeting with former USW Local 689 President Herman Potter and the USW leadership in Paducah, Kentucky, about adopting the ACE training program in support of the DOE EM Paducah site cleanup activities in coordination with Murray State University.
- Briefing was held by SODI for members of the Labor Steering Committee on recent developments on reindustrialization.

Labor Leaders Steering Committee meetings and other labor meetings that occurred between October 1, 2024, and September 30, 2025, include the following:

2024

- October 22-Herman Potter, President, USW Local 689
- October 30-Herman Potter, President, USW Local 689
- November 8-Kevin Shoemaker, Southern Ohio Diversification Initiative, Legal Counsel, Joe Dillow, President, Shawnee Central Labor Council, and Caitlin Holley, Vice President, Trillium H2Power
- November 12-Herman Potter, President, USW Local 689
- November 15-Mike Knisely, Executive Secretary and Treasurer, Ohio State Building and Construction Trades Council
- November 18-Herman Potter, President, USW Local 689
- December 11-Ted Linscott, President, Southeast Ohio Central Labor Council
- December 19-Herman Potter, President, USW Local 689, Bethany Weeks, Training Director, USW Local 689, and Caitlin Holley, Vice President, Trillium H2Power

2025

- January 14-Herman Potter, President, USW Local 689, Bethany Weeks, Training Director, USW Local 689
- January 15-Mike Knisley, Executive Secretary and Treasurer, Ohio State Building and Construction Trades Council
- January 17-Herman Potter, President, USW Local 689, Bethany Weeks, Training Director, USW Local 689
- January 17-Matt Louanglath, Director, Electrical Training Academy
- February 7-Bryan Leach, Co-Director, Jackson County Chamber of Commerce
- February 10-Jimmy McGraw, Business Manager, Laborers Local 83
- February 11-Wiley Rhodes, Founder, Trillium, Caitlin Holley, Vice President, Trillium, Tri-State Building and Construction Trades Council, IBEW Local 575, UA Local 577, Laborers Local 83, Boilermakers Local 105 and Operating Engineers Local 18
- February 11-Kenny Bailey, Training Director, and Robert Cole, Business Manager, UA Local 577
- February 13-Trampas Puckett, Senior Business Representative, Central Midwest Carpenters Union
- February 14-Richard Groves, Logan Training Site Regional Coordinator, Operating Engineers Local 18
- February 17-Joe Ledford, Business Manager and Secretary-Treasurer, Boilermakers Local 105
- February 21-Herman Potter, Former USW Local 689 President, Bethany Weeks, Training Director, USW Local 689, Ashlee Fitch, International Director, Steelworkers Charitable and Educational Organization, USW
- March 4-Herman Potter, Past President, and Bethany Weeks, Training Director, USW Local 689
- April 1-Daryl Jones, IBEW Local 1105 Training Coordinator
- April 15-Leadership of Bricklayer's Local 23
- April 28-Trillium VP Caitlin Holley, John Holbrook, Tri-State Building and Construction Trades Council Business Manager, Chad Mills, Kentucky Building Trades Director, Herman Potter, former USW Local 689 President, and officials from the DOE Loans Program Office
- May 5-Herman Potter, former USW Local 689 President, Bethany Weeks, Training Director, USW Local 689, and Ashlee Fitch, Director of the Steelworkers Charitable and Educational Organization (SCEO), United Steelworkers International Union (USW)
- July 2-Union leaders labor steering committee meeting for SODI updates on site redevelopment progress
- July 7-Attended IBEW industry night reception in Cleveland, discussing PORTS developments with IBEW International Vice-President Austin Keyser; Ohio AFL-CIO President Tim Burga; Ohio State Building Trades Secretary-Treasurer Mike Knisley; and Shawnee Central Labor Council President Joe Dillow.

- July 8-Herman Potter, former USW Local 689 President, Bethany Weeks, Training Director, USW Local 689, and Mike Lafreniere, Interim Dean, Ohio University-Chillicothe Regional Campus
- September 18-Labor Steering Committee meeting to present findings from workforce studies

Employment readiness

PORTSfuture is expanding our focus on employment readiness activities in collaboration with Remington Road Group's facilitation of the labor partnership to ensure that the workforce needs of private sector developers as identified in the PORTSfuture workforce analyses can be addressed. During BP3, PORTSfuture began exploring opportunities to expand access to certifications currently available and to develop new certifications in partnership with external training and education providers to strengthen skills and specialties of workers in support of incoming private developments planned at the site. PORTSfuture continues to provide technical assistance to the United Steel Workers (USW) Local 689 in its efforts to obtain funding to expand training offerings at the USW Local 689 workforce training center. USW members can serve as operators for many incoming projects planned as part of PORTS redevelopment. During BP3, assistance to USW Local 689 focused on:

- Expanding uptake of participants for the (ACE) Manufacturing Skills Standard Certification (MSSC) program being administered by USW Local 689.
- Collaborating with Ohio University's J. Warren McClure School of Emerging Communication Technologies to develop a pilot data center operator certification.
- Identifying funding sources and grant proposal development for the data center operator certification pilot program.
- Exploring opportunities with planned certifications within Ohio University's Russ College of Engineering and Technology such as mechatronics and robotics and automation.
- Exploring other Ohio University opportunities for certifications across academic disciplines and/or programs.
- Identifying other available regional or state certifications such as water/wastewater utility operator training that will be vital to future site operations as redevelopment progresses.

PORTSfuture's focus on employment readiness and workforce development activities will continue in BP4.

Engagements with local governmental leaders, agencies, and organizations

PORTSfuture and Remington Road Group continued communications with state government leaders, agencies, and organizations during Budget Period 3 to provide updates on site reindustrialization progress at PORTS. Engagements during BP3 include:

Regional entities

- Ohio Valley Regional Development Commission (OVRDC)-Provided a briefing for the new Executive Director of OVRDC on reindustrialization activities at PORTS and discussed collaboration with promoting the Meet the Developers open houses. Additional meetings held with the Executive Director to discuss support for the proposed data center operator certification training pilot program.
- Best Ohio-Participated in regularly scheduled meetings of the Best Ohio regional manufacturer's coalition attended by area manufacturers, economic development, workforce development, and higher education officials.
- Ohio Manufacturers' Association (OMA)-Attended regularly scheduled meetings including the OMA Energy Committee meeting and the OMA Energy Conference.

- Workforce Development Board Area 1-Meetings held throughout the year with the Business Manager to discuss workforce recruitment strategies and funding strategies for workforce initiatives.
- Jackson County Chamber of Commerce-Meeting held with the Co-Director to discuss collaboration on Meet the Developers open houses and other reindustrialization events and activities.
- Portsmouth Area Chamber of Commerce-Meeting held with Chamber Executive Director about collaboration on Meet the Developers open houses and other reindustrialization events.
- IBEW District 4-Attended industry night reception for energy industries attended by members of regional building trades leaders.
- Electric Training Academy-Attended graduation ceremony for graduates of the Academy's pre-apprenticeship program.
- Regular contact occurred as warranted throughout BP3 with OVRDC, Chambers of Commerce, County Commissioners, and other economic and workforce development entities in Pike, Scioto, Ross, and Jackson counties to inform them of upcoming events and to provide updates on SODI's site redevelopment progress.
- Contact with regional entities will continue in BP4.

Federal, state, and local government engagement

- State Senator Terry Johnson-Met with Senator Johnson to discuss utility study and needs at PORTS and to provide update on status of Trillium project.
- Congressional Delegation-Arranged meetings for Trillium with the offices of Congressman David Taylor and Senator Bernie Moreno.
- Public Utilities Commission of Ohio-Arranged a meeting for Trillium with staff members of the Public Utilities Commission of Ohio to discuss the Power Siting Board process.
- Ohio Department of Development-Participated in meeting with Ohio Department of Development Director to discuss reindustrialization at PORTS.
- Governor's Office of Workforce Transformation-Meeting with Governor's Office of Workforce Transformation to discuss potential funding sources to support employment readiness of the USW Local 689 Manufacturing Skills Standard Certification (MSSC) training initiative.
- Ohio Nuclear Development Authority-Participated in DOE/SODI meeting with members and staff of the Ohio Nuclear Development Authority to share information on the nuclear supply chain analysis.
- JobsOhio/Ohio Southeast-Met with JobsOhio, Ohio Southeast, and the Boston Consulting Group to discuss workforce initiatives and aligning priorities to maximize impact and avoid redundancy.
- Adams County Economic Development Agency-Meeting with Director and Trillium Vice President to discuss potential interest of Adams County in a regional pipeline originating in Jackson County that could serve both the PORTS site and Adams County.
- Local, state, and federal elected officials were invited to all public reindustrialization activities including the Meet the Developers Open Houses.
- Statewide Officeholders-Meet the Developers Open Houses were attended by staff members from the offices of Governor Mike DeWine, Attorney General David Yost, and Secretary of State Frank LaRose.
- Congressional Delegation-The offices of Senator Bernie Moreno and Senator Jon Husted and the office of Congressman David Taylor attended the Meet the Developers Open Houses.
- Ohio Legislative Delegation-State Representatives Bob Peterson, Mark Johnson, and Justin Pizzoulli attended the Meet the Developers Open Houses.
- Meeting held with staff members from the Office of Congressman David Taylor and Trillium H2Power.
- Meeting was held with the staff from the office of Senator Bernie Moreno on Piketon reindustrialization, Meet the Developers Open Houses, and the Trillium H2Power project.
- Contact with federal, state, and local governmental entities will continue in BP4.

Meet the Developer Open Houses

PORTSfuture collaborated with the Southern Ohio Diversification Initiative (SODI) to hold two Meet the Developers Open House events on June 10 and June 11 of 2025. These events were supported by PORTSfuture's consultants, Remington Road Group and Amplifire Strategies. Industry partners currently operating at the U.S. Department of Energy PORTS facility in Pike County, Ohio, and those engaged in property agreements with SODI were featured. Centrus Energy Corp., Trillium H2Power, and Oklo Inc. displayed materials to visualize key points of their projects, and DOE EM shared information on cleanup and property transfer activities at the PORTS site. The PORTSfuture Program and SODI shared information on their collaborative work on site reindustrialization and workforce readiness. The events offered community members and other site stakeholders an opportunity to engage directly with the developers to learn about the projects, explore job projections, ask questions, and share comments.

Site stakeholders who attended included community members, site workers, governmental officials, economic development professionals, area businesses, regional media outlets, and others. The events were held on June 10 at Twin Lakes Resort in Pike County with over 150 attendees and on June 11 at the Portsmouth Welcome Center in Scioto County with approximately 90 attendees. Hecate Energy was unable to attend due to schedule conflicts. These events were cosponsored by SODI, Ohio University's PORTSfuture Program, Pike County Chamber of Commerce, Greater Portsmouth Area Chamber of Commerce, Remington Road Group, and Amplifire Strategies. See Figures 5 and 6 below for pictures from the events.



Figure 5. Pike County Meet the Developers Open House, June 10, 2025
Photo credit: Amplifire Strategies



Figure 6. Labor leaders participate in the Pike County Meet the Developers Open House, June 10, 2025
Photo credit: Amplifire Strategies

Powering It All newsletter

PORTSfuture launched the *Powering It All* newsletter during BP3 to expand our stakeholder engagement reach and frequency. The newsletter provides updates on SODI and PORTSfuture’s joint work as well as overall progress on site redevelopment. The newsletter includes feature stories, major announcements, links to related site news, and information on upcoming events. Three volumes of the *Powering It All* newsletter were produced during BP3.

