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FERNALD CITIZENS TASK FORCE

FRIDAY MAILING

4/18/97

INCLUDED IN THIS MAILING ARE:

- Monthly Report Summary and complete Monthly Report for March 1997
- Fluor Daniel Fernald Input to DOE-FEMP Weekly Report
- Citizens for Reuse Organization (CRO) Meeting Minutes for March 1997
- Letter from DOE-FEMP to Fluor Daniel Fernald re Increased Waste Shipments
- Newsclippings

ANNOUNCEMENTS:

- **TEN YEAR PLAN:** There will be a meeting on Tuesday, April 22, 1997, at 7:00 p.m. to discuss the Ten Year Plan, to be held at the Alpha Building.
- **CRO MEETING:** The Citizens for Reuse Organization (CRO) will hold their next meeting on Tuesday, May 6, 1997, at the Ross High School Media Center.
- **HEALTH EFFECTS SUBCOMMITTEE MEETING:** There will be a Health Effects Subcommittee Meeting on Wednesday and Thursday, May 7th and 8th at The Plantation. Wednesday -1 to 9 p.m, Thursday -8:30 a.m. to 5 p.m..
- **TASK FORCE MEETING:** The next full Task Force Meeting will be held on Saturday, May 10, 1997, at 8:30 a.m. in the Alpha Building. **This meeting will include a site tour of recent and planned remediation activities.**
- **WORKSHOP ON SILO 3:** On Wednesday, May 14, 1997, at 7:00 p.m. there will be a workshop on Silo 3 at The Plantation.
- **FRESH MEETING:** FRESH will hold their next meeting on Thursday, May 22, 1997, at Venice Presbyterian Church on Layhigh Road in Ross. All are welcome to attend!
- **WORKSHOP ON OU2 AND OU5 *(tentative)*:** There is a tentative workshop scheduled to discuss OU2 and OU5 on Tuesday, May 27, 1997.

QUESTIONS:

- Please call John at [redacted] or Doug at [redacted] with questions or concerns. You may also fax or e-mail us at:

John	FAX: 281-3331	E-MAIL: john.applegate@law.uc.edu
Doug	FAX: 648-3629	E-MAIL: [redacted]

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FERNALD CITIZENS TASK FORCE

MONTHLY REPORT SUMMARY

March 1997

OPERABLE UNIT 1

MAJOR WORK INITIATED/COMPLETED - MARCH 1997

- Continued to respond to offerors questions on Alternate Remediation Action Subcontract Approach RFP.
- Extended due date for receipt of ARASA Proposals to April 4, 1997.
- Continued north railyard construction.
- Continued modifications to WPRAP north access road (addition of a turn lane.)
- Continued preparation of "Pyrophoricity (Spontaneous Combustion) Potential of FEMP Waste Pits" report.
- Continued development of the Transportation Plan.
- Continued development of specification for procurement of 135 railcars.

MAJOR WORK TO BE INITIATED/COMPLETED - APRIL 1997

- Start off-site trestle construction activities.

OPERABLE UNIT 2

ENFORCEABLE MILESTONES COMPLETED - MARCH 1997

- Submitted OSDF Groundwater/Leak Detection and Leachate Monitoring Plan to EPAs on March 7, 1997.

*** **Note: The March 14, 1997, milestone for submittal of the Area 2, Phase I Integrated Remedial Design Package (also know as the Southern Waste Units RAWP) has been extended to July 14, 1997; refer to the explanatory note regarding OU5's March Enforceable Milestones for clarification and information pertaining to the request for extension and USEPA's response.**

MAJOR WORK INITIATED/COMPLETED - MARCH 1997

- Barrett Paving (the Haul Road contractor) completed clearing and grubbing for construction of the Haul Road.
- Continued work on the Integrated Remedial Design Package for the Operable Unit Waste Units; completion of this package is dependent on successful completion of the OU5 Area 1, Phase I Certification Report.

MAJOR WORK TO BE INITIATED/COMPLETED - APRIL 1997

- Begin field work on construction of the OSDF Leachate Conveyance System; telephone/electric poles will be installed in preparation for relocation of the fiber optic cables which are currently buried in the system's future path.

OPERABLE UNIT 3

ENFORCEABLE MILESTONES COMPLETED - MARCH 1997

- Issued Notice to Proceed to subcontractor for Boiler Plant/Water Plant decontamination and dismantlement on March 7, 1997.
- Submitted comment responses and revisions to the OU3 Integrated Remedial Design/Remedial Action Work Plan on March 7, 1997.
- Submitted comment responses and revised Project Completion Report for the High and Low Nitrate Tanks Decontamination and Dismantlement on March 27, 1997.
- Submitted comment responses and revised Project Completion Report for the Building 4 Decontamination and Dismantlement on March 27, 1997.

MAJOR WORK INITIATED/COMPLETED - MARCH 1997

- Completed holdup material removal in Plant 5.
- Continued line draining and holdup material removal in Plant 2/3.
- Continued planning for safe shutdown activities in Plants 6 and 8.
- Continued D&D activities in Boiler Plant/Water Plant.

