

WM'07 Conference, February 25-March 1, 2007, Tucson, AZ

**Transition and Closeout of the Fernald Closure Project
Session #56, Abstract # 7605**

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ABSTRACT

The U.S. Department of Energy (DOE) and Fluor Fernald have completed the majority of the cleanup of the Fernald Site. The over 1,000 acre complex for processing uranium has been demolished and soil contamination has been remediated. With acres of wetlands and prairies replacing the buildings and waste pits. At the end of the project the focus shifted to developing demonstrating the completion of the project and the contract, as well as ensuring a smooth transition of the facility from the DOE's Environmental Management (EM) Program to the DOE's Legacy Management (LM) Program.

Working with the DOE, each portion of the closure contract was examined for specific closure definition. From this negotiation effort the Comprehensive Exit and Transition Plan (CE/T Plan) was written. The CE/T Plan is intended to assist DOE in the analysis that the site is ready for transfer into long-term stewardship (LTS) (also referred to as legacy management) and that Fluor Fernald, Inc. has satisfactorily completed the closure contract statement of work elements.

Following the Lessons Learned from the closure of the Rocky Flats Site, the DOE's Legacy Management Program created a matrix of Transition Elements required to ensure adequate information was in place to allow the new prime contractor to perform the Legacy Management scope of work. The transition plan included over 1,000 elements broken down into functional areas and relied on specific Fernald Responsibility Transition Packages (RTPs) for detailed transition actions. The template for Closure and Transition Planning used at the Fernald Site was

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developed using the best Lessons Learned from across the DOE Complex. The template could be used for other sites, and lessons learned from this closure and transition will be appropriate for all closure projects.

INTRODUCTION

The U.S. Department of Energy (DOE) and Fluor Fernald have taken the Fernald Site from the sensational headlines of unchecked radioactive contamination on the front page of the *New York Times*, to balanced, multi-page articles in the *Cincinnati Enquirer* touting the success of the efforts that took Fernald from weapons to wetlands in just 10 years. The 1,050 acre complex for processing uranium has been dismantled and cleaned up, with 81 acres of wetlands and more than 300 acres of prairie replacing buildings, silos, and waste pits that were the remnants of nuclear-weapons production.

The effort to complete this Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) cleanup included stabilizing 31 million pounds of waste from processing uranium, 2.5 billion pounds of waste, and 2.75 million cubic yards of contaminated soil and debris. To date, the Fernald team has dismantled 255 buildings and affiliated structures; the On-Site Disposal Facility has received 2.9 million cubic yards of soil and debris and final cover construction for Cell 8 was completed in October 2006; transported 979,000 tons of waste from six waste pits (154 unit trains); and excavated over 3.0 million cubic yards of contaminated soil and debris.

As the project nears completion, the focus has shifted to developing the precise definition of completion and transitioning the facility from the DOE's Environmental Management (EM) Program to the DOE's Legacy Management (LM) Program in a timely manner, with no disruption of services and no negative effects on the ongoing closure mission.

COMPREHENSIVE EXIT AND TRANSITION PLAN – EM CONTRACT COMPLETION

Working with the DOE, each portion of the closure contract was examined for specific closure definition. Every item specified for delivery under the contract was defined and any ambiguity was negotiated. From this negotiation effort, the Comprehensive Exit and Transition Plan (CE/T Plan) was written. The CE/T Plan is intended to assist DOE in the analysis that the site is ready for transfer into long-term stewardship (LTS) (also referred to as legacy management) and that Fluor Fernald, Inc. has satisfactorily completed the closure contract statement of work elements (Appendix A).

The Fernald Closure Contract outlined a series of activities and reviews that would be followed to demonstrate the completion of the contract's statement of work and for the Department to accept the work. The contract outlined a Declaration of Physical Completion by Fluor Fernald, followed by a short period of time for the DOE to determine if the declaration was reasonable. The completion of this short review was termed the Determination of Reasonableness. This was followed by a longer period of time during which the DOE would determine to accept the work as completed or to create a punchlist of significant issues that would be non-reimbursable under the contract.