Newsletters can be viewed at:

<https://www.portsfuture.com/wp-content/uploads/2025/09/Final-PoweringIt-All-Newsletter-Vol.-3.pdf>

<https://www.portsfuture.com/wp-content/uploads/2025/09/Final-Powering-It-All-Newsletter-Vol.-2.pdf>

<https://www.portsfuture.com/wp-content/uploads/2025/09/Final-Powering-It-All-Newsletter-Vol.-1.pdf>

SODI social media

During Budget Period 3, PORTSfuture, along with our Ohio University-funded consultant Amplifire Strategies, expanded disbursement of public information for SODI through establishing a social media presence. A SODI LinkedIn page was created, and PORTSfuture and Amplifire Strategies began posting announcements to the page. The goal of these activities is to develop a positive and informative narrative about site reindustrialization activities. A social media plan was developed for SODI to showcase SODI’s role in driving Southern Ohio’s economic transformation. By sharing stories of innovation, partnerships, and community impact, LinkedIn will help amplify SODI’s mission, elevate credibility, and connect with industry leaders, policymakers, and potential investors. Content approach is professional and informative in tone and style. This ensures messages are accessible and engaging while still reflecting expertise. Certain posts, particularly educational or technical content, have a more instructional style. Social media plan objectives include:

Position SODI as a leader in economic development:

- Engagement-Build a professional network of stakeholders and partners.
- Promotion-Share project information and success stories to attract investment.
- Transparency-Provide consistent updates to strengthen trust.

Target audiences include:

- Government, economic development, and workforce development officials and local, regional, and state agencies and officials involved in economic and workforce planning.
- Labor groups including union representatives and workforce advocates.
- Nonprofit and community organizations focused on regional growth, workforce training, and community development.
- Business professionals including entrepreneurs and professionals in manufacturing, logistics, energy, and technology.
- Investors, companies, and individuals who are interested in economic development, infrastructure, and real estate opportunities.

Engagement strategies include:

- Direct messaging-Personal outreach to potential partners, investors, and stakeholders via LinkedIn messages.
- Community building-Active participation in LinkedIn Groups related to economic development, manufacturing, and energy.
- Message amplification-SODI team members sharing and commenting on posts to expand reach.
- Thought leaders' posts-Providing perspectives on regional and national energy topics to position SODI as an expert voice.
- Visual storytelling-Using infographics, photos, and short videos to highlight projects and milestones.
- Event highlights-Recapping or live-posting open houses, webinars, and community events to drive engagement.

SODI social media metrics and key performance indicators used to track success since the social media page launch in June 2025 include:

- Followers and growth-60 followers.
- Post impressions and reach-1,669 impressions across posts.
- Newsletter click-throughs-30% click-through rate on posting of Volume 1 with a click rate on Volume 2 rising to 57%, indicating a 90% increase.

These results establish a strong foundation for expanding SODI's visibility and engagement. Moving forward, SODI will build on this momentum by implementing a consistent posting cadence, highlighting partner and project milestones, and using strong visuals and thought-leadership features to further increase reach and follower growth.

The SODI LinkedIn page can be viewed at:

<https://www.linkedin.com/company/southern-ohio-diversification>

Coalition building for advancing site repurposing efforts

PORTSfuture continues extensive activities in stakeholder engagement on behalf of, and at times with, our core site reindustrialization partners. These activities are crucial for coalition building at the regional, state, and national levels to advance site repurposing activities. Coalition building efforts have focused on:

- Meetings with key stakeholders, funders, and influencers.
- Meetings with federal elected officials.
- Meeting with federal entities.
- Meeting with State of Ohio government executive branch entities and other state agencies.
- Ongoing contact with the Pike County Council of Governments.
- Facilitating a labor steering committee to assist with coalition building.
- Developing press releases, public information, and messaging materials.
- Other efforts to be determined moving forward.

Stakeholder engagement meetings for site reindustrialization

These meetings occur with a wide range of stakeholders to share information on site redevelopment efforts, public outreach, and STEM engagement, to seek information or input, and/or explore synergies and potential collaborations and partnerships. Meetings that occurred during BP3 are listed below.

2024

- October 11-Crystal Keaton, Business Manager, Workforce Development Board Area 1
- October 11-Randy Leite, Executive Director, Appalachian Children Coalition
- October 16-Alex Sherwood, Project Director, Murray State University
- October 18-Crystal Keaton, Business Manager, Workforce Development Board Area 1
- October 24-Tony Montgomery, Pike County Commissioner, Wiley Rhodes, Trillium Founder, Zane Rhodes, Trillium Board Chair, and Caitlin Holley, Trillium Vice President
- October 28-Tony Montgomery, Pike County Commissioner
- October 29-Dixon Gourley, Chief Operating Officer, Energy Dynamics Group
- November 12-Scott Miller, Associate Dean for Industry Partnerships at the Ohio University Russ College of Engineering and Technology
- November 8-Michelle Mays, Foster Hub
- November 12-State Senator Terry Johnson
- November 13-Riley Hoepfner, Director of Community Partnerships, and Andy Kostival, Director, Private Sector Client Division, Sunday Creek Horizons
- November 21-Natalie Roper, Director, Federal Access Center of the Just Transition Fund
- November 26-Paul Turner, Senior Vice President Business Development and Mike Holtzman, Development Associate, Hecate Energy
- December 16-Crystal Keaton, Business Manager, Workforce Development Board Area 1
- December 18-Scott Miller, Associate Dean for Industry Partnerships, Marc Singer, David Young, Sumit Sharma, and Yoon-Sook Choi, faculty, Ohio University Russ College of Engineering and Technology

2025

- January 9-Caitlin Holley, Vice President, Trillium H2Power, Matt Louanglath, Director, Electrical Training Academy, Crystal Keaton, Director, Area 1 Workforce Board, Brady Carter, Best Ohio, Herman Potter, President, USW Local 689, Bethany Weeks, Grant Administrator, USW Local 689, and Ashley Bedesch, D.C. Strategies

- January 16-Caitlin Holley, Vice President, Trillium H2Power, Matt Louanglath, Director, Electrical Training Academy, Crystal Keaton, Director, Area 1 Workforce Board, Brady Carter, Best Ohio, Herman Potter, President, USW Local 689, Bethany Weeks, Grant Administrator, USW Local 689, and Ashley Bedesch, D.C. Strategies
- January 23-Dean Narcisco, Reporter, *Columbus Dispatch*
- February 4 and 7-Wiley Rhodes, Founder, Trillium, Caitlin Holley, Vice President, Trillium, State Representatives Monica Robb Blasdel, Bob Peterson, Jason Stephens, Justin Pizzouli, Mark Johnson staff member, and State Senator Shane Wilkin
- February 6-Kara Willis, Regional Talent Manager, and Amanda Sutphin, Regional Talent Coordinator, Ohio SE
- February 6, 10, and 11-Wiley Rhodes, Founder, Trillium, Caitlin Holley, Vice President, Trillium, Congressional staff for David Taylor, Senator Bernie Moreno, and Senator Jon Husted
- February 7-Bryan Leach, Executive Director, Jackson County Chamber of Commerce
- February 24, 25-U.S. Senator Bernie Moreno's office and Congressman David Taylor's office, Wiley Rhodes, Founder, and Caitlin Holley, Vice President of Trillium H2Power
- March 6-Jared Wren, Senior Manager, Development & Stakeholder Engagement, and Mike Holtzman, Development Associate, Hecate Energy
- March 10-Shawn Cutter, CEO, Energiacres
- March 13-Jared Wren, Senior Manager, Development & Stakeholder Engagement, and Mike Holtzman, Development Associate, Hecate Energy
- March 20-Justin Gentry, Contract Officer, U.S. Department of Energy, Office of Energy Efficiency and Renewable Energy (EERE)
- April 23-Roberta Milliken, Dean, Ohio University Chillicothe Campus, Carissa Anderson, Associate Vice Provost for Regional Higher Education & Partnerships, Ohio University, Herman Potter, USW Local 689
- April 23-Alex Sherwood, Project Director, Murray State University
- April 24-Lydia Mihalik, Director, Michael McKay, Interim Executive Director, Ohio Third Frontier Commission, and Jane Perera, Executive Administrator, Ohio Department of Development
- April 24-Mike Kahoe, Workforce Program Manager, Governor's Office of Workforce Transformation
- May 2-Zachary Miller, Director of Economic Development, and Laura Arenschield, Director of Communications, American Electric Power Ohio
- May 7-Lisa Carver, Executive Director, Portsmouth Area Chamber of Commerce
- May 7-Stephanie Gilbert, Executive Director, Ohio Valley Regional Development Commission
- May 12-Matt Abbott, Executive Director, JobsOhio Ohio SE
- May 20-Sarah Serota, Northwestern University, Medill School of Journalism
- June 5-Natalie Sutherland, Chief Marketing Officer, Bloom Energy
- June 27-Paul Turner, Senior Vice President Business Development, Hecate Energy
- July 15-Ohio Department of Development and Ohio Nuclear Development Authority
- July 23-Paul Worley, Adams County Economic Development Director, and Remington Road Group
- July 28-Kara Willis, Director of Regional Talent & Research, Ohio SE, Christina Misali, Senior Account Manager, Talent Services, Kristina Clouse, Senior Managing Director, Maggie Cale, Talent Marketing Manager, Lindy Hall, Director, Talent Services, JobsOhio, and Logan Besuden, Managing Director and Partner, Claudia Newman-Martin, Managing Director and Partner, and Allison Gibson, Partner, Boston Consulting Group
- July 30-Meagan Wood, Project Manager, Best Ohio and Remington Road Group
- August 28-Jennifer Chandler, Representative, Scioto Valley-Piketon Area Council of Governments, Matt Brewster, Health Commissioner, Pike County General Health District, and Zach Space, President, Sunday Creek Horizons
- August 29-Dawn Coleman, Growth Advisor, OSU Manufacturing Extension Program

- September 2-Erica Noble, Manager, Entrepreneurial Services, Office of Technology Investments, Ohio Department of Development
- September 4-Doug Heal, Chairman of the Board, Heal Group, and President, Technical Field and Engineering Inc. (TFE Inc.), Noah Beasley, Senior Business Manager, TFE Inc., Chris Watson, Manager, TFE Inc., and Herman Potter, ACE Program Director, USW Local 689
- September 5-Doug Heal, Chairman of the Board, Heal Group, and President, Technical Field and Engineering Inc. (TFE Inc.), Noah Beasley, Senior Business Manager, TFE Inc., Chris Watson, Manager, TFE Inc., Herman Potter, ACE Program Director, USW Local 689, and Ashley Badesch, Partner, Western Practice, DC
- September 19-Kara Willis, Director of Regional Talent & Research, Ohio SE, Christina Misali, Senior Account Manager, Talent Services, JobsOhio, Rich Tolisano, Managing Director and Partner, Michael Logan, Associate, and Grace Di Bartolomeo, Associate, Boston Consulting Group
- September 19-Doug Heal, Chairman of the Board, Heal Group, and President, Technical Field and Engineering Inc. (TFE Inc.), Noah Beasley, Senior Business Manager, TFE Inc., Chris Watson, Manager, TFE Inc., Jason Brown, President, Brown Federal Services, Herman Potter, ACE Program Director, USW Local 689, and Ashley Badesch, Partner, Western Practice, DC
- September 24-Stephanie Gilbert, Executive Director, Ohio Valley Regional Development Commission
- September 26-Lee Shirey, Economic Development Representative, U.S. Department of Commerce, Economic Development Administration, Doug Heal, Chairman of the Board, Heal Group, and President, Technical Field and Engineering Inc. (TFE Inc.), Noah Beasley, Senior Business Manager, TFE Inc., Chris Watson, Manager, TFE Inc., Jason Brown, President, Brown Federal Services, Herman Potter, ACE Program Director, USW Local 689, and Ashley Badesch, Partner, Western Practice, DC

Energy Communities Alliance (ECA)

Ohio University remains involved as a non-voting member with the Energy Communities Alliance (ECA) to stay informed of policies and priorities relevant to this group. ECA serves to inform and advance the needs and requests of host communities and local governments that are adjacent to or affected by U.S. DOE EM facilities. PORTSfuture's Executive in Residence, Dr. Ben Cross, served as our primary contact on ECA's activities focused on the nuclear industry. During BP3, Dr. Cross participated in Energy Community Alliance (ECA) meetings, participated in ECA's Policy Committee, attended two seminal events, and was a member of the ECA Nuclear Committee.

