



Department of Energy

Washington, DC 20585

September 16, 1998

MEMORANDUM FOR DISTRIBUTION

FROM: James M. Owendoff *James M. Owendoff*
Acting Assistant Secretary
for Environmental Management

SUBJECT: Schedule and Process for Revising the Implementation Plan
for Defense Nuclear Facilities Safety Board
Recommendation 94-1

The Department has committed to prepare for Secretarial approval, by December 1998, a comprehensive revision to the Implementation Plan (IP) responding to the Defense Nuclear Facilities Safety Board (Board) Recommendation 94-1, *Improved Schedule for Remediation in the Defense Nuclear Facilities Complex*. On September 2, 1998, Secretary Richardson signed out an "update package" to the current 94-1 IP which provides a framework for preparing the comprehensive revision. This memorandum provides you with our schedule and process to develop the comprehensive 94-1 IP revision and a means to ensure confidence of successful implementation.

Working with each of you and your staff, we have developed a planning schedule to prepare the IP revision (Attachment 1). Using the Department's guidance for interface with the Board, we have also developed a format and content guide for this IP revision. To assist your efforts, Carl Sink of the Nuclear Material Stewardship Program Office (NMSPO) has taken information from the current 94-1 IP and the "update package" and prepared a first draft of the revised 94-1 IP (Attachment 2). John Tseng and Carl Sink have been working closely with you, your staff, and Field 94-1 contacts in developing this schedule and the first draft of the revised IP. Please review and add to this draft IP in accordance with the schedule.

In reviewing your 94-1 stabilization program to prepare inputs for this IP revision, you should plan to meet the original IP commitments to the maximum extent possible. If it is determined that stabilization delays are unavoidable, recovery schedules should be realistic and aggressive. Any significant delays should be accompanied by an evaluation of the additional risk associated with the delays and a description of compensatory measures that will be taken to minimize that risk.

This comprehensive 94-1 IP revision must be supported by integrated resource-loaded baselines developed by each site. For those few sites that are still in the process of developing validated baselines, we expect the best information possible to be provided along with a committed date when the approved, resource-loaded baseline will be available for incorporation into the IP. For those materials that have to be shipped among our facilities, each site baseline needs to clearly reflect these interfaces including additional or lessened work load. We should plan to use each site's stabilization/storage capabilities to the degree that makes sense. Carl Sink, working with your designated staff, will integrate these baselines into a master schedule that will be used to track progress and resource needs with an appropriate level of configuration management.

I recognize site-specific needs can cause changes in our funding priorities, and site managers need to have the authority to make timely decisions. Nevertheless, we have to have discipline in the implementation of our commitments. To this end, Charlie O'Dell and Frank Baxter of NMSPO are working with your staff in reviewing the current 94-1 project tracking system to streamline reporting requirements. A change control function will be added to the tracking system so that we can effect configuration management of the 94-1 program. I expect Field offices to continue to submit a monthly status report to the NMSPO and to notify them immediately if there is any significant development requiring my attention or action.

To ensure confidence in and facilitate approval of this comprehensive 94-1 IP revision, John Tseng will lead a team to review the site baselines. This team will have representatives from EH, FM, DP, EM, S-3.1, MD and CFO, with assistance from GC on an "as needed" basis. The team members should be empowered to represent their management with the objective of facilitating the Departmental approval of the revised comprehensive 94-1 IP.

We need to work as a team to meet the aggressive schedule set by the Secretary to prepare a comprehensive revision for the 94-1 IP for his approval by December 1998. We plan to continue using the NMSPO biweekly conference calls to provide you with updates and track progress. Please call John Tseng at (301) 903-4482 or Carl Sink at (301) 903-5131 if you have any questions or suggestions.

Attachments