FERNALD CITIZENS TASK FORCE

MONTHLY REPORT SUMMARY - CONTINUED

March 1997

OPERABLE UNIT 4

MAJOR WORK INITIATED/COMPLETED - MARCH 1997

- Completed melter inspection activities and clean-up of the melter area.
- Initiated a Value Engineering Evaluation of the Silos Project on March 10, 1997, to be performed by a team of engineers and cost estimators from the Army Corps of Engineers.

MAJOR WORK TO BE INITIATED/COMPLETED - APRIL 1997

- Final version of the IRT Report is expected to be completed in April.

OPERABLE UNIT 5

*** *Note*: **A request for extension was granted, as documented in a letter from James Saric, USEPA, to Johnny Reising, USDOE, dated March 7, 1997, for the following four inter-related March 1997 milestones: Area1, Phase I Certification Report, due March 1, 1997; Insitu Radiological Characterization Comparability Study Report, due March 14, 1997; Sitewide Excavation Plan, due March 14, 1997; and Area 2, Phase I (Southern Waste Units) Integrated Remedial Design Work Package, Due March 14, 1997. The new due date for the A1, PI Certification Report is July 1, 1997; the remainder of the related milestones are currently due July 14, 1997.**

MAJOR WORK INITIATED/COMPLETED - MARCH 1997

- Completed RAV geoprobe field sampling in March 1997.
- Began construction of sewers in east parking lot in support of the Parking Lot Stormwater Diversion Project on March 17, 1997.
- Granted permission to contractor to mobilize on project for the 1800 gpm groundwater treatment expansion to the AWWT facility.
- Continued development of the Area 1, Phase I Certification Report.
- Continued additional sampling in OSDF support facilities, including Area 1, Subareas A, B, B1, pump station, and the sediment basin.

MAJOR WORK TO BE INITIATED/COMPLETED - APRIL 1997

- Award contract for site work package to prepare for construction of new Sewage Treatment Plan adjacent to the AWWT facility.
- Forward to DOE a draft position paper proposing a path forward for review of Ecological Constituents of Concern

WASTE MANAGEMENT

MAJOR WORK INITIATED/COMPLETED - MARCH 1997

- Shipped 635.00 m^3 low level waste to Nevada Test Site (NTS).
- Treated 6.00 m^3 in the Neutralization/Precipitation/Deactivation/Stabilization (NPDS) Project

THORIUM OVERPACK PROJECT UPDATE (TOP)

ALL FIGURES CUMULATIVE FOR THE PROJECT AS OF MARCH 31, 1997

- Overpacked 4,489 Drums out of 5,600 total.
- Filled 765 Thorium Overpack Containers (TOC's) - six drums each.
- Shipped 729 TOC's.

Author: Bulletin Board Admin at FNST-02
Date: 4/10/97 3:00 PM
Priority: Normal
Subject: Fluor Daniel Fernald Weekly Status Report - April 10, 1997
---------- Message Contents ----------

FLUOR DANIEL FERNALD INPUT TO DOE-FEMP WEEKLY REPORT

Date: April 10, 1997

MAJOR EVENTS

Facilities Closure and Demolition Projects: DOE submitted a comment response package to EPA for the Thorium/Plant 9 Complex Implementation Plan on April 4. The package contained responses to U.S. EPA and Ohio EPA comments received in February and March, change pages, and identified additional DOE enhancements. DOE anticipates that the regulators will approve the implementation plan revision within 30 days, at which time the final plan will be issued.

Onsite Disposal Facility Project (OSDF): Fluor Daniel Fernald awarded the contract for construction of Phase I of the OSDF to Petro Environmental Technologies, Inc. on April 3. Phase I includes constructing the liner in the OSDF's first cell. On April 7, Fluor Daniel Fernald authorized Village Building Services to begin mobilizing for construction of the OSDF's Leachate Conveyance System. Installation of telephone poles began on April 8.

Waste Programs Management: The total volume of low-level radioactive waste shipped to the Nevada Test Site (NTS) so far in FY97 is 131,947 cubic feet, including uranium residue materials, thorium residues, stabilized thorium nitrate and associated compacted trash, stabilized mixed waste materials, process area scrap, construction debris and compacted contaminated trash.

DOE Evaluation of Fluor Daniel Fernald Contract Extension: DOE-FEMP is preparing for a visit next week by the new panel convened by Alvin Alm to develop options for the extension and/or recompetition of the current Fluor Daniel Fernald contract, which expires Nov. 30.

FEMP Internet Web Site: The FEMP's Internet Web Site (http://www.fernald.gov) has been redesigned and is available online.

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March 4, 1997
Meeting Minutes

Overview

The Fernald Community Reuse Organization (CRO) met on Tuesday, March 4, 1997, from 7 p.m. to 9 p.m. at Ross High School, 3425 Hamilton-Cleves Road. The meeting was open to the public.