PORTSfuture's Budget Period 3 involvement included:

- Actively participated in Energy Community Alliance's (ECA) meetings.
- Actively involved in ECA's Policy Committee.
- Active member of ECA's Nuclear Committee.
- Dr. Cross participated in several planning meetings for the New Nuclear Development event held in Idaho Falls, Idaho, on April 22–24, 2025. No PORTSfuture Program funding was used for his participation at this event.
- Dr. Cross participated in ECA joint virtual meetings with the American Nuclear Society (ANS) on advanced nuclear reactors, nuclear fuels, and the repurposing of coal plants with nuclear.
- May 21–22, 2025, Dr. Cross participated in the Electric Sector, Black Sky Resilience Conference held at Exelon's headquarters in Washington, DC. This conference was organized by the Electric Infrastructure Security (EIS) Council, of which Dr. Cross is an active member. While this meeting was focused on making the grid more resilient, it provided information related to the PJM wholesale

electric market applicable to Southeast Ohio. No PORTSfuture Program funding was used for his participation at this event.

- Actively participated in ECA Board of Directors meetings.
- PORTSfuture involvement in ECA activities will continue in BP4.

Relevant strategy meetings, listening sessions, training sessions, and webinars attended by the PORTSfuture Program team to inform site reindustrialization efforts during Budget Period 3 include:

- October 15, 2024-National Energy Technology Laboratory (NETL), The Hydrogen Workforce: Challenges and Opportunities. Via webinar.
- November 18, 2024-North American Electric Reliability Corporation (NERC) Interregional Transfer Planning. Via webinar.
- February 12, 2025-Energy Communities Alliance; Legislative and Administration Priorities: What to Know and How to Create. Via webinar.
- March 11-Participated in ECA's Board Meeting. Roger Jarrell, senior advisor to DOE-EM, discussed funding issues and priorities of the new Administration. A strong emphasis was placed on developing new nuclear technology and the upcoming New Nuclear Forum to be held in Idaho Falls, Idaho on April 22–24, 2025.
- March 18, 2025-Shale Energy Impact: Regulatory, legislative, & market conditions driving pace of development in West Virginia. Charlie Burd, President, Gas and Oil Association of West Virginia. Via Webinar.
- March 25, 2025-The Hydrogen Economy in 2025 & Beyond. What is the new reality for hydrogen economy? Adam Pope, Senior Director, Bravo Group. Via webinar.
- April 8, 2025-Pennsylvania Natural Gas Outlook. How can PA continue to grow in energy production? Jim Welty, President, Marcellus Shale Coalition. Via webinar.
- April 15, 2025-Grid Reliability: What it Means to Your Business & Household. Pennsylvania State Senator Gene Yaw (R-23) and Glen Thomas, President, GT Power Group. Via webinar.
- April 22, 2025-Poised for Growth: Ohio & the Utica. Emerging energy opportunities due to natural gas and oil. Robert Brundrett, President, Ohio Oil & Gas Association. Via webinar.
- May 22, 2025-Energy Communities Alliance: What You Need to Know: AI Infrastructure on DOE Sites. Via webinar.
- May 28, 2025-Energy Futures Initiative: Energy Demand, Jobs, and Growth: The Minnesota Model.
- July 31-Energy Industry Overview Map. Data Centers: Overview of Market Potential, hosted by Energy and Manufacturing in Appalachia (EMA). The webinar discussed different types of data centers, regional market potential, and various components required for energy needs, construction, internal hardware, cooling, and operations. Via webinar. No PORTSfuture Program funds were used for this activity.

Property requests response guidelines

Initial planning for this activity began in previous grant years when PORTSfuture and SODI gathered information from other former DOE EM sites on how property transfer and reuse had been deployed. PORTSfuture continues to assist SODI with identifying areas on the PORTS site that are not good candidates for building to remove them from consideration in the property transfer proposal process. PORTSfuture and SODI also continue to collaborate with DOE EM on identifying areas suitable for development, defining steps for the transfer of property to private industry, identifying documentation needed for each involved party, establishing criteria for reviewing proposals that are submitted for consideration, and producing GIS maps for areas that are “build-able” based on the articulated needs of the developer. SODI is establishing formal guidelines to align with the DOE EM PPPO exemplary property transfer process.

STEM activities

Science, Technology, Engineering, and Mathematics (STEM) engagement activities are designed to encourage regional students to learn about and engage in activities in STEM disciplines. The goal is to encourage students to pursue careers in these in-demand STEM fields that provide well-paying employment opportunities. These activities may help prepare the future workforce in the region to be job-ready when site reindustrialization efforts are realized. PORTSfuture STEM partners are depicted in Figure 7 below.

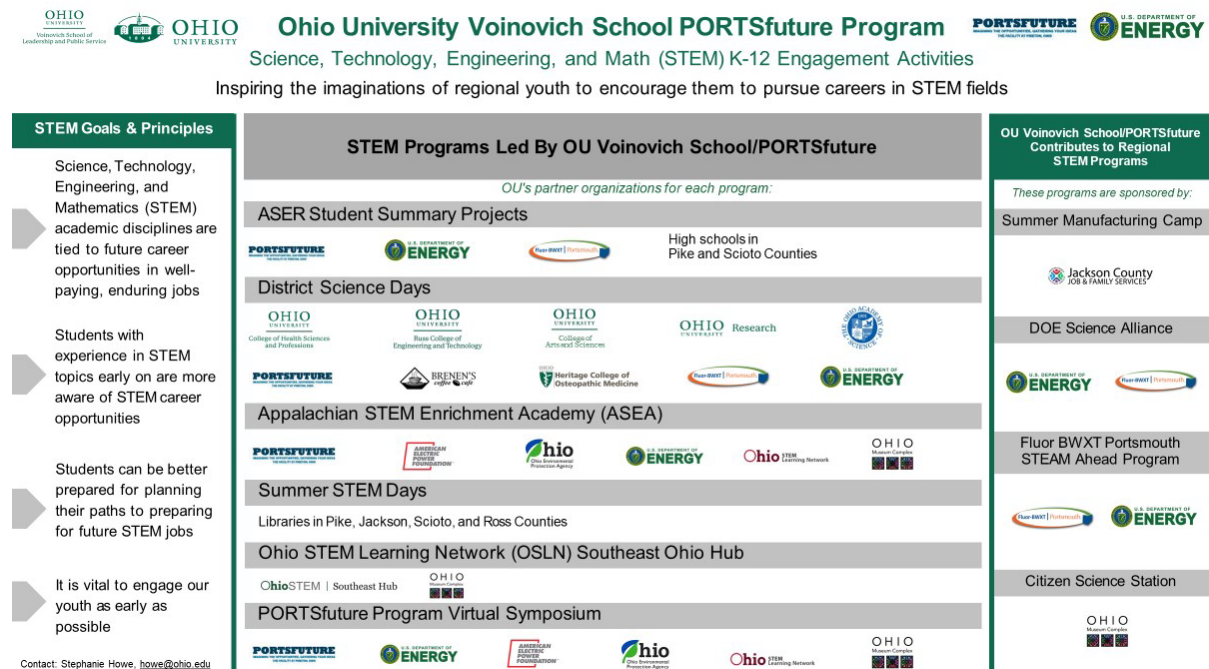


Figure 7. PORTSfuture STEM partners

PORTSfuture STEM activities are summarized in Figure 8 and described below.

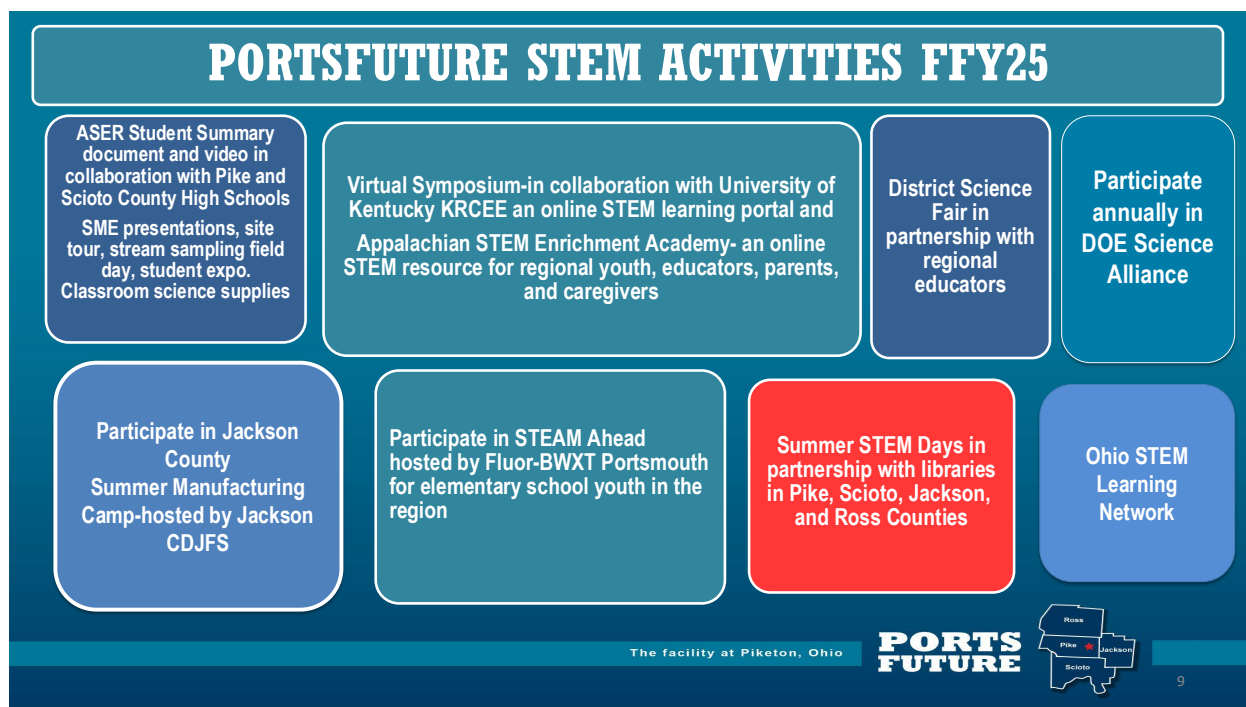


Figure 8. PORTSfuture STEM activities

ASER 14 and Regional ASER 2 Student Summary

ASER 14 and Regional ASER 2 are primarily funded under separate activities within the grant. The ASER Student Summary program has been executed since 2011 in Pike County. In FFY24, DOE EM established the Regional ASER program to enable high schools in Scioto County to participate as well. Each year, PORTSfuture collaborates with a local high school class to distill into a summary the U.S. Department of Energy Annual Site Environmental Report (ASER) for the PORTS site. The project runs throughout the academic year. Students hear presentations from PORTS site cleanup experts, participate in a site tour, attend the Ohio University college student expo in Athens, Ohio, and receive other educational information related to the site history, site cleanup activities, and STEM careers. The students create poster presentations about what they learned and exhibit them at the ASER Student Summary Expo at the end of the school year. ASER Student Expo guests included school personnel, DOE EM leadership, site contractors, and other stakeholders. The Expo includes a ceremony where PORTSfuture and DOE EM recognize teachers and students and certificates of completion are provided to each student. A final student summary report and a brief video of the project are created and posted to the www.portsfuture.com site. Hard copies of the student summary are mailed to a variety of stakeholders at the end of the project.

During Budget Period 3, PORTSfuture collaborated with Waverly High School in Pike County with 16 students and Valley High School in Scioto County with 11 students to produce the 14th Annual Site Environmental Report Student Summary. One summary document was created with both schools contributing to the content. A brief video was also produced to highlight participant feedback from both schools on the project.

The video and final document can be accessed at this link:

<https://www.portsfuture.com/aser-14/>

ASER 15 and Regional ASER 3

ASER 15 and Regional ASER 3 are primarily funded under separate activities within the grant. PORTSfuture began preparations for the ASER 15 and Regional ASER 3 projects to be conducted in partnership with the Pike County Career Technical Center school and West High School in Scioto County for the 2025–2026 academic year during Budget Period 4.

Appalachian STEM Enrichment Academy (ASEA)

The Appalachian STEM Enrichment Academy is a virtual academy that enables STEM offerings to be available virtually 24/7/365. The online platform is an accessible vehicle for providing educational resources for teachers, students, parents, and caregivers. This effort was outlined in a concept paper provided to the grant DOE Contract Officer Representative (COR) and approved by the DOE COR and DOE Contract Officer during calendar year 2020 under a previous grant award. PORTSfuture funded a portion of the work to develop the ASEA, and other funds were obtained from the American Electric Power (AEP) Ohio Foundation, Ohio University, and various external grants. At this time, the PORTSfuture grant is not funding any further work on the Academy; however, the website remains active. The website had 70,285 visits and 226,215 page views during Budget Period 3.

