Waste Management Symposium

Fluor Fernald


Good News ...
The END is here
Safe Closure in 2006
June

Fluor Fernald Safety Performance

Total Injuries (first aid and recordables)

Final Fernald Scorecard

Requirement	Actual	
Set Cleanup Levels and Project Scope	Five Records of Decision Issued	✓
Set Final Land Use	Stakeholder Alignment; Natural Resource Restoration Plan Issued	✓
Remove Nuclear Material Holdup from Production Lines and Vessels	500,000 Pound of Uranium and Thorium Removed and dispositioned offsite	✓
Remove All Manmade Improvements – Including all Structure, Facilities, Foundations	259 Contaminated Facilities D&D'd; 326,000 cubic yards of LLW debris dispositioned onsite and offsite	✓
Disposition Orphaned Nuclear Material	31M Pounds Uranium and 20M Pounds Thorium Dispositioned offsite	✓
Disposition Legacy Waste Inventory	200,000 containers treated, repackaged and dispositoned offsite	✓
Disposition Bulk LLW Inventories	$75M infrastructure installed; 205 – 60 car unit trains/ 1.2M tons treated/dispostioned off site	✓
Disposition Silo Materials	$270M infrastructure installed; 9,000 tons of K-65 high radium bearing residues retrieved, treated and sent for offsite storage/disposal; 5,000 tons of Silo 3 high thorium bearing waste retrieved, treated and dispositioned offsite	✓

Final Fernald Scorecard (cont.)

Requirement	Actual	
Excavate Contaminated Soil	2.7M cubic yards excavated and disposed onsite and offsite	✓
Construct On-site Disposal Facility	3M cubic yard disposal facility designed, constructed, and capped	✓
Restore Natural Resources	Over 140 acres of wetlands and ponds created; over 28,500 trees, etc. planted; and over 330 acres of prairies were seeded	✓
Transition Workforce	3,200 employees transitioned	✓
Completed by end of CY 2006	Completed October 29, 2006	✓
Complete at Less Than Target of $1.9B Target Cost	Completed at $1.85B	✓
Design, Install and Operate Groundwater Restoration	5,000 gpm treatment plant installed and operating, extraction and reinjection well network installed and operating	✓
Provide for Smooth Transition to Legacy Management	Site Successfully Transitioned to Legacy Management	✓
Safe Work Performance	OSHA Recordable Rate of 0.8; VPP Superior Star Status	✓

Lessons Learned – Baseline Acceleration

- **Get the Fundamentals Right**
  - Incentive Based Contracting Worked At Fernald
    - Focused Fluor and Partners on Managing Baseline to the Desired End State
    - Shifts Client Focus to Contract Performance and End Results
    - Creates Partnering Atmosphere with Client
  - Seamless Team, Proper Alignment of Contractual Incentives
  - Early Alignment On Detailed Vision of End State Conditions (Including Final Supporting Paper) with DOE, Unions and Workers
  - Alignment With Regulators and Stakeholders On Expectations and Level of Involvement
  - Demonstrate Your Commitment To Excellence in Safety Performance

Lessons Learned – Baseline Acceleration

- **Management Perspective**
  - Single Execution Plan – Baseline
  - Drive Baseline Into The Details –
    - Manpower By Headcount
    - Space Planning
    - Utility Redistributions
    - Going Out of Business Plans for Institutional/ Support Functions
  - Challenge Project Teams - Set Most Aggressive Cost and Schedule Baseline Reasonable
  - Have More Work Planned and Ready to Go Than Scheduled In Baseline – Be Prepared to Take Advantage of Circumstances
  - Funds Management Is Critical
    - Aggressive Austerity Measures
    - Aggressive Manpower Planning
    - Focus on All Overhead Costs

Lessons Learned – Baseline Acceleration

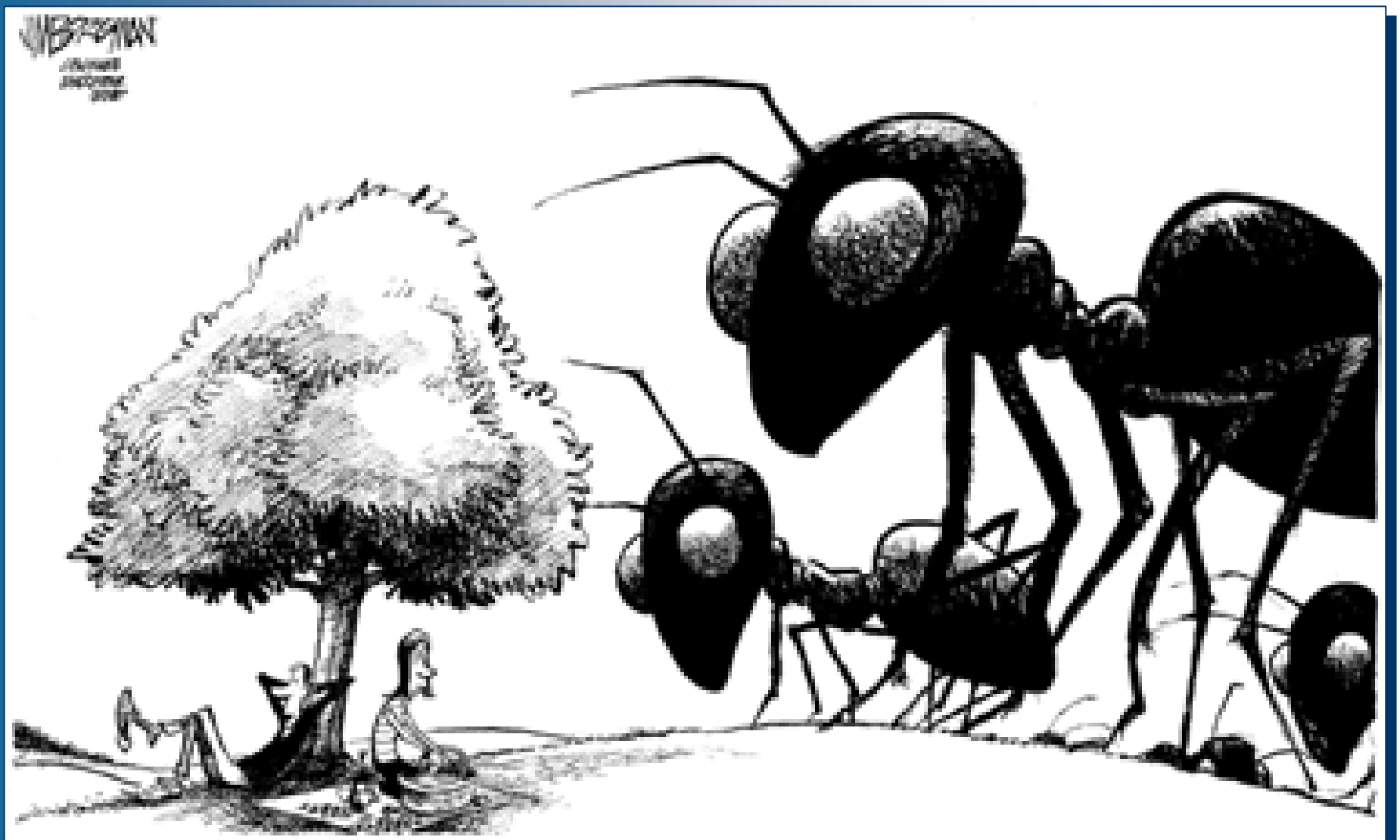
- **Management Perspective (cont.)**
  - Identify Relief Mechanisms For Year End Funding Issues – Accommodate Scope Growth and Cost Increases
  - Identify Significant Uncertainties in Scope and Critical Risks to Cost and Schedule – Take Definitive Actions to Address – Aggressively Manage and Track Progress
  - Unrelenting Focus on Performance Against Baseline –
    - Use Quantity Based Earned Value, Minimize LOE and Percent Complete
    - Continuously Look for Acceleration Opportunities
  - Senior Management to the Field – Live in Conditions You Create- Sustain Sense of Urgency Across the Workforce
  - Identify Critical Resources and Implement Retention Plan

Lessons Learned – Baseline Acceleration

- **Worker Perspective On Things That Worked**
  - Find a System That Works and Stick to It – Workforce needs Consistency in Requirements, Procedures and Work Processes – Don't change unless very good reason
  - Senior Management In the Field and Available – Act on Input Received
  - Involve Workers in Planning, Issue Resolution, and Overcoming Obstacles
  - Sharing Fee With Workers Is a Plus
  - Safety Incentives Work – Keeps Up Energy Surrounding Safety Program
  - Sharing Up-to-date Plans with Workforce – Especially Manpower Plans
  - Giving Up-to-date forecasts on end of assignment dates
  - Provide Career Planning Support – Help Find Next Jobs While Workers Still Employed


RESTORED AREA
DO NOT DISTURB
FOR ACCESS CALL:
513-484-2303
-OR-
513-484-2313


Fernald Closure Project
2006
8198-1
Fluor Fernald



"YOU'D NEVER KNOW THIS WAS ONCE THE SITE OF THE FERNALD URANIUM PROCESSING PLANT, WOULD YOU?"

THE ENQUIRER

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