Twenty-six people attended the meeting, including CRO members and representatives from the Department of Energy (DOE); the Ohio Environmental Protection Agency; Fluor Daniel Fernald; the Institute of Advanced Manufacturing Sciences; Butler County Economic Development; Hamilton County Economic Development Company and FRESH.

CRO Members Present:	Sharon Cornwell Lisa Crawford Lou Doll Ralph Hennard Bill Hinkle Maury Hornbach Darryl Huff Dan Lawler David McWilliams Ken Moore Tom Renck Alisa Rhodes Gary Storer Don Thiem Larry Thinnes
CRO Members Excused:	Linda Krekeler Bob Tabor Joe Neyer, ex officio member
DOE Designated Federal Official Present:	Gary Stegner

Chair's Opening Remarks and Approval of Meeting Minutes

Chair David McWilliams opened the meeting at 7 p.m. McWilliams asked for comments on the January 7 meeting minutes. Ken Moore moved to approve the minutes with no changes; Maury Hornbach seconded the motion. The motion passed unanimously.

Old Business

Julie Loerch, Fluor Daniel Fernald, announced that copies of the National Council for Urban Economic Development's final report (dated February 4, 1997) were placed in the Public Environmental Information Center. Copies of the report were also available at the meeting.

McWilliams announced that he expects to receive paperwork from attorney Greg Luke in the next few weeks. An attorney with Vorys, Sater, Seymour and Pease, Luke is providing pro bono legal support to the CRO to complete incorporation and attain 501(c)3 designation.

McWilliams recommended that the CRO appoint a Board of Directors, which is required for incorporation. He nominated Sharon Cornwell, Lisa Crawford, Bill Hinkle, Ken Moore and himself for the Board, stating that these positions could be modified later. He opened the floor to other nominations and discussion. Don Thiem moved to approve the five members for the Board; Larry Thinnes seconded the motion. The motion passed unanimously.

Bill Hinkle gave an update on the February 20 Ohio Department of Development Community Closure Network meeting in Columbus. The focus of the meeting was marketing. Guests speakers from the Newark-Haeth-Licking County Port Authority and the Ohio Development Department discussed various marketing strategies and programs. Hinkle gave Loerch copies of handouts to place in the CRO's file. The next Community Closure Network meeting is May 22 in Columbus. Hinkle's meeting summary is attached.

New Business

McWilliams acknowledged Bob Copeland's resignation from the CRO. Dan Lawler moved to accept his resignation; Darryl Huff seconded the motion. The motion passed unanimously.

McWilliams discussed the CRO's options to replace Copeland. Gary Stegner said that CRO Convener Maria Kreppel's original intention was to have the three townships (Crosby, Ross and Morgan) represented on the CRO. Tom Renck said the CRO should consider requesting another Morgan Township representative since Morgan is part of the tri-township area (identified in the CRO's Path Forward) and as such, is a primary stakeholder. Dan Lawler suggested opening the vacant membership to other stakeholders who may be interested in serving. Members agreed to first approach the Morgan Township Trustees to see if they have an interest in naming a new Morgan Township member to replace Copeland. Sharon Cornwell suggested appointing a nomination committee to concentrate on membership issues, such as Copeland's resignation. The group nominated Darryl Huff, Dan Lawler, David McWilliams and Larry Thinnes. Crawford motioned to approve the committee; Moore seconded the motion. The motion passed unanimously. Before the April meeting, the nomination committee will: contact the Morgan Township Trustees to ask if they wish to recommend a replacement; contact Maria Kreppel to get the names of others who applied for CRO membership; and develop a list of candidates to fill Copeland's position.

Draft Path Forward

McWilliams presented the CRO's draft Path Forward and encouraged feedback from members and the public. A copy of the overheads is attached to the meeting minutes.

Under the Strengths, Weaknesses, Opportunities and Threats section, members discussed whether the term "limited" should be omitted when referring to "limited infrastructure" as a weakness, but agreed to keep the term the same with the understanding that infrastructure may be limited but it is correctable in the future. Hinkle commented that he believes the CRO will eventually need a professional analysis of what infrastructure components may be lacking in the communities.

FRESH Vice President Vicky Dastillung noted that the weakness "resistance to change" may also be a strength. Dastillung also suggested adding words to reflect the lack or loss of funding/resources to execute a plan as a new threat. Members concurred with this suggestion.

Ken Moore suggested changing "set-up a Web site" to "publicize the Web site" under the Public Involvement strategy. Members concurred with this suggestion.

Fluor Daniel Fernald project manager Dennis Dalga suggested adding words to reflect that the CRO would establish and maintain communications with DOE and site personnel under the Communications strategy. Members concurred with this suggestion.

Sharon Cornwell suggested modifying the Communications strategy which addresses crisis management/damage control by deleting all words after "information" (delete "or in the event of an actual crisis or emergency.") Members concurred with this suggestion.