District Science Days

District Science Days was led by the Voinovich School's Dr. Natalie Kruse Daniels, professor, and Director of the Environmental Studies Program. District Science Days serves students in District 12 with support from the PORTSfuture Program provided for schools in Ross and Jackson counties. Pike and Scioto counties belong to a different district served by the University of Rio Grande. Students in grades 5–12 can compete by presenting their original projects following either the standard scientific method or engineering design principles. Through inquiry-based project learning, students gain skills in posing a research question, creating a hypothesis, method development, data collection, data analysis, and written and oral communication. The Ohio Academy of Sciences has developed standards for science fairs across grades 5–12. Students earning a superior at their school fair qualify to compete at their District Fairs, and those earning superiors at District Fairs qualify to compete at State Science Day held in Columbus, Ohio, each May. High school students in both districts have the additional opportunity to qualify for the Buckeye Science and Engineering Fair, which allows them to compete for a spot at the International Science and Engineering Fair. High school students in District 12 can compete for a spot at the International Fair straight from their district. The potential for learning, exposure to a community of engaged young scientists, and competition for scholarships and awards for students from southern Ohio is unparalleled.

During BP3, Ohio University hosted 12 schools from five regional counties including Jackson, Ross, Washington, Perry, and Athens, with 123 students from grades 5 through 12 in attendance and 99 student projects represented. PORTSfuture funding has increased participation from students and schools in Ross and Jackson counties in previous years. This year, PORTSfuture helped five teachers mentor 18 students, supported three local Science Fair judging days, provided OU staff to coordinate with and support schools, supported district fair operations, and connected students from District 12 with Ohio University resources. Teachers in Ross County who participated this past academic year received a \$500 stipend from the PORTSfuture Program. During BP3, PORTSfuture supported five schools in Ross County including Chillicothe Middle, Chillicothe Intermediate, Unioto Elementary, Zane Trace Middle School, and Zane Trace High School with 54 students participating from those schools. Schools participating from other counties were supported by other Ohio University resources. Science Fair funders provided over 100 awards, which included certificates, cash prizes, and scholarships, and 50 student projects

advanced to the State Science Fair. Ohio's 2024 International Science and Engineering Fair Finalist was Prem Koshal, a junior at Athens High School in Athens County. His project title was "Inhibition of Protein Enzyme Alliinase Utilizing Ligand Docking and Genetic Algorithms." Funders for the District 12 Science Fair included OU Voinovich School of Leadership and Public Service, PORTSfuture Program, OU College of Arts and Sciences, OU Russ College of Engineering and Technology, OU College of Health Sciences and Professions, OU Heritage College of Osteopathic Medicine, Ohio Research Division, and Brennen's Coffee Café. The Voinovich School provided \$2,640 of Ohio University funding to 88 students from Ross, Jackson, and Scioto counties to cover their \$30 Science Fair registration fees.

Summer STEM Days public library partnership

PORTSfuture Summer STEM Days events provided an engaging opportunity for regional youth to explore science techniques through hands-on activities to inspire their interest in STEM careers for the future. PORTSfuture staff and students engaged youths in Pike, Scioto, Ross, and Jackson counties in activities at public libraries in each county. These events were funded by the PORTSfuture Program and Ohio University's Voinovich School grant from the American Electric Power (AEP) Ohio Foundation as part of the Foundation's Growing STEM in Appalachia program. Events were planned and promoted in partnership with each county's main branch public library. Summer STEM Days spanned a total of 14 sessions, and topics included employing engineering design concepts, analyzing microbes, basic software coding, and energy simulation. Across all four counties and all 14 sessions, 135 youth participated. We continue to maintain the My Backyard Stream (MBYS) kits developed during BP1, which were provided to the main branch libraries. The MBYS kits include water science exploration materials, family friendly instruction sheets, and content cards for biological, chemical, and physical stream characteristics. Parents and caregivers can borrow the kits from these libraries to take home and use with their families. Figure 9 below depicts the My Backyard Stream kit.

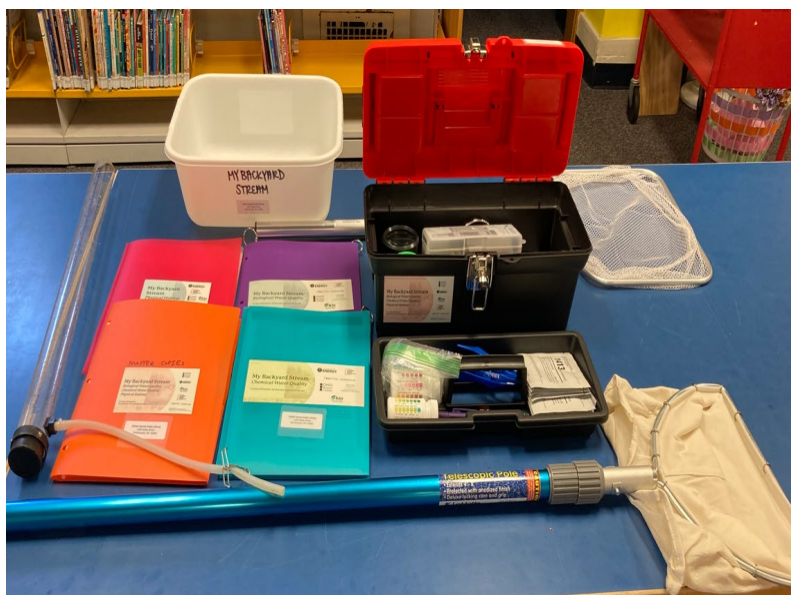


Figure 9. My Backyard Stream kit

Ohio STEM Learning Network (OSLN) Southeast Ohio Hub

During Budget Period 3, PORTSfuture continued engagement with the Ohio STEM Learning Network (OSLN) Southeast Ohio Hub that is housed at the Ohio University Voinovich School of Leadership and Public Service. The Hub has an established record in the region in working with teachers, K–12 students,

higher education students, communities, and industry across several established programs and partnerships. Programs that provide the OSLN Southeast Ohio Hub broad support and a robust network to strengthen and grow regional STEM education include but are not limited to the OHIO Museum Complex, STEMstart, My Backyard Stream, STEAM Ahead, and the Appalachian STEM Collaborative. In addition to these established projects, the OSLN Southeast Ohio Hub communicates with STEM schools, aspiring STEM schools, community leaders, and industry through electronic communication, in-person professional development, and stakeholder convenings. The Hub conducts surveys to obtain valuable input from partners and stakeholders about resources and support needed to grow quality STEM education in the region.

During Budget Period 3 PORTSfuture partnered with the Ohio University OSLN Southeast Ohio Hub to promote our STEM outreach events. The OSLN Southeast Ohio Hub also held a “Spring Into STEM” event for regional educators at the Chillicothe Primary School in Ross County, an innovative STEM school. This event enabled educators to learn about STEM teaching approaches and gather inspiration for their own classrooms. Information on the OSLN Hubs can be found at this link: <https://osln.org/hubs/>

Virtual Symposium

During Budget Period 3, PORTSfuture maintained the Virtual Symposium webpage developed under a previous grant as a collaboration between the Voinovich School of Leadership and Public Service at Ohio University and the Kentucky Research Consortium for Energy and the Environment (KRCEE) at the University of Kentucky. This webpage was created to highlight past activities funded by grants administered by the DOE Office of Environmental Management Portsmouth/Paducah Project Office. Primarily funded under a separate task, the Virtual Symposium provided ongoing access to scientific and technical presentations for STEM education interests. The video presentations, PowerPoint presentations, and project reports serve as useful Science, Technology, Engineering, and Math (STEM) education tools for area schools, colleges, and universities.

The Virtual Symposium can be viewed at: <https://www.portsfuture.com/virtual-symposium-2/>

Science Alliance

PORTSfuture was delighted to participate in the DOE EM PORTS annual Science Alliance event held in October 2024. The three-day event provided 1,463 high school students from schools in Pike, Scioto, Ross, and Jackson counties access to a variety of interactive kiosks to learn about careers in the environmental and engineering fields. The Voinovich School’s Raccoon Creek Watershed team and AmeriCorps volunteers provided a display that included a living stream table with live fish and macroinvertebrates for the students to learn about stream health and stream cleanup methods. The Voinovich School’s Geographic Information Systems (GIS) and data team provided a display illustrating data and GIS applications and uses and discussed potential careers using GIS skills. PORTSfuture looks forward to participating in DOE’s Science Alliance in BP4.

Fluor-BWXT Portsmouth STEAM Ahead collaboration

The PORTSfuture Program was pleased to continue to participate in a collaborative STEM education program sponsored and hosted by Fluor-BWXT Portsmouth LLC, a DOE EM contractor engaged in cleanup activities at the PORTS site. During BP3, Fluor-BWXT’s Science, Technology, Engineering, Arts, and Math (STEAM) Ahead program engaged elementary students in grades 3 and 4 at Western, Eastern, Waverly, and Jasper elementary schools in Pike County, and Valley Elementary School in Scioto County. The PORTSfuture Program provided an engaging activity on the engineering design cycle.

Students learned about each component of the cycle and employed those principles in building a Lego Maze to navigate a battery-powered hexbug through. During Budget Period 3, PORTSfuture presented seven sessions and 138 students were engaged.

Summer Manufacturing Camp in Jackson, Ohio

The Jackson County Summer Manufacturing Camp is an annual event organized by Jackson County OhioMeansJobs and the Jackson County Department of Job and Family Services (JCDJFS). The Camp provides an opportunity for Jackson County middle school students to learn about careers in their community, tour local manufacturing facilities, and engage with industry experts. During BP3, this multi-day camp took place on June 17 and June 18. This year, 25 Jackson County middle school students in grades 6–8 attended the event. On June 17, Ohio University’s PORTSfuture staff facilitated a session called Introduction to Engineering: Engineering Design Cycle. Attendees learned about the engineering design cycle and employed those principles in building a Lego Maze to navigate a battery-powered hexbug through. Participants were each provided their own hexbug to take home to continue their experimentation with employing the engineering design cycle. The Voinovich School provided a sponsorship paid for by other Ohio University funds to assist JCDJFS to defray the costs of the camp.

Pike County Curiosity Camp

The Ross-Pike Educational Service District (ESD) sponsored a Curiosity STEM and Career Camp on June 11, 2025, at the Pike County Career Technology Center. This event provided an opportunity for local students to participate in hands-on workshops with community businesses and professionals to gain exposure to STEM career pathways. This was the second year that the Ross-Pike ESD held the event, and 157 students in grades 3–5 registered. Students were assigned by the Ross-Pike ESD to various workshop stations. PORTSfuture staff along with an Ohio University student facilitated a morning session and an afternoon session with 15 students in each session on “Aquatic Biologist Career Exploration.” PORTSfuture set up various activity stations for students including macroinvertebrates match-up, microscope identification with live specimens, aquatic biology lesson, and a habitat focused build-a-stream activity. Students enjoyed the wide variety of activities provided by the PORTSfuture Program at these sessions. The Voinovich School provided a sponsorship paid for by other Ohio University funds to help cover the cost of student t-shirts. Figure 10 below depicts an image of the macroinvertebrates match-up activity.



Figure 10. Ohio University macroinvertebrates match-up activity

Additional classroom STEM offerings

STEM activities previously developed by PORTSfuture can be offered on-site in classrooms across the four-county area in southern Ohio dependent upon available funding. We have created a body of work around engineering design principles for youth, aquatic biology, physical features of lakes and streams, utilizing microscopes to analyze data, computer coding, and many other areas that translate across ages and grades. By collaborating with local educators, we can customize single class period sessions to their curriculum needs and interests. Hands-on activities augment these programs when possible. Career pathway discussions are integrated into programs for middle and high school students.

Dissemination of program activities and technical assistance

The PORTSfuture Program website, www.portsfuture.com, is used widely to disseminate information, resources, reports, videos, and other materials. The PORTSfuture website 33,908 visitors and 147,580 page views during BP3.

