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**STRATEGIC PLAN FOR THE FERNALD ENVIRONMENTAL MANAGEMENT  
PROJECT DRAFT MAY 27, 1994**

06/14/94

DOE-FN  
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REPORT

PUBLIC

# **STRATEGIC PLAN**<sup>5673</sup> **for the Fernald Environmental Management Project**

## **FERNALD**



*a Better World of  
Environmental Excellence*

**May 27, 1994**

**U.S. Department of Energy  
Fernald Field Office**

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**DRAFT**

**DRAFT STRATEGIC PLAN  
for the  
FERNALD ENVIRONMENTAL MANAGEMENT PROJECT**

**U.S. DEPARTMENT OF ENERGY  
FERNALD ENVIRONMENTAL MANAGEMENT PROJECT  
FERNALD FIELD OFFICE**

**MAY 27, 1994**

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### MESSAGE FROM THE MANAGER

It is exciting and satisfying when you feel you are part of some great enterprise -- something more important than just earning a living, staying busy, and letting life slide by. The environmental restoration of Fernald is just that kind of enterprise. Here we can show that environmental mistakes can be healed.

There are many involved in this enterprise -- Fernald employees, government regulators, elected officials, neighbors, and concerned citizens. Our involvement has made Fernald part of our lives. In years hence, when we look back at this part of our life, what will we think about it? How will it make us feel? Will we be confident that we did a good thing safely, efficiently, and with innovation?

Let's make sure that we can feel pride in what we achieve here. To ensure in the future that sense of pride, we must have a plan to follow in the present. The strategic plan you hold in your hands is that plan. It is a vision for success. It tells us where we are going and how we are going to get there. It is a collective vision. We have tried to incorporate the views and values of everyone who is a part of this enterprise. It is also a living vision. It is something that can be changed as we learn and grow.

What makes this a plan that will bring success? Just one thing -- our commitment. It is the commitment of the people who have made it, live by it, and who remake it that will make this plan valuable. Let's live up to this plan so that when our task is finished we can say, "Yes, I was part of that project, it was a good thing we did, and we did it well. I helped make it happen."

J. Phil Hamric  
Manager, Fernald Field Office

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## STAKEHOLDER ACKNOWLEDGEMENT

The U.S. Department of Energy (DOE) has implemented a process for informing stakeholders of and involving them in Fernald's strategic planning process. This process gives people the opportunity to express their thoughts on the long-term vision of the Fernald Environmental Management Project (FEMP). Public outreach activities are tailored to suit the level of involvement desired by individual stakeholders. Some of the key stakeholder groups targeted by the DOE in the strategic planning process include:

- Members of the Fernald Citizens Task Force
- Fernald Residents for Environmental Safety and Health (FRESH)
- FERMCO employees and its subcontractors
- Fernald Atomic Trades & Labor Council (FAT&LC)
- Greater Cincinnati Building and Construction Trades Council (GCBCTC)
- International Guards Union of America (IGUA)
- U.S. Environmental Protection Agency (EPA)
- Ohio Environmental Protection Agency (OEPA)
- DOE officials
- Area elected officials and other interested agencies (Hamilton and Butler counties; Morgan, Ross, and Crosby townships; cities of Cincinnati, Hamilton, and Harrison; etc.)
- Interested members of the area's congressional delegation
- News media in the greater Cincinnati area
- Other local residents of the Fernald area and vicinity
- Other national and tri-state constituents with an interest in environmental restoration

The general communication strategy used during the strategic planning process is to encourage managers' acceptance of their responsibility to involve the public in key decisions that potentially affect them. DOE and FERMCO decision-makers, identified as "Goal Champions" for eight identified areas, have contacted interested stakeholders personally to seek input for Fernald's Strategic Plan. In addition, public information products have been designed to complement these face-to-face communications.

Various stakeholder involvement activities for the development of the Fernald Strategic Plan have been identified and are listed below:

- Workshop with members of FRESH and the Fernald Citizens Task Force to explain the strategic planning process held -- May 3, 1994.
- Briefing to Fernald envoys about the strategic planning process -- May 4, 1994.
- DOE and FERMCO goal champions contacted interested stakeholders about the strategic planning process -- contact began the week of May 9, 1994.
- Briefing to DOE-FN employees about strategic planning process -- May 10, 1994.
- Article published in a special safety edition of the *Forward!* encouraging employees to become active in the strategic planning process -- May 13, 1994.
- Discussions with U.S. EPA and OEPA about the strategic planning process -- week of May 16, 1994.
- Briefing to FAT&LC, GCBCTC, and IGUA leadership about the strategic planning process -- week of May 16, 1994.
- Briefing from FAT&LC, GCBCTC, and IGUA leadership to union employees encouraging their participation in the strategic planning process -- week of May 23.
- Draft Strategic Plan to be completed and sent to all stakeholders involved in the strategic planning process -- June 1, 1994.
- Draft Strategic Plan sent to managers and supervisors to review with their divisions and departments for input -- week of June 6, 1994.
- Briefing by senior DOE and FERMCO management to FERMCO employees at new series of employee roundtables about Fernald's Draft Strategic Plan -- Roundtables scheduled to begin on June 7, 1994 and will be held every week until all employees have had the opportunity to attend a session. Updates about the Strategic Plan will continue throughout the duration of the roundtables.
- Breakout session at the DOE Remedial Investigation/Feasibility Study (RI/FS) Community Meeting to receive input from the public on the Draft Strategic Plan - - June 14, 1994.

