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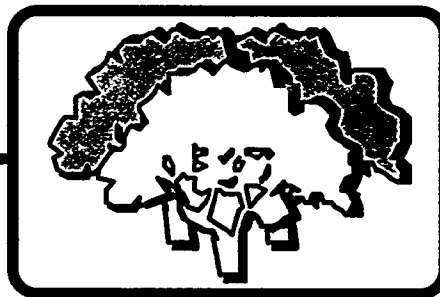


Environmental Restoration Strategic Plan

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*Remediating the
Nuclear Weapons Complex*

August 1995



DOE/EM-0257

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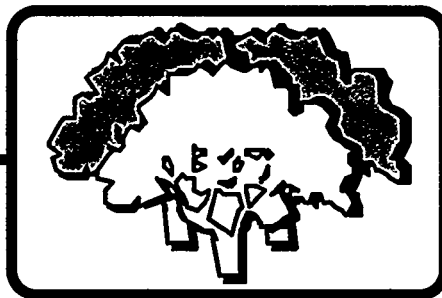
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Environmental Restoration Strategic Plan

*Remediating the
Nuclear Weapons Complex*



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The Environmental Restoration Strategic Plan has been developed to guide our decision-making in the planning and execution of the Department's National Environmental Restoration Program. The Plan is designed to implement the Environmental Management Strategic Plan and to reflect the roles, responsibilities and authorities of Headquarters and Field organizations as defined by the Assistant Secretary for Environmental Management.

The Headquarters' role is to set national strategy, issue policy and guidance, establish and monitor program performance metrics, act as a demanding customer of the Field organizations, and serve as the program's informed advocate with the Congress and the stakeholder community at the national level. Field elements are responsible for program execution, through the Department's contractor organizations.

The mission and principles contained in this document are intended to maintain our momentum, guide us through the Federal and DOE uncertainties we face, and provide stability for the future alignment of DOE and the Environmental Management Program. The strategies and courses of action set forth in this Plan, coupled with site-specific decision analyses that incorporate local and regional stakeholder considerations, will enable us to effectively manage an integrated national program.

This document is intended as a desk reference for all individuals involved in the Environmental Restoration Program. We intend it to guide us in our daily activities and to articulate our mission, vision, goals and priorities with our stakeholders.

James M. Owendoff

James M. Owendoff
Deputy Assistant Secretary
for Environmental Restoration
Office of Environmental
Management

The Environmental Restoration Strategic Plan

Mission

Protect human health and the environment from risks posed by inactive and surplus DOE facilities and contaminated areas, by remediating sites and facilities in the most cost efficient and responsible manner possible in order to provide for future beneficial use.

Vision

We will complete our mission by optimizing an appropriate mix of land uses: residential, recreational, public, industrial, and retained by the Department of Energy. We will be recognized world-wide for our efficiency, effectiveness, and excellence in remediating our contaminated sites and facilities. We will achieve this vision by adhering to the following core values:

- Ensure protection of worker and public health and safety and the environment;
- Serve as a model steward of natural and cultural resources;
- Comply with Federal, State, and local statutes;
- Prudently use taxpayers' money in achieving tangible results;
- Focus on customer satisfaction and collaborative decision making; and
- Demonstrate a commitment to excellence.

Program Areas/Goals

Address immediate risk concerns and prevent further increases in relative risk at all sites;

FUSRAP

- Complete 50% of current FUSRAP sites (23 of 46) by the end of 1996; and
- Complete remediation of all FUSRAP sites and related vicinity properties by FY 2016.

UMTRA

- Complete surface remediation of all 24 mill tailing sites and related vicinity properties by FY 1998; and
- Complete groundwater activities by FY 2014.

Other Small Sites

- Complete 25 sites by FY 2000; and
- Maximize beneficial reuse of small site lands and facilities.