Press releases are developed for specific events and activities when applicable, related to site reindustrialization, STEM events, and other outreach events.

Presentations

Presentations are provided as requested to stakeholders such as economic development entities, elected officials, federal offices, labor leaders, private companies, investors, community groups, and the Site-Specific Advisory Board (SSAB) in addition to other regional site stakeholders and other related regional initiatives.

Site reindustrialization Meet the Developers Open Houses

PORTSfuture collaborated with SODI, local Chambers of Commerce, and other project partners to hold two Meet the Developers Open House events during BP3 in June 2025 as described previously in this report.

DOE EM Community Open Houses

Historically, DOE EM PPPO leads the coordination and rollout of a series of Community Open Houses each year to enable residents in the four-county area near the PORTS site to learn about site cleanup, property transfer, and site reindustrialization progress. In the past, kiosks included the Site-Specific Advisory Board (SSAB), SODI, PORTSfuture, DOE EM, and site cleanup contractors who present information on asset recovery, cleanup progress, on-site waste disposal facility construction, and workforce opportunities. PORTSfuture attended the events and displayed work products including the interactive PORTS site reindustrialization concept planning and regional assets maps, economic impact and workforce analysis data, general site reindustrialization materials, and summaries of outreach and/or STEM activities. DOE EM Community Open Houses were not held during Budget Period 3 because DOE EM attended the Meet the Developers Open Houses. PORTSfuture will be eager to attend future DOE EM-sponsored events when they are scheduled.

Technical assistance provided during Budget Period 3

At times, PORTSfuture is invited to provide technical assistance to key site stakeholder groups, partners, and others who could benefit from our program. Technical assistance provided during BP3 is described below.

Technical assistance to Murray State University

PORTSfuture was honored to continue to provide technical assistance to Murray State University (MSU) in Paducah, Kentucky, with its grant planning and execution in the areas of site reindustrialization and STEM engagement. MSU is a DOE EM PPPO grantee in the Paducah, Kentucky, area serving the DOE EM PPPO Paducah site. The collaboration between PORTSfuture and MSU is directly aligned with the DOE EM PPPO Manager's "One PPPO" vision set forth for the DOE EM PPPO facilities located in Paducah, Kentucky, and in Pike County, Ohio. This vision is focused on leveraging strategies, resources, tools, templates, and lessons learned across both PPPO sites to advance cleanup and redevelopment at both venues for public economic benefit.

During BP3, PORTSfuture continued to share ASER Student Summary Project materials including planned content, Subject Matter Experts (SMEs) roster, execution schedules, templates for school contracts, mailing lists, final report, final video, and other similar items. PORTSfuture and MSU brainstormed ideas to enhance their newly launched ASER Student Summary Project. We jointly convened a virtual meeting that included representative parties involved in the ASER Student Summary project at both sites including DOE points of contact, site support contractors involved in ASER planning and execution, and team members from PORTSfuture and MSU who are working on the respective projects.

Additionally, PORTSfuture provided technical assistance on other MSU grant areas such as expanding workforce readiness in their region. PORTSfuture convened a meeting with MSU and the USW Local 689 Appalachian Career Empowerment (ACE) Manufacturing Skills Standard Certification (MSSC) program operating here in Ohio to explore opportunities for USW in the Paducah, Kentucky, area to provide the certification in collaboration with MSU at no cost to participants. MSU is actively pursuing this opportunity with the USW. We look forward to continuing this relationship with MSU during BP4.

Technical assistance to the United Steel Workers (USW) Local 689

PORTSfuture continues to provide technical assistance to the United Steel Workers (USW) Local 689 in its efforts to obtain funding to expand training offerings at the USW Local 689 workforce training center. These efforts are focused on preparing the regional workforce, and especially USW members who can serve as operators, for incoming projects planned as part of PORTS redevelopment. During BP3, assistance to USW Local 689 focused on expanding uptake of participants for the (ACE) Manufacturing Skills Standard Certification (MSSC) program; collaborating with Ohio University's J. Warren McClure School of Emerging Communication Technologies to develop a pilot data center operator certification; developing grant proposals for USW; exploring opportunities with planned certifications within Ohio University's Russ College of Engineering and Technology; and identifying other existing certifications that may be available such as water/wastewater utility operator training. A trained workforce in these areas will be vital to future site operations as redevelopment progresses. This support to USW Local 689 will continue during BP4.

Communications and media support

PORTSfuture has retained a well-respected Ohio firm, Amplifire Strategies, to provide support to PORTSfuture, SODI, and site reindustrialization partners on communications and media activities to advance site redevelopment activities. Ohio University has approved the use of non-DOE, Voinovich School research incentive funds to cover this vendor's costs. In coordination with SODI and PORTSfuture, Amplifire engaged with the media through press releases and individual reporter outreach, developed public information materials, assisted with public engagement activities, and participated in public presentations to enhance the visibility of the PORTS reindustrialization work. Amplifire Strategies' support during Budget Period 3 includes:

Amplifire's support to media engagement and media tracking

In coordination and collaboration with the PORTSfuture Program, Amplifire Strategies engaged with the media and supported efforts relevant to the press to publicize PORTSfuture's work in facilitating the advancement of site reindustrialization and related STEM engagement. Activities include:

- October 2024-Managed media engagement after the September 2024 Meet the Developers Community Open Houses hosted by SODI and PORTSfuture in Pike and Scioto counties. Media coverage secured after the open houses includes:
 - *Columbus Dispatch*: [Piketon looks to the future in redeveloping former nuclear weapons site](#), 10/3/24.
- May 2025-Supported media story for ASER Student Expo in Pike County.
 - *Ohio Today* (Ohio University): [Voinovich School brings real world experiences to STEM students in Southeast Ohio](#), 5/22/25.
- June 2025-Managed media engagement for the 2025 Meet the Developers Community Open Houses hosted by SODI and PORTSfuture in Pike and Scioto counties. For more information on Amplifire's involvement in the events, see the Meet the Developers Open Houses section below. Media coverage included:
 - *Portsmouth Daily Times*: [Former Portsmouth Gaseous Diffusion Plant redevelopment open house](#), 5/22/25.
 - 10TV: [Coverage of Community Open Houses](#), 6/11/25.
 - *Scioto Post*: [Update on Redevelopment of Piketon Atomic Plant](#), 6/13/25.
 - *Scioto Post*: [Piketon's Atomic Plant and Chillicothe's Paper Mill](#), 6/13/25.
 - *Pike County News Watchman*: [SODI hosts open house about A-Plant reuse](#), 6/17/25.
- Archiving press and online clips of events issued by partners include:
 - DOE and Fluor-BWXT Portsmouth: [13th Annual Science Alliance Welcomes more than 1,400 Students](#), 10/28/24.

- *Chillicothe Gazette*: [More than 1,400 students from 5 counties participate in 13th annual Science Alliance](#), 11/4/24.
- DOE, Office of Environmental Management: [Portsmouth Site Union Partners to Train New Grads for Local Jobs](#), 5/13/25.
- *The Crescent-News*: [Student perspectives shape reports on Portsmouth, Paducah cleanup](#), 5/20/25.

Amplifire's support with developing information and promotional materials

- October 2024-Created briefing document on the Trillium H2Power plan for its Pike County facility and the projected community investment and impact.
- May-June 2025-Assisted PORTSfuture with graphic design for five posters for Meet the Developers Open Houses in June, including:
 - Site Readiness and Workforce Development for PORTS Site Redevelopment: Workforce Study & Utility Study.
 - STEM: District Science Fair, Summer STEM Days.
 - STEM: ASER Student Summary Project.
 - PORTS Reindustrialization Community Engagement and Outreach.
 - PORTSfuture overview.
- July 2025-Created flyer for USW's Manufacturing Skills Standard Certification training program.
- Ongoing-Updated the PORTSfuture one-page information sheet focused on reindustrialization that features site reindustrialization goals, planned projects for the site, reindustrialization partners and stakeholders, and background/history of the site.
- Ongoing-Assisted PORTSfuture with graphics on a PORTS site reindustrialization timeline document, highlighting key milestones for property transfers, private sector projects, stakeholder engagement, and other related redevelopment efforts from 2010 through present day. This document is pending completion.

Amplifire's support with the *Powering It All* newsletter

Amplifire, in coordination with PORTSfuture, developed the *Powering It All* newsletter, which provides updates on PORTS site redevelopment. Amplifire's work on the newsletter included:

- Designed the newsletter logo.
- Created a distribution list of ~400 stakeholders, which includes leaders from industry, government, labor, education, and community groups, as well as other regional organizations and residents. This distribution list will continue to be updated.
- Managed the Customer Relationship Management (CRM) system for newsletter distribution.
- Formatted PORTSfuture-developed content for newsletter.
- Coordinated with PORTSfuture on themes, topics, and copy.
- Designed the layouts for the newsletters.

To date, three volumes of the newsletter have been published, including:

- April 2025-Vol 1.-PORTS site redevelopment overview, positive news coverage, and upcoming events hosted by SODI and the PORTSfuture Program.
- July 2025-Vol 2.-Summary of the Meet the Developers Open Houses held in Pike County and Scioto County, positive news coverage, an overview of the Appalachian Career Empowerment (ACE) Training Program sponsored by USW Local 689, and an alert to follow the Southern Ohio Diversification Initiative (SODI) on LinkedIn.

- September 2025-Vol 3.-Focused on nuclear including the SODI award from Ohio Department of Development for attracting and expanding the nuclear industry to create a southern Ohio nuclear hub, a recap of the groundbreaking for the Appalachian Career Empowerment (ACE) training center, news stories on the Ohio Nuclear Development Authority's visit to the PORTS site, news story on the Department of Energy's initial selections of Nuclear Reactor Pilot Programs, and links to previously-held PORTSfuture Program advanced nuclear-themed webinars.

Amplifire's support to the Meet the Developers Open Houses

Amplifire supported PORTSfuture and SODI joint efforts to host two Meet the Developers Open Houses in June 2025. One event was held in Pike County, and the other was held in Scioto County. The open houses provided an opportunity for residents, site stakeholders, and the media to learn about the redevelopment of the PORTS site from PORTSfuture, SODI, DOE, and three industry partners including Centrus Energy Corp., Oklo Inc., and Trillium H2 Power.

Amplifire's role in the community open houses included:

- Assisted with planning the events.
- Assisted PORTSfuture with recruiting sponsors, including the Pike County Chamber of Commerce and the Portsmouth Area Chamber of Commerce. Both Chambers also widely promoted the Open Houses through their networks.
- Worked with co-sponsors on marketing the events including disseminating flyers and invitations.
- Created flyers, social media graphics, and marketing language for the events and disseminated promotional materials.
- Provided pre-event logistical support, including securing the locations, catering, and door prizes.
- Sent press advisories to regional media and managed press attendees at the events.
- Drafted and sent a public service announcement to inform the public of the events.
- Created sign-in sheets to gather email addresses and added attendee emails to the *Powering It All* newsletter dissemination list.
- Provided on-site support, attended the events, and engaged with stakeholders, elected officials, community members, and the media.
- Photographed the event and archived photos.
- Filmed the event and interviewed key attendees and worked with 10TV in Columbus to utilize excerpts to secure television news coverage.

Additional Amplifire support

- Ongoing-Created and began implementing a LinkedIn-focused social media plan for SODI. Frequently posted announcements and grew the number of followers and engagement with content focused on PORTS reindustrialization updates.
- Ongoing-For the planned *Powering It All* podcast, designed a logo, determined podcast platform, collaborated with PORTSfuture on identifying potential podcast guests, and strategized toward launch.
- February 2025-Supported PORTSfuture's development and implementation of Workforce Survey for Labor Apprenticeship Training Programs and Developers.
- November 2024-Supported webinar hosted by DOE's Gateway for Accelerated Innovation in Nuclear (GAIN) by recruiting Oklo Inc. staff to speak on their Ohio work.

PORTSfuture Program identification and engagement of experts and other support for site redevelopment

During Budget Period 3, PORTSfuture continued to track and/or utilize informational resources from various entities that can assist with achieving site reindustrialization goals.

DOE-related entities such as U.S. DOE National Laboratories and Community Reuse Organizations

As warranted, the PORTSfuture Program connects with various experts at DOE National Laboratories and community reuse organizations around the country to seek information to inform our program activities and to discuss PORTSfuture Program activities in support of DOE EM cleanup and community preferred future uses for the site.