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Involvement from stakeholders will continue throughout the development of Fernald's Strategic Plan. The Final Strategic Plan is scheduled to be completed by September 30, 1994. Announcements about the availability of the plan to stakeholders will be made through various forums, once the plan is complete.

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## FUTURE LAND USE

The Fernald Citizens Task Force was formed in August 1993 to develop a public consensus about cleanup solutions and future courses of action at Fernald. The Task Force has 14 members and two alternates representing the major groups and public interests at the site.

The government agencies responsible for cleaning up Fernald seek recommendations from the Task Force on these strategic issues:

- What will be the future use of the land at the site?
- What should be the cleanup objectives?
- How will wastes be disposed?
- What should be the cleanup priorities?

After considering background information concerning the FEMP and evaluating alternative approaches to its mandate, the Task Force has determined to concentrate first on its recommendation on the future use of this DOE facility. Although the Task Force will be considering several strategic issues -- including waste disposition, cleanup objectives, and cleanup priorities -- a recommendation on future use is the foundation for these other decisions.

Although DOE has asked the Task Force for an opinion about future land use, current decision documents reflect assumptions about the future use of the FEMP. However, those assumptions are expected to change as a result of the Task Force's recommendation on land use for the site. The recommendations of the Task Force will be an essential component of the decision-making process.

## OVERVIEW OF THE FERNALD ENVIRONMENTAL MANAGEMENT PROJECT

The Feed Materials Production Center (FMPC) was a large-scale, integrated facility for producing highly-purified uranium metal products used as feed materials in U.S. defense programs. Historically, the plant produced uranium products including derbies, ingots, billets, fuel cores, and targets for DOE sites in Rocky Flats, Colorado; Savannah River, South Carolina; Oak Ridge, Tennessee; and Hanford, Washington. Much of the FMPC product provided "feed material" used in DOE production reactors to make plutonium and tritium.

Production at the facility was suspended in July 1989 and officially ended in June 1991. The facility was renamed the Fernald Environmental Management Project (FEMP) in August 1991 to reflect its new mission of environmental restoration.

Production peaked at Fernald in the early 1960s at about 10,000 metric tons of uranium (the plant's designed production rate), and then declined to a low of about 1,230 metric tons in 1975. In the 1970s, closure of the FMPC was under consideration. Then in 1981 planning for renovation was started in anticipation of requirements approaching the originally-designed capacity of the facility. However, the site's production requirement decreased dramatically when the N Reactor at Hanford stopped operation in 1988, followed by the shutdown of production reactors at Savannah River for repairs and upgrading.

Construction of the facility began in 1951, and full production started in 1953. Initial construction cost was \$117 million, followed by a \$60 million expansion in the mid-1950s.

From 1951 to 1985 the FMPC was operated by National Lead of Ohio (NLO) under a contract with the DOE and its predecessor agencies. Westinghouse Materials Company of Ohio (WMCO), a subsidiary of Westinghouse Electric Corporation, took over operation of the facility in 1986. WMCO became the Westinghouse Environmental Management Company of Ohio (WEMCO) in July 1991.

In December 1991, DOE issued a Request for Proposals for its first Environmental Restoration Management Contractor (ERMC) to take responsibility for the cleanup and final remediation of Fernald. The Fernald Environmental Restoration Management Corporation, a subsidiary of Fluor Daniel Inc., was awarded the contract in August 1992. Following a three-month transition period, FERMCO assumed responsibility for the Fernald cleanup on December 1, 1992.

A key activity in the long-term environmental restoration at Fernald is the remedial effort under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) to define the environmental problems associated with the site and develop recommended remedial actions to address those concerns.

Under a Consent Agreement between DOE and the U.S. Environmental Protection Agency (EPA), the site has been divided into five Operable Units (OUs) addressing various problem areas. An individual Remedial Investigation/Feasibility Study (RI/FS) is being conducted for each of these Operable Units. Under this system, design and implementation work can begin on specific environmental concerns as soon as the alternatives are developed. The Operable Units were defined based on their location or the potential for similar response actions and include:

- Operable Unit 1 -- Waste Pit Area
- Operable Unit 2 -- Other Waste Units (solid waste landfill, south field disposal areas, flyash piles, lime sludge ponds)
- Operable Unit 3 -- Former Production Area
- Operable Unit 4 -- Silos 1-4
- Operable Unit 5 -- Environmental Media (groundwater, soil, sediments, surface water, air, vegetation, wildlife)

The RI/FS process includes extensive sampling and analysis of soil, water, and other media to detect and quantify levels of contamination present in the various operable unit areas. Once the nature and extent of the contamination has been defined, a structured analysis of alternative methods of removing or containing the contamination is undertaken.

