

24 Command Fire Improvement Action Program Plan

Prepared for the U.S. Department of Energy
Assistant Secretary for Environmental Management

Project Hanford Management Contractor for the
U.S. Department of Energy under Contract DE-AC06-96RL13200



**United States
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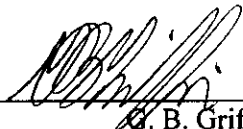
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24 Command Fire Improvement Action Program Plan

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24 Command Fire Improvement Action Program Plan

MISSION NEED AND OBJECTIVES

Fluor Hanford (FH) is responsible for providing support to the Department of Energy Richland Operations Office (RL) in the implementation of the Hanford Emergency Preparedness (EP) program. During fiscal year 2000, a number of program improvements were identified from various sources including a major range fire (24 Command Fire). Evaluations of the emergency preparedness program have confirmed that it currently meets all requirements and that performance of personnel involved is good, however the desire to effect continuous improvement resulted in the development of this improvement program plan. This program plan defines the activities that will be performed in order to achieve the desired performance improvements.

The inputs for the program objectives are:

- RL Type B Investigation Report of the 24 Command Fire
- Feedback solicited from Hanford Emergency Operations Center (EOC) staff participating in the response to the 24 Command Fire
- A feedback session with RL Senior Management concerning lessons learned from the 24 Command Fire
- Feedback from Recovery Team staff that supported 24 Command Fire response
- Fish and Wildlife Service Investigation Report of the 24 Command Fire
- *Initial Joint Review of Wildland Fire Safety at DOE Sites (Draft) dated December 2000*
- Environmental Management (NN-60) Program Evaluation Report dated May 7, 1999
- Building 327 Declared Emergency – Emergency Preparedness Evaluation dated April 2, 1998
- 200 Area Take Cover Event (May 17, 2000) Improvement Actions
- Plutonium Finishing Plant Stack CAM Alarm Event (April 6, 2000) Improvement Actions
- Open Emergency Preparedness Exercise Findings
- Existing commitments to RL from FH Emergency Preparedness
- DOE Corrective Action Plan Actions

Specifically, the objectives of the program plan are:

- Conduct an integrated evaluation of the program improvements identified from the sources above
- Identify those activities that are included within the existing RL program baselines.
- Identify those activities that are not included within the existing RL program baselines and estimate the resources required to conduct those activities.
- Develop a preliminary schedule for the completion of the improvement activities described in this plan.

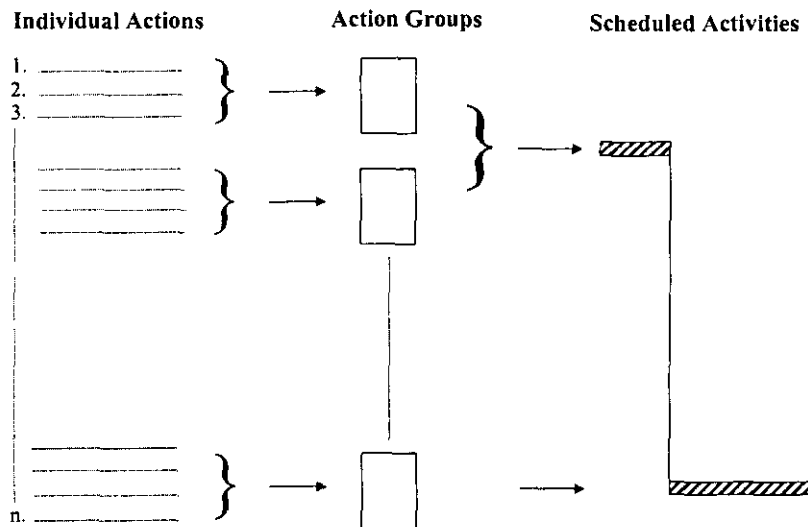
TECHNICAL PLAN

The approach taken in this plan is to use existing management systems as much as possible in the development of the work scope, assignment of tasks to responsible performing organizations, and tracking items to closure. A summary of this strategy is outlined below:

- The Deficiency Tracking System (DTS) will be used to document each task to be completed within the scope of this plan
- Organizations assigned one or more tasks will utilize normal contracting mechanisms to assign tasks or portions of tasks to the appropriate contractor(s)
- The DTS will be used to document actions taken to address each task within the scope of this plan
- Requests for additional funding will be made in accordance with normal procedures
- Procurement of hardware and consultant services will be made in accordance with normal procedures
- Regularly scheduled full field exercises will be used to validate the actions taken

Using existing management systems to conduct the improvement activities identified in this plan will simplify its execution and allow for effective integration of this work into the day to day activities of the performing organizations.