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In creating the CE/TP, each of the subprojects and major functional areas was broken down to the specific deliverables that would be required for completion. The subprojects were directly related to the CERCLA closure documentation required by the regulators. This clear path from the completion of the work, through the final Records of Decision will also be helpful to DOE as they prepare the regulatory closure proposal and the Critical Decision 4 package. Each of these specific deliverables was put on a spreadsheet and was tracked to completion. A map of the site was developed with the specific physical features to be left on-site after the contract was completed. This visual aid was very important in ensuring communications with Fluor Fernald, DOE and the regulators.

Working with DOE, Fluor Fernald established an interim physical walk-down process as a part of the closure actions. Walk-downs were conducted systematically across the entire site. The site was mapped according to the progress of the work – and as the work was completed, that area was walked down. Both parties made significant efforts to have consistent personnel on these walk-downs. Mark Albertin for Fluor Fernald coordinated this very successful effort. The walk-downs allowed Fluor and DOE to have confidence that the work was being completed as required and allowed specifics that were not anticipated to be addressed. This process was particularly important as the work requirements for the follow-on mission of the Legacy Management DOE organization were developed during the last phases of the cleanup. Specifics of electrical distribution systems, the parking lot, fences and culverts were all discussed at length during this period of time.

TRANSITION MATRIX – LEGACY MANAGEMENT TRANSITION READINESS

Using Lessons Learned from the Rocky Flats Site closure project, DOE LM created a matrix of Transition Elements for nation-wide use. These elements were required to ensure that enough information was in place to allow the new prime contractor to perform the LM scope of work. The transition plan included over 1,000 elements, broken down into functional areas, and relied on specific Fernald Responsibility Transition Packages (RTPs) for detailed transition actions (Appendix B). The two prime contractors (Fluor Fernald, Inc. and S.M. Stoller Corporation) worked with DOE-EM and DOE-LM Program Managers Johnny Reising and Jane Powell, respectively, to tailor the transition matrix to the Fernald Site Transition. The Fernald Project is considered one of LM's more complex transition sites.

A core transition team consisting of Fluor Fernald, Inc., S.M. Stoller Corporation, DOE-EM and DOE-LM personnel was formed and regular meetings and teleconferences were held to ensure a smooth transition from the Environmental Management program to the Legacy Management program.

The matrix is a combination of the specific activities that are required by Fluor Fernald to complete the cleanup of the site, LM to ensure adequate program management of the Legacy Management mission, and S. M. Stoller to ensure readiness to operate the LM mission. After the Transition Matrix was well developed, portions of it were incorporated as a requirement for Fluor Fernald by incorporating it into the CE/TP. Joint control over changes is held by the respective contracting officers. This assignment of roles and responsibilities was important to all parties, as portions of the work in the closure contract required timely delivery of work by other parties.

Line	WBS	Functional Area/Function/Tasks	Fluor/EM Control	Target Finish Date	Actual Finish Date	Lead Org.	EM Contact	EM/CBC Contact	LM Contact	Fluor Contact	Stoller Contact
42	1.3	Emergency Management Activities									
43	13.1	Develop Site-Specific Post-Closure Hazard Analysis Document	*	12/31/05	12/31/06	EM	Timothy Marcus		Jane Powell	Steve Wentzel	Carl Jacobson
44											
45	13.2.1	Develop building specific emergency procedure(s) for remaining buildings	*	02/01/06	12/30/05	LM	Timothy Marcus		Jane Powell	Steve Wentzel	Mike Hurshman
46	13.2.2	Train LM and off-site responders to the hazards and the plan		08/17/07		LM	Timothy Marcus		Jane Powell	Steve Wentzel	Mike Hurshman
47	13.2.3	Implement the new emergency procedures/preparedness		08/17/06		LM	N/A	N/A	Jane Powell	N/A	Mike Hurshman
48	13.3	LM - Develop a negotiating position regarding PILT versus payment for post closure emergency services		02/28/06	Past Due	LM	Timothy Marcus		Jane Powell	Steve Wentzel	Michele Miller
49	13.4	LM - negotiate based on determined negotiating position Emergency Services for Post-Closure Operation	*	05/30/06		LM	Timothy Marcus		Jane Powell	Steve Wentzel	Michele Miller
50	13.5	LM - implement procured and/or established agreements, etc. for post closure Emergency Services		06/30/06		LM	Timothy Marcus		Jane Powell	Steve Wentzel	Michele Miller
51	13.6	Terminate Existing Agreements with Local Hospitals and the Subcontracted Response Force for Emergency Services	*	07/20/06		FF	Timothy Marcus		Jane Powell	Steve Wentzel	Michele Miller
52	1.4	Post Closure Personnel Resources and Facilities									
53	14.1	Get functional area team lead input on Post closure Resource Acquisition Plan (includes personnel resource, equipment and facility needs), finalize draft, and provide to DOE LM for review.		06/30/05	07/05/05	LM	Johnny Reizing		Jane Powell	N/A	Carl Jacobson
54	14.2	DOE LM Complete review of Post closure Resource Acquisition Plan		07/15/05	08/15/05	LM	Johnny Reizing		Jane Powell	N/A	Carl Jacobson
55	14.3	Incorporate review comments and finalize post closure resource Acquisition plan		12/15/05	12/14/05	LM	Johnny Reizing		Jane Powell	N/A	Carl Jacobson
56	14.4	Negotiate and finalize Stoller FY06 scope		08/31/05	09/30/05	LM	Johnny Reizing		Jane Powell	N/A	Carl Jacobson
57											
58	14.5.1	Issue letter of intent to hire personnel identified to support post closure operations		11/30/05	11/30/05	LM	Johnny Reizing		Jane Powell	N/A	Carl Jacobson
59	14.5.2	Transition and/or Hire resources needed to support post closure operations		08/17/06		LM	Johnny Reizing		Jane Powell	N/A	Carl Jacobson
60	14.5.3	Determine number of personnel that will support Fernald locally post closure and provide IT group with personnel count and IT infrastructure needs		08/12/05	08/12/05	LM	Johnny Reizing		Jane Powell	N/A	Carl Jacobson
61											
62	14.6.1	LM - procure and prepare support facilities		08/17/06		LM	Johnny Reizing		Jane Powell	N/A	Michele Miller
63	14.6.2	Complete personnel and equipment moves into facilities		08/17/06		LM	Johnny Reizing		Jane Powell	N/A	Michele Miller

Fig. 1. Legacy Management Transition Matrix

RESPONSIBILITY TRANSITION PACKAGES – LEGACY MANAGEMENT TRANSITION READINESS

The Fernald Transition also used the format of RTPs that had been developed during the closure of the Rocky Flats site. This form is a rigorous discussion of the element of the work that is being transitioned, the people, paper, and the physical facilities (Appendix C). The packages were developed by the subject-matter experts from both prime contractors, and in some cases, the LM program experts. All efforts were made on the packages to get into a level of detail that would allow new personnel to be very comfortable with the transition. Rick Dion of CALIBRE was instrumental in the success of the Transition Matrix and the Responsibility Transition Packages.

It was important to have these conversations before the on-site work was completed. As the work became complete, subject-matter experts who had been responsible for elements of the facility were not needed on a regular basis and were reassigned, or several jobs were combined, to be executed by one person, as reductions in force were conducted. This disruption of the long-term staffing could have significantly affected the learning curve for the Stoller subject-matter experts had it not been managed. In many cases, where the work was continuing, S.M. Stoller hired the personnel directly to ensure continuity, e.g., the groundwater-treatment personnel.

CONCLUSION

The template for Closure and Transition Planning used at the Fernald Site was developed using the best Lessons Learned from across the DOE Complex. The template could be used for other sites, and lessons learned from this closure and transition will be appropriate for all closure projects. These plan tools were very useful in ensuring readiness of all parties to undertake the transition of the Fernald Site.

APPENDIX A
OUTLINE OF THE COMPREHENSIVE EXIT AND TRANSITION PLAN

- I. Introduction to Comprehensive Exit/Transition Plan
 - a. Plan Origin
 - b. Scope and Objectives
 - c. Document Organization
 - i. Section A – Legacy Management Readiness Analysis
 - ii. Section B – State of Work Compliance Matrix
 - iii. Section C – Declaration Process and Contract Closeout
 - d. Intended Audience
 - e. Definitions
- II. Section A – Readiness Analysis for the Transfer of the FCP to Legacy Management
 - a. Organization of Section A
 - b. Relationship of the Readiness Analysis to Fluor Fernald’s Declaration that the FCP has been Physically Completed
 - c. Responsibility Assignment Matrix (RAM)
- III. Section A.1 – Authority and Accountability
 - a. Responsibility Assignment Matrix (RAM)
 - b. Table – Legal and Regulatory Requirements
 - c. Table – Permits and Commitments
- IV. Section A.2 – Site Conditions
 - a. Responsibility Assignment Matrix (RAM)
 - b. Table – Primary Reports for Operable Units
- V. Section A.3 – Engineered Controls
 - a. Responsibility Assignment Matrix (RAM)
- VI. Section A.4 – Financial and Human Resources
 - a. Responsibility Assignment Matrix (RAM)
 - b. Table – Legacy Management Cost Estimate Summary
- VII. Section A.5 – Information Management
 - a. Responsibility Assignment Matrix (RAM)
- VIII. Section A.6 – Institutional Controls
 - a. Responsibility Assignment Matrix (RAM)
- IX. Section A.7 – Regulatory Requirements
 - a. Responsibility Assignment Matrix (RAM)
 - b. Table – Regulatory Programs Required after Fixed Physical Completion Date
- X. Section A.8 – Public Outreach
 - a. Responsibility Assignment Matrix (RAM)
- XI. Section A.9 – Natural/Cultural/Historical Resources
 - a. Responsibility Assignment Matrix (RAM)
- XII. Section A.10 – Business Function
 - a. Responsibility Assignment Matrix (RAM)
- XIII. Section B – Contract Compliance Matrix
- XIV. Section C – Declaration Process
 - a. Introduction
 - b. Declaration Strategy
 - c. Declaration Approach for Physical Completion of Operable Units
 - d. Declaration Approach for Natural Resource Restoration

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- e. Declaration Approach for Installation of LTS Infrastructure and LTS Plan Requirements
- f. Declaration Approach for Final/Interim Remedial Action Reports and Associated Documentation
- g. Contract Closeout Plan Strategy
 - i. Interim Declaration Checklists

**APPENDIX B
EXAMPLE PAGE FROM THE LEGACY MANAGEMENT TRANSITION MATRIX**

Line	WBS	Functional Area/Function/Tasks	Fluor/EM Control	Target Finish Date	Actual Finish Date	Lead Org.	EM Contact	EM/CBC Contact	LM Contact
1	1	PROGRAM MANAGEMENT					Johnny Reising	Glen Griffiths	Jane Powell
2	1.1	Transition Project Planning							
3	1.1.1	Establish OH CD-4/Transition Team		08/24/04	08/24/04	OH	Bob Warther		N/A
4	1.1.2	Comprehensive Exit/Transition (CE/T) Plan (Includes Maps)							
5	1.1.2.1	Fluor submits Draft CE/T Plan to DOE	x	09/30/04	09/30/04	FF	Johnny Reising		Jack Craig
6	1.1.2.2	DOE review of Draft CE/T Plan	x	12/01/04	12/01/04	OH	John Brown		Jack Craig
7	1.1.2.3	CO issues comments on Draft CE/T Plan	x	12/01/04	12/01/04	OH	Ralph Holland		Jack Craig
8	1.1.2.4	Complete resolution of CE/T Plan comments	x	04/08/05	05/02/05	FF	Johnny Reising		Jack Craig
9	1.1.2.5	Fluor submit Final CE/T Plan	x	04/22/05	05/02/05	FF	Johnny Reising		Jack Craig
10	1.1.2.6	DOE EM review & accept of Final CE/T Plan	x	05/23/05	05/05/05	OH	Ralph Holland		Jane Powell
11	1.1.2.7	Fluor submit updated Final CE/T Plan	x	09/30/05	07/13/05	FF	Johnny Reising		Jane Powell
12	1.1.2.8	DOE EM review and accept updated Final CE/T Plan	x	10/30/05	07/14/05	EM	Johnny Reising		Jane Powell
13	1.1.2.9	Integrate Fluor Task Transfer Tool into Site Transition Matrix	x		08/11/05	FF	Johnny Reising		Jane Powell
14	1.1.2.10	DOE EM review and accept Rev 2 approval of CE/T plan	x		08/30/05	EM	Johnny Reising		Jane Powell
15	1.1.2.11	Fluor submit Rev 3 Final CE/T plan	x	02/11/06	02/17/06	FF	Johnny Reising		Jane Powell
16	1.1.2.12	DOE EM review and accept Rev 3	x	03/20/06	Past Due	EM	Johnny Reising		Jane Powell
17	1.1.3	Develop Contract Completion Acceptance Criteria	x	06/30/05		EM		Dave Lojek	Jane Powell
18	1.1.3.1	DOE EM Contracting Officer draft Definition of Reasonableness	x	07/31/05		EM	Ralph Holland		N/A
19	1.1.4	Complete MOA for DOE Responsibilities to be Transferred to the EM-CBC			03/01/05	EM	Bob Warther		N/A
20	1.1.5	Complete Site Transition Plan (STP)		03/11/05	03/28/05	LM	John Trygier		Jack Craig
21	1.1.5.1	Submit Draft STP for HQ review		10/01/04	10/01/04	LM	John Trygier		Jack Craig
22	1.1.5.2	Submit Draft Final STP for HQ review		02/28/05	03/01/05	LM	John Trygier		Jack Craig
23	1.1.5.3	EM-1 and LM-1 approve Final STP		03/22/05	03/28/05	LM	Jennifer McCloskey		Jack Craig
24	1.1.6	Health and Safety Plan (HASP)							
25	1.1.6.1	Develop HASP and submit to LM		02/01/06	12/30/05	LM	N/A	N/A	Jane Powell
26	1.1.6.2	Resolve comments and finalize HASP		07/01/06		LM	N/A	N/A	Jane Powell
27	1.1.7	Quality Assurance Plan (QAP)							
28	1.1.7.1	Develop QAP and submit to LM		02/01/06	01/31/06	LM	N/A	N/A	Jane Powell
29	1.1.7.2	Resolve comments and finalize QAP		06/30/06		LM	N/A	N/A	Jane Powell
30	1.1.8	Physical Protection Security Plan							
31	1.1.8.1	Develop, document, and submit updated security posture (Stoller to LM)		05/16/05	05/05/05	LM	N/A	N/A	Jane Powell
32	1.1.8.2	Resolve comments and finalize updated Security Plan		06/30/06		LM	N/A	N/A	Jane Powell
33	1.1.8.3	Implement updated security plan		08/17/06		LM	N/A	N/A	Jane Powell
34	1.1.9	Transfer Responsibility for Weekly Reports/Conference Calls with EPA/OEPA to LM	x	8/17/06		FF	Johnny Reising		Jane Powell
35	1.1.10	Include logistics of programmatic responsibility for post physical completion activities (i.e., work control, occurrence reporting, LO/TO, etc.) in Fluor Closeout Plan	x		12/12/05	FF		Ralph Holland	Jane Powell
36	1.1.11	Contract/make arrangements for needed post-closure custodial services		06/01/05	06/01/05	LM	N/A	N/A	Jane Powell
37	1.1.12	Sitewide CERCLA Quality Assurance Plan (SCQ)							
38	1.1.12.1	Stoller Submit draft Document Change Request (DCR) to Fluor for review and comment		03/31/06	04/04/06	LM	Johnny Reising		Jane Powell

APPENDIX C
RESPONSIBILITY TRANSITION MATRIX

DOE-LM/1357-2006

Copy No. 04

Fernald Project
Responsibility Transition Package

for

Programmatic Infrastructure
and
Site Services

Work Performed by S.M. Stoller Corporation under DOE Contract No. DE-AC01-02GJ79491
for the U.S. Department of Energy Office of Legacy Management, Grand Junction, Colorado

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4.1.3 Information/Strategy	4-1	0
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4.1.5 Contact Information	4-2	0
4.1.6 Logistics of Responsibility Transition	4-2	0
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4.2.1 Assumptions.....	4-2	0
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4.2.6 Logistics of Responsibility Transition	4-3	0
4.3 Site Access Plan (Matrix WBS 1.1.8)	4-3	0
4.3.1 Assumptions.....	4-3	0
4.3.2 Elements of Functions That Will Transition.....	4-4	0
4.3.3 Information/Strategy	4-4	0
4.3.4 Issues/Actions	4-5	0
4.3.5 Contact Information	4-5	0
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4.4 Emergency Management Activities (Matrix WBS 1.3)	4-5	0
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4.4.4 Issues/Actions	4-7	0
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4.8.5	Contact Information	4-12		
4.8.6	Logistics of Responsibility Transition	4-12		
5.0	CD-4.....	5-1	10/31/06	0
6.0	Regulatory Completion	6-1	10/31/06	0
7.0	DOE Commitments	7-1	10/31/06	0
8.0	Fernald Project Responsibility Turnover Form.....	8-1	10/31/06	0
8.1	Description/Elements.....	8-1		

1.0 Purpose

The *Programmatic Infrastructure and Site Services Responsibility Transition Package* (RTP) supports the *Fernald Integrated Transition Matrix* (Matrix) by providing detailed transition information. It serves to document successful preparation for the transition of the Fernald site from the Department of Energy (DOE) Office of Environmental Management (EM) to the Office of Legacy Management (LM). The information in the RTP will also support transition elements of the Fernald Critical Decision 4 (CD-4) per DOE M 413.3. This RTP is a living document and will be revised as necessary to document the most current planning information associated with transition of this function.

The primary goal of the Fernald transition is the transfer of all long-term DOE responsibilities from EM to LM in a timely manner, with no disruption of services and no negative effects on the ongoing closure mission.¹

Planning for transitioning to the operator, end user, or other organization is an integral part of project planning and performance.... Proper planning, preparation, adequate funding, and staffing are essential to transitioning, turnover, and closeout activities.... A key part of obtaining Critical Decision-4 is the delivery of appropriate project related documentation to support the initiation of operations. The key discriminator in the turnover is the operational organization's readiness for assuming operational responsibility and the government acceptance of the asset.²

¹U.S. Department of Energy, *Transition Plan for the Fernald Closure Project*, Doc. No. S0143000, February 2005.

²U.S. Department of Energy, Office of Management, Budget and Evaluation, *Project Management for the Acquisition of Capital Assets*, DOE M 413.3-1, March 28, 2003.

2.0 Scope

This RTP documents the assumptions, information, decisions, and issues related to planning for, transition of, and post-transition performance in the following areas:

- Health and Safety Plan (HASP) (Matrix work breakdown structure [WBS] 1.1.6).
- Quality Assurance Plan (Matrix WBS 1.1.7).
- Site Access Plan (Matrix WBS 1.1.8).
- Emergency Management Activities (Matrix WBS 1.3).
- Site-wide Contracted Support (generally not included as a separate section in the matrix; some individual contracts are included throughout the matrix [e.g., Matrix WBS 1.4.6.1], including areas corresponding to other RTPs).
- Radiological Protection (not included as a separate section in the Matrix).
- Payment in Lieu of Taxes (PILT) (not included as a separate section in the Matrix).
- Training (not included as a separate section in the Matrix).

3.0 General Assumptions

- Procedures and plans that document Fluor Fernald's programmatic infrastructure will not be adopted as written by Stoller, but will be reviewed and considered for incorporation into Stoller documents.
- Stoller will develop programmatic infrastructure procedures and plans based on anticipated post-closure operational needs and requirements in applicable directives.
- Existing LM management systems will be used to meet LM post-closure infrastructure needs to avoid duplicate systems where one system can serve multiple LM sites.
- Upon Declaration of Physical Completion (DPC), Fluor Fernald will continue on-site demobilization activities for a period of 90 days. Once demobilization is completed, Fluor Fernald will no longer need to be present at the site.
- Upon DOE Determination of Reasonableness (DOR) (up to 14 business days after DPC), Fluor Fernald will maintain the local Contract Closeout Office offsite for approximately 6 months.

4.0 Functions for Transition

4.1 Health and Safety Plan (Matrix WBS 1.1.6)

4.1.1 Assumptions

LM is developing its own HASP for post-closure; however, it will incorporate as much as possible applicable material from the existing Fernald HASP.

4.1.2 Elements of Functions That Will Transition

- Maintenance and implementation of the HASP.
- Training for complying with the HASP (see also Section H. Training).
- Records Inventory
 - There is no Records Inventory that will transition to Stoller and DOE-LM directly related to this section. Issue reports as required by the permit.

4.1.3 Information/Strategy

- The DOE-LM HASP, a site-specific document, will be issued and in place prior to DPC.
- During demobilization, DOE-EM & its contractors will continue to operate under the EM HASP (as agreed to in the Demobilization Memorandum of Understanding).
- Stoller will provide site-specific training before any work is performed by Stoller personnel.
- The HASP will address, to the extent applicable, the following items:
 - Price Anderson Amendments Act (PAAA) DOE enforcement authority, self-assessment activities, assessment of subcontractors, and reporting
 - Implementation and maintenance of an Integrated Safety Management System, including annual reviews and assessments
 - Implementation and maintenance of an Environmental Management System (EMS). (Stoller has an approved LM-wide EMS.)
- During demobilization, PAAA issues related to demobilization will be addressed by EM/Fluor Fernald. PAAA issues related to the Converted Advanced Waste Water Treatment (CAWWT) operations and Long Term Surveillance and Maintenance (LTS&M) activities in the responsibility of LM/Stoller will be addressed by LM/Stoller. After demobilization activities are concluded, including any punch list item activities, newly identified PAAA issues will be the responsibility of LM/Stoller.
- There will be no transfer of open PAAA issues (if any). Development of correction actions after DPC will be addressed on a case-by-case basis, subject to agreement by EM/Fluor Fernald and LM/Stoller.

4.1.4 Issues/Actions

Issues/Actions	Comp Date	Resolution
No Issues	Various	All open RTP actions are summarized in Sections II and III of the Turnover Form (see Section 8.0)

4.1.5 Contact Information

The term "SME" denotes contacts acknowledged as Subject Matter Experts.

Fluor Fernald SME

Name – Steve Wentzel (H&S)
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Stoller Corporate SME

Name – Mike Hurshman (H&S) / (PAAA)
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Other: Stoller

Name – Michele. Miller
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Fluor Fernald SME – Contract Closeout

Name – Tammy Terry
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4.1.6 Logistics of Responsibility Transition

Transfer of responsibility will be documented on the Responsibility Turnover Form (refer to Section 8.0). Responsibility for function associated with the programmatic support/service is currently expected to transfer at DOR. Transfer of responsibility will occur in the Delta Conference Room.

4.2 Quality Assurance Plan (Matrix WBS 1.1.7)

4.2.1 Assumptions

- The LM Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) sites Quality Assurance Program Plan (QAPP) implements DOE O 414.1C, Quality Assurance, 10 CFR 830 "Quality Assurance Requirements," and ANSI/ASQC E4-2004, "Quality Systems for Environmental Data and Technology Programs – Requirements with Guidance for Use."
- The LM CERCLA sites QAPP covers all CERCLA sites managed by LM. Requirements and methods of quality assurance are common to all LM CERCLA sites and will be defined in the main body of the QAPP.
- Fernald Project's site-wide CERCLA Quality Assurance Plan (SCQ) will remain in force throughout the lifecycle of ground water remediation.

4.2.2 Elements of Functions That Will Transition

- The only Quality Assurance function that will transition to LM is the SCQ.
- Records Inventory
 - The document development files of the SCQ will be transferred at DOR.