Large Site Decommissioning

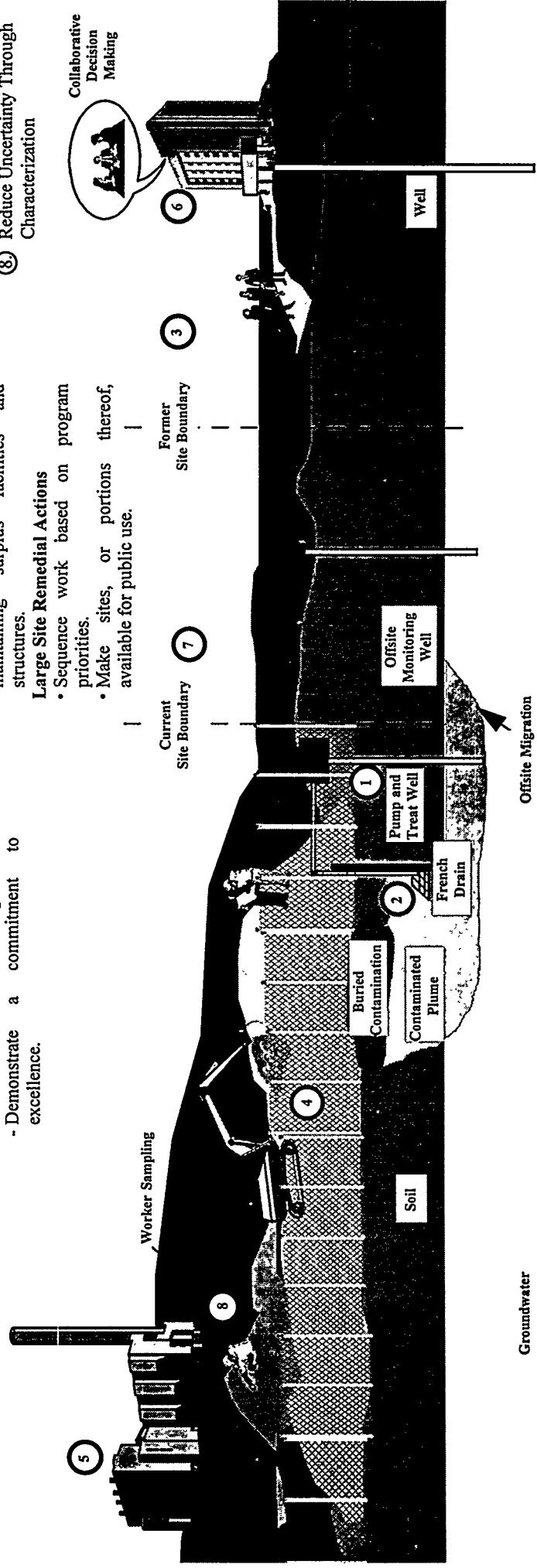
- Reduce long-term cost associated with maintaining surplus facilities and structures.

Large Site Remedial Actions

- Sequence work based on program priorities.
- Make sites, or portions thereof, available for public use.

Program Priorities

- 1 Reduce Offsite Contamination
- 2 Prevent Contamination Migration
- 3 Remediate Non-DOE Sites and Facilities
- 4 Reduce Onsite Contamination
- 5 Cost Effectively Maintain the Essential Infrastructure
- 6 Make Prudent Business Decisions
- 7 Release Facilities and Land for Public Beneficial Use
- 8 Reduce Uncertainty Through Characterization



Note: Numbers refer to program priorities

I. INTRODUCTION

With the end of the cold war, the United States has a reduced need for nuclear weapons production. In response, the Department of Energy has redirected resources from weapons production to weapons dismantlement and environmental remediation. To this end, in November 1989, the U.S. Department of Energy (DOE) established the Office of Environmental Restoration and Waste Management (renamed the Office of Environmental Management in 1994). It was created to bring under a central authority the management of radioactive and hazardous wastes at DOE sites and inactive or shut down facilities. The Environmental Restoration Program, a major component of DOE's Environmental Management Program, is responsible for the remediation and management of contaminated environmental media (e.g., soil, groundwater, sediments) and the decommissioning of facilities and structures at 130 sites in over 30 states and territories.

II. ENVIRONMENTAL RESTORATION MISSION

The mission of the Environmental Restoration Program is to protect human health and the environment from risks posed by inactive and surplus DOE facilities and contaminated areas, by remediating sites and facilities in the most cost efficient and responsible manner possible in order to provide for future beneficial use.

III. ENVIRONMENTAL RESTORATION VISION

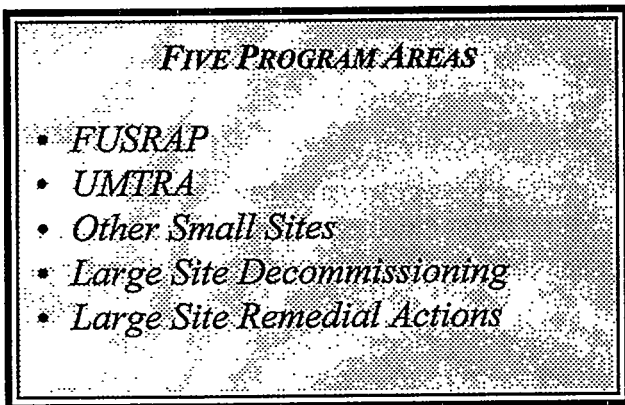
We will complete our mission by optimizing an appropriate mix of land uses: residential, recreational, public, industrial, and retained by the Department of Energy. We will be recognized world-wide for our efficiency, effectiveness, and excellence in remediating our contaminated sites and facilities. We will achieve this vision by adhering to the following core values:

- Ensure protection of worker and public health and safety and the environment;
- Serve as a model steward of natural and cultural resources;
- Comply with Federal, State, and local statutes;
- Prudently use taxpayers' money in achieving tangible results;
- Focus on customer satisfaction and collaborative decision making; and
- Demonstrate a commitment to excellence.

***REMEDIATING THE NUCLEAR
WEAPONS COMPLEX***

IV. PROGRAM AREAS AND GOALS

The Environmental Restoration Program's sites and facilities have been divided into five program areas based on groupings of similar site or facility characteristics. This categorization of sites and facilities allows for a subdivision of priorities and budgets, a refining of program focus and direction, and the development of common program strategies.