PJM Interconnection LLC

PJM is a Regional Transmission Organization (RTO) that addresses supply and demand for electricity in their geographical service area. PORTSfuture continues to track PJM activities and announcements related to grid capacity and potential load needs. This information is helpful in positioning reindustrialization partners' energy-related projects to be part of a viable electricity transmission and distribution hub via the PORTS site's PJM grid interconnection capabilities for the PJM region. In a previous grant year, PORTSfuture secured the PJM database of power plants designated to be deactivated in the PJM service area. Our energy industry partner, Trillium H2Power, used this database to evaluate the possibility of converting some of the deactivated power plants to produce electricity using hydrogen to expand power generation capacity resources.

Institute for Energy and Environment

PORTSfuture remains connected to the OU Russ College of Engineering and Technology (RCET), which houses a coal research center that is touted as one of the nation's leading academic energy research organizations. ISEE is developing innovative and responsible engineering solutions on issues related to domestic energy sources and alternative uses of coal in additive manufacturing. These efforts can play a key role in the development and operation of the site reindustrialization IES-CLM complex and contact with RCET ISEE is ongoing.

Institute for Corrosion and Multi-Phase Technology (ICMPT)

PORTSfuture remains connected to ICMPT at the OU Russ College of Engineering and Technology (RCET). ICMPT researches new ways to address corrosion in pipelines in partnership with a global gas and oil industry alliance. Pipelines will be a key infrastructure component for the site reindustrialization and contact with RCET ICMPT is ongoing.

Biomass, bio-digesters, bio products, and co-production systems

The PORTSfuture program maintains contacts with faculty researchers at Ohio University who are exploring opportunities for developing biomass, bioenergy, and bio product co-production systems to enhance energy resources. Biomass, bioenergy, and bio products could play a role in the redevelopment of the PORTS site.

Related OU academic disciplines

The PORTSfuture program continues to engage faculty and researchers from engineering, digital technologies, economic and community development, environmental studies, public administration/public policy, and other disciplines when applicable to advance grant activities.

OU Office of Research and Sponsored Programs

In previous grant years, the Vice President (VP) for Research and Creative Activity at Ohio University engaged with SODI and DOE EM through the PORTSfuture Program to learn more about the site reindustrialization effort. The OU Research Office remains committed to providing support to our work, whenever possible, and specifically by linking relevant OU researchers to site reindustrialization efforts.

OU entrepreneurial ecosystem

Ohio University's Small Business Development Center (SBDC), APEX procurement technical assistance center (APEX), TechGROWTH Ohio entrepreneurship program, Innovation Center, and OU Tech Transfer Office are excellent resources for the PORTSfuture Program. These entities provide expert entrepreneurial education, business assistance, approaches for procuring government contracts, and venture development connections in Appalachian Ohio. These groups provide specific services that may be utilized by reindustrialization partners when applicable.

National experts and thought leaders

Ohio University's PORTSfuture grant leverages and incorporates University resources and relationships by engaging well-respected national experts and thought leaders in our grant activities. These august individuals provide valuable guidance to our work and raise the visibility of efforts to reindustrialize the facility. During Budget Period 3, the following served in a consultative capacity to our grant activities:

- Mike Zimmer, Esq., attorney, and international energy business development expert who previously served as an Ohio University Voinovich School Executive in Residence.
- Dr. Benjamin Cross, P.E., founder and CEO of NuSynergy Energy LLC and formerly with the U.S. Department of Energy Savannah River Site, is an energy integration expert who served as an Ohio University Voinovich School Executive in Residence.
- Dr. Greg Browning, President of Capital Partners, former Ohio University Trustee, former Director of the State of Ohio Office of Budget and Management, and former Senior Policy Advisor to Governor George V. Voinovich. Dr. Browning has served as a Senior Fellow and past chair of the Voinovich School of Leadership and Public Service advisory board.
- Dr. Lukas Brun is the Managing Director of Research and Economic Development at E4 Carolinas, an energy industry association. Dr. Brun specializes in global value chains and energy-led economic development, and he will be working on the PORTSfuture Program Nuclear Supply Chain analysis.
- Dr. Rob Handfield is the Bank of America University Distinguished Professor of Supply Chain Management at North Carolina State University and Executive Director of the Supply Chain Resource Cooperative. Dr. Handfield is an established expert in the field of supply chain management, which includes sourcing, supply market intelligence, and supply chain resilience. He is frequently quoted in various global media outlets regarding his expertise in the supply chain arena. Dr. Handfield will be working on the PORTSfuture Program Nuclear Supply Chain analysis.

Summary and Next Steps

Ohio University's PORTSfuture Program is honored to remain a part of, and to continue to add value to, DOE EM efforts to inform cleanup and end-state configuration and to support SODI's viable site reindustrialization. The work that occurred during Budget Period 3 under the Site Repurposing Continuation and Ongoing Technical Assistance, Public Outreach, Education, and Engagement for Property Transfer and Future Use activities created public value and served the public interest. These

activities informed site cleanup and future use planning, while leveraging the public assets of the PORTS site and the region to create regional economic prosperity.

The activities and information cited in this report serve to advance SODI's goal to develop a large-scale power generation and industrial complex at the site. It is important to restate and emphasize that these activities were conducted in a manner that was responsive to the stated future use preferences of the public in the four-county region near the site. These community preferences were identified at the beginning of Ohio University's involvement in this work and through various DOE EM, SODI, and Ohio University public engagement efforts. More information on the background, history, and evolution of the PORTSfuture Program can be found in Appendix 1. Information on the Integrated Energy System Closed Loop Manufacturing (IES-CLM) Complex Concept that served to inspire redevelopment activities can be found in Appendix 2.

Ohio University's PORTSfuture Program remains committed to continuing and expanding the vital activities that have been reported in this document to advance site cleanup and redevelopment. DOE EM, SODI, and PORTSfuture have identified the following areas in which Ohio University's PORTSfuture Program can continue to add value:

- Continue to conduct work depicted in the OU Current Grant Activities graphic shown earlier in this report in Figure 1.
- Expand existing partnerships and develop new partnerships to advance site reindustrialization and employment readiness/workforce development efforts.
- Continue to identify industry partners to ensure redevelopment of the PORTS site to the highest economic benefit. Conduct targeted industry site infrastructure analysis to inform sequencing for cleanup. This includes conducting a comparison of current site conditions versus conditions needed to support commercial use in specific targeted industry sectors to inform DOE EM decisions on property transfer.
- Identify siting requirements of private developers such as infrastructure and other assets to be left in place when possible, resulting in cost avoidance for DOE EM. Develop a utility strategy for SODI in its efforts to recruit new developers.
- Produce data and GIS needed to support cleanup and site reindustrialization. This may include maintaining and/or expanding existing data products, GIS products, creating profiles of regional economies, and/or other data products to be determined.
- Continue to conduct economic impact analysis, workforce analysis, and other types of data analysis, and apply results when developing site redevelopment and employment readiness strategies.
- Assist SODI in developing and executing a financial plan to increase SODI's capacity to obtain the resources necessary to redevelop the PORTS site.
- Continue to assist in resource acquisition for SODI and labor partners through proposal writing and proposal implementation assistance to advance site readiness and workforce readiness goals.
- Continue executing public information initiatives and collaborate with SODI to promote site redevelopment progress through public information activities to audiences that include industry prospects, businesses, nonprofits, economic development professionals, elected officials, regional, state, and federal organizations and agencies, and the public.
- Continue to disseminate program information through websites, presentations, roundtables and other meetings, webinars, public open houses, newsletters, social media, news releases, and/or conferences as appropriate.
- Assist SODI in fielding requests for property as appropriate. This includes assisting SODI with requests to DOE EM for property and includes responding to private sector requests to SODI for property.

- Continue and/or expand Science, Technology, Engineering, and Mathematics (STEM) engagement activities designed to encourage regional students to explore and engage in STEM discipline activities. The goal of these activities is to encourage students to pursue careers in these in-demand fields that provide well-paying employment opportunities. STEM engagement activities also serve to inform students of future employment opportunities with the incoming developers involved in site reindustrialization.
- Continue to leverage other funding opportunities whenever possible and especially pursue opportunities to bring private sector dollars and/or public private sector partnerships into the site reindustrialization process. This includes building upon current initiatives with entities such as:
 - Commercial partners interested in exploring opportunities at the site.
 - University partners interested in conducting research, development, and deployment activities relevant to site redevelopment.
 - Technology commercialization experts, private sector venture capitalists, and pre-seed fund resources interested in investing in southern Ohio companies.
- Other activities will be defined in collaboration with program partners as needs are identified.

Appendix 1 PORTSfuture's Focus, Background, History, and Evolution

PORTSfuture's focus

The Ohio University PORTSfuture Program provides a wide range of technical assistance services to enhance data-driven approaches to support DOE cleanup, property transfer, and advancement of redevelopment goals to ensure the DOE PORTS site is leveraged to the highest economic benefit for the region.

PORTSfuture expands SODI's redevelopment capacity, supports the attraction of private developers and private capital, expands workforce readiness, broadens stakeholder involvement, increases public awareness, and engages regional youth in STEM activities.

In the broadest of terms, PORTSfuture technical assistance is framed as:

- PORTSfuture and SODI facilitate and continue to expand the multi-stakeholder redevelopment partnership among federal, state, regional, and local entities as well as private industry.
- PORTSfuture and SODI collaborate to attract private sector developers and private capital.
- PORTSfuture provides proposal writing, grant management, and grant deployment assistance to SODI and its partners to expand resources for advancing site redevelopment.
- PORTSfuture and SODI execute ongoing stakeholder engagement activities with national experts, national labs, local and regional economic development and workforce organizations, Chambers of Commerce, local, state, and federal elected officials, labor groups, state and federal agencies, community members, and a multitude of regional stakeholders.
- PORTSfuture implements an extensive array of stakeholder engagement platforms.
- PORTSfuture provides expertise to SODI and other partners with implementation of applied data that PORTSfuture produces with Ohio University experts, resulting in data-driven decision-making to advance redevelopment. Data produced includes:
 - Applied environmental studies.
 - Data analysis, economic impact analysis, workforce analysis, and supply chain analysis for future site uses.
 - Interactive Geographic Information System for site infrastructure and regional assets utilized in cleanup, property transfer, and redevelopment.
 - Virtual Model for 3-D site rendering to inform cleanup, property transfer, and redevelopment.
 - Other technical reports and tools to support various aspects of SODI's site redevelopment.
- PORTSfuture engages external experts on topical areas as needed.
- PORTSfuture also provides a variety of K–12 STEM activities to regional youth who will serve as the future workforce.

PORTSfuture's focus on site cleanup and redevelopment in broad time frames

- 2010–2014-Focused on defining community preferred future uses for the PORTS site, informing DOE EM cleanup and property transfer, defining SODI's redevelopment vision, establishing redevelopment strategy, producing data, tools, GIS, various technical assistance, engaging in consultations with national experts, and ongoing stakeholder engagement.
- 2015–2019-Focused on refining and deploying the redevelopment strategy to leverage site for large-scale job creation, property transfer began with 80 acres transferred in 2018, producing data, tools, GIS, virtual model, various technical assistance, engaging in consultations with national experts, and ongoing stakeholder engagement.
- 2020–present-Focuses on attracting and supporting private sector developers, establishing workforce readiness, property transfer continues with ~226 acres transferred in 2023 and ~48 acres transferred in 2025, property sales and lease agreements are occurring, producing data, tools, GIS, virtual model

enhancements, various technical assistance, engaging in consultations with national experts, and ongoing stakeholder engagement.

Background

The U.S. Department of Energy's former Portsmouth Gaseous Diffusion Plant (PORTS) near Piketon, Ohio, has been an important economic player in the Pike, Scioto, Ross, and Jackson County region for decades. This fact has greatly impacted the region's socioeconomic profile. As the deactivation and demolition process continues at the PORTS site, it is expected that this transition period will lead to further changes in the region's socioeconomic profile including the creation of socioeconomic stressors as well as growth opportunities. The extent to which decision makers can minimize transitional stress and maximize the economic prospects for the region hinges upon the cleanup and transfer of the PORTS site and site assets for other beneficial economic use.

