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**TRANSMITTAL OF THE ON-SITE DISPOSAL FACILITY ALIGNMENT  
SESSION AGENDA AND MEETING MINUTES**

10/04/95

DOE-0011-96

DOE-FN

EPAS

~~35~~ 26  
REPORT



**Department of Energy**  
Fernald Environmental Management Project  
P. O. Box 398705  
Cincinnati, Ohio 45239-8705  
(513) 648-3155

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OCT 04 1995  
DOE-0011-96

Mr. James A. Saric, Remedial Project Director  
U.S. Environmental Protection Agency  
Region V - 5HRE-8J  
77 W. Jackson Blvd.  
Chicago, IL 60604-3590

Mr. Tom Schneider, Project Manager  
Ohio Environmental Protection Agency  
401 East 5th Street  
Dayton, OH 45402-2911

Dear Mr. Saric and Mr. Schneider:

**TRANSMITTAL OF THE ON-SITE DISPOSAL FACILITY ALIGNMENT SESSION AGENDA  
AND MEETING MINUTES**

The purpose of this letter is to transmit the enclosed On-Site Disposal Facility Alignment Session Agenda and Meeting Minutes. The On-Site Disposal Facility Alignment Session was held on August 29, 1995, at the Hampshire House.

If you have any questions regarding the enclosed document, please contact Rod Warner at 513-648-3156.

Sincerely,

Johnny Reising  
Fernald Remedial Action  
Project Manager

Enclosure: As Stated

cc w/enc:

K. Chaney, EM-423/GTN  
B. Skokan, EM-423/GTN  
G. Jablonowski, USEPA-V, HRE-8J  
J. Kwasniewski, OEPA-Columbus  
P. Harris, OEPA-Dayton  
M. Proffitt, OEPA-Dayton  
S. McClellan, PRC  
R. Cohen, GEOTRANS  
F. Bell, ATSDR  
R. Owen, ODOH

cc w/o enc:

J. Jalovec, DOE-FN  
R. Warner, DOE-FN  
S. Garland, FERMCO, MS 52-2  
U. Kumthekar, FERMCO, MS 52-2  
T. Hagen, FERMCO, MS 65-2  
G. Jones, FERMCO, MS 52-2  
N. Weatherup, FERMCO, MS 52-2  
M. Yates, FERMCO  
AR Coordinator, FERMCO

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ON-SITE DISPOSAL FACILITY  
ALIGNMENT SESSION

AUGUST 29, 1995  
8:00 - 4:30 P.M.  
HAMPSHIRE HOUSE - WINDSOR WEST ROOM

A G E N D A

- |                |   |   |
|----------------|---|---|
| 8:00-8:15 AM   | ● | Introductions   |
| 8:15-8:30 AM   | ● | Alignment Objectives  |
| 8:30-9:30 AM   | ● | Organizations Overview <ul style="list-style-type: none"><li>- GeoSyntec</li><li>- DOE</li><li>- FERMCO</li><li>- Parsons</li><li>- OEPA</li><li>- U.S. EPA</li></ul> |
| 9:30-9:45 AM   | ● | Break   |
| 9:45-10:00 AM  | ● | Mission   |
| 10:00-10:30 AM | ● | Key Result Areas (KRA's)  |
| 10:30-11:30 AM | ● | Critical Risks/Issues & Barriers  |
| 11:30-12:30 PM | ● | Lunch   |
| 12:30-2:30 PM  | ● | Roles/Responsibilities/Expectations Clarification   |
| 2:30-2:45 PM   | ● | Break   |
| 2:45-3:15 PM   | ● | Communications Hierarchy/Information Flow   |
| 3:15-4:15 PM   | ● | Path Forward Activities   |



ON-SITE DISPOSAL FACILITY  
ALIGNMENT

ALIGNMENT PARTICIPANTS



FERMCO:

Steve Garland  
Warren Hooper  
Uday Kumthekar  
Stephen McCrotty  
Harry Robertson  
Jim Turner  
Don Walker  
Nancy Weatherup

DOE:

Jay Jalovec  
Rod Warner

GeoSyntec:

Jay Beech  
Rudy Bonaparte  
Ken Cargill  
Mike Houlihan  
Dennis VanderLinde

Parsons:

Mike Boland

MILESTONES

- 30% Design to DOE 10/25/95
- 30% Design to EPA 11/30/95
- Draft Test Pad to EPA 12/22/95
- 60% Design to DOE 2/11/96
- 60% Design to EPA 3/15/96
- 90% Design to EPA 6/3/96
- CFC to EPA 9/19/96
- Start Construction 4/97
- Complete Construction 2005

## MISSION STATEMENT

The On-Site Disposal Facility (OSDF) Team will design, construct, manage waste placement, close and perform post-closure activities of the OSDF for DOE in compliance with ARAR's and established design criteria consistent with the DOE/FERMCO Mission.