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A Record of Decision will be prepared to specify the remedial alternative for each operable unit. The first Record of Decision (Operable Unit 4) is scheduled for July 1994, followed by Operable Unit 1 in November 1994, Operable Unit 2 in January 1995, Operable Unit 5 in July 1995, and Operable Unit 3 in April 1997. An Interim Record of Decision (IROD) for Operable Unit 3 identifies DOE's preferred alternative to accelerate the decontamination and dismantlement of the contaminated buildings and structures at the FEMP. The Operable Unit 3 IROD has been reviewed, and is expected to be signed by the DOE by the end of June 1994, and approved by the U.S. and Ohio EPA's in late July 1994.

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## OVERVIEW OF THE STRATEGIC PLANNING PROCESS

The DOE and the federal government as a whole, are currently undergoing significant changes. Current initiatives, such as reinventing government and total quality management, are refocusing the way DOE conducts business, from that of controlling to that of empowering employees, from that of secrecy to that of openness, and from that of lacking accountability to that of setting goals and measuring of progress against them.

Energy Secretary Hazel O'Leary released the U.S. DOE Strategic Plan in April 1994. This plan is DOE's initial step in integrating its business activities. Five areas were identified as critical business activities; and goals, strategies, and performance measures were identified in each of the five business activities.

The Office of Environmental Management (EM) has issued draft Strategic Planning Guidance that requires DOE site-specific strategic plans. EM's Strategic Plan outlines six strategic goals that EM site-specific plans must support.

The DOE Fernald Strategic Plan's vision, mission, strategy, and goals were designed to contribute to EM's efforts for achieving Secretary O'Leary's priorities. The alignment of DOE Fernald's (DOE-FN) Strategic Plan with DOE and EM's strategic planning efforts, coupled with stakeholder involvement, will further DOE-FN's ability to fulfill its mission and achieve its vision.

The development of Site-Specific Strategic Plans requires the involvement of all stakeholder groups. The contents of a strategic plan include identifying a site's vision, mission, and shared values, which assist the site in achieving its identified strategic goals. Strategic planning is also integrated with other site planning efforts to guide policies and future decision-making. Strategic planning includes longer-term planning, usually at least ten years. The next step in the strategic planning process is to focus on developing the strategic goal actions and performance measures.

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Strategic planning is a continuing process. Fernald's Strategic Plan will be reviewed at least annually and revised as appropriate. The Strategic Plan is a living document and will continue to change in today's dynamic environment.

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## VISION

*The DOE, by the year 2020, through worker and community participation will strive to attain mutual goals that will restore, stabilize, protect and enhance the Fernald site and surrounding environment for current and future generations.*

*We will address all environmental and health issues, according to health and safety standards and community values, and create an asset for the region that will instill lasting partnership among federal, state, and local government and the public and private sector.*

## MISSION

The DOE and its environmental management contractor jointly developed the FEMP mission statement. The jointly developed mission statement is:

*Together DOE and FERMCO are committed to protecting human health and the environment through the safe, least cost, earliest, final cleanup of the Fernald site, within applicable DOE Orders, regulations and commitments, and in a manner which addresses stakeholder concerns.*

The success of environmental restoration activities at the FEMP will come from actions which implement and further this mission statement. Fernald's Strategic Plan has been developed with these objectives in mind.

**SHARED VALUES**

DOE and FERMCO have jointly developed shared values. The FEMP management team values people as its most important resource. Through the efforts of the people involved in FEMP work activities, the goals of this strategic plan will be met, the mission fulfilled, and the vision achieved. The jointly developed shared values are:

- PEOPLE:** We care about people's needs and aspirations and actively advocate diversity and career growth.
- INTEGRITY:** We are honest, truthful, and have mutual respect for all people.
- TEAMWORK:** We work together towards common goals to provide a win-win environment for all.
- OPENNESS:** We communicate openly and candidly and are responsive to the ideas of others.
- ACCOUNTABILITY:** We are accountable to meet or exceed the expectations of governmental authorities, the public, and ourselves.
- CONTINUOUS IMPROVEMENT:** We are committed to excellence in all we do, and to improving safety, work processes, technology, and ourselves by measuring and enhancing our performance.

**GOAL 1: SAFETY**

**GOAL CHAMPIONS:** Wally Quaider and Don Paine

**GOAL STATEMENT:** Provide a safe work environment which positively impacts the lifestyle of the FEMP population.

**APPROACH 1.1:** Provide leadership and direct hands-on support for the FEMP safety and health culture by encouraging action through teamwork; to develop ways to make management at all levels accountable for safety in their work; to provide resources to accomplish program objectives, and to foster an attitude for change in the most flexible approach.

**ACTION STEPS:**

- Define the roles, responsibilities, and accountability of site personnel.
- Obtain FEMP leadership support, buy-in, and ownership to a new FEMP safety culture.
- Obtain union leadership support, buy-in, and ownership to a new FEMP safety culture.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 1.2:** Encourage employee involvement, including the buy-in and ownership of programs and processes by managers, supervisors and workers. Employee involvement activities develop the mechanisms to ensure the employee participation in safety is easy and rewarding. Increase the commitment to ownership and responsibility for safety success by those closest to the work. Work teams participation in safety decisions will build the FEMP safety culture.

**ACTION STEPS:**

- Develop avenues to encourage employee participation and ownership of safety.