Across the program areas, there is no priority ranking, however, sites' and facilities' remediation activities within the program areas will be sequenced based upon the eight program priorities discussed in Section V. The broad strategy for Environmental Restoration is to accelerate remediation completions at small sites (including FUSRAP and UMTRA), to address the highest risks first at large sites, and to complete decommissioning to reduce long-term costs associated with maintaining surplus facilities and structures.

Formerly Utilized Sites Remedial Action Program (FUSRAP)

FUSRAP encompasses sites where the Federal Government formerly contracted with private firms to perform atomic weapons research. FUSRAP is authorized under Congressional mandate.

Goals

- Address immediate risk concerns and prevent further increases in relative risk at all sites
- Complete 50% of current FUSRAP sites (23 of 46) by the end of 1996
- Complete remediation of all FUSRAP sites and related vicinity properties by FY 2016

The Uranium Mill Tailings Remedial Action (UMTRA)

UMTRA Project encompasses sites that were or are contaminated with tailings and other byproducts of former uranium mining operations. The UMTRA Project is fairly mature (scheduled completion of all surface remediation by FY 1998) and is authorized under its own legislation (the Uranium Mill Tailings Radiation Control Act of 1978). Mill tailing sites often include surrounding "vicinity properties" that require remediation.

Goals

- Address immediate risk concerns and prevent further increases in relative risk at all sites

- *Complete surface remediation of all 24 mill tailing sites and related vicinity properties by FY 1998*
- *Complete groundwater activities by FY 2014*

Other Small Sites

Other Small Sites are the remaining sites (that are not in the UMTRA Project or FUSRAP) which have an estimated cost to complete of less than \$150 million (FY95 and beyond). The Environmental Restoration Program's priorities can be applied to the sites to achieve rapid progress. Fewer technological and non-technological barriers exist to the completion of these sites. Completing remediation at these sites offers opportunities to rapidly return land and facilities to other uses and to reduce fixed infrastructure costs in the program.

Goals

- *Address immediate risk concerns and prevent further increases in relative risk at all sites*
- *Complete remediation and decommissioning of 25 sites (out of 36 total sites) by FY 2000*
- *Maximize beneficial reuse of small site lands and facilities*

Large Site Decommissioning

The decommissioning program at large sites is designed to address contamination at thousands of surplus facilities and structures across the Department of Energy complex including reactors, chemical processing facilities, and warehouses. Decommissioning

activities hold the greatest potential for reducing fixed infrastructure and long-term costs.

Goals

- *Address immediate risk concerns and prevent further increases in relative risk at all sites*
- *Reduce long-term costs associated with maintaining surplus facilities and structures*

Large Site Remedial Actions

Large site remedial actions are conducted at each site with a total estimated cost to complete of greater than \$150 million. In general, large sites are more complex and larger in size than other sites. The level of risk within a large site can vary widely. Large site activities are typically driven by legal statutes and agreements.

In addition, cost effective technologies may not yet exist, and remediation activities may not be able to be accelerated due to limitations placed upon sites by other Programs (i.e., a Waste Management facility must be constructed to accept the waste, etc.)

Goals

- *Address immediate risk concerns and prevent further increases in relative risk at all sites*
- *Sequence work based on program priorities*
- *Make sites, or portions thereof, available for public use*

V. PROGRAM PRIORITIES

Environmental restoration activities across the program areas are driven by eight program priorities. These priorities, listed in order of emphasis, will be used across the Environmental Restoration Program Areas to determine budget priorities and to plan and sequence our work activities. The priorities will help us reach our program area goals and complete our mission in a responsible and cost effective manner.



Program Priority 1

Reduce Offsite Contamination

Remediate offsite contamination that may pose an adverse risk to the public and the environment. We will bias our actions toward remediating the offsite contamination and removing the source of contamination.

Program Priority 2

Prevent Contamination Migration

Contain contamination and prevent further migration of contaminants from former weapons research and production activities through timely identification, reporting, assessment, application of best technologies and safe storage.

Program Priority 3

Remediate Non-DOE Sites and Facilities

Identify, decontaminate and/or control contamination at all sites and facilities formerly used by DOE and our contractors, the majority of which are included in the FUSRAP and the UMTRA Project. We will stabilize or dispose of all contaminants and residues in a radiologically and environmentally acceptable manner by meeting all applicable agreements, statutes and regulations.

Program Priority 4

Reduce Onsite Contamination

Remediate onsite contamination that may pose an adverse risk to the public and the environment during future use of the site. We will work collaboratively with the public and regulators to determine future site use and to bias our actions toward solutions that prevent exposure and adverse risk.

Program Priority 5

Cost Effectively Maintain the Essential Infrastructure

Responsibly invest in site safety, security, utilities, maintenance, support services and other activities that are required to maintain the infrastructure to support the restoration mission. Through activities like decommissioning, we will reduce or eliminate the conditions that create the need for unnecessary expenditures, to make funds available for other restoration activities.

Program Priority 6

Make Prudent Business Decisions

Fund activities that support and enhance the effective and efficient achievement of our mission, whether or not they directly eliminate or reduce contamination. Prudent business decisions would include: investing in capital projects that upgrade efficiency of operations, completing projects near their end to reduce longer term costs, training employees for safety

or enhanced job performance, and implementing technically effective and cost efficient projects.

