

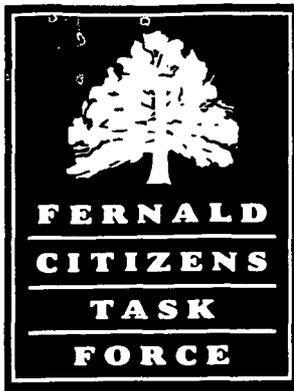
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**FERNALD CITIZENS TASK FORCE MEMORANDUM REGARDING  
TEN-YEAR VISION**

**06/28/96**

**APPLEGATE      TASK FORCE  
10  
MEMORANDUM**



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# MEMORANDUM

**TO:** Fernald Citizens Task Force Members  
**FROM:** John Applegate  
**SUBJECT:** Ten-year vision  
**DATE:** 6/28/96

As I mentioned at our June meeting, the new Assistant Secretary for Environmental Management, Al Alm, has made a ten-year vision for eliminating the most urgent risks and for "mortgage reduction" (that is, reducing the day-to-day operations costs so that more money can go into clean-up), the centerpiece of his efforts. Tentative drafts of ten-year plans are due from each DOE facility on July 31st, and they will be extensively reworked at headquarters and in the field between August and November. The sites are expected to work closely with the public throughout this process. Official descriptions of the ten-year vision are attached.

Obviously, Fernald's accelerated clean-up plan is tailor-made for EM's ten-year vision. Since the Task Force has previously supported accelerated clean-up, I do not see a great need for our intensive involvement in drawing up the July 31st draft or subsequent revisions. Nevertheless, I have agreed with DOE that Task Force members will have two opportunities to participate in the July 31st draft -- a planning meeting to be scheduled in the next two weeks, and a review of the draft that will go to headquarters towards the end of July. I will have the details of these opportunities shortly, and I encourage any members with an interest to participate.

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United States Government

Department of Energy

# memorandum

DATE: June 20, 1996

REPLY TO  
ATTN OF: EM-1

SUBJECT: Guidance for the 10-Year Plan

TO: Distribution

This memorandum is designed to clarify my views for creating a 10-year vision and associated planning process for the Environmental Management (EM) Program. A 10-year plan will be developed for the entire EM program in conjunction with similar plans for each of the sites or Operations Offices. The purpose of the plans will be to guide the achievement of our 10-year vision.

The process needs to begin immediately. On June 5-6, 1996, a planning meeting was held with the Assistant Secretary, the Deputy Assistant Secretaries, and two field representatives for the purpose of developing the 10-year vision and the process to be followed to complete the vision and 10-year plans. On Friday, June 14, we held a telephone conference with the field and Headquarters offices to discuss the vision, the planning process, my expectations, and how we can most effectively use the extensive work that has already been done at Headquarters and the field to achieve our goals. Attached is a copy of the draft schedule (Attachment I) for the development of the individual site plans and the overall 10-year plan.

The planning will begin with a strong vision of the future ten years from now.

## ENVIRONMENTAL MANAGEMENT VISION

Within a decade, the EM program will complete cleanup at most sites. At a small number of sites, treatment will continue for the few remaining waste streams. This unifying vision will drive budget decisions, sequencing of projects, and actions taken to meet program objectives. EM will implement this vision in collaboration with regulators and stakeholders.

## PRINCIPLES

Achieving the vision will be guided by the following seven principles:

- o Eliminate the most urgent risks
- o Reduce mortgage and support costs to free up funds for further risk reduction
- o Protect worker health and safety
- o Reduce the generation of waste
- o Create a collaborative relationship between DOE and its regulators and stakeholders
- o Focus technology development on cost and risk reduction
- o Integrate waste treatment and disposal across sites

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## DEFINITIONS

The vision is intended to be simple, clear, and use the plain understanding of words. Nonetheless, to ensure that there is no confusion the following definitions provide more detail to explain some of the key words or phrases used in the vision.