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- Develop mechanisms for supervisors to encourage and support participation.
- Encourage worker input in policy, procedures, and program developments that impact their work.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 1.3:** Build a reward/recognition program that motivates employees and recognizes employee contributions towards safety excellence.

**ACTION STEPS:**

- Create activities which motivate FEMP employees to participate in the safety program.
- Develop a recognition program for reward recipients and a program to publicize safety contributions.
- Review existing safety incentive programs and revise programs to promote ownership and timely reward of safety successes.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 1.4:** Establish and implement communications channels that promote employee ownership and involvement in the safety program.

**ACTION STEPS:**

- Develop a vision of the new safety culture.
- Assess the applicability of current communications methods for cultural change, and develop other mechanisms for communications, as necessary, to promote the new safety culture.
- Develop communications within and among the Safety First Steering Teams.

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- Develop a strategy for communications to individuals and groups external to the Safety First Team.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 1.5:** Strengthen all training to increase employee awareness of safety-related decisions that effect their work activities and promote the safety first theme.

**ACTION STEPS:**

- Establish training requirements for the preparation of safety documents to ensure consistency, writer qualifications and document utility for the customer.
- Establish, promote, and ensure a cross training safety program.
- Review existing training programs and revise, as necessary, to promote the safety first theme.
- Incorporate communications and interpersonal skills techniques within safety training programs.
- Provide and promote consultation services to ensure safety strategies are included in training program design and development.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 1.6:** Merge the current Voluntary Protection Program (VPP) efforts, the Safety First Team efforts, and the Occupational Safety and Health Administration (OSHA) voluntary guidelines for safety and health plans into one cohesive effort with the intention of improving the safety culture at the FEMP through changing existing programs and/or where necessary, developing and implementing new programs.

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**ACTION STEPS:**

- Coordinate the efforts of the Environmental Safety and Health (ES&H) team as they:
  - Revamp the ES&H Comprehensive Environmental Safety and Health Plan manual
  - Develop the Occupational Safety and Health performance improvement program
  - Develop the VPP application
- Coordinate the interface of the Safety First Steering Teams in support of the overall Safety Strategic Plan.
- Ensure the design, development, and implementation of a hierarchy of documents defining the activities and behaviors that result in safe work practices.
- Ensure inclusion of all affected parties as the Safety Strategic Plan is developed.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**GOAL FIVE-YEAR VISION:**

The FEMP will become a model within the DOE complex for its safety program and culture.

**GOAL TEN YEAR-VISION:**

The FEMP will become a model within the DOE complex and recognized by external organizations for its safety program and culture.

**GOAL 2: PROTECTING HUMAN HEALTH AND THE ENVIRONMENT BY  
ELIMINATING URGENT AND LONG TERM RISKS**

**GOAL CHAMPIONS:** Jack Craig and Mike Yates

**GOAL STATEMENT:** Manage and eliminate urgent FEMP risks to protect human health and the environment through CERCLA removal actions and the acceleration of remedial actions.

**APPROACH 2.1:** Through interactions between DOE, FERMCO, regulators, the Fernald Citizens Task Force, and other stakeholders, we will prioritize cleanup activities to address urgent and long-term risks. We will conduct removal actions on all identified urgent risks and accelerate remedial actions where possible. The IROD for Operable Unit 3 will be utilized for decontaminating and dismantling the facilities at the Fernald site.

**ACTION STEPS:**

- Identify, document and communicate urgent and long term FEMP risks to human health and the environment.
- Reach consensus on risks and priorities.
- Identify and list activities required to address short term risks.
- Identify necessary budget and resources to address risks.
- Assess resources versus requirements.
- Schedule activities necessary to address risks.
- Execute scheduled activities.
- Assess performance.
- Periodically revisit process to identify risks before they become urgent.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**GOAL FIVE-YEAR VISION:**

Any identified urgent risks will have been resolved through the appropriate removal actions, which will be completed during the period.

All Records of Decision will be in place and remediation activities will be ongoing for all five operable units.

**GOAL TEN-YEAR VISION:**

Work on Operable Units 1 and 2 will be essentially completed. The major work which will be ongoing at the site during this period will be soil washing, vitrification of the Operable Unit 4 material, demolition of the production area in Operable Unit 3, and water treatment.

**GOAL 3: COMPLIANCE**

**GOAL CHAMPIONS:** George Gartrell and Ken Alkema

**GOAL STATEMENT:** Assure that the FEMP has identified all applicable requirements and has developed systems to ensure and maintain compliance with those requirements.

**APPROACH 3.1:** Identify all requirements applicable to the FEMP.

**ACTION STEPS:**

- Within their functional areas, all DOE and FERMCO personnel will identify all applicable requirements. This will be documented by August 1, 1994.
- FEMP management will communicate all identified requirements to the appropriate site technical personnel by September 1, 1994.
- Tasks will be developed from each of the identified requirements and DOE-FN will identify minimum training required to perform those tasks by December 1, 1994.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 3.2:** Ensure that the FEMP is in compliance with identified requirements.