Program Priority 7

Release Facilities and Land for Public Beneficial Use

Increase efforts to expeditiously remediate and release for other uses sites, facilities, buildings and equipment no longer needed and that have no, or acceptable levels of, contamination. We will involve the public in land and facility reuse decisions.

Program Priority 8

Reduce Uncertainty Through Characterization

Increase efforts to identify sources, nature and extent of contamination to allow more accurate determination of relative risk, scope, cost and schedule of remediation projects. We will establish data needs and objectives before characterization to increase the cost effectiveness and efficiency of characterization efforts.

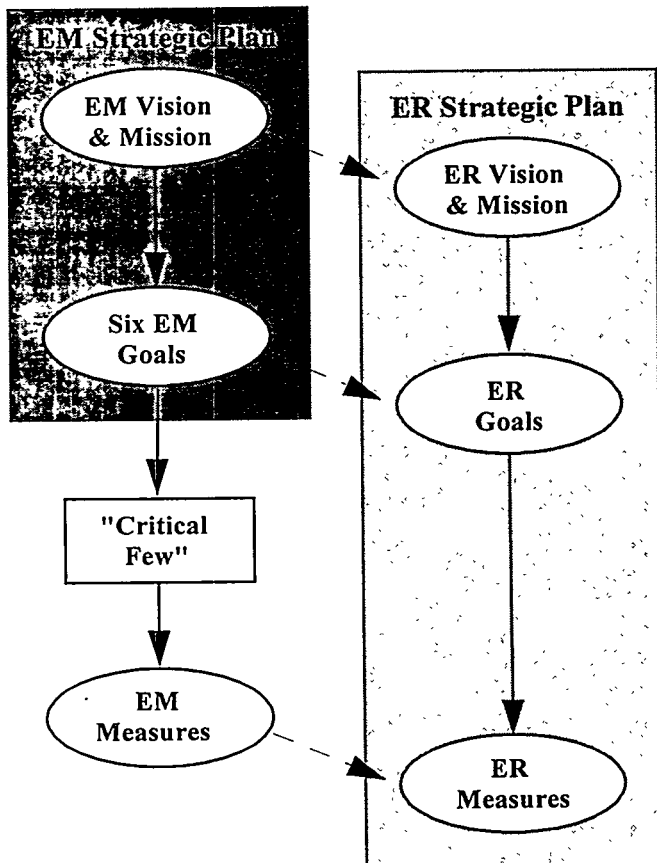
VI. PERFORMANCE MEASURES

As the Environmental Restoration Program pursues its goals within each of the Program Areas, performance measures will be used to track overall achievement of the program mission and vision within the context of the program priorities. The Program Areas and Goals, Program Priorities, and Performance Measures of this Strategic Plan are consistent with the Environmental Management Strategic Plan, and related Environmental Management overarching performance indicators such as the

“Critical Few.” The relationship of the Environmental Restoration Strategic Plan to the Environmental Management Strategic Plan is shown in Figure 1. This Environmental Restoration Strategic Plan, like the Environmental Management Strategic Plan is also influenced by other important performance initiatives such as the Department’s contract reform initiative and the Government Performance and Results Act (GPR).

The measures discussed here are strategic measures for examining macro-level, long-term trends. The strategic measures are part of a larger body of performance measures that the Environmental Management and Environmental

Figure 1. Relationship of EM and ER Goals and Performance Measures

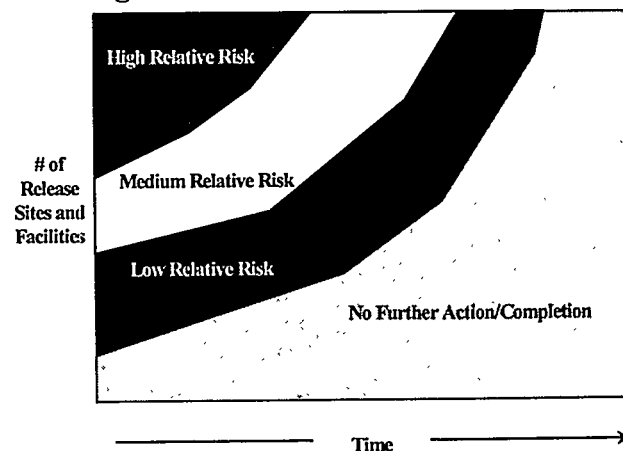


Restoration Program use for shorter-term management and external reporting purposes. Additional details on the strategic measures and other programmatic performance measures can be found in Appendix A.

Strategic Measure 1. Relative Risk Reduction

The Environmental Restoration Program will classify and track all release sites and facilities by relative risk to human health, the environment, and worker safety. Relative risk categories will be based on a simple high, medium, low classification scheme. As program priorities are implemented and program area goals are attained, there is an expectation that higher relative risk release sites and facilities will either move to a lower relative risk classification or into the "no further action/completion" category (see Figure 2). Similarly, the general trending of medium and low relative risk sites should be toward the no further action category.