## STAKEHOLDERS

- OEPA/EPA
- DOE-FN, OH, HQ
- Public (CTF, FRESH, Neighbors, Elected Officials)
- CRU's
- Teaming Partners
- OP

## KEY RESULT AREAS (KRA's)

1. Safety
2. Compliance to Requirements
3. Quality
4. Stakeholder Satisfaction
5. Schedule/Milestones
6. Cost Effectiveness

## RISKS/ISSUES/BARRIERS

**KRA 1. Safety**

- Schedule
- Budget
- Cost
- Workload/hours
- Work environment
- Lack of coordination
- Dust control
- Communication of risks and expectations
- Old paradigms
- Construction hazards
- Lack of training
- Ignorance/carelessness
- Available technology
- Changing levels of safety documentation

## RISKS/ISSUES/BARRIERS

KRA 2. Compliance to Requirements

- Adequacy of QA plan and engineering procedures, including implementation
- Changing requirements/information
- Definition of how requirements become design criteria and how we reach consensus
- Hierarchy of requirements and how we reach priorities
- Timely identification of requirements and mechanism to deal with them
- Identification of interfaces and decision-makers
- **Stakeholder interpretation of requirements**
- **Misunderstanding of requirements**
- Lack of funding
- Schedule and cost
- Conflicts between requirements and common engineering practices
- Poor communication
- Ignorance (opinions)
- Interpretation of regulatory requirements
- Uncertainty in design
- Perceptions
- Field change requests/control
- Constructability of design

## RISKS/ISSUES/BARRIERS

KRA 3. Quality

- Cost and schedule
- Availability of materials
- Trade-off of quality and cost
- Constraints
- Inadequate information
- Lack of agreement regarding quality
- Lack of experience
- Lack of qualified personnel in design and construction
- Concentrating on right issues
- Communication of key quality issues
  - construction documents
- Interpretation/communication of measurements of quality
- Lack of:
  - Maintainability
  - Constructability
  - Durability/reliability measures
- Independent checks
- Conflicting and overlapping requirements
- Lack of clear understanding of quality requirements

## RISKS/ISSUES/BARRIERS

KRA 4. Stakeholder Satisfaction

- Identification of all stakeholders
- Communication of solutions
- Conflicting desires
- Stakeholder expectations
- Integration of stakeholders at appropriate time
- Needs of stakeholders
- Lack of buy-in
- Emotional state
- Concerns that conflict with our mission
- Regulatory compliance
- Lack of knowledge regarding what stakeholders want
- Hot buttons for stakeholders (critical issues)
- Timely input/response
- Changes of opinions and consistency
- Compliance to stakeholder requirements
- Schedule/cost
- Lack of knowledge/integration of team regarding Public Affairs meetings
- Trust of stakeholders for team

**RISKS/ISSUES/BARRIERS****KRA 5. Schedule/Milestones**

- Identification of design criteria
- Lack of full understanding of constraints and issues
- Understanding schedule requirements by team and impact on others
- Distribution of information - timely and accurate
- Changes in funding
- Identification of interfaces
- Data information transfer and coordination
- Safety constraints
- Stakeholder issues
- Regulatory compliance
- Lack of constructability reviews
- Lack of resources
- Changing requirements
- Weather
- Sense of commitment by all
- Hidden key assumptions
- Timeliness of reviews
- Definition of procurement strategy

## RISKS/ISSUES/BARRIERS

KRA 6. Cost Effectiveness

- Understanding of problems/conditions
- Concentrating on wrong issues
- Selection of engineering methods and materials
- Errors in design or construction
- Effective coordination of multiple inter-related projects
- Constructability reviews
- Understanding preferred construction methods
- Maximum benefit of experience with similar facilities
- Construction scheduling for best weather
- Definition of design life for individual components/systems
- Understanding of design by the construction contractor (why, function of components)
- Lack of simultaneous engineering
- Identify cross-CRU and design team interfaces
- Design and construct to cost
- Identification of activities to save time or money
- Ineffective use of resources
- Improper packaging of bid packages
- Unnecessary requirements
- Value engineering
- Obtain services of highest qualified construction contractor vs. cost
- Understanding of preferred construction procurement strategy