Leveraging foundational public engagement activities

Site repurposing continuation and Ongoing Technical Assistance, Public Outreach, Education, and Engagement for Property Transfer and Future Use activities build upon site repurposing and outreach activities conducted with 3161 funding (federal funds focused on benefits to workers) during 2013–2015 as well as the work conducted under previous grants. These activities also build upon findings from the Ohio University PORTSfuture Program's original grant work under the public outreach task completed in 2012. Under the outreach task, PORTSfuture conducted a 15-month, broad-based, grassroots, public participation process in Pike, Scioto, Ross, and Jackson counties to identify residents' future use preferences for the PORTS facility. Community participants in outreach activities included residents, economic development entities, environmental groups, nonprofits, businesses, governmental interests, labor groups, and other stakeholders in the four counties near the PORTS facility.

To inform the design of the outreach project, PORTSfuture conducted qualitative research that included interviewing key site stakeholders, conducting four focus groups with members of the public, administering a regional telephone survey to gain information about residents' opinions on major problems facing local communities and residents' awareness/knowledge of the site and cleanup efforts, and gathering residents' preferences for possible site future uses. Results from this qualitative research were used to design Community Visioning Teams that further broadened opportunities for public involvement at a more in-depth and focused level. Future use scenarios were developed by community participants in County Visioning Teams and voted on by the public at large at numerous public events and online. County Visioning Teams were provided with summary findings from the qualitative research, data on the site and site assets, cleanup plans, and reports that detailed environmental conditions at the site. Throughout the visioning process, community participants reviewed and discussed the data and used this input in creating their future use scenarios. The full outreach report can be found here:

<https://www.portsfuture.com/public-outreach-and-public-outreach-report/>

Public voting on future use preferences occurred online and in-person at public events throughout the region from July 15, 2011, to September 30, 2011. A total of 1,141 people voted on the nine scenarios. Each person could select up to three scenarios as preferred options for future use consideration for PORTS. Results of the multiple-choice voting, with the top four scenarios highlighted in red font, are as follows:

Scenario Name	Total Votes
Nuclear power plant	495
Other energy production	475
Industrial park	421

National research and development	418
Warehousing, distribution, and transportation hub	179
Training and education facility	160
Metal recovery facility	152
Multi-use southern Ohio education center	143
Greenbelt	131

Scenario preferences obtained through the public voting activities were reported to site stakeholders, and the final outreach task report was submitted during 2012 to the U.S. Department of Energy Office of Environmental Management Portsmouth/Paducah Project Office, DOE EM PORTS site officials, and the PORTS Site-Specific Advisory Board (SSAB) for their consideration related to cleanup and risk reduction decisions. These results served to inform site repurposing activities in subsequent years.

2013–2015

Staff from OU, SODI, DOE EM, and relevant site contractors met regularly and engaged in activities to achieve the collaborative goals of informing DOE EM cleanup, end-state configuration, and accelerated property transfer at PORTS. Efforts focused on identifying viable options for best leveraging the site and site assets and identifying related industrial sectors that could be recruited as future tenants of a reindustrialized PORTS reservation. The energy sector was vetted in depth, and the potential to attract energy-related businesses to locate at the site appeared to be extremely favorable. Due to southern Ohio's long-standing ties to energy industries, the ability to develop and strengthen an energy cluster in the region will be enhanced with the site cleanup, transfer, and reuse.

During 2014, the President and CEO of the International Economic Development Council (IEDC) met with the collaborative group to discuss strategies for site reindustrialization in the identified priority future use scenarios that included energy production, industry park/manufacturing, and research and development. The IEDC President, in his role as an OU Voinovich School Senior Fellow, continued to provide expert input and guidance to grant activities as requested and in-person, usually twice per year, until his retirement in 2022.

To gather meaningful input from energy industry leaders and state and regional economic development professionals, a regional energy sector roundtable was held in May 2014 to further inform site reuse planning. The roundtable discussion focused on identifying opportunities to develop energy sector businesses at the PORTS site in the form of Public-Private Partnerships (P3s). Ohio University designed the roundtable concept in conjunction with IEDC and other national experts and in consultation with energy industry leaders. This information resulted in a concept paper that guided the materials developed for the session, the participant recruitment, and the facilitation design for the roundtable.

The roundtable was well attended and included representatives from private industry, economic development, government, national level consultants, PORTS Site Specific Advisory Board (PORTS-SSAB), DOE EM, SODI, and site contractors. The Energy Sector Roundtable revealed key insights regarding the most feasible energy industries to pursue including biochemicals such as polymers and plastics, waste recycling/waste transformation, waste heat recovery, municipal waste processing, anaerobic digestion, methane combustion, metals recycling, energy generation, energy storage and micro-grids, biofuels and bio-products, and advanced uses of coal such as coal to liquids. The goal is to recruit industries that can work in tandem to develop energy for powering collocated industries and provide economic benefit to the region.

During the winter of 2014–2015, Mike Zimmer Esq., an energy project and finance attorney, international energy business development expert, and Ohio University Voinovich School and Russ College of

Engineering and Technology Executive in Residence, authored an industry profile paper that discussed top energy sector industries viable for siting at PORTS. The paper can be viewed here:

<https://www.portsfuture.com/wp-content/uploads/2019/03/PORTSfuture-Energy-Sector-PORTS-Campus-White-Paper.pdf>

In February 2016, Dr. Benjamin Cross P.E., Principal of NuSynergy Energy LLC, Ohio University Voinovich School Executive in Residence, and formerly Senior Advisor for the Energy Directorate at the Savannah River Site, authored a white paper on establishing an Appalachian Regional Energy Cluster. This white paper provides an overview of industry clusters and discusses why the establishment of an Appalachian Regional Energy Cluster is considered a prerequisite for enhancing the viability of locating an Integrated Energy System-Closed Loop Manufacturing (IES-CLM) complex at the DOE PORTS site.

The white paper can be viewed here: <https://www.ohio.edu/ce3/resources/upload/CE3-Appalachian-Regional-Energy-Cluster-White-Paper-Feb-2016-FINAL.pdf>

This information served to guide subsequent grant activities related to site repurposing.

2016–2021

Site redevelopment activities were informed by and built upon the previous efforts cited above. At the request of SODI, the local community reuse organization, PORTSfuture site redevelopment activities were directed to focus on supporting the development of an Integrated Energy System/Closed Loop Manufacturing (IES-CLM) complex at PORTS to align with insights garnered throughout previous site redevelopment grant work. An IES-CLM complex could attract and expand industries in the region, leverage coal and shale resources in additive manufacturing applications, create jobs, and grow the southern Ohio economy. For more detailed information on the IES-CLM concept, see Appendix 2 below.

This strategy includes employing a multi-disciplinary cluster approach for regional development utilizing the PORTS campus as one element of a regional economic adaptation strategy. This approach is based on the notion that clusters develop across a geographic area, and businesses provide synergy across/among each other, which will enhance cluster growth. This cluster approach was consistent with the previously cited public preferences for site reuse. Additionally, during this time, southern and eastern Ohio had been identified as potential areas for siting billion-dollar petrochemical industries that were related to the shale boom in Ohio and western Pennsylvania. The PORTS site has the infrastructure capacity to serve as a major petrochemical industry hub. Since that time, the plans for development of a petrochemical cracker facility in eastern Ohio that would have launched a regional petrochemical industry hub were tabled by the companies that had been planning to develop that facility. The PORTS reindustrialization efforts have since focused on energy production collocated with high-volume industrial users in other industry sectors.

Another burgeoning industry across the nation and especially in Ohio relates to data centers, which consume vast amounts of electricity. The PORTS electrical infrastructure and interconnection to the PJM national grid positions the site to be an ideal location for a central hub for power generation, transmission, and distribution for decades to come. The DOE EM PORTS site is widely viewed as a major regional asset that can greatly enhance efforts to develop regional clusters in the areas of energy, advanced manufacturing, power generation, power transmission, power distribution, and hyper-scale data processing. The site could be reindustrialized in these areas to enhance the economic viability of the region for future generations of Ohioans.

Beginning in 2020, our site reindustrialization efforts expanded to include private sector developers capable of producing energy in the form of hydrogen for use in power generation and additive manufacturing. We retained our partnership with Hecate Energy, an international utility-scale energy developer, as well as with private companies who conducted a siting study to determine assets at the site that are aligned with attracting advanced nuclear small modular reactor projects in the future. Oklo Inc., an advanced nuclear small modular reactor (SMR) developer, emerged as the first SMR company to express interest in developing a project as part of the PORTS site reindustrialization. With these core energy producer partners, we are remaining steadfast to our articulated vision of engaging in a multi-faceted energy strategy with site redevelopment.

2021–present

Collaborative site repurposing efforts between PORTSfuture and SODI to launch an Integrated Energy System-Closed Loop Manufacturing complex have evolved to incorporate attracting high-volume electricity users in the space of hyper-scale data processing, and more recently, in the area of data centers. Core partners currently include PORTSfuture, SODI, Ohio labor steering committee, Trillium H2 Power (formerly referred to as Newpoint Gas LLC), Oklo Inc., and Hecate Energy with other developers planning announcements in FFY26. We have established solid relationships with federal agencies and officials and with DOE Office of Environmental Management leaders to advance site redevelopment.

Reindustrialization efforts continue to be widely socialized throughout the SODI four-county footprint, throughout the Ohio Valley Regional Development Commission region, and at the state and federal levels. Redevelopment continues to enjoy widespread support as we continue to engage with diverse types of stakeholders. One of the most impactful aspects of the work is the ongoing involvement of Ohio labor leaders who serve as our labor steering committee. The steering committee meets regularly with the redevelopment team and has been active in helping private sector developers to identify private financing for their planned projects. The labor group will be integral to ensuring that a trained and ready workforce is available for private industry as projects are constructed and become operational. Additionally, the labor group continues to engage in robust advocacy with elected leaders at the state and federal levels and with U.S. DOE headquarters. Our joint work with this labor committee has helped to establish strong support at the state and federal levels for the site reindustrialization vision.

Appendix 2 Integrated Energy System Closed Loop Manufacturing (IES-CLM) Complex Concept

In the early stages of site reindustrialization planning, PORTSfuture and SODI worked closely with Dr. Ben Cross, retired Professional Engineer from the U.S. Department of Energy Savannah River Site, to analyze the site assets, including land, infrastructure, and location, to determine the highest value strategy for site redevelopment. Dr. Cross has spent decades in the energy field and holds vast knowledge of various energy and manufacturing systems, and he specializes in planning approaches to leverage these systems through collocation. Dr. Cross provided an overall recommendation for leveraging the site assets to their highest economic potential by pursuing the development of an Integrated Energy System-Closed Loop Manufacturing (IES-CLM) complex on land transferred from the PORTS site. The IES-CLM concept has served as a guiding strategy for SODI's and PORTSfuture's site redevelopment efforts.

The technical definition of an IES is two or more energy resources utilized as inputs to two or more physically coupled subsystems to produce one or more energy commodities as outputs. A simpler definition is multiple energy resources combined to produce one or more energy-related products. An IES embodies a synergistic integration of a multi-faceted energy strategy.

The key aspects of an IES-CLM are collocating, combining, interconnecting, and/or networking of energy producers and energy users and utilizing waste outputs from one industrial process as an input or feedstock into a different industrial process. In an IES-CLM, the “whole” is worth more than the “sum of the parts,” value is the driver, and desired value propositions such as high efficiency, high reliability, acceptable production costs, and creation of more permanent, higher quality jobs are achieved. An IES-CLM results in industrial symbiosis as depicted in Figure 1A below.

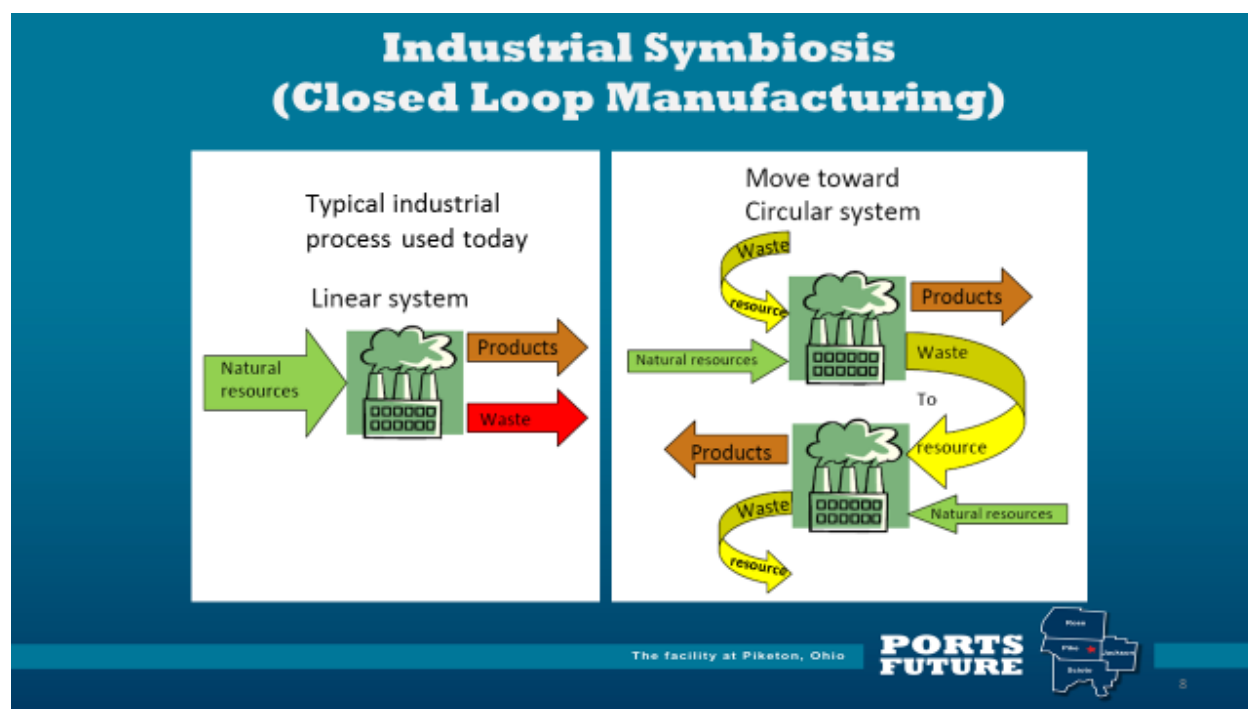


Figure 1A. Industrial symbiosis depiction

IES-CLM complexes integrate high-temperature heat with industrial technologies to produce electricity for use by manufacturers, data centers, and residential consumers; supply predictable, low-cost energy for industry and for the national grid; power industrial processes; and produce hydrogen for transportation fuels, ammonia production, silicon production, and the hydrogen fuel cell market to name a few. Creating

an IES-CLM at the PORTS facility will serve and expand existing markets, create new markets, establish new applications for value-added manufacturing with the region's coal and natural gas assets, utilize hydrogen across components of the IES-CLM, develop flexible processes to accommodate market shifts, and utilize residual heat to drive low-temperature processes such as water purification (e.g., distillation, osmosis) and enzymatic processes (e.g., fermentation, anaerobic digestion).

The SODI IES-CLM Project could be developed along these time frames:

- Near-term (1 to 4 years)-Deployment of current technologies that are scalable and investable now to build a process plant that produces power for industrial use and hydrogen to create ammonia, silicon, and/or other hydrogen-derived products needed by industries to meet their market goals. Collocation of high-volume electricity users such as data centers and other industries.
- Mid-term (4 to 15 years)-Transition and prepare for the potential addition of advanced nuclear small modular reactors and other energy sources, energy battery storage, and process plants to accommodate changing economic environments.
- Long-term (15+ years)-Integration and optimization of energy sources and industrial processes and continued recruitment of industries to accommodate changing economic environments.

A graphical depiction of the Integrated Energy System-Closed Loop Manufacturing concept is depicted in Figure 2A below.

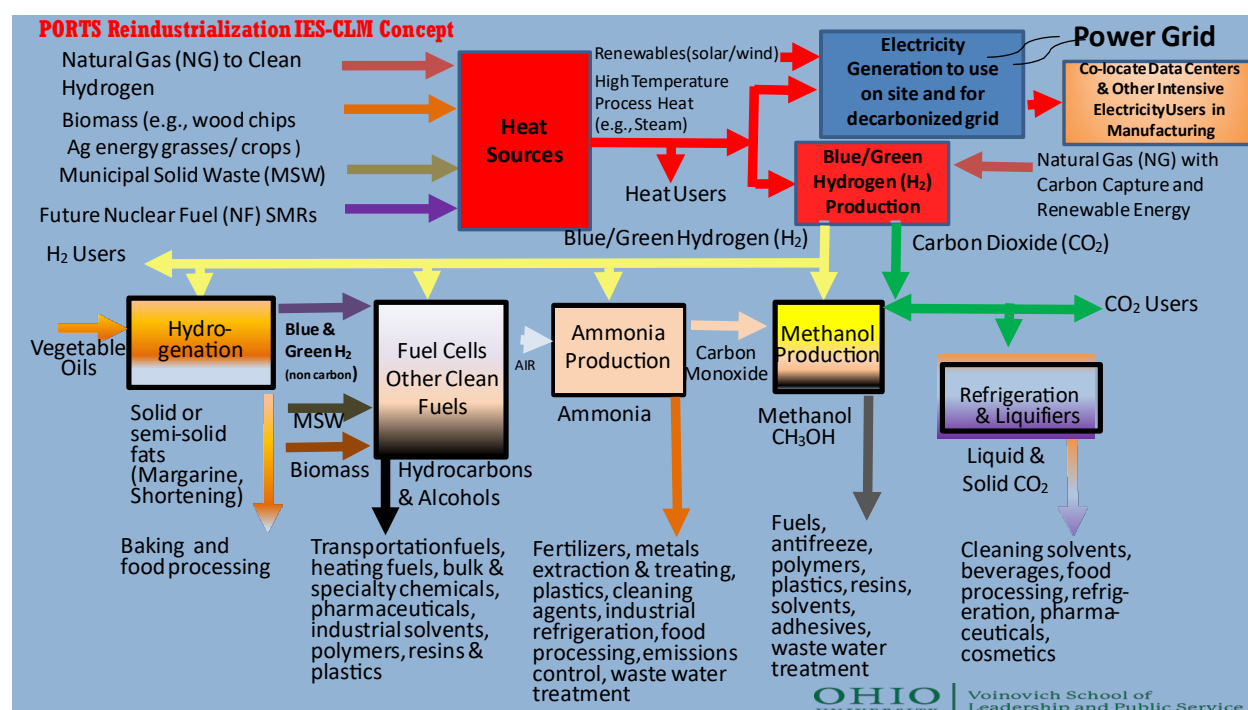


Figure 2A. Integrated Energy System-Closed Loop Manufacturing Concept overview graphic

Regional cluster development will occur with the growth of natural spin-offs from the core IES-CLM complex at the former PORTS facility, as various industries can realize more effective production costs when collocated within an IES-CLM. Industries that are high-hazard, high-security, high-investment, and/or require extremely high-temperature process heat can be located within the secure area of the IES-CLM complex. Other industries can tie into the IES-CLM complex to access heat, electricity, hydrogen, and other production outputs via transportation networks (e.g., roads, rail, and pipelines). A depiction of the potential for regional cluster development with an IES-CLM complex follows in Figure 3A below.

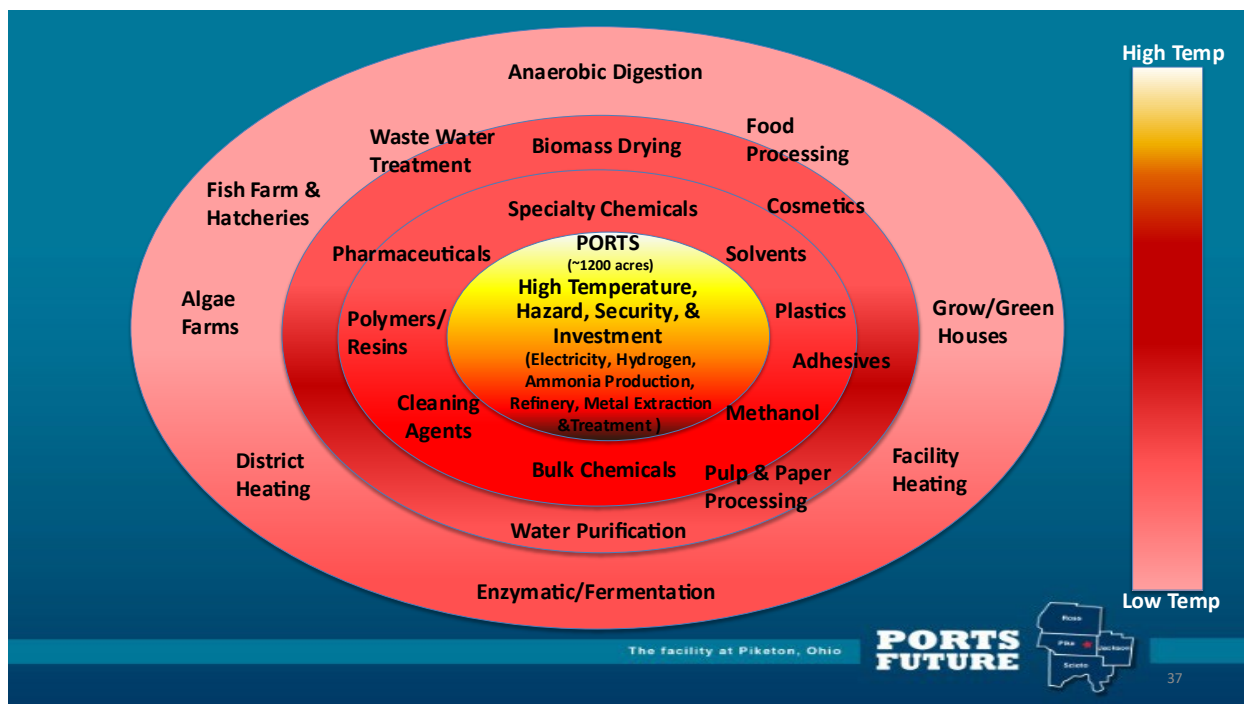


Figure 3A. Potential for regional cluster development with an IES-CLM complex

Reindustrialization of the PORTS site into an IES-CLM complex would serve as an excellent example of converting a national liability to a national asset, resulting in much-needed regional economic development. This effort is an extraordinary opportunity to demonstrate what can and should be done with former DOE Defense Nuclear Sites or other brownfield sites. The IES-CLM complex will provide enduring and non-exportable jobs focused on optimizing the efficiency of energy production and utilization. Utilizing coal assets as a chemical feedstock to make new and innovative products is an excellent opportunity for economic development. Using coal and shale assets in additive manufacturing and differentiating the regional economy will revitalize the region.

Citizens will have access to an increased number of high-quality and higher-paying jobs. Economic impact analyses and workforce analyses of prospective future jobs have been and continue to be conducted by Ohio University's PORTSfuture Program. The region's entire economy will benefit from the site reindustrialization in the form of direct economic impacts (i.e., worker wages), indirect economic impacts (i.e., commerce and business revenue), and induced economic impacts (i.e., purchasing of goods and services in local communities that will generate business and job expansion and enhance state and local tax revenue). It is impossible to overstate the impact that site reindustrialization will have on the region's economy, as there have been no large-scale industry start-ups or expansions to replace the former DOE plant operations in this part of southern Ohio.

PORTSfuture Program grant activities supported SODI's collaboration with a nuclear industry collaborative that conducted a siting study funded by the DOE Office of Nuclear Energy. This study is applicable to any site that may be considered by an advanced nuclear small modular reactor vendor. SODI is seeking to identify and pilot versatile, next-generation advanced nuclear small modular reactor technologies at the PORTS site. These nuclear reactors could serve as the long-term source of high-temperature heat to power aspects of an IES-CLM complex at PORTS and could serve as a vital source of power for high-volume users of electricity as well as supplying energy to the national electric grid. Deployment of innovative advanced nuclear technologies would be attractive

[illegible]