McWilliams requested that the CRO's facilitator Marty Stevens, Miami University Communications Department, make these changes to the draft Path Forward before the April meeting. Stevens was involved in the CRO's September 1996 orientation retreat and facilitated the group's Path Forward working sessions in January and February. He also asked that members consider the committees they would like to serve on before the next CRO meeting.

Meeting Feedback

Mike Jacobs, DOE-FEMP, agreed to draft an article for ACQUISITION by the April CRO meeting. Stegner will confirm the publication's charge for an article.

Adjournment

McWilliams adjourned the meeting at 9 p.m.

The Fernald Community Reuse Organization approved the March 4, 1997, meeting minutes at the April 1, 1997, CRO meeting.

I agree that the minutes are an accurate account of the March 4, 1997, Community Reuse Organization meeting.

David McWilliams, Chair
Fernald Community Reuse Organization

Date

Gary Stegner, DOE Designated Federal Official

Date

April 15, 1997
Journal News
Front Page
"Fernald report delayed"
Reporter: Nicholas G. Johnson

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Fernald report delayed

By Nicholas G. Jonson
Journal-News

HARRISON

A report examining a waste-disposal pilot project at the former Fernald uranium processing plant will not be released today as scheduled, according to the U.S. Department of Energy.

The report, which examines operation of a pilot plant to "vitrify" 20 million pounds of low-level radioactive waste to glass, was delayed over disagreements among the panel's 11 experts about language, DOE spokesman Gary Stegner said.

Although no report will be issued, its preliminary findings will be discussed today at the DOE's monthly meeting at 6:30 p.m. at the Plantation in Harrison, he said.

The DOE sought help from the experts after officials discovered last year that radioactive waste stored in silos 1 and 2 on the Fernald site was substantially different from waste stored in silo 3.

Experts say material stored in silo 3 — cold metal oxide with a high sulfate content — must be processed at much higher temperatures than waste in silos 1 and 2 for vitrification to be feasible.

On Dec. 26, mechanical malfunctions caused a spill on the plant floor. No radioactive material was released, because the plant was processing only "surrogate material."

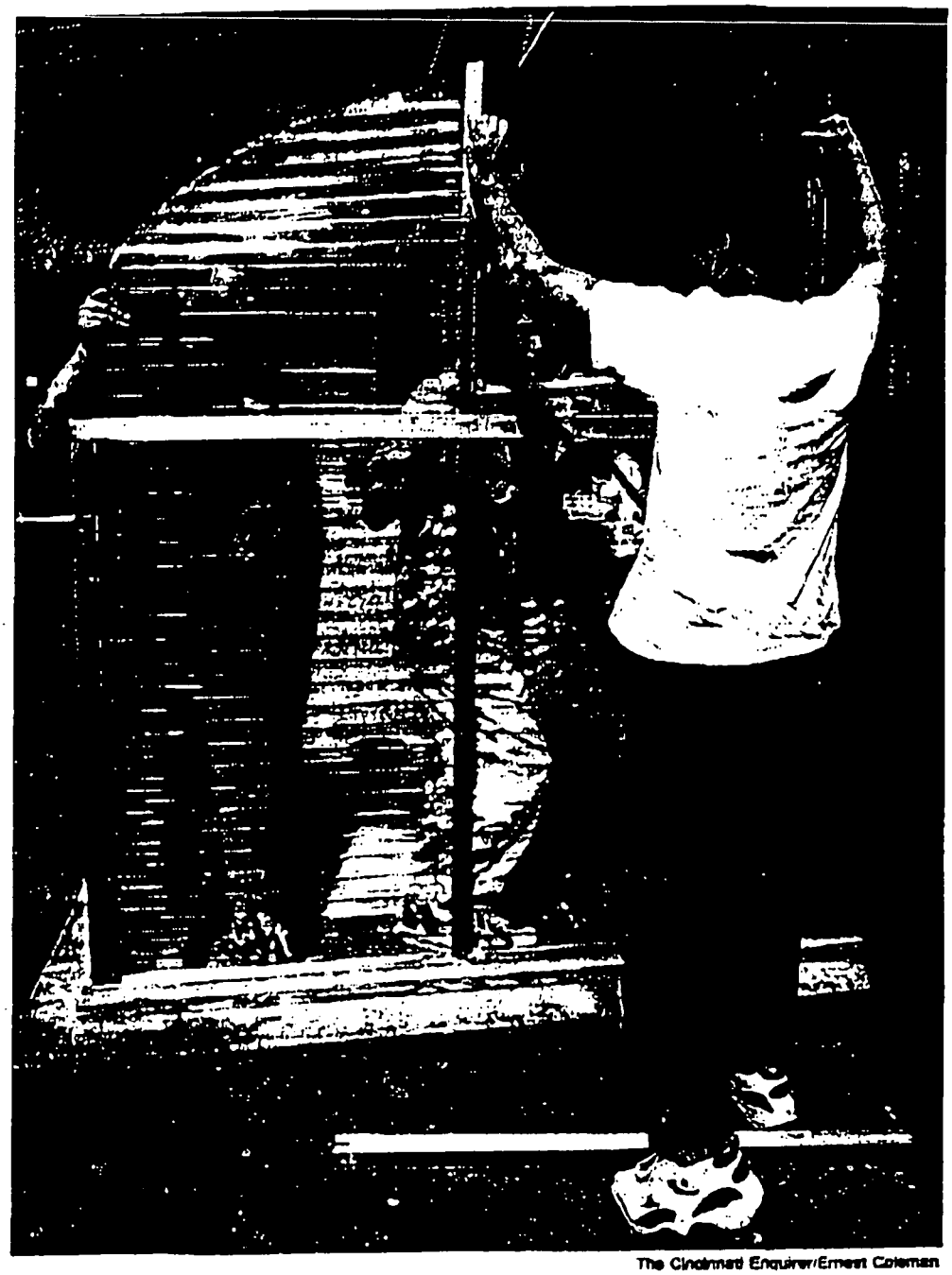
Completed early last year, the vitrification plant has yet to process any waste from the silos.