KRA 6. Cost Effectiveness (continued)

- Competitive contracts
  - no cost savings sharing
- Proactive resolution of construction problems
- Lack of appropriate planning
- Controlling differences between opinions and necessity

FERMCO NEEDS FROM DOE

- Ongoing timely review and involvement with the Project
- Coordinate information exchange with other DOE Sites and Projects
- Identify and surface problems/issues early
- Help coordinate multi - OU interfaces and data transfer to GeoSyntec and Parsons
- Provide \$'s

GEOSYNTEC NEEDS FROM DOE

- Definition of expectations, concerns, preferences
- Design and regulatory criteria not otherwise identified
- Stakeholders' concerns (shared with FERMCO)
- Advocacy with USEPA and OEPA
- Ongoing design feedback

PARSONS NEEDS FROM DOE

- Timely review of submittals
- \$'s to FERMCO

DOE NEEDS FROM FERMCO

- Continue good working relationship with DOE-FN, OH, HQ, EPA's
- Produce a "one team" approach (one contact)
- Relay issues ASAP
- Provide schedule of meetings (planning/design)
- Complete commitments on schedule
- Complete commitments on budget
- Resolve stakeholder issues in a timely manner
- Inform DOE of EPA contacts (phone calls)
- Provide a more formal/detailed status report

GEOSYNTEC NEEDS FROM FERMCO

- Continued high level of support and input
- Continued exposure to full project team
- Exposure to stakeholders and their concerns
- Continued rapid response to needs list
- Continued rapid response to technical issues list
- Continued "real time" feedback on work products
- List of all identified design criteria not specifically addressed as ARAR's
- Copies of all potentially applicable reports
- Digital access to all potentially applicable CADD/Intergraph files
- Primary points of contact
  - technical
  - contracts

GEOSYNTEC NEEDS FROM FERMCO (CONTINUED)

- Additional information on waste
  - characterization
  - schedule for placement
  - thoughts on disposal
  - delineation (OU5)
- List of all identified project interfaces
- Clearer definition of any GeoSyntec work requirements for FERMCO prepared plans
  - DCP
  - plans
  - specs
- Timely communication of any changes to scope, schedule, or design criteria

PARSONS NEEDS FROM FERMCO

- Phasing/sequencing plan for Disposal Facility
- Schedule (integrated) and \$
- Storm water master plan
- Pre-treatment requirements
  - leachate
  - storm water
- Excavation master plan
- Timely submittals of SOW's
- Define interfaces
  - fences
  - air monitoring
  - ground water monitoring
  - well abandonment
  - leachate system (during construction)

FERMCO NEEDS FROM GEOSYNTEC

- Understand remediation of the FEMP
- All deliverables in the contract per the schedule in compliance with the Mission Statement
- Good communications
- Timely reviews of interim documents
- Need knowledge and understanding of interfaces and RA plans, etc.
- Surface issues/problems/concerns as soon as identified
- Understand FERMCO procedures
- Understand cost sensitivities
- Identify data/technical/information needs and requirements ASAP
- Understand waste sequencing, waste availability, waste varieties, and waste placement issues
- Assist in dealing with stakeholders
- Cost estimates consistent with requirements

PARSONS NEEDS FROM GEOSYNTEC

- Construction transportation plan
- Location and size of sediment control facilities (i.e., stormwater control) (Parsons/FERMCO/Geosyntec - jointly)
- Location and size of utilities required during construction
- DF stormwater control features
  - run-on
  - run-off
- Borrow area plan
  - phasing
  - stormwater control

DOE NEEDS FROM GEOSYNTEC

- One contact (through FERMCO)
- Understand scope, budget, schedule restraints

FERMCO NEEDS FROM PARSONS

- Design for all the interfaces
- Design criteria for all the interfaces
- Scope descriptions (POP's) for all work
- Understand schedules for multiple projects and interfaces
- Property use and identification of resources to execute multiple scopes of work
- Understand cost sensitivity of projects
- Understand interrelation of project
- Understand D.F., Construction and remedial operations planned for the FEMP

DOE NEEDS FROM PARSONS

- One contact (through FERMCO)
- Understand scope, budget, schedule restraints

GEOSYNTEC NEEDS FROM PARSONS

- Continued cooperative spirit
- Mutual understanding of criteria and respective criteria of interfaces
- Parson's understanding of interfaces
- Schedule for activities requiring interfacing
- Study completion (geotechnical, hydrology)