Figure 2. Relative Risk Reduction



The Environmental Restoration Program also expects, in general, that funds will be

allocated toward addressing higher relative risk sites at a faster rate than lower relative risk sites. Figure 3 below illustrates the desired trend in funding. The figure includes a category called the "core" program which includes essential costs required for landlord, program management, surveillance and maintenance, grants and agreements-in-principle. Our goal is to reduce funding for the core program over time, to make available additional funds for risk reduction categories.

Figure 3. Relative Risk Funding Trends

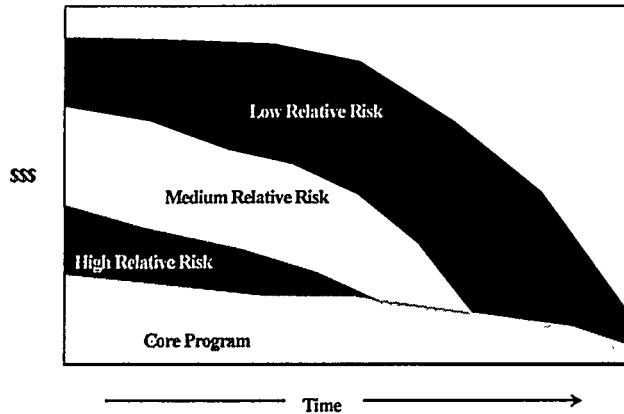


Figure 4. Land Status

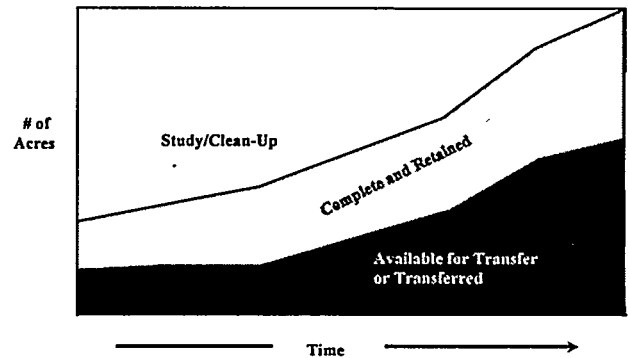
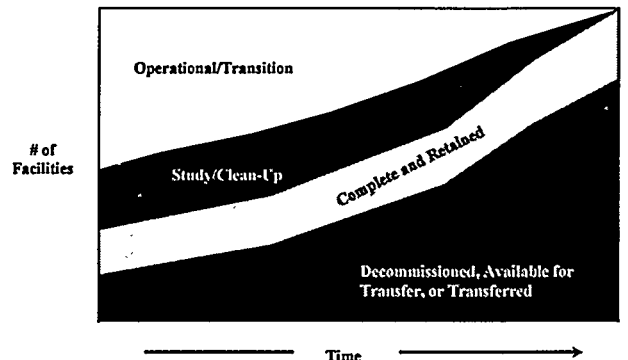


Figure 5. Facilities Remediation Status



Strategic Measure 2. Lands and Facilities Status

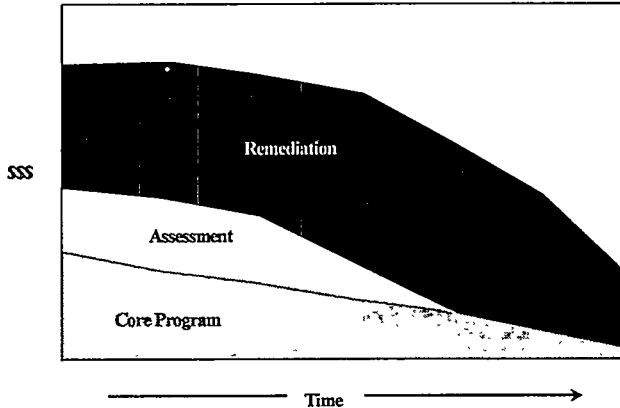
The program priorities and program area objectives dictate that lands should be remediated and facilities should be decommissioned expeditiously. The Environmental Restoration Program will track trending patterns in both lands and facilities status as portrayed in the Figures 4 and 5. The ultimate objectives will be to remediate lands and decommission facilities so that they are ready to be transferred for future beneficial use.

Strategic Measure 3. Resource Distribution

The Environmental Restoration Program is dedicated to increasing the proportion of resources allocated to actual remediation progress while reducing the resources for other activities. Most program priorities and program area goals require measurable remediation progress. The Program will track overall trending in the distribution of funds committed to core activities, assessment activities (including determinations for no further action), and remediation progress (see Figure 6). The desired trend would show a steady decline in the

assessment and core activities fraction, and corresponding increase in the cleanup progress fraction.