A report from the U.S. General Accounting Office in March said the total estimated cost of operating, maintaining, decontaminating and decommissioning the plant, as well as testing the waste, had soared from $14 million in 1994 to $66 million by September 1996.

The U.S. Environmental Protection Agency has set May 15 to receive a proposal from the DOE on the process to be followed.

April 16, 1997
Cincinnati Enquirer
Hometown North, B3
"Greenhouse project takes root"

Greenhouse project takes root



The Cincinnati Enquirer/Ernest Coleman

Ross Middle School students, left to right, Jose Mayer, 12, Jose Overton, 12, and Steve Better, 11, help teacher Gary Hetterich put up one end of a greenhouse the sixth-grade students are building at the Ross Township school. A student committee will decide what plants to grow and operate the greenhouse. A $5,000 grant from Fluor Daniel Inc. provided seed money.

April 16, 1997
Journal News
Education, A11
"Greenhouse effect"

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Greenhouse effect

Jennifer Ernst/Journal-News

"Squeaky" Williams, 12, left, and Jeremy Breedlove, 11, sixth-graders at Ross Middle School, help Gary Hetterich, sixth-grade science and math teacher, assemble a greenhouse Tuesday on the school property.

April 17, 1997
Journal News
Front Page
"DOE digs up "hot spot" near Fernald"
Reporter: Nicholas G. Johnson

DOE digs up 'hot spot' near Fernald

Health risk insignificant, officials say

By Nicholas G. Jonson
Journal-News

HARRISON

The U.S. Department of Energy said Tuesday it has discovered a small area of uranium contamination in soil along the perimeter of the former Fernald uranium-processing plant.

The contaminated soil, in an area accessible to the public, has been dug up and moved to the former production area where it awaits disposal, officials said.

Johnny Reising, DOE's director for environmental management, said he had no idea how the "hot spot" came to be or how long it had been there.

Reising said the spot was found about 20 feet south of Ohio 126 near an access road that was closed in 1964. The contaminated area was about 30 feet by 20 feet, he said.

"I'm speculating, but possibly a truck taking material in and out of the site on that access road may have had some sort of spill. We just don't know," he said.

As part of the DOE and Fluor Daniel Fernald's efforts to restore the aquifer under the Fernald site and to construct an on-site disposal facility, soil samples from the site must be tested regularly.

Rob Janke, DOE leader of the aquifer restoration project, said the hot spot was detected in March when a piece of machinery with a sodium iodide detector found elevated

(Please see FERNALD, Page A11)

Fernald

(Continued from Page A1)

uranium levels near the old intersection of the access road and Ohio 126.

Under an agreement with the U.S. Environmental Protection Agency, any area registering more than 160 parts per million of uranium must be dug up, Janke said. The hot spot registered about 220 parts per million.

Reising said about 6 inches of soil had to be extracted from the perimeter of the contaminated area and more than 2 feet from its center.

Because of the density of uranium, the substance would have quickly settled into the ground after a spill and would not have traveled far, Janke said. Storm water would only have weathered the uranium, he added.

"As far as the level of 'contamination' is concerned, it was insignificant," Janke said. "From a health perspective, you would have to be a child sitting in that area over a long period of time to receive any ill side effects."

Reising said the discovery was an example of how well the soil certification process was working. He said DOE doesn't expect to find more hot spots around the site's perimeter, some may be encountered when soil around the former production areas is tested.

April 16, 1997
Cincinnati Enquirer
Opinion Page, A15
"Fie on outsourcing"
George A. Quirk

Fie on outsourcing

Outsourcing redefined: This trendy term has become an alternative management style for politicians at all levels of government: local, state, and federal with little exception, at an increased cost to the taxpayer.

We only have to be reminded that the billions of federal tax dollars spent in that endless "black hole" called Fernald, is an "outsourced" project.