"Complete cleanup" means that land, facilities, and materials are adequately safe to be available for alternative use, based on future land use policy decisions, with a minimum cost for long-term surveillance and monitoring. Facilities where only surveillance and maintenance are to be performed, or where remedies such as groundwater pump and treat operations are installed and operational, or where the Government will retain storage responsibilities are considered to be complete for this purpose.

"Remaining waste streams" include high-level and TRU waste.

## SITE PLANS

Each site will need to develop a 10-year plan in a relatively short period. We do not want to provide volumes of guidance to you for this effort. Consequently, the remainder of this short memorandum is designed to provide more detail on what each plan should cover and the assumptions and considerations that should go into their preparation.

Each site plan should be developed as follows:

- Assume level budgets over the 10-year period 1997-2006 (constant 1997 dollars)
- Reflect completion of cleanup by 2006 or earlier if practicable
- Assume optimum regulatory flexibility
- Define the status of the site in 2006
- Make maximum use of information already developed for BEMR, strategic plans, etc.
- Reduce immediate risks first
- Optimize integration across programs and sites
- Make continuous improvements in efficiency
- Make continuous reallocation of resources from support to mission-direct activities
- Recognize strong stakeholder values
- Use innovative technology to reduce costs and improve effectiveness
- Maximize the use of privatization where cost-effective
- Optimize sequencing of work within and among sites

The intent of the 10-year plans is not to create a voluminous set of documents but a short set of papers and accompanying data to facilitate our

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decisionmaking. Therefore, the 10-year plans will be primarily based on the following documents that each site will develop:

- o Master budget presentation (Attachment II)
- o Associated output data (Attachment III)
- o Supporting data (Attachment IV)
- o An analysis of the 5 top mortgage reduction candidates, a listing of the highest risk projects, and privatization opportunities (Attachment V)
- o A crosscut analysis of support costs using the FMSIC definition (For those sites not previously participating in this work, use your existing accounting definition of costs to provide a projection of support type costs in the future.)

The purpose of the planning exercise is not to manipulate numbers but to develop a creative plan to complete cleanup at most nuclear sites in a decade, to determine which waste streams will not be completed at that time, and to decide how we will continue to treat them until our work is fully complete. It is important to build up to the project level to understand the impact on risks and mortgage reduction.

I expect the vision and the 10-year plans to guide our strategic thinking and decisionmaking as well as the performance measures that we will use to monitor our progress during the upcoming decade. We will need to look at all of our current management systems and processes to ensure that they support the vision. I am looking to the EM Business Management Process Improvement Team to expedite this process.

In addition to the planning process at the sites, which is likely to focus on each site's problems, we also must look at the cross-cutting issues that will materially affect the 10-year plan. For example, which issues cut across sites or program areas that could help or hinder the achievement of goals. One site may need help from another to treat or dispose of materials; some sites may be able to offer assistance in treatment capacity or some other help. Each site manager should consider which cross-cutting issues are most important, both as a recipient or a provider of assistance.

I am asking each Deputy Assistant Secretary, Operations Office Manager, and Assistant Manager for EM to actively participate in making this challenge a success. For overall leadership of this effort I have designated Gene Schmitt to take this responsibility. He will work closely with Dan Berkovitz and his staff on this matter.



Alvin L. Alm  
Assistant Secretary for  
Environmental Management

6 Attachments

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Attachment I

SCHEDULE

- July 10-11 Corporate Forum to discuss mid-course corrections and crosscut issues
- July 31 Site interim draft of 10-year plan due
- Aug-Sept Reviews of site plans
- Sept 25 Second iteration of 10-year plan
- Oct 1-2 Corporate meeting to review sites and consolidate plan including impact on FY 1997 plans
- Oct 15 Final package prepared
- Nov 15 Final FY 1997 and 1998 allocations

TEN YEAR VISION: AN END IN SIGHT  
Teleconference with Field Managers  
June 14, 1996

As Al said, one of the fundamental reasons he wants to engage you in developing a ten-year vision is to ensure that there is a strong basis of Congressional and public support for the Environmental Management program.

The discretionary spending accounts are going to be scrutinized -- by both Republicans and Democrats -- for hundreds of billions of dollars in savings that are needed to reduce the deficit.

As our experience of the last few years bears out, the most dramatic changes in strategy have been possible when we have fully engaged stakeholders in the decision-making. At Fernald, the Citizens Advisory Board's recommendations to keep significant quantities of waste on-site and to prohibit residential or agricultural uses has enabled managers to accelerate clean up and save billions of dollars.

We must build upon the trust and credibility that we have won over the past few years through the success of our public outreach strategies, the advisory boards, stakeholder summits, pizza meetings, and other traditional and innovative ways to engage the public.

First, we are on a very fast track to produce the initial drafts of the ten-year visions for each site. Nonetheless, each site must find ways to inform and appropriately engage interested stakeholders in the planning process.

Yesterday we had a teleconference with the public participation coordinators across the complex and came up with a suggested approach, thanks in large part to our field strategies:

1. For our part in Headquarters, we will engage the Public Affairs office and develop a campaign strategy for getting the message out nationally about the ten-year vision. Our goal will be to explain the problem of the Cold War legacy and the need to address the urgent risks, reduce the mortgage, and achieve cleanup goals to the maximum extent feasible within a decade. We will try to keep away from Washington-speak and use simple enough terms that it is really understood across the country.

In fact, we have decided to borrow a phrase from Ohio that is already field-tested, "An End in Sight", to communicate the national intent of this endeavor.

2. For the field, we recommend that you actively inform and engage interested stakeholders in the planning process through a variety of mechanisms. Exactly how you do this is up to you, but among the activities suggested are:

- a. Call key stakeholders individually now to involve them at the outset of the process.
- b. Invite selected stakeholders to join field planning teams (i.e., state and EPA regulators, actively interested board members, opinion leaders)
- c. Hold a workshop; use the FY 98 budget stakeholder televideo conference on June 26th to explain the process and how they might be involved.
- d. Brief the site specific advisory boards.

- e. Get some time on local public cable TV.
3. Both HQ and field need to work to assure stakeholders that key assumptions and decisions identified in the plans will be discussed, debated, and resolved collaboratively.
- a. Both field and HQ employees should participate in all hands meeting on June 19, 1996. (CHECK)
  - b. Use WWW pages to display draft plans for comment.
  - c. Utilize conference calls.
  - d. Host/participate in debates through satellite/radio/TV
  - e. Present site profiles and national issues on TV/radio.
4. Headquarters will work with the field to identify inter-site issues and opportunities to achieve greater cost-savings and efficiencies through collaboration.
- a. Summarize plans and identify assumptions and decisions needing national resolution.
  - b. We will be working with a planning group to develop a public participation strategy for the National Dialogue. Because of the overlap between the issues to be addressed by the National Dialogue and those that are likely to emerge as cross-site issues in this process, we plan to use that group for input in what approach may make the most sense. The initial planning meeting is tentatively scheduled for the second week in July.
  - c. Finally, we are planning to ask EMAB to advise us -- both on process issues as well as substantively in identifying issues and opportunities across the complex. (And here's John Applegate)

United States Government

# memorandum

10:4

DATE: 20 JUN 1996

REPLY TO: Cindy Kelly (EM-22)

ATTN OF:

SUBJECT: Public Participation in Defining a Ten-Year Vision

TO: Public Participation Contacts

This is to recap the conference calls with the public participation coordinators on Thursday, June 13, 1996, and the field managers on Friday, June 14, 1996. The most immediate commitment on your part was to develop public participation plans for your site's ten-year plans by Friday, June 20, 1996. Please FAX or send them to the attention of Denise Kotek at 202-586-4622.

Given the tight time frame for putting together the first cut at a ten-year vision at each site by July 31, 1996, we appreciate that it may be challenging to involve stakeholders in the initial stages of the process. Moreover, we appreciate the uniqueness of each site; a "cookie cutter" approach across the complex will not work. However, as a first step, we suggest that field managers call their key stakeholders, explain the process, and assure them that the July 31, 1996, draft will be just that--a beginning point for real dialogue.

In order to encourage stakeholder participation, we at Headquarters will try to be as flexible as possible. For example, the Idaho National Environmental Laboratory (INEL) wants to involve the INEL citizens' advisory board. Because the board meets in mid-July and not again until late September, INEL will submit their "final" plan in September with the board's comments attached but follow shortly with a revised version incorporating recommendations as appropriate.

### Why is Stakeholder Involvement Important?

One of Al Alm's goals is to engage and win the support of a broader spectrum of the American people for the mission of cleaning up the legacy of the Cold War. Talking about a 75-year program that is estimated to cost \$230 billion is much too abstract. By putting the program in a ten-year perspective, people will be able to relate to it. To borrow Phil Hamric and the Ohio Area Office's winning slogan, there is "an end in sight". This initiative should help during a period of increased pressure on the budget as Congress looks for the hundreds of billions of dollars in savings needed to reduce the deficit.

As our experience of the last few years bears out, the most dramatic changes in strategy have been possible when we have fully engaged stakeholders in the decisions. At Fernald, the Citizens Advisory Board's recommendations to keep significant quantities of waste on-site and to prohibit residential or agriculture uses has enabled managers to accelerate clean up and save billions of dollars.

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We must build upon the trust and credibility that we have won over the past few years. Despite the very fast track to produce the initial drafts, we must find ways to inform and appropriately engage interested stakeholders in the planning process.

#### Summary of Key Steps for Headquarters and the Field

For our part in Headquarters, we will engage the Public Affairs office and develop a strategy for getting the message about the ten-year vision out nationally. Our goal will be to explain the problem of the Cold War legacy and the need to address the urgent risks, reduce the mortgage, and achieve cleanup goals to the maximum extent feasible within a decade. We will try to keep away from Washington-speak and use simple enough terms that it is really understood across the country. We hope to be able to have a video of Al Alm sharing his vision that you can use with the stakeholders ASAP.

For the field, we recommend that you actively inform and engage interested stakeholders in the planning process through a variety of mechanisms. Exactly how you do this is up to you, but among the activities suggested are:

- a. Call key stakeholders individually now to involve them at the outset of the process.
- b. Invite selected stakeholders to join field planning teams (i.e., state and EPA regulators, actively interested board members, opinion leaders)
- c. Hold a workshop; use the FY 98 budget stakeholder TeleVideo conference on June 26, 1996, to explain the process and how they might be involved.
- d. Brief the site specific advisory boards.
- e. Get some time on local public cable TV.

Both HQ and field need to work to assure stakeholders that key assumptions and decisions identified in the plans will be discussed, debated, and resolved collaboratively.

- a. Both field and HQ employees should participate in all hands meeting on June 19, 1996.
- b. Use World Wide Web pages to display draft plans for comment.
- c. Utilize conference calls.
- d. Host/participate in debates through satellite/radio/TV
- e. Present site profiles and national issues on TV/radio.

Headquarters will work with the field to identify inter-site issues and opportunities to achieve greater cost-savings and efficiencies through collaboration.

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a. Summarize plans and identify assumptions and decisions needing national resolution.

b. We will be working with a planning group to develop a public participation strategy for the National Dialogue. Because of the overlap between the issues to be addressed by the National Dialogue and those that are likely to emerge as cross-site issues in this process, we plan to use that group for input in what approach may make the most sense. The initial planning meeting is tentatively scheduled for the second week in July.

c. Finally, we are planning to ask EMAB to advise us--both on process issues as well as substantively in identifying issues and opportunities across the complex.

*Cynthia C. Kelly*  
Cynthia C. Kelly  
Director  
Office of Intergovernmental  
and Public Accountability