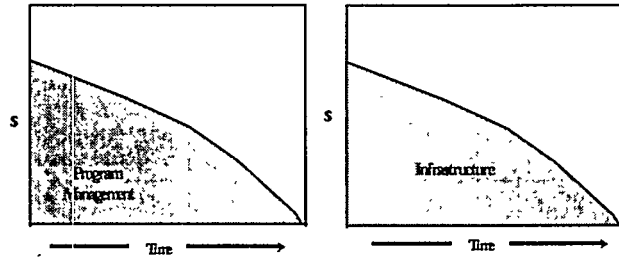
Figure 6. Funding Distribution



Strategic Measure 4. Program Efficiency

Important components of the mission, vision, and priorities are the concepts of cost-effectiveness and efficiency. Cost-effectiveness and efficiency will be achieved through reductions in infrastructure costs, elimination of unnecessary management and oversight costs, and utilization of cost effective technologies. Indicators such as infrastructure costs, and program management costs, will be used as a proxy measuring effectiveness and efficiency trends (see Figure 7). The Environmental Restoration Program is working, in conjunction with other DOE Offices, to develop methods for measuring program cost-effectiveness and efficiency. These measures will be utilized to quantify overall program performance.

Figure 7. Business Indicators



More detailed, site- and program area-specific performance measures are provided in tabular form in Appendix A. The performance measure tables shown in Appendix A will be used for shorter-term management and external reporting purposes.

VII. STRATEGIC ISSUES

Strategic issues are those fundamental barriers which must be surmounted if we are to successfully carry out our mission and realize our vision of becoming recognized world-wide for our efficiency, effectiveness, and excellence in the remediation of contaminated sites and facilities. The following five strategic issues have been identified as the principal barriers faced by the Environmental Restoration Program.

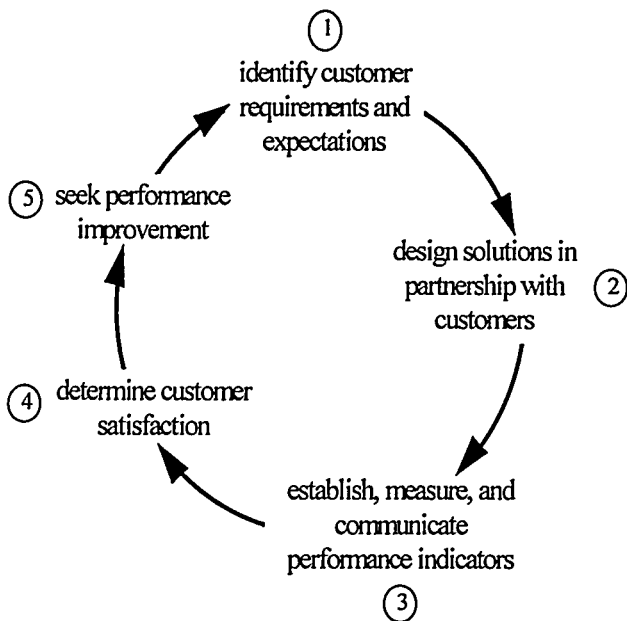
- STRATEGIC ISSUES**

 - Linking Planning and Budgeting to Relative Risk
 - Designing Flexibility into Compliance Agreements
 - Communicating Program Progress
 - Clarifying Roles, Responsibilities, and Authorities
 - Managing Human Resources

Strategies for resolving these issues are outlined in Appendix B.

The five strategies share the common framework of identifying customer requirements and expectations; designing solutions in partnership with customers; establishing, measuring, and communicating performance indicators; determining customer satisfaction; and seeking performance improvements (see Figure 8). By using this framework we will address the five strategic issues.

Figure 8. Strategic Issue Framework



VIII. CONCLUSION

This plan is provided as a tool for Headquarters, Field, contractors and stakeholders to direct their collective efforts towards the cost-effective achievement of maximum Environmental Restoration Program progress. The five program areas and goals and the program priorities will guide our decisions in remediation activities. All of our decisions will be made by adhering to our core values. Through this process, we will work together to achieve the Environmental Restoration Program mission and realize our vision.

APPENDIX A
IMPLEMENTATION AND PERFORMANCE MEASURES

Purpose

This Appendix comprises four tabular depictions of detailed performance measures which will be used to track progress at the site level. They will be used to track detailed program status and for shorter-term management and external status reporting purposes. Table 1 shows the detailed tracking of budgets and activities by program area, divided into the high, medium, and low risk categories. Table 2 facilitates the tracking of remediation phase and facilities status by site. Table 3 shows the status of DOE and private lands, and Table 4 tracks cost savings and cost avoidances by site.

These four tables, used in conjunction, will allow the Environmental Restoration Program to clearly quantify and communicate program status and progress to our internal and external stakeholders. It is anticipated that they will evolve over time to address all of the Strategic Measures presented in Section VI, as well as any new stakeholder and customer concerns.

ENVIRONMENTAL RESTORATION STRATEGIC PLAN

Table 1: Tying Budgets to Program Priorities (status as of Beginning of Fiscal Year)

Level of Risk	1995		1996		1997	
	Budget (000\$)	Number of Activities *	Budget (000\$)	Number of Activities *	Budget (000\$)	Number of Activities *
HIGH RELATIVE RISK						
UMTRA -sites - vicinity properties						
FUSRAP - sites - vicinity properties						
Other Small Sites						
Large Site Decommissioning						
Large Site Remedial Actions						
MEDIUM RELATIVE RISK						
UMTRA -sites - vicinity properties						
FUSRAP - sites - vicinity properties						
Other Small Sites						
Large Site Decommissioning						
Large Site Remedial Actions						
LOW RELATIVE RISK						
UMTRA -sites - vicinity properties						
FUSRAP - sites - vicinity properties						
Other Small Sites						
Large Site Decommissioning						
Large Site Remedial Actions						
NO FURTHER ACTION						
UMTRA -sites - vicinity properties	-		-		-	
FUSRAP - sites - vicinity properties	-		-		-	
Other Small Sites	-		-		-	
Large Site Decommissioning	-		-		-	
Large Site Remedial Actions	-		-		-	
PROGRAM MANAGEMENT		-		-		-
OTHER		-		-		-
TOTAL		-		-		-