Locally, Cincinnati City Council members Phil Heimlich and Jeanette Cissel view outsourcing as an alternative to accountability and proper oversight by the people elected by the city taxpayer to perform these vital functions. As a recent *Enquirer* letter writer noted, outsourcing also becomes an attractive channel for campaign contributions.

The beneficiary of an outsourced project has to achieve a number of goals to make it an attractive transaction: they have to absorb their operating costs including campaign contributions; and, they have to make a profit (generally achieved by taking shortcuts in providing services — in both quantity and quality). Immediately, we have two significant costs not currently supported by tax and operating revenues.

Mr. Heimlich's latest target is the municipal golf courses enjoyed by thousands of citizens of our community. For many years, these facilities were properly maintained by the dedicated, and sometimes thankless, efforts of city employees committed to providing the very best to their patrons. Poor management and lack of oversight is the central issue. Outsourcing tends not to cure these deficiencies, but rather makes it more difficult and costly to identify and fix. With the sensitivity of a predator, Mr. Heimlich announced by radio on Easter Sunday, that municipal golf course jobs would be outsourced by the spring of 1998. This proclamation was made prior to the completion of a paid study by golf course consultants to determine the best solution for the city's facilities. If he has already prejudged the outcome of the study and its recommendations, perhaps he would be willing to pay for this costly project out of his campaign funds. This is the same councilman who boasted that he, along with a handful of Walnut Hills High School students, could manage the municipal golf courses.

If these statements reflect the thinking and leadership of our community, perhaps we, the taxpayers and voters, should consider "outsourcing" certain council members at the polls.

GEORGE A. QUIRK
Symmes Township

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Department of Energy

Ohio Field Office
Fernald Area Office
P. O. Box 538705
Cincinnati, Ohio 45253-8705
(513) 648-3155

APR 07 1997

DOE-0708-97

Mr. John Bradburne, President
Fluor Daniel Fernald, Inc.
P.O. Box 538704
Cincinnati, Ohio 45253-8704

Dear Mr. Bradburne:

WASTE MANAGEMENT REPROGRAMMING

Reference: **Memorandum, from R. Wycoff to D. Rast, "Generator Fee for Fernald for Fiscal Year 1997", dated February 5, 1997**

The Department of Energy, Nevada Operations Office (DOE-NV) has offered the Department of Energy, Fernald Environmental Management Project (DOE-FEMP) a reduced waste disposal rate based on our ability to increase shipments of bulk waste for disposal. This reduced rate of $7.75 per cubic foot will allow the site to avoid $1.4 million in disposal fees.

Please take action to increase the volume of waste to be shipped in Fiscal Year (FY) 1997 under the conditions in the enclosed reference. This office will reprogram funds from disposal dollars based on the change proposal for this activity.

If you have any questions regarding this matter, please contact David Rast at 648-3138.

Sincerely,

Glenn Griffith

for Jack R. Craig
Director

FEMP:Rast

Enclosure: As Stated

cc:

N. Hallein, EM-42/CLOV
V. Daub, FDF/51
M. Frost, FDF/66
J. Lester, FDF/52-3
S. Stierhoff, FDF/73
M. West, FDF/35-1
AR Coordinator/78

Recycled and Recyclable

Department of Energy
Nevada Operations Office
P. O. Box 98518
Las Vegas, NV 89193-8518

FEB 05 1997

FERNALD
K-0927
FEB 11 10 00 AM '97

David M. Rast, DOE Fernald Area Office, Cincinnati, OH

GENERATOR FEE FOR FERNALD FOR FISCAL YEAR 1997

As you know, DOE Nevada Operations Office (DOE/NV), Waste Management Division, has initated a flexible generator fee policy. The fee will be based on yearly volume, shipping schedule, special conditions of the waste, i.e., classified, asbestos-contaminated, and packaging. Based on the information provided to our office, we would like to offer you the disposal rate of $7.75 per cubic foot for fiscal year 97. This rate is contingent on the following criteria:

1. Fernald Environmental Management Project will send a minimum of 612,000 cubic feet of low-level radioactive waste in FY 97 to be disposed of on the Nevada Test Site.

2. This waste will be received on an even schedule, approximately ten shipments per week.

3. Approximately half of the waste will be shipped in Sealand containers.

This rate also includes a surcharge for the asbestos-contaminated waste. It should be noted that this rate is only valid under the scenario listed above. If waste volumes, shipping schedule, packaging requirements, and special conditions fall above or below that which is stipulated, the rate per cubic foot will be adjusted up or down depending on the change in the scenario.

Also, a percentage of your fee will be charged to the disposal site on a on-going basis to maintain the facility and other low-level waste projects whether or not waste is received at the facilities. This office will offer no refunds at the end of the fiscal year. Any remaining dollars will be assessed a percentage fee that would cover the fixed cost of maintaining the facility. It is requested that you send the funds to DOE/NV as soon as possible.