The first challenge in the development of this plan was to analyze the extensive quantity of data describing recommended improvements into a set of actions that could be understood and managed effectively. Approximately 170 individual inputs actions were identified by the sources outlined above. An analysis of all individual actions was conducted to identify those with common causes or associated with a single process. Where the analysis showed that individual actions could be assigned to groups in order to be managed together, these groups were then treated as a single action during the remaining analysis conducted for this plan. The Action Groups were then analyzed to identify activities that could be scheduled together for efficiency. This hierarchy is shown in the figure below:



The Action Groups were further analyzed to determine which ones can be accomplished using existing resources and those for which additional resources need to be requested. Where resources existed, a schedule was developed using an estimate of the resources needed to complete the specific action. Where resources do not currently exist, a resource estimate was developed and an assumption made concerning when the required resources might become available and a schedule developed based on these assumptions. The Risk Assessment section below discusses the risks associated with the deferral of Action Groups for which resources are not available.

Two full field exercises will be conducted to demonstrate the effectiveness of the actions taken. This first will be in the summer of 2002 which will validate the higher priority actions defined in this plan for which funding is available. A second exercise will be conducted the following year to complete validation of the remaining actions for which funding is available. Deficiencies or additional improvements identified by the first exercise will be integrated with the remaining program improvements. Deficiencies or additional improvements identified in the second exercise will be managed using normal procedures and will not be considered within the scope of this improvement program.

A complete listing of the individual actions is provided in Appendix A. This listing provides a description of the action and the source from which is originated. The Action Group to which each is assigned is also shown.

Appendix B identifies each Action Group and shows the individual actions which are members of the group. The contents of Appendix B have been formatted such that each group is listed on a separate page. Each page represents an item which will be entered into the DTS. Each Action Group page has an Action Request (AR) title that will serve as the key text entry in the DTS. The individual actions are shown below the title with instructions that each item must be addressed when dispositioning the Action Group. In this way, each individual action is considered, however the DTS entry is simplified by entering a single AR for related groups of actions. Documentation of actions taken for closing each Action Group will be developed and administered in accordance with HNF-6395, *Emergency Preparedness Action Tracking System*. A separate action folder will be created for each Action Group and documentation of closure completed as described in HNF-6395.

A schedule for completing the actions identified in the plan was developed and is provided in Appendix C. The schedule was developed using assumptions of the time and resources needed to complete the actions defined in Appendix B. Upon issue of the plan, the Action Group folders will be provided to the action owners who will be responsible for conforming to the schedule or providing updates to the Director of RL Security and Emergency Services (SES) if the assumptions made during plan preparation were inaccurate. The schedule will be maintained by FH EP and will be updated as directed by the Director of RL SES.

Since several actions groups were identified for which precise scope definition did not exist and/or for which the resources to complete the actions/groups were not currently available at the

time this plan was prepared, the following process was developed for the management of these Action Groups:

- As additional information and/or resources become available, the Action Group owner will develop recommendations for updating the relevant action plans described in this plan. These recommendations will be documented on a change request form available from FH EP.
- These recommendations will be provided to the Director of RL SES for evaluation.
- The Director of RL SES will make a determination of the acceptability of the recommendation and if acceptable, sign the approval block on the change request form and inform the Action Group owner.
- If the recommendation is approved, the owner will provide the approved change form to FH EP to update the Action Group tracking package.

Periodically, typically monthly, FH EP will issue a request for status to each organization with open Action Groups. Status updates will be provided by these organizations within 5 working days. FH EP will update the tracking database with the status information and provide a consolidated program report to the Director of RL SES. The Director of RL SES will schedule status meetings as deemed necessary to ensure proper attention is being given to the open Action Groups.

RISK ASSESSMENT

The risks associated with the plan have been assessed and are shown in the table below which identifies, assesses and provides the planned responses for known risks. Risk identification, assessment and response is necessary to ensure vulnerabilities to successful project completion are identified and properly managed during completion of the plan activities.