* Number of activities is defined as follows:
 FUSRAP Number of FUSRAP sites/VPs Small Sites Number of geographic locations
 UMTRA Number of mill tailing sites/VPs Large Site Remedial Actions Number of release sites
 Large Site Decommissioning Number of facilities

ENVIRONMENTAL RESTORATION STRATEGIC PLAN

Table 1: Tying Budgets to Program Priorities (status as of Beginning of Fiscal Year) (continued)

Level of Risk	1998		1999		2000 & Beyond		Total
	Budget (000S)	Number of Activities *	Budget (000S)	Number of Activities *	Budget (000S)	Number of Activities *	
HIGH RELATIVE RISK							
UMTRA -sites - vicinity properties							
FUSRAP - sites - vicinity properties							
Other Small Sites							
Large Site Decommissioning							
Large Site Remedial Actions							
MEDIUM RELATIVE RISK							
UMTRA -sites - vicinity properties							
FUSRAP - sites - vicinity properties							
Other Small Sites							
Large Site Decommissioning							
Large Site Remedial Actions							
LOW RELATIVE RISK							
UMTRA -sites - vicinity properties							
FUSRAP - sites - vicinity properties							
Other Small Sites							
Large Site Decommissioning							
Large Site Remedial Actions							
NO FURTHER ACTION							
UMTRA -sites - vicinity properties	-		-		-		
FUSRAP - sites - vicinity properties	-		-		-		
Other Small Sites	-		-		-		
Large Site Decommissioning	-		-		-		
Large Site Remedial Actions	-		-		-		
PROGRAM MANAGEMENT		-		-		-	
OTHER		-		-		-	
TOTAL		-		-		-	

* Number of activities is defined as follows:

FUSRAP	Number of FUSRAP sites/VPs	Small Sites	Number of geographic locations
UMTRA	Number of mill tailing sites/VPs	Large Site Remedial Actions	Number of release sites
Large Site Decommissioning	Number of facilities		

Table 2. Sites and Facilities Status

Installation	Sites					Facilities			
	Total Number of Sites	Underway		Completed		Total Number to be Addressed	Number Returned to Use	Number Demolished	Not Completed
		Characterization	Remediation	No Action Decisions	Remediated				

Table 3. Status of Lands

Site	Private Lands			DOE Lands				
	Total to be Addressed (acres)	Safely Contained	Total Completed and Released	Total Owned by DOE (acres)	DOE Land to Be Retained	Land That Has Been Released	Remediated and Ready for Release	Land Not Ready to Be Released

Table 4. Cost-Effectiveness

Site	Baseline Total Project Cost	Current Total Project Cost	Prior Year Cost Savings	Current Year Cost Savings	Outyear Cost Avoidances	Comments/ Notes

APPENDIX B
STRATEGIC ISSUES AND STRATEGIES

In Section VII, five Strategic Issues were identified as the principal barriers the Environmental Restoration Program faces. This Appendix provides a summary and discussion of each Strategic Issue.

Strategic Issue - *Linking Planning and Budgeting to Relative Risk*

How can our planning, budgeting, and program execution process for remediation activities be linked to relative risk and other National priorities in order to sequence the work so that the Nation's highest priorities are addressed first?

Discussion

Historically, the Environmental Restoration planning, budgeting and program execution processes have been designed to satisfy the requirements of the Federal Facilities Compliance Agreements and program needs on a site-specific basis. This approach inhibits our ability to compare the budgetary needs and work priorities between and among sites. Additionally, most of our compliance

agreements, and therefore our planning processes are not strictly based on risk to public and worker health and safety.

In developing an effective National Environmental Restoration Program, we must have the ability and capability to compare work priorities and associated resource needs on a macro level, across all sites under the purview of the National Environmental Restoration Program. Relative risk-based evaluations have been identified as the preferred approach to guide the allocation of resources across all sites. Other stakeholder considerations will also influence the resource allocation process. Final budget formulation decisions will be made by informed Federal managers with the participation of external stakeholders using risk-based evaluations and expert, professional judgment, based on the priorities outlined in Section V.

A potential strategy to address this issue has been developed comprising the following actions:

- Meet with Stakeholders
- Establish a Team to Refine the Risk-based Prioritization Methodology
- Finalize, and Implement the Risk-based Prioritization Methodology
- Develop Budget Guidance
- Develop a National Environmental Restoration Budget
- Develop Performance Measures

Strategic Issue - *Designing Flexibility into Compliance Agreements*

How can we work more effectively with regulators and other stakeholders to achieve flexible compliance agreements which provide realistic scopes and schedules that satisfy stakeholder needs, regulatory requirements, Departmental fiscal limitations and technology constraints?