If you have any questions or need additional information, please call Carol A. Shelton, of my staff, at (702) 295-0286.

for Runore C. Wycoff, Director
Waste Management Division

WMD:CAS

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Twelve Keys To Excellence In Safety Leadership (cont)

- Give safety and health equal priority among your problems
- Know the operation
- Be alert for opportunities to increase the level of safety in your area
- Audit often; audit intelligently
- Take effective corrective action
- Maintain discipline
- Know your team members and involve them in your programs

Twelve Keys to Excellence In Safety Supervision

- Set the example of excellence by your actions
- Observe all safety and health rules and safe practices on and of the job
- Wear personal protective equipment where required or suggested
- Discuss some aspect of safety and health with your employees daily
- Be enthusiastic about safety and health and set high standards

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Safety Rule Violation

Actual obvservation, or the evidence that a safety rule has been violated

Examples of Unsafe Conditions

- Floor heater left on and unattended
- Unsecured oscillating fan on top of a cabinet above a work area
- Improper illumination or ventilation

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Unsafe Condition

An unsafe condition is a **condition**, that may lead to an incident or injury if uncorrected.

Comment: It may be caused by faulty design, incorrect fabrication or construction, or inadequate maintenance and subsequent deterioration.

Examples of Unsafe Acts

- An employee walking in front of a moving car (violation of commonsense rule)
- An employee jumping off a loading platform (unsafe activity not related to specific job)
- Blocked safety equipment or emergency facilities (blocked emergency facility)
- Filing cabinet draw left open and unattended

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Definitions

The following are definitions of unsafe acts, unsafe conditions and safety rule violations:

Unsafe Act

Unsafe act is conduct (whether witnessed or not) that unnecessarily increases the likelihood of injury, violates established safety rules, or is contrary to expected conduct

Raise Standards

- By consistently following the first four steps, you will see steady improvements in safety and housekeeping
- The challenge will be to keep raising your standards and providing the leadership necessary to continue to make progress
- First, solve the gross problems, then begin to fine-tune your safety and housekeeping efforts

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Follow Up

- Follow-up is the key for achieving desired results
- Establish an effective reminder or tickler system to enable you to follow- up
- Failure to follow up gives your team members the perception that you do not care
- Clearly communicate your assessment of the obtained results to your subordinates

Communicate (cont)

In order for the contact to be productive, your team members must understand that:

- you audited their area
- you are pleased (or displeased) with what you saw because of...
  (Discuss your observations.)
- you expect them to react to your comments to improve the quality and effectiveness of their own audit system so that permanent improvements are made
- You will audit the area again in a specified number of days

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Communicate

- Talk with your team member who has responsibility for the area you audited
- Stick to the line structure, and do not be casual about this communication

React

- The only way FDF can benefit from your audit is for you to *react*

- The manner in which you react may well be the strongest single element in improving the safety climate at your site

- Your reaction (or lack thereof) tells your team members what is and is not acceptable

You should come away from each audit with a reaction:

The operation is *acceptable* because....
The operation is not *acceptable* because....
The operation has *deteriorated* because....
The operation has *Improved* because....

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Audit

- Get out into your area(s) of responsibility at least weekly with one of your team members to conduct the safety audit
- Do not try to combine a safety audit with other visits to the area
- If you have several locations that you know are trouble spots, concentrate on them first

Coach/Leader Guide To Personal Safety Audits

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Safety and housekeeping at FDF reflects the standards you are willing to accept; they will improve as soon as you communicate convincingly that you want them to improve.

This guide has five steps:

- Audit
- React
- Communicate
- Follow up
- Raise standards

000030

Observation Techniques (cont.)

- Develop a questioning attitude to determine what injuries might occur if the unexpected happened and how the job might be accomplished more safely
- Use all senses: sight, hearing, smell, touch
- Maintain a balanced approach. Observe all phases of the job
- Bei inquisitive
- Observe for ideas-not just to determine problems

Observation Techniques

To become a good observer, you should:

- Stop for 10 to 30 seconds before entering the area to ascertain where employees are working
- Be alert for unsafe practices that are corrected as soon as you enter the area
- Observe activity-do not avoid the action
- Remember **ABBI**-look **A**bove, **B**elow, **B**ehind, **I**nside
- Recognize good performance

Key Points In Becoming A Good Observer

To improve safety performance, a coach/leader must eliminate unsafe acts by observing them, taking immediate corrective action, and following up to prevent recurrence. Effective observation includes the following key points.

- Being selective
- Knowing what to look for
- Practicing observation skills
- Keeping an open mind
- Guarding against habit and familiarity
- Do not be satisfied with general impressions
- Recording observations systematically

When Someone Is Working Safely

- Start with a positive comment on what you see
- Engage the employee in conversation about the job and its safety aspects, including any safety problems
- Always thank the employee

Two Powerful Questions

- What are the risks associated with the job you're doing?
- What steps/procedures are in place to mitigate those risks?

Discussing the Unsafe Act

If you comment

- Express your concern
- Focus on effects, not acts

If you question

- Question to explore
- Question to learn, not to teach

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When Someone Is Working Unsafely

- Observe; then get the person's attention
- Comment on what the employee was doing safely
- Discuss with employee
  - The possible consequences of the unsafe act
  - Safer ways to do the job
- Get the employee's agreement to work safely in the future
- Discuss other safety issues of the job
- Always thank the employee

Reasons for Reluctance (cont)

- In a hurry
- Seen as coming across as superior "know it all"
- Lack of techniques to broach the subject
- It Takes time
- May get someone in trouble

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Reasons for Reluctance

- Lack of knowledge about operation
- Fear of confrontation
- Avoidance
- Perception of being viewed as the police
- Message is always seen as a negative
- Shy and reserved
- Peer pressure

Observation Categories

- Positions and Actions of team members
- Ergonomic issues
- Tools and equipment
- Procedures
- Orderliness (Housekeeping)

Skills Required

Talking about

- Safe practices
- Unsafe acts
- Ergonomic risks
- Other safety issues

Skills Required

Noticing

- Unsafe acts
- Safe work practices
- Unsafe conditions
- Ergonomic risks

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Auditing for Safety (cont.)

- Identifies where team members take risks
- Prevents injuries
- Focuses on people, not things
- Assesses on team member's knowledge of safety at FDF to include procedures, requirements manuals, etc.
- Raises awareness of near-misses that have occurred so they can take action to prevent recurrence
- Eliminates risky behavior

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Auditing for Safety

- Focuses attention on safety
- Shows how well safety is understood and applied
- Shows where safety systems are working well
- Helps identify weaknesses in systems
- Helps clarify safety standards
- Raises awareness of safety issues

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Elements of Excellence in Safety (Cont.)

- Supportive Safety Personnel
- Comprehensive Injury and Incident Reports and Investigations
- Progressive Motivation
- Effective Two-Way Communication
- Continuous Safety Training
- Effective Audits/Observations

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- Supportive Safety Personnel
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Elements of Excellence in Safety

- Strong Leadership Commitment
- Working Safety Policy
- Integrated Organization Responsibility
- Line Organization Responsibility
- Aggressive Safety Goals and Objectives
- High Standards of Performance

Why Safety Audits (cont)

- Use existing data sources (e.g., annual employee surveys, National Safety Council survey, Dupont Safety Evaluation to develop and implement plan to address areas of improvement by June 30, 1997

- Provide monthly status reports identifying coaches/leaders who conducted "walkthroughs. Demonstrate that six walkthroughs were conducted by each identified coach/leader between April 1 and September 30, 1997.

Why Safety Audits (cont)

- Requirements of POC 1.f:

  - Develop list of senior coaches/leaders and coaches/leaders who will conduct LMSAs

  - Develop and publish LMSA guidance

  - Develop and implement a procedure, SPR or a document describing Safety Walkthrough Program

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Why Safety Audits

- Create a 24-Hour Safety Culture/Attitude within Fluor Daniel Fernald

- This will be ccommplished through:
- Dupont Safety Training
  - Management Safety Training
  - Safety Audit Training
  - Condt of Safety Walkthrough Audits

- POC 1.f.--Line Management Safety Assessments (LMSAs)

- $540K of FDF profit is tied to receiving "Excellent " rating

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Program Support Division

Safety Management Audit Briefing

This is being sent to you for your information.. Thanks Tammy

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Leroy Abirached
MS80-2

Jean Allen
MS42

Greg Armour
MS80-2

Jan Arnett
MS80-2

Hontas Bailey
MS47

Jerry Bardua
MS47

Moses Branstetter
MS57

Dave Cooper
MS80-1

Craig Daniels
80-5

Sharon Davis
MS52-8

Jeff Day
MS26

Brian Devir
MS6

Dan Dickman
MS80-2

Dave Dravland
MS42

Connie Elliott
MS80-2

Bessie Evans
MS81-1

Ann Frank
MS5

Bert Franklin
MS26

Bill Gale
MS3

Darlene Gill
MS81-1

Randy Graves
MS80-2

Kim Gross
MS80-2

Larry Harmon
MS80-2

Bob Hawley
MS6

Jenny Heckler
MS5

Lou Henke
MS5

Gary Herman
MS81-5

Jerald Holzinger
MS80-2

Jack Hott
MS5

Irv Johnson
MS81-4

Gwen Jones
MS5

Tammy Kline
MS40

Jim Lang
MS26

Donald Liepold
MS5

Fran Maranda
MS44

Virginia Marcum
MS26

Linda McCulley
MS27

Jim McDonough
MS42

Kathy McIntyre
MS4

John Merwin
MS81-1

Rex Norton
MS40

Diane Rayer
MS78

Norm Reeves
MS5

Chris Ryan
MS80-2

George Sanko
MS80-2

Kevin Schneider
MS80-2

Mike Schroer
MS5

Paul Simons
MS52-2

Lorin Smith
MS81-5

Paul Sturgeon
MS5

John Taylor
MS5

Pam Taylor
MS3

Monica Thomas-Lee
MS81-1

Scott Wallace
MS79