DESIGN ONLY

COMMUNICATION HIERARCHY

PLEASE PLACE FREELANCE FILE DRAWING HERE

STAKEHOLDERS

Communication Flow

Stakeholders	Formal	Informal
EPA	DOE	FERMCO
OEPA	DOE	FERMCO
CTF	DOE	FERMCO
FRESH	DOE	FERMCO
Elected Officials	DOE	FERMCO
Neighbors	DOE	FERMCO
DOE-Field Office	DOE	FERMCO
DOE-HQ	DOE	FERMCO
CRU's	FERMCO-CRU2	FERMCO
Teaming Partners	FERMCO (TP)	FERMCO
Office of the President	N. Weatherup	FERMCO

ACTION PLAN SUBTEAMS

<ul style="list-style-type: none"> <li>● Safety</li> <li>● Quality</li> </ul>	<ul style="list-style-type: none"> <li>● Compliance/Requirements</li> <li>● Stakeholder Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>● Schedule/Milestones</li> <li>● Cost Effective</li> </ul>
KRA# 1 & 3	2 & 4	5 & 6
Jim Steve Mike Ken	Rudy Nancy Mike Rod Don Steve	Uday Jay Warren Dennis Jay

ACTION PLANS

KRA #1 - SAFETY Action	Resp.	Date
● Develop Job specific H&S Plan	FERMCO	
● Review Design for Safety Issues (ARAR's, OSHA, DOE Orders, NIOSH)	GeoSyntec	
● Specify Safety and PPE requirements and specifications	FERMCO/ GeoSyntec	
● Develop Hazard Communication Program	FERMCO	
● Conduct H&S Training	FERMCO	
● Ensure construction schedule does not override safety requirements	FERMCO	
● Incorporate H&S requirements in contract documents	GeoSyntec	
● Build in safety redundancies in design	GeoSyntec	

KRA #2 - COMPLIANCE TO REQUIREMENTS Action	RESP.	DATE
<u>Defining Requirements</u>		
<ul style="list-style-type: none"> <li>● Categorize requirements and assign responsibility</li> </ul>	FERMCO/ GeoSyntec	
<ul style="list-style-type: none"> <li>● Define approach to communications and demonstrating design Life</li> </ul>	GeoSyntec	
<ul style="list-style-type: none"> <li>● GeoSyntec prepare DCP</li> </ul>	GeoSyntec	
<ul style="list-style-type: none"> <li>● Parsons prepare DCP's</li> </ul>	Parsons	
<ul style="list-style-type: none"> <li>● Convene interface team (IT) to establish interface DCP's</li> </ul>	GeoSyntec/ Parsons/ FERMCO	
<ul style="list-style-type: none"> <li>● Review DCP's (FERMCO - DOE - Agencies)</li> </ul>	All	
<u>Defining Implementing Procedures</u>		
<ul style="list-style-type: none"> <li>● Develop and adhere to QAPP's</li> </ul>	GeoSyntec/ Parsons/ FERMCO	
<ul style="list-style-type: none"> <li>● Audit to QAPP's</li> </ul>	GeoSyntec/ Parsons/ FERMCO	
<u>Communication</u>		
<ul style="list-style-type: none"> <li>● Formalize communication process</li> </ul>	FERMCO	
<ul style="list-style-type: none"> <li>● Develop Path Forward for agencies to review DCP's early</li> </ul>	FERMCO	
<ul style="list-style-type: none"> <li>● Communicate design life approach (plan) to agencies and stakeholders</li> </ul>	Parsons/ FERMCO	
<u>Reviews</u>		
<ul style="list-style-type: none"> <li>● Conduct constructability, independent design, value engineering, design and cost reviews</li> </ul>	All	