Discussion

At many sites, current compliance agreements do not provide the necessary flexibility to responsibly address ever-changing requirements and program improvement opportunities. Changing stakeholder needs cannot be addressed promptly, benefits from improved site characterization and technology advances cannot be realized, and effective responses to budget constraints are inhibited. Existing agreements do not, in general, provide the latitude to set appropriate priorities for the sequencing of work or for the introduction of emerging technologies. This situation leads to adversarial stakeholder relationships, results in inefficiencies in the allocation of fiscal and human resources, and inhibits our ability to serve the public in a responsible manner.

Strengthening our partnerships and collaborative relationships with our regulators and other stakeholders will improve our ability to develop solutions which incorporate stakeholder needs, regulatory requirements, relative risk, availability of technology, and funding limitations. The

decision-making process should permit us to complete work on high relative risk release sites and facilities before addressing lower relative risk sites and facilities.

A potential strategy to address this issue has been developed comprising the following actions:

- Identify Stakeholder/Regulatory Requirements
- Jointly Evaluate Current Agreements to Meet Department/Regulatory/Stakeholder Needs
- Design/Implement Lessons Learned Communication Processes
- Design Mutual Gains Clean Up Agreement Negotiation Process
- Implement Mutual Gains Clean Up Agreement Negotiation Process
- Develop and Communicate Lessons Learned From Mutual Gains Negotiation Experiences
- Develop and Implement Negotiation Process Improvement Processes

Strategic Issue - *Communicating Program Progress*

How can quality and operational performance measures be used to effectively demonstrate or communicate program performance, including cost-effectiveness?

Discussion

The Environmental Restoration Program has not been fully effective in defining, developing and implementing processes for

collecting and communicating quality and operational performance information that demonstrates real success to the Department's stakeholders. In the current national climate of fiscal constraint and the demand for tangible results, determining stakeholder requirements and expectations, effectively collecting and communicating program quality and operational performance information, and determining stakeholder satisfaction are vitally important to the Program's success. This is particularly true with respect to stakeholders such as the Office of Management and Budget and the Congress. The Environmental Restoration Program has always incorporated stakeholder considerations into the program formulation and execution processes. However, this has not always been done in a comprehensive, efficient, effective and systematic manner. Environmental Restoration's approach for achieving stakeholder satisfaction must be reexamined and redesigned to serve its need to show real progress in cleaning up our sites.

A potential strategy to address this issue has been developed comprising the following actions:

- Identify Stakeholders Requirements
- Define Performance Measures
- Design Performance Measurement Process
- Design Communication Process
- Implement Performance Measurement and Communication Processes
- Determine Stakeholder Satisfaction

Strategic Issue - Clarifying Roles, Responsibilities and Authorities

How can the roles, responsibilities, and authorities between and among Headquarters and Field Office personnel be clearly defined, communicated to, and understood by all affected parties?

Discussion

A general framework of roles, responsibilities, and authorities has been developed and promulgated by the Secretary and the Assistant Secretary for Environmental Management. However, these guiding management principles are not clearly defined or well understood and accepted between and among Headquarters and Field Offices with respect to program management vs. project management and other organizational elements. For example, specific roles and responsibilities among the ever evolving organizational elements of Headquarters, such as other Environmental Management offices, Field Management, Defense Programs, General Counsel and the Office of Environment, Safety, and Health, and the Field need to be further defined with the "Handbook on Roles and Responsibilities for Environmental Management" as the "high level" guide. Much of the organizational "stove-piping" and the existing "we vs. they" culture that exists between and among Headquarters and Field elements can be attributed, at least in part, to poorly-defined roles, responsibilities and authorities.

A potential strategy to address this issue has been developed comprising the following actions:

- Formulate and Promulgate Policy
- Design a process for Defining and Communicating Roles, Responsibilities, and Authorities
- Implement a Pilot Process
- Evaluate and Improve Pilot Process
- Deploy Process EM-wide

Strategic Issue - *Managing Human Resources*

How can we ensure the availability of qualified and trained staff necessary to carry out the Environmental Restoration mission in an era of downsizing?

Discussion

Qualified and trained staff, in sufficient numbers, are vitally important to the successful execution of the Environmental Restoration mission. However, Environmental Restoration faces several challenges with respect to the experience and skills mix of its staff that may inhibit and even threaten its ability to carry out its mission. These challenges are the result of several changes taking place in the Department. Among the changes are the following: the downsizing of the Federal government; a related employee buy-out program which is depleting the experience base and corporate knowledge of the Department; the decentralization of program management responsibilities from Headquarters to the Field organizations, which will alter the

human resource requirements, and the Department's redefined business practices which now emphasize quality, openness and trust, and the full and open involvement of customers in the Department's decision-making processes.

A potential strategy to address this issue has been developed comprising the following actions:

- Develop/implement Near-Term Organizational Realignment Strategy
- Reexamine/redesign Human Resource Management Process
 - Develop a Human Resource Management Plan
 - Implement the Human Resource Management Plan
 - Develop/implement Human Resource Management Improvement Process