Risk Identification, Assessment & Response			
Activity	Risk Identification	Risk Level	Assessment-Response
Action Groups for which resources are not available	Improvements for which resources (either personnel or funding) are not available could potentially require extended time to be completed. Examples of this include installation of upgraded information systems in the EOC.	Medium	<p><u>Assessment:</u> Since the actions described in this plan are improvements and therefore discretionary, the impacts to the program are minimal. However, these improvements would result in increased efficiency in emergency management and response and are worth pursuing.</p> <p><u>Response:</u> The resources needed to accomplish these improvements must be identified in the Annual Work Plans for fiscal years 2002 and beyond. It is unlikely these resources will become available in fiscal year 2001.</p>
Action Groups which will not be completed during FY2001	The scope of this improvement plan is beyond that which can be accomplished in a single fiscal year. Therefore, some actions will need to be scheduled for completion in fiscal 2002 and beyond.	Low	<p><u>Assessment Basis:</u> The scope of the improvements was not known when planning was conducted for fiscal year 2001. As a result, the work necessary to complete the identified improvements could not be captured in the Annual Work Plan.</p> <p><u>Response:</u> Since the response to the 24 Command Fire was satisfactory, it is acceptable to complete the identified improvements over multiple fiscal years. The actions will be prioritized and those with the largest benefit to the program will be accomplished first which will provide the most effective use of available resources.</p>

Risk Identification, Assessment & Response			
Activity	Risk Identification	Risk Level	Assessment-Response
All	Addition of tasks not related to the program scope or goals.	High	<p><u>Assessment Basis:</u> The cost and schedule baselines for the known scope are extremely tight. The addition new scope such as implementation of new DOE Orders will divert resources and impact the schedule in this plan for program improvements.</p> <p><u>Response:</u> Utilize disciplined baseline control to assure the addition of new work scope, including unfunded work, is minimized.</p>

MANAGEMENT APPROACH

Responsibilities for program participants are defined as follows:

1. The Director of RL Security and Emergency Services will serve as the RL EP Improvement Program Manager as appointed by the RL Field Office Manager. This Program Manager is responsible for overall management of the activities associated with this program plan. Examples of tasks in this scope include but are not limited to:
 - Obtaining resources necessary to carry out the actions in this plan.
 - Approving changes to the Action Group tracking packages.
 - Approving closure of Action Group tracking packages. This may be delegated to personnel within the RL organization performing actions defined in this plan.
 - Coordination of activities being conducted by various organizations within RL.
 - Establishing program priorities.
2. RL Analysis and Evaluation Division is responsible for conducting independent oversight as requested by the RL EP Improvement Program Manager to validate completion of key activities described in this plan. Examples of tasks in this scope include but are not limited to:
 - Providing support to the RL EP Improvement Program Manager for desired verification and/or validation of corrective action taken.
 - Conducting DTS data entry and update activities.
3. RL Programs (e.g., Security and Emergency Services) are responsible for developing plans and conducting activities to effect the improvements described in the Action Group packages assigned. Examples of the activities include but are not limited to:
 - Development of a plan to address the assigned Action Group(s) assigned to the Division

- Assignment of tasks to appropriate contractor(s) associated with the Action Group(s) assigned to the Division
 - Documenting completion of the assigned Action Group
 - Obtaining approval of closure for each assigned Action Group
4. FH Emergency Preparedness is responsible for administrative support for tracking the tasks described in this program plan. Examples of tasks in this scope include but are not limited to:
- Providing support to RL Security and Emergency Services for the completion of Action Groups assigned to this Division
 - Administering Action Group tracking packages in accordance with HNF-6395
 - Maintaining the working copy of the program schedule
 - Providing periodic status reports of open Action Groups to the Director of RL SES
 - Development and conduct of an exercise to demonstrate effectiveness of actions taken in this program plan

Major activities associated with this program include:

1. Recovery of lands burned during the fire will be conducted. This will include revegetation of areas in the 200 West Area.
2. The methods for establishing and maintaining fire breaks along road bordering the site as well as site roads will be reviewed and upgraded. In some cases, this activity will require coordination with state and other federal agencies.
3. Existing agreements with local and national emergency services organizations will be reviewed and updated incorporating lessons learned from the 24 Command Fire. Particular importance will be placed on the protocols for resource ordering during escalating emergencies. Agencies involved will include county and state emergency management, local and regional fire departments, and federal agencies such as Fish and Wildlife Department.
4. The processes and procedures for conducting radiological monitoring during emergencies will be evaluated and upgraded as necessary. Special attention will be given to methods used to integrate environmental monitoring techniques with emergency preparedness procedures.
5. On site communications systems will be reviewed and improvements made as funding becomes available. Included in this task is a review of the existing radio frequencies to ensure effective communