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**FERNALD COMMUNITY REUSE ORGANIZATION DRAFT PLAN - HANDED O
AT THE MARCH 4, 1997 MEETING**

03/01/97

CRO
~~28~~ 29
PLAN

CRO

Introduction:

The Fernald CRO is made up of concerned and involved citizens. The CRO received a charter, groundrules and a mission statement when it first convened. However, at that time, the CRO was directed to develop a mission in their own words and operational groundrules when they felt the time was right. Additionally, the CUED report recommended developing a plan and a SWOT analysis for the area. After several hours of education about the Fernald site and several months of public meetings, the CRO decided to initiate the planning process in order to clarify and give direction to the CRO's reason for being.

VISION:

The Fernald CRO envisions a group of interdependent communities sharing resources and participating in long range planning to provide a safe, family-centered environment that protects the health and welfare of all.

SHARED COMMITMENTS:

As members of the CRO, we stand for . . .

- Honest and ethical decision making.
- Working in the interest of our environment and our natural resources.
- The conscientious use of tax dollars.
- The open exchange of ideas.
- Public involvement representing the broadest cross section of participants possible.
- Representing community values.
- Being mindful of the stakeholders' needs including the Fernald workforce.
- Honoring and sharing the CRO's goals, mission and vision.
- The preservation of historic and cultural resources.
- Public health and safety.
- Doing the right thing, right, the first time.
- Working toward consensus in our efforts to serve the community.
- Active and meaningful personal involvement.

MISSION:

The CRO will serve as a regional forum that facilitates a public dialogue in order to develop a comprehensive plan to utilize resources and to promote public health and safety, a clean environment and a productive economy.

FOCUS AREAS:

- 1) LAND RE-USE AT THE FERNALD SITE.
- 2) EQUIPMENT AND RESOURCE RE-USE AT THE FERNALD SITE.
- 3) ECONOMIC TRANSITION INCLUDING THE FERNALD WORKFORCE.
- 4) PUBLIC INVOLVEMENT AND PARTICIPATION.

STAKEHOLDERS:

- 1) Primary stakeholders are those person who work or live in the Tri Township Area (Crosby, Ross and Morgan).
- 2) Secondary stakeholders are concerned citizens and potential partners who do not live or work in the Tri Township Area.

MEMBER EXPECTATIONS:

- *Everyone has an equal voice.*
- *No member will be allowed to dominate.*
- *All decisions will be made by consensus whenever possible.*
- *We will honor the viewpoints of all members.*
- *Communication will be open, honest and direct.*
- *Decisions will be based on research and the analysis of alternatives.*
- *Everyone has the responsibility to stay on task and to stay focused.*
- *We will abide by the rules of common courtesy. (patient, respectful and courteous.)*
- *Everyone will encourage public involvement and participation.*
- *Everyone will take responsibility for expressing themselves.*

The conflict of ideas is a natural part of any group effort. We count on members stating their views and opinions even when they are minority opinions. Also, anything a member says about the CRO or CRO business outside of our meetings should be shared with the group itself. Doing so will keep the group energy in the group.

- *We will abide by the 2 cent rule.*

Once a member has spoken on an issue (given his/her 2 cents worth), he/she will wait until all others have the opportunity to speak before speaking again unless asking a question for clarification purposes.

- *Attendance at all meetings is expected.*

In the event of an absence, the CRO Chair should be notified in advance. The absent member is responsible for getting briefed on what he/she missed.

SWOT ANALYSIS:

The Fernald CRO did two SWOT analyses. The first was a general one that gave the participants an overview of the internal strengths and weaknesses of the primary stakeholder region and the opportunities and threats outside the region. The second SWOT analysis dealt more with economic development issues and was based on the recommendations of the CUED report. (see Appendix) The results of a third SWOT analysis done by the Western Hamilton County Collaborative were distributed to the CRO participants as well. From these analyses, the CRO has begun to develop strategies on how to accomplish their goals. (see Appendix)

STRENGTHS

- Caring and concerned citizens with high family and moral values
- A proud community
- Quiet, rural community with good roads and limited traffic problems
- Well trained labor pool
- Available land
- Good schools
- Access to interstate, proximity to Cincinnati
- D.O.E. commitment
- CRO commitment

WEAKNESSES

- Limited infrastructure
- Public perception of the area (Fernald site)
- Resistance to change

OPPORTUNITIES

- Potential for economic, recreational and residential development
- Reuse of Fernald land/resources
- Potential to plan to meet the desires of the community

THREATS

- Lack of regional planning
- Environmental hazards
- External perception of the area
- No central focal point for 2 counties & 3 townships
- Environmentalism versus re-use
- Incomplete information

STRATEGIES:

1. Organizational Structure:

- 1.1 We will complete the incorporation process
- 1.2 We will finalize arrangements for the 501.C3
- 1.3 We will develop a plan for membership and a mechanism for replacing members due to turnover
- 1.4 We will appoint a sub-committee to employ our consultant
- 1.5 We will locate and set up the CRO office including a central location, phone, FAX, library, maintenance and the hiring of support staff
- 1.6 We will develop an organizational chart for the CRO which illustrates the organizational structure, reporting methods and sub-committee relationships

2. Financial:

- 2-1 We will finalize the start-up grant and obtain the designated funds
- 2.2 We will develop a mechanism for the disbursement of start-up grant moneys
- 2.3 We will establish an accounting and budgeting procedure
- 2.4 We will research other sources of funding from private and state and other governmental sources
- 2.5 We will research the criteria for and methods needed to obtain our planning and operating grant and seed and infrastructure moneys

3. Administrative/Evaluation:

- 3.1 We will establish an overall timeline for completing strategies
- 3.2 We will establish our success indicators
- 3.3 We will benchmark with our CRO organizations
- 3.4 We will establish milestones
- 3.5 We will monitor, review and revise our strategic plan as needed
- 3.6 We will determine priorities

4. Focus Areas:

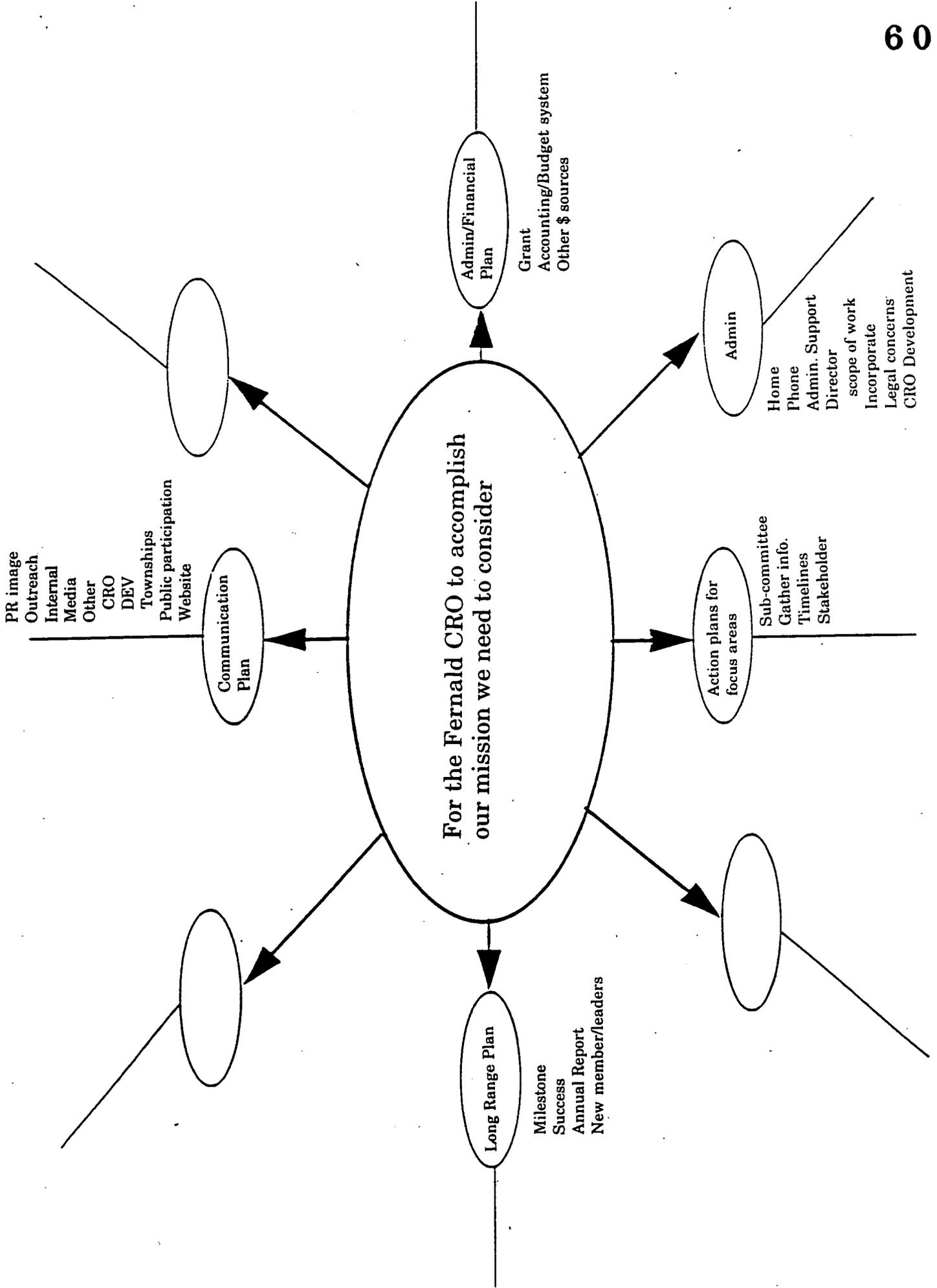
- 4.1 We will establish sub-committees to develop action plans which consider both inside of and outside of the Fernald fence for our four focus areas
 - 4.1A We will charge the **land re-use** committee to develop a plan which encompasses the needs of the community while maintaining environmental safety and cost-effectiveness
 - 4.1B We will charge the **equipment and materials re-use** committee to ascertain all available equipment and materials and to develop a plan which equitably distributes those resources in a timely fashion so that no usable resources are wasted
 - 4.1C We will charge the **economic development** committee to determine economic initiatives in our region that impact our area, to develop strategies from the CUED SWOT analysis done by the CRO and the SWOT analysis done by the Western Hamilton County Collaborative and to establish a network with other economic development organizations in order to represent the views of our stakeholders and to coordinate economic development efforts
 - 4.1D We will charge the **worker transition** committee to assess number of workers, their respective skill and wage levels and to make recommendations on job placement, outreach and retraining opportunities

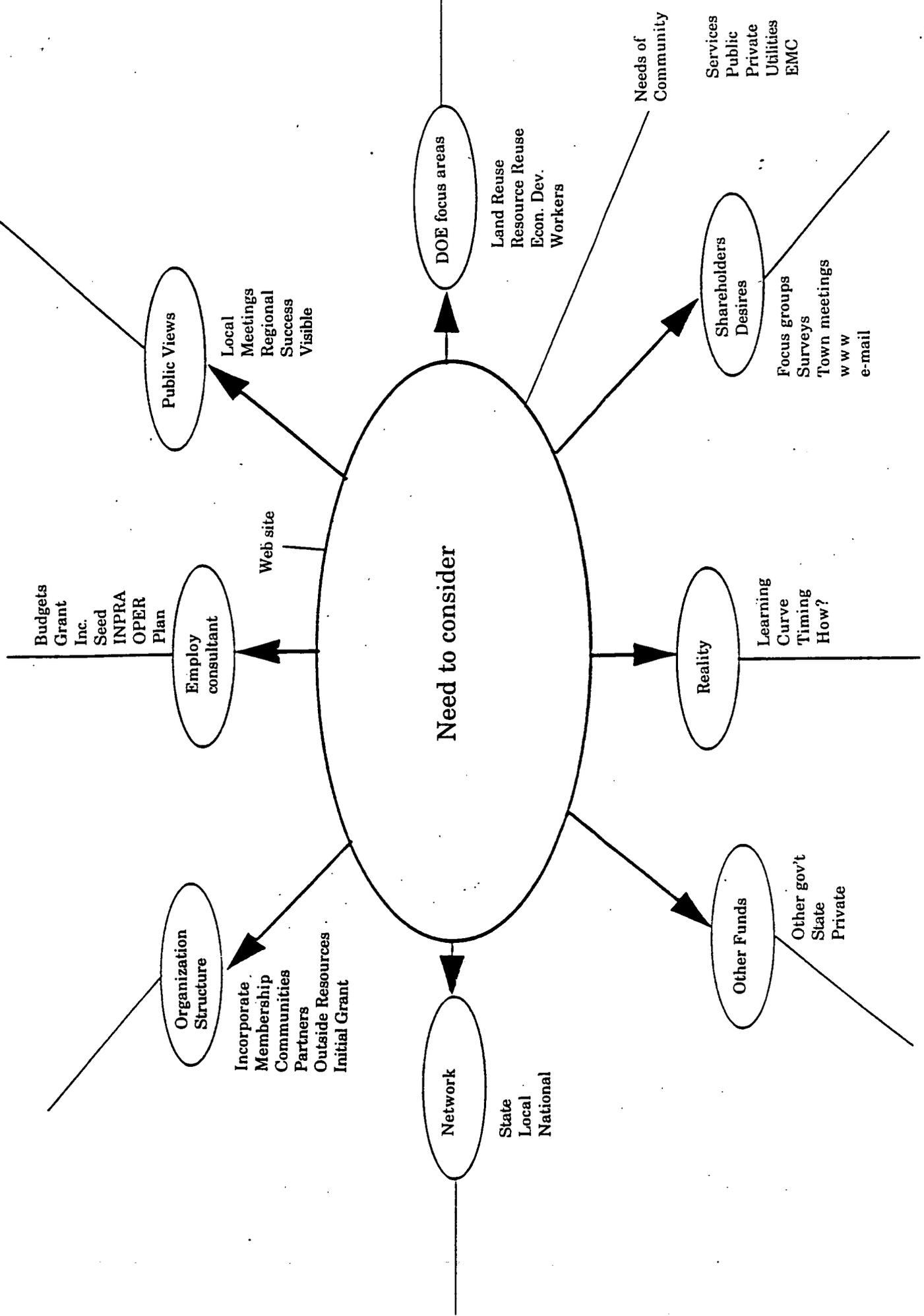
5. Public Involvement:

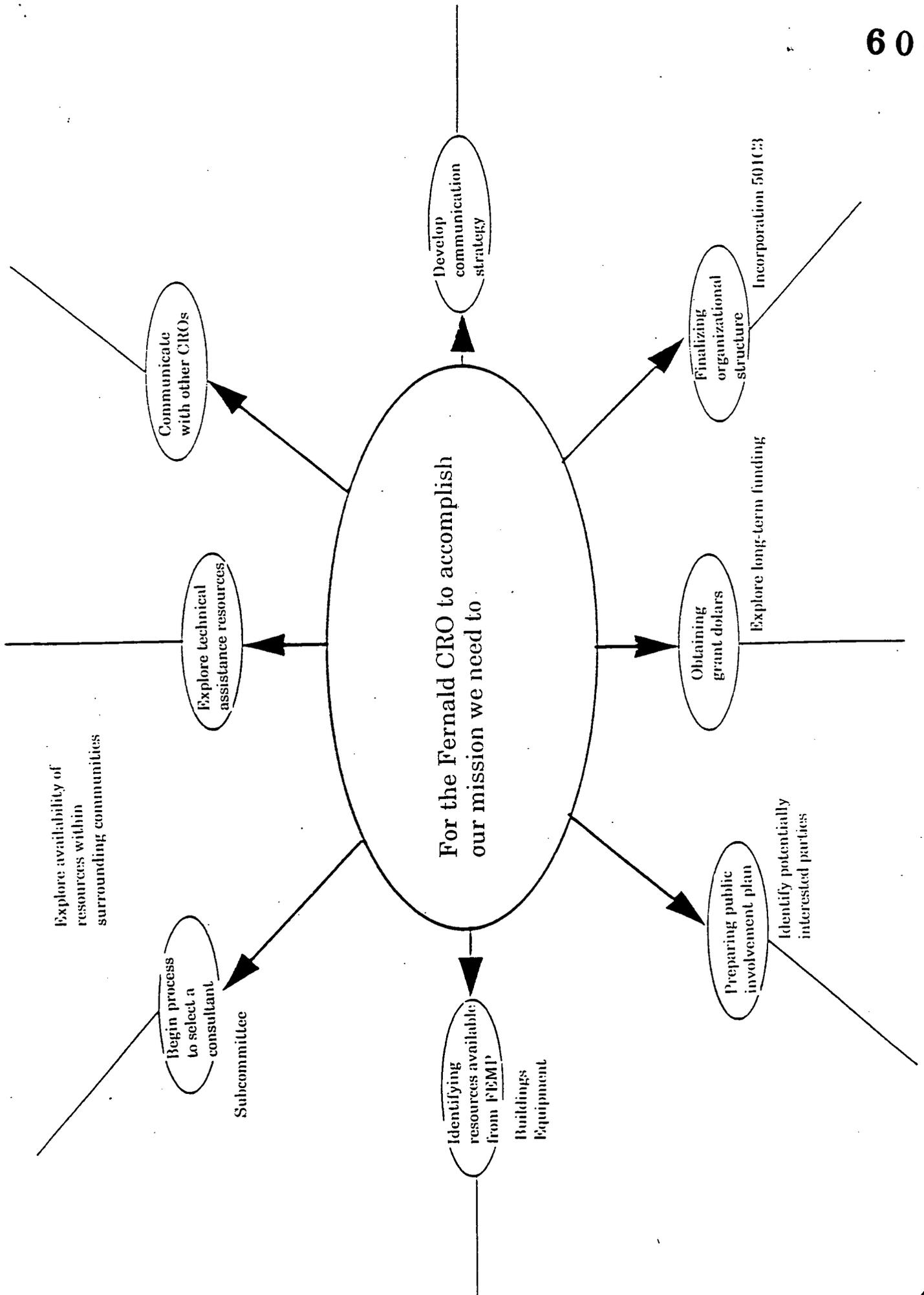
- 5.1 We will develop a comprehensive plan for involving the stakeholder in all facets of the CRO's decision making process
- 5.2 We will set up a Web page
- 5.3 We will conduct focus groups
- 5.4 We will conduct local meetings
- 5.5 We will survey the stakeholders to determine their needs

6. Communication:

- 6.1 We will develop a mechanism for internal communication (within the CRO) which encourages open communication and a clear understanding of all issues and decisions we address
- 6.2 We will develop a comprehensive and proactive plan to communicate with other CROs, the media, local, state and national governmental officials and agencies in order to get "the word out" about the strengths of our area and our successful endeavors to accomplish the CRO mission
- 6.3 We will establish a crisis management/damage control plan in order to get accurate information out to combat rumors or erroneous information or in the event of an actual crisis or emergency







INTERNAL

FERNALD CRO WEAKNESSES ARE . . .

Community skepticism

Time limitations of membership

Getting started - creating ourselves as a group

Following in footsteps of FCTF/constant comparison to task force

Apprehension/afraid

Recommendations may be ignored

New group

No history/culture

Name recognition - do people in comm. really understand our purpose?

Communication to public

Long term results

EXTERNAL

OPPORTUNITIES FOR THE FERNALD CRO ARE . . .

Economic development agencies in area

Have positive impact on the future of our community

Change image

Few zoning restrictions

Do the "right" thing, be an example!

Unlimited

Reallocation of invaluable resources & technology that will allow community to flourish

DOE support

Representation for communities

EXTERNAL

THREATS TO THE FERNALD CRO ARE . . .

Public opinion - Attitude about Fernald

Inability to reach consensus

Potential competition from other organizations

Public understanding of CRO goals/buy in

Lethargic community, resisting change

Not pleasing stakeholders

Not involving all stakeholders!

Budget \$

Lack of community support

Funding (long-term)

Community resistant to change or growth

Not keeping it simple and to the point

Not keeping on focus

INTERNAL

FACTOR LABOR MARKET	STRENGTHS			WEAKNESSES	
	MAJOR	LIMITED	N/A	CAN CORRECT	NOT CORRECTIBLE
SKILLS	√√√√√	√√√√√	√	√√√√√	
WAGE RATES	√√√√√	√√√√√	√	√	√√√
PRODUCTIVITY	√	√√√√√	√√√	√√√√	
AVAILABILITY	√√	√√√√√ √√		√√√√√ √√	
OTHER					

INTERNAL

FACTOR PUBLIC SERVICES	STRENGTHS			WEAKNESSES	
	MAJOR	LIMITED	N/A	CAN CORRECT	NOT CORRECTIBLE
WATER	✓	✓✓✓✓✓✓ ✓✓✓✓✓✓		✓✓✓✓✓✓✓✓ ✓✓✓✓	✓
WASTE DISPOSAL	✓	✓✓✓✓✓✓ ✓✓✓✓		✓✓✓✓✓✓✓✓	✓
SEWAGE		✓✓✓✓✓✓ ✓✓✓✓		✓✓✓✓✓✓✓✓ ✓	✓
FIRE	✓✓✓	✓✓✓✓✓✓ ✓✓✓		✓✓✓✓✓✓✓✓	✓
POLICE		✓✓✓✓✓✓ ✓✓✓✓✓✓		✓✓✓✓✓✓✓✓	✓✓✓
LIFE SQUAD		✓✓✓✓✓✓ ✓✓✓✓		✓✓✓✓✓✓✓✓	✓
HOSPITALS		✓✓✓✓✓✓	✓✓✓✓ ✓✓	✓✓✓✓✓✓✓✓ ✓	✓✓

INTERNAL

FACTOR	MAJOR	STRENGTHS			WEAKNESSES	
		LIMITED	N/A	CAN CORRECT	NOT CORRECTIBLE	
FINANCIAL CAPITAL						
PRIVATE PROGRAMS				✓✓✓✓✓✓✓✓	✓✓✓✓✓✓✓✓	
PUBLIC PROGRAMS	✓✓✓✓✓✓✓✓	✓✓✓✓✓✓✓✓		✓✓✓✓✓✓✓✓	✓✓✓✓✓✓✓✓	
SEED/VENTURE CAPITAL		✓✓✓✓✓✓✓✓	✓✓	✓✓✓✓✓✓✓✓	✓	

INTERNAL

FACTOR	MAJOR	STRENGTHS		WEAKNESSES	
		LIMITED	N/A	CAN CORRECT	NOT CORRECTIBLE
RESTAURANTS		✓✓✓✓✓✓✓✓		✓✓✓✓✓✓✓✓	
GROCERY STORES		✓✓✓✓✓✓✓✓	✓✓	✓✓✓✓✓✓✓✓	
ENTERTAINMENT		✓✓✓✓✓✓✓✓ Very	✓✓✓✓✓	✓✓✓✓✓✓✓✓	
MEDICAL		✓✓✓✓✓✓✓✓	✓✓✓✓	✓✓✓✓✓✓✓✓	
DENTAL		✓✓✓✓✓✓✓✓	✓✓✓✓	✓✓✓✓✓✓✓✓	
OTHER SERVICES		✓✓✓✓✓✓	✓	✓✓✓✓✓✓	

INTERNAL

FACTOR	MAJOR	STRENGTHS LIMITED	N/A	WEAKNESSES CAN CORRECT	NOT CORRECTIBLE
EDUCATION & TRAINING	✓✓✓✓✓✓✓✓✓✓			✓✓✓✓✓✓✓✓✓✓	
PUBLIC SCHOOL	✓✓✓✓✓✓✓✓✓✓			✓✓✓✓✓✓✓✓✓✓	GREAT
PRE-SCHOOL		✓✓✓✓✓✓✓✓		✓✓✓✓✓✓✓✓✓✓	
LATCH-KEY PROGRAMS	✓	✓✓✓✓✓✓✓✓		✓✓✓✓✓✓✓✓✓✓	
COLLEGES/UNIVERSITIES	✓✓✓✓	✓✓✓✓✓	✓✓✓✓✓	✓✓✓✓	✓✓
VOCATIONAL TRAINING	✓	✓✓✓✓✓	✓✓✓✓✓	✓✓✓✓✓✓✓✓✓✓	
TECHNICAL ASSISTANCE	✓✓	✓✓✓✓✓✓✓✓	✓✓✓✓✓	✓✓✓✓✓✓✓✓✓✓	

INTERNAL

FACTOR	MAJOR	STRENGTHS			WEAKNESSES	
		LIMITED	N/A	CAN CORRECT	NOT CORRECTIBLE	
ACCESS TO MARKETS						
PROXIMITY TO CUSTOMERS		✓✓✓✓✓✓✓✓		✓✓✓✓✓	✓✓✓	
PROXIMITY TO SUPPLIERS	✓✓	✓✓✓✓✓✓✓✓		✓✓✓✓✓	✓✓✓	

INTERNAL

FACTOR SITES/FACILITIES	MAJOR	STRENGTHS			WEAKNESSES	
		LIMITED	N/A	CAN CORRECT	NOT CORRECTIBLE	
NUMBER OF SITES	✓✓✓✓✓✓✓✓	✓✓✓✓✓✓✓✓			✓✓✓	
SIZE	✓✓✓✓✓✓✓✓	✓✓✓✓✓			✓	
COST	✓✓✓✓✓✓✓✓	✓✓✓✓✓✓		✓	✓	
INFRASTRUCTURE/UTILITY		✓✓✓✓✓✓✓✓✓✓		✓✓✓✓✓✓✓✓✓✓		

INTERNAL

FACTOR	MAJOR	STRENGTHS			WEAKNESSES	
		LIMITED	N/A	CAN CORRECT	NOT CORRECTIBLE	
R & D FACILITIES			✓✓✓✓✓ ✓✓✓✓✓	✓✓✓✓✓ ✓✓✓✓✓	✓✓✓✓✓✓✓✓ ✓✓✓✓✓✓✓✓	
INDUSTRY/TRADE ASSOC.	✓✓✓✓✓ ✓✓✓✓✓	✓✓✓✓✓ ✓✓✓✓✓	✓✓ ✓✓	✓✓✓✓✓✓✓✓ ✓✓✓✓✓✓✓✓		

INTERNAL

FACTOR	MAJOR	STRENGTHS			WEAKNESSES	
		LIMITED	N/A	CAN CORRECT	NOT CORRECTIBLE	
GOV'T RESPONSIVENESS	✓✓✓✓✓✓✓✓	✓✓		✓✓✓	✓	
PUBLIC/PRIVATE COOPERATION	✓	✓✓✓✓✓✓✓✓	✓✓✓	✓✓✓✓✓✓✓✓		
TAXES/REGULATIONS	✓✓✓✓	✓✓✓✓✓✓✓✓		✓✓✓✓		

EXTERNAL

External Factor:

COMPETITORS

OPPORTUNITIES:

Attempt to identify threats in order to build support.

Be open & honest thru entire process - listen & learn!

Parks

THREATS:

Various stakeholders competing for Fernald resources

Site will attract other poorly operated and environmentally insensitive operators.

Parks

Landfill opportunities

EXTERNAL

External Factor:

PARTNERS

OPPORTUNITIES:

Access to IAMS & county econ. dev. agencies

Draw on expertise of other agencies & CRO's

Western Hamilton Cty Collaborative

Parks

Other CRO's & DOE facilities-(how can we learn from each other)

CRO has opportunity to build broadbase support with other groups in order to meet goals and objectives

Ham. Cty. Dev. Co.

State Dev. Organ.

THREATS:

Re-inventing the wheel (duplicative efforts)

Coordinating efforts and not working at crossed purposes w/ each other

Hamilton/Butler Counties (planning)

Outside takeovers!

Parks

Township gov't not working together

Perception of liability

EXTERNAL

External Factor:

ECONOMIC CLIMATE

OPPORTUNITIES:

Western Ham. Co.'s improving infrastructure makes the area attractive for development

Free land

"Last area" for development

New water system

THREATS:

Recession

Too much developm't

Perception of health factors.

Poor road system

No sewage systems!

Zoning issues

EXTERNAL

External Factor: POLITICAL CLIMATE

OPPORTUNITIES:

- Current climate conducive to support reuse projects
- Full range of support
- Good local support here & in DC!
- No vocal opposition
- Local (township) govt. support
- Environm'tal success

THREATS:

- Weak voice
- No strong local leader
- Unsupportive candidates
- Unknown community w/o association with Fernald-a need for a unique independence
- Not enough cleanup \$-less cleanup!
- No vocal support
- Lack of support for funding

EXTERNAL

External Factor: TECHNOLOGICAL CLIMATE

OPPORTUNITIES:

Site technologies are exportable & a potential opportunity for the CRO

Opportunity for outside expertise- lure here!

Health monitoring

THREATS:

Can not get site clean (pristine)

Best Available Tech is not good enough

Is the technology there??

No one understands the methods, the risks, the opportunities

Not right stuff/kind soon enough - tech-lag

Cost

External Factor: LEGAL CLIMATE

OPPORTUNITIES:

Threats of legal action encourage industrial responsiveness to protecting the environment

EPAs can be allied w/ community to force cleanup

THREATS:

OEPA, USEPA

Zoning

Change clean standards

CERCLA, SARA, Superfund, RCRA, FFCA, CWA, CAA

We have no representation to speak for us

Fear of litigation can limit creativity and slow progress.

Health effects

EXTERNAL

External Factor: GOVERNMENT & REGULATORY BODIES

OPPORTUNITIES:

- Township Zoning
- Build alliances and unity direction
- Commitment of Environmental Agencies cleanup site
- Joint fire district
- National Laws

THREATS:

- Taxes
- Budget Cuts
- Zoning
- Gov. puts up fence & walks
- Potential for competing/inconsistent planning & zoning
- Slow moving-resistant to change
- Conflicting township priorities or stakeholder priorities
- Demands on Fire-EMS services
- Police protection
- DOE \$ for cleanup

EXTERNAL

External Factor:

PUBLIC OPINION, MEDIA COVERAGE
& PUBLIC PERCEPTIONOPPORTUNITIES:

Change perception

Fernald as a benchmark w/in the DOE complex - expand on the positive outcomes

Receptive public

CRO becomes a good news story

Cincy Post

Actual cleanup happening at FEMP & CRO can be associated w/ this

THREATS:

Editors

Cinti Enquirer

Past perception

Stereotypes

"Eye Team"

Lack of public confidence in our ability to make a change

Apathy of public who already possess negative image of FEMP

People's negative attitudes toward park (Ham. Co) or Green Space.