KRA #3 - QUALITY Action	RESP.	DATE
<ul style="list-style-type: none"> <li>Develop QAPP/Engineering Procedures considering FERMCO's</li> </ul>	GeoSyntec	
<ul style="list-style-type: none"> <li>Review design for quality (checks, independent review team)</li> </ul>	All	
<ul style="list-style-type: none"> <li>Incorporate contractor QC in specifications</li> </ul>	GeoSyntec	
<ul style="list-style-type: none"> <li>Write CQA plan and implement (clarify)</li> </ul>	GeoSyntec/ FERMCO	
<ul style="list-style-type: none"> <li>Review design process and establish interfaces</li> </ul>	GeoSyntec/ FERMCO	
<ul style="list-style-type: none"> <li>Establish priorities (customer focus)</li> </ul>	FERMCO	
<ul style="list-style-type: none"> <li>Identify and correct training/knowledge deficiencies</li> </ul>	All	
<ul style="list-style-type: none"> <li>Maintain quality records</li> </ul>	All	
<ul style="list-style-type: none"> <li>Communicate quality provisions and accomplishments to stakeholders</li> </ul>	All	
<ul style="list-style-type: none"> <li>Keep it simple!) (Design, HASP, Specifications, etc)</li> </ul>	All	

KRA #4 - STAKEHOLDER SATISFACTION Action	RESP.	DATE
<ul style="list-style-type: none"> <li>Conduct RD meeting with citizens in September/October on D.F., Aesthetics, Design and schedules</li> </ul>	DOE/ FERMCO/ GeoSyntec	
<ul style="list-style-type: none"> <li>- Hold/conduct pre-design public workshop</li> </ul>	FERMCO	
<ul style="list-style-type: none"> <li>Discuss history and future of stakeholders with design team</li> </ul>	FERMCO	
<ul style="list-style-type: none"> <li>Develop scopes and schedules for a variety of stakeholder communications</li> </ul>	FERMCO/ DOE	

KRA #5 - SCHEDULE/MILESTONES Action	RESP.	DATE
<p><u>Design Assumptions and Criteria</u></p> <ul style="list-style-type: none"> <li>● Obtain and compile constraints, stakeholder issues, regulatory requirements, safety issues, and assumptions</li> <li>● Establish design criteria</li> <li>● Review design criteria</li> <li>● Finalize design criteria</li> </ul> <p><u>Data Transfer and Distribution</u></p> <ul style="list-style-type: none"> <li>● Identify interfaces</li> <li>● Identify data required</li> <li>● Provide data required</li> <li>● Establish and distribute schedule</li> </ul> <p><u>Timely Constructability Review</u></p> <ul style="list-style-type: none"> <li>● Define procurement strategy</li> <li>● Prepare CFC</li> <li>● Prepare procurement package</li> </ul> <p><u>Change Requirements</u></p> <ul style="list-style-type: none"> <li>● Identify and document changes and impact on schedule</li> <li>● Review and approval by CO</li> <li>● Adjust schedule</li> </ul>	<p>GeoSyntec</p> <p>GeoSyntec DOE/FERMCO GeoSyntec</p> <p>All Parsons/ GeoSyntec FERMCO All</p> <p>FERMCO GeoSyntec FERMCO</p> <p>GeoSyntec</p> <p>FERMCO GeoSyntec</p>	

KRA #6 - COST EFFECTIVENESS Action	RESP.	DATE
<p><u>30% Design to Cost</u></p> <ul style="list-style-type: none"> <li>● Review existing cost estimate</li> <li>● Review SOW</li> <li>● Optimize design components</li> <li>● Review by peer group</li> <li>● Finalize design</li> </ul> <p><u>Value Engineering</u></p> <ul style="list-style-type: none"> <li>● Establish VE team</li> <li>● VE team to review design</li> </ul> <p><u>Construct to Cost</u></p> <ul style="list-style-type: none"> <li>● Identify procurement process</li> <li>● Perform constructability review</li> <li>● Prepare construction estimate and bid package</li> <li>● Review CE and BP</li> <li>● Minimize field change orders</li> </ul> <p><u>Errors in Design/Construction</u></p> <ul style="list-style-type: none"> <li>● Establish QA plan and engineering procedures</li> <li>● Implement QA plan</li> </ul>	<p>GeoSyntec</p> <p>GeoSyntec</p> <p>GeoSyntec</p> <p>GeoSyntec/ FERMCO/ DOE GeoSyntec</p> <p>GeoSyntec/ FERMCO GeoSyntec/ FERMCO</p> <p>FERMCO</p> <p>GeoSyntec/ FERMCO GeoSyntec/ FERMCO FERMCO/ DOE GeoSyntec/ FERMCO</p> <p>GeoSyntec</p> <p>GeoSyntec</p>	

PATH FORWARD Action	RESP.	DATE
● Finalization of Action Plans with responsibility/dates - including def's	FERMCO/ All	
● Issue summary of alignment - partial	Ron Baker	9/1/95 8/31/95