**ACTION STEPS:**

- Conduct a baseline assessment to identify current compliance status with requirements by October 1, 1994.
- Develop a schedule (graded approach) for performing compliance assessments against the identified requirements will be developed by October 31, 1994. A schedule (graded approach) for conducting performance-based assessments against the identified requirements and tasks by October 31, 1994.
- Perform compliance assessments in accordance with the developed schedule. In areas where the FEMP is not in compliance, corrective

actions will be identified by the responsible organization and then approved by DOE. Procedures will be revised as necessary to ensure they are contain all requirements.

- Complete performance-based assessments in accordance with the developed schedule, to ensure that requirements are being complied within the field/daily work activities. In areas where the FEMP is not in compliance, a schedule will be developed for performing corrective actions and approved by DOE.
- Corrective actions will be implemented in accordance with the DOE approved schedule, and follow-up assessments will be conducted to verify that actions have been implemented as designed and do, in fact, remedy the weaknesses previously identified.

#### PERFORMANCE MEASURES:

- To be determined with additional input from stakeholders.

**APPROACH 3.3:** Ensure that stakeholders are kept informed of all FEMP requirements and the site's status of compliance with them.

#### ACTION STEPS:

- Submit the list of FEMP requirements identified to stakeholders for their information and comment on an annual basis.
- Publish the FEMP's status of compliance with requirements on an annual basis.

#### PERFORMANCE MEASURES:

- To be determined with additional input from stakeholders.

**APPROACH 3.4:** Ensure that DOE and FERMCO develop and maintain systems for identifying requirements for each functional area and maintaining compliance with identified requirements.

**ACTION STEPS:**

- DOE and FERMC0 will identify responsible personnel for each functional area by August 1, 1994.
- The FEMP will develop, by September 30, 1994, systems for ensuring that new and applicable requirements are identified, and the FEMP's compliance with them is assessed.
- The FEMP will develop, by February 1, 1995, systems for ensuring that the status of compliance with identified requirements is maintained. Deviations from compliance will be promptly identified and corrected.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 3.5:** Develop and maintain accurate systems for tracking corrective actions/non-compliance issues.

**ACTION STEPS:**

- The FEMP will implement and maintain a corrective action tracking database. This database will be fully implemented by September 30, 1994.
- The FEMP, by September 30, 1994, will identify a point-of-contact for ensuring that the database is maintained. Procedures will be developed that clearly assign roles and responsibilities for maintaining the database.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**GOAL FIVE-YEAR VISION:**

In five years, the FEMP will have reduced assessment non-compliance issues to < 50 open issues. External reviews of FEMP activities will not be able to identify more than 10 non-compliance issues. No significant incidents of non-compliance will be identified.

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**GOAL TEN-YEAR VISION:**

In ten years, the FEMP will have reduced assessment non-compliance issues to < 10 open issues. External reviews of FEMP activities will not be able to identify more than 5 non-compliance issues. No significant incidents of non-compliance will be identified.

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**GOAL 4: WASTE MANAGEMENT**

**GOAL CHAMPIONS:** Jack Craig/Jim Thiesing

**GOAL STATEMENT:** Reach consensus on final waste disposition, accelerate FEMP dismantlement and complete CERCLA milestones on or ahead of schedule to achieve final cleanup.

**APPROACH 4.1:** Remediation of the FEMP will generate approximately 33,000,000 cubic feet of low-level radioactive waste, including construction debris, pit sludge, radium residue and the dirty fraction of uranium contaminated soils. Simply stated, the cleanup of the FEMP will not be completed until every cubic foot of this waste is properly dispositioned.

The overall FEMP waste disposition strategy reflects a diverse range of technical, political, regulatory, economic and safety factors. In its broadest sense, the overall strategy is to 1) reduce the volume of waste that requires disposition either on-site or off-site, 2) dispose the more radioactive waste material at either DOE or commercial low-level waste disposal facilities, and 3) retain less radioactive material on-site in engineered structures that assure future protection of the local population and the environment. The strategy will require a consensus of the FEMP stakeholders.

The decision on future land use of the FEMP will have a strong influence on the final selection of cleanup alternatives and waste disposition strategy. The Fernald Citizens Task Force has the key role in this decision and has developed a schedule for recommending a future land use for the site. The strategy to finalize the future land use decision is to continue to support the Task Force needs, consult with the Task Force during the development of RI/FS documentation and waste management decisions, and implement the Task Force recommendations to the extent possible.

The overall waste management strategy manifests itself in seven activities considered for each class of waste material that will or could be generated at the FEMP.

**ACTION STEPS:**

- **Minimize Waste Generation:** Waste that is not generated does not require disposition. Waste minimization is accomplished in many ways, including proper planning, waste segregation, and sound operating practices. Waste minimization should be reflected in the remedial design of each operable unit's leading remedial alternatives, and in the operating procedures of the FEMP waste management and Remedial Site Operations organizations.
- **Recycle when economically feasible:** Fernald has initiated an aggressive recycling program both to recover valuable material resources, and conserve burial space.
- **Free-release clean material:** Much of the material in the Fernald production area is either clean, or easily decontaminable. A project is underway to initiate a free-release process at Fernald. In addition to improving procedures used to release material from the site, the process will lead to the reduction in the amount of material that will be either disposed of or stored on-site.
- **Volume-reduce what remains:** Waste material that cannot be recycled or cleaned to free-release standards can often be reduced in volume before ultimate disposition. Volume reduction plans are currently being implemented through waste compaction. Future plans for site remediation include treatment plans resulting in the volume reduction of uranium contaminated soils (soil washing), the silo residues (vitrification), and pit sludge (sludge drying).
- **Utilize commercial disposal facilities if possible:** Commercial disposal facilities will be considered for certain classes of waste that cannot remain on site. The decision to utilize commercial facilities is driven by both economics and the desire to prevent overloading existing DOE disposal sites.
- **Bury waste at the Nevada Test Site (NTS):** The NTS will continue to be used for waste that cannot remain on site or is unable to meet the waste acceptance criteria of commercial sites. Waste in this category includes contents of the K-65 silos and the low-level thorium residues. Fernald considers the people of Nevada to be important stakeholders in the Fernald cleanup process.

- Utilize on-site disposal: For material that is low in activity that can safely remain on site, proposals will be made to leave this material at Fernald. This option would be implemented based on recommendations from the Fernald Citizens Task Force and only if approved under CERCLA. If approved, any waste remaining on-site would be stored in engineered structures ensuring future protection of the environment and the local population.

The preparation of plans to deal with site remediation waste is an activity taking place in parallel with the active shipment of current legacy waste in inventory at Fernald. Most of this waste is being shipped to NTS after appropriate volume reduction. The early shipment of this backlog waste is considered extremely important since this waste frequently will interfere with the safe shutdown, cleanup and dismantlement of buildings and structures in the Fernald production area. Aggressive waste backlog disposition will, in fact, permit an acceleration of dismantlement in completion of CERCLA milestones.

The overall Fernald waste management strategy is a balanced one reflecting best management practices and the interests of multiple Fernald stakeholders. It is our belief that site cleanup and associated waste disposition can proceed smoothly only if the entire portfolio of treatment and disposition options are prudently implemented.

#### **PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

#### **GOAL FIVE-YEAR VISION:**

The Task Force, local, state, national, and regulatory stakeholders will have achieved consensus such that an integrated onsite and offsite waste disposal strategy will have been implemented. Waste will be disposed from point of generation in onsite and offsite facilities.

#### **GOAL TEN-YEAR VISION:**

Refinement of onsite and offsite waste disposal strategy will result in waste being disposed directly and immediately from point of generation in onsite and offsite facilities without significant onsite storage, staging, or long-term management.

**GOAL 5: BUSINESS SYSTEMS/COST EFFECTIVENESS**

**GOAL CHAMPIONS:** Phil Van Loan and Jim Thiesing

**GOAL STATEMENT:** Develop and implement demonstrable and documented actions that will control and reduce the annual and life-cycle costs of the FEMP.

**APPROACH 5.1:** Identify staff training/qualification needs to support implementation of the FEMP.

**ACTION STEPS:**

- Train DOE personnel in appropriate areas
  - Use of IPEX system
  - Project Control Systems Concepts
  - Rigorous system for FERMCO invoice review.
    - Develop standard procedures for invoice review utilizing IPEX data
- Train FERMCO personnel in appropriate areas
  - Control Account Manager (CAM) Training Program
  - Use of IPEX system

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 5.2:** -Successfully develop and implement the performance based contract.

**ACTION STEPS:**

- Complete negotiations between DOE and FERMCO on the performance based contracts that will provide clear, strong incentive for FERMCO to accelerate the cleanup and minimize costs.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 5.3:** Complete the redundant requirements Quality Improvement Team (QIT) and implement recommendations.

**ACTION STEPS:**

- Work to have the structure of DOE orders and applicable regulations tailored to include only those requirements that are appropriate to the FEMP.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 5.4:** Develop a strategy to make meaningful progress toward project completion in today's constrained budget environment, since future budgets for the FEMP are projected to be significantly constricted compared to those that were anticipated only two years ago.

**ACTION STEPS:**

- FERMCO will reorganize for Remedial Design/Remedial Action (RD/RA)
  - Design and implement bottoms-up FERMCO reorganization to optimize the pursuit of RD/RA.
  - Focus on early completion of legacy waste shipment and safe shutdown actions to eliminate the surveillance and maintenance costs associated with these facilities.
- Solidify integrated remediation and waste disposal strategy by the end of FY 1995.
- DOE will implement reduction of support service contractors commensurate with federal staff increase.
- Submit follow-up on a plan for a 10% productivity improvement, cost savings, or cost avoidance for FY 95.

- Utilize and improve database retrievals/reports from IPEX, the FERMCO single point data entry system. This will result in significant savings in the Program Management area, that were incorporated into the baseline.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 5.5:** Maintain currency of the baseline and use it as the basis for performance measurement system.

**ACTION STEPS:**

- Rigorously enforce the established baseline change control process to maintain the currency of the current baseline.
- FERMCO will build on its current baseline to develop a Life Cycle Cost Estimate by September 30, 1994.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 5.6:** Develop and implement more efficient process for disposition of excess or contaminated inventory.

**ACTION STEPS:**

- Government property management improvement.
  - Work to have a policy established that "large blocks" of contaminated equipment, materials, spare parts, and installed hardware can be declared as waste.
- Develop procedures and facilities to expedite "excessing" government equipment and materials.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 5.7:** Implement a process to identify impediments to optimum site productivity and develop management system improvements to remove these impediments.

**ACTION STEPS:**

- Complete productivity studies that show what impediments prevent optimum site productivity.
- Based on the identified impediments, develop and implement management system improvements, i.e., improved work planning, scheduling, and packaging processes, that eliminate impediments and ensures a safe work environment.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**GOAL FIVE-YEAR VISION:**

Demonstrate financial and managerial control over FEMP activities to the satisfaction of DOE oversight functions. Contract reform team requirements are adopted into the environmental restoration contract.

**GOAL TEN-YEAR VISION:**

Maintain a high caliber of financial and managerial control over FEMP activities such that Fernald is viewed as a leader in these areas. Prepare and award new contract for the environmental restoration of the site that incorporates contract reform team requirements.

**GOAL 6: STAKEHOLDER INVOLVEMENT**

**GOAL CHAMPIONS:** Ken Morgan and Jack Hoopes

**GOAL STATEMENT:** Stakeholder involvement is a process designed to give Fernald decision-makers the best information to make informed decisions; it also assures that all people who have concerns about Fernald activities are heard. If stakeholders feel they cannot participate in decisions that affect them, they might not accept those decisions.

**APPROACH 6.1:** Encourage Fernald managers to make stakeholder involvement their responsibility, and make it a regular part of their decision-making process.

**ACTION STEPS**

- Ensure that the DOE organization is aligned with its present mission of stakeholder involvement. Ensure that key staff are trained in stakeholder involvement techniques.
- Disseminate Fernald's Public Involvement Program to managers so they may incorporate stakeholder involvement in decision-making through the following steps:
  - Identify actions likely to affect others.
  - Identify the persons likely to be affected.
  - Speak to them and identify their concerns.
  - Identify a set of alternatives that show different ways of taking action. Every person affected should be able to see at least one alternative that includes measures to protect their interests.
  - Make sure the persons affected understand the alternatives and can see how at least one of the alternatives clearly addresses their concerns.
  - Evaluate and refine the alternatives. Show the effects on everyone's values of each alternative.
  - Give all affected parties an opportunity to say whether they think the alternatives have been described and evaluated accurately and fairly. Change the alternative if new information warrants.
  - Make the decision.
  - Continue to evaluate progress using these same steps.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 6.2:** Create a program to enhance person-to-person communication, which empowers designated employees to act as representatives to opinion leaders. These employees, called Fernald envoys, are tasked with cultivating relationships with key stakeholders.

**ACTION STEPS:**

- Monitor pilot envoy program.
- Conduct regular research into the effectiveness of the envoy program.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 6.3:** Improve the effectiveness of public information materials, including brochures, videos, meetings, and displays. Also improve the gathering and disseminating of information about the Fernald site through the newsroom.

**ACTION STEPS:**

- Public Affairs staff will gather information on all aspects of site operations and cleanup activities. This staff will function as "beat reporters" by reporting information they receive at meetings or through other means to the electronic database set up as the "newswire."
- The newsroom serves as a source of information available electronically to managers, employees, and Fernald envoys as talking points for person-to-person contacts. The information on the newswire can be used for external or internal publications and presentations.
- The information in the newswire is used for all public information tools, which promotes the consistency of the quality of information being disseminated to internal and external audiences.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

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**GOAL FIVE-YEAR VISION:**

Ensure that all Fernald organizations are aligned with the current mission to enhance stakeholder involvement in all decision making at Fernald; demonstrate how stakeholder concerns have guided cleanup decisions at Fernald.

**GOAL TEN-YEAR VISION:**

Continue to monitor stakeholder involvement during actual remediation activities once the Records of Decision for the Fernald site are signed. Continue an aggressive stakeholder involvement program at the level of interest shown by the local community.

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**GOAL 7: TECHNOLOGY AND ECONOMIC DEVELOPMENT****GOAL CHAMPIONS:** Rod Warner and Paul Pettit**GOAL STATEMENT:** Support and/or participate in Technology Development Programs that have practical applications of mature technical applications at the FEMP. Develop and implement an economic development program that minimizes the impacts to the region due to the change in Fernald's mission status.**APPROACH 7.1:** Develop policies and procedures that facilitate the acquisition and implementation of applicable technologies as well as the transfer of data and lessons learned to other facilities.**ACTION STEPS:**

- Identify technologies that support remediation of soils, the waste pits, groundwater, and other contaminated areas at the site.
- Secure funding from DOE Headquarters (EM-30, 40, and 50) to support demonstration of these technologies.
- Integrate activities to reduce the duplication of effort between the divisions at the FEMP (ie: soil washing and vitrification).

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 7.2:** Demonstrate and optimize clean-up technologies.**ACTION STEPS:**

- Complete the Minimum Additive Waste Stabilization (MAWS) project and transfer technology to other facilities.
- Demonstrate large-scale soil washing and transfer technology.
- Review activities to see if technology can help schedules, costs, or compliance assurance.

- Explore opportunities for economic development.

**PERFORMANCE STANDARDS:**

- To be determined with additional input from stakeholders.

**APPROACH 7.3:** Evaluate and develop technologies that offer the maximum waste volume reduction potential.

**ACTION STEPS:**

- Fully develop the MAWS concept at the FEMP.
- Identify and evaluate other waste reduction methods such as microwave drying.
- Develop and maximize recycling opportunities.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 7.4:** Develop policies and procedures that facilitate the formation of the required infrastructure, both internal and external, to support a viable economic development program.

**ACTION STEPS:**

- Identify all stakeholders within the Metropolitan Statistical Area.
- Define how "economic development" applies to the site, community, and region (the scope of the program).
- Charter organization.
- Identify funding (Federal grants, Activity Data Sheets, etc).
- Develop procedures for implementation of charter.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 7.5:** Identify types of businesses (or other opportunities) that will economically benefit the area -- both near and long term.

**ACTION STEPS:**

- Share information and "lessons learned" from facilities with mature programs to facilitate this effort.
- Work with regional representatives to determine types of business that are most appropriate for the area--light industry, services, etc.
- Identify types of training that will be required for employment with these businesses.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 7.6:** Develop procedures for contact and acquisition of new businesses.

**ACTION STEPS:**

- Develop requirements for new businesses e.g. must provide x jobs at an equivalent pay rate, must consider hiring trained or qualified FEMP or local residents first, start up time frame must be consistent with activities at the FEMP, etc.
- Develop an incentive package that will be attractive to new businesses, taking advantage of any DOE Headquarters initiatives such as grants, etc.
- Develop a Request for Proposal type system to attract new business.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**GOAL FIVE-YEAR VISION:**

Transfer pilot scale technologies for soil washing, waste vitrification, contamination containment, remote robotic waste handling, and real time sensor technology to other facilities.

Implement a proactive, ongoing economic development program that has provided employment opportunities for some FEMP and local/regional individuals through placement of new businesses in the area.

**GOAL TEN-YEAR VISION:**

Successfully demonstrate full-scale cleanup technology for soil washing, vitrification, and restoration waste generation and handling.

Successfully provide a long term economic program that has significantly benefitted the region, and is self-sustained to the point where the DOE economic development division is no longer needed at the FEMP.

**GOAL 8: ORGANIZATIONAL DEVELOPMENT**

**GOAL CHAMPIONS:** Phil Hamric and Don Ofte

**GOAL STATEMENT:** Assure that roles and responsibilities are clear among all FEMP organizations, and assure that these organizations are properly staffed and diverse.

**APPROACH 8.1:** Develop the DOE workforce so that it is proficient, accountable, and clear on its role at the FEMP.

**ACTION STEPS:**

- Ensure that the DOE organization is aligned with its present mission at the FEMP. Oversee the hiring of highly qualified candidates by December 31, 1994, to improve technical capabilities and contractor management capabilities. Continue to hire as authorized.
- Ensure that the goal of a diverse work force is considered in the hiring of DOE employees.
- Ensure that all DOE employees have Individual Development Plans (IDPs) that are current and updated, at a minimum, on a yearly basis.
- Ensure that Position Descriptions (PD) represent the work that is actually being accomplished by the employee. Review PDs by September of each year to update them so they reflect current work assignments.
- Ensure that all supervisors communicate to their employees what their roles and responsibilities are by December 31, 1994. Meet with the employees quarterly thereafter to discuss their roles.
- Ensure Total Quality Management (TQM) Awareness training is provided to all DOE personnel by September 15, 1994.
- Provide training on TQM analytical tools to select DOE personnel by October 15, 1994.
- Seek process improvements through the development of Total Quality teams reviewing and breaking down processes to find better ways to get things done.

- Assist the DOE in becoming more customer-oriented by developing and implementing a Customer Service Plan by September 1, 1994. This Plan will entail how DOE will seek to continuously improve customer satisfaction.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 8.2:** Develop the FERMCO work force so that it is properly staffed, accountable, and clear on its role at the FEMP.

**ACTION STEPS:**

- Assess appropriate organizational superstructure for future RD/RA mission.
- Select trained, qualified, and appropriate managers for identified organizational entities.
- Select adequate numbers of high performing FERMCO personnel to staff identified organizational entities.
- Review FERMCO's organizational structure, revise as needed, and/or implement new organizational structure and staffing.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**APPROACH 8.3** Ensure that DOE and FERMCO roles and responsibilities, and relationships, are well understood by both organizations.

**ACTION STEPS:**

- Form joint DOE/FERMCO Total Quality teams to look at FEMP processes and seek process improvements.
- DOE and FERMCO will hold team building sessions on a quarterly basis. The results of these team building sessions will be shared with the FEMP workforce.

- DOE and FERMCO counterparts will discuss their roles on a quarterly basis so that roles are clear and understood in DOE/FERMCO interactions.

**PERFORMANCE MEASURES:**

- To be determined with additional input from stakeholders.

**GOAL FIVE-YEAR VISION:**

Ensure that all organizations are aligned with the current and planned mission of the FEMP. Roles and responsibilities of both DOE and FERMCO are well understood. Customer expectations and needs are known by the FEMP and met or exceeded.

**GOAL TEN-YEAR VISION:**

Review all FEMP organizations, reallocating resources with the current work. DOE, FERMCO, and all stakeholders work together as a "family" in achieving the site mission. Customer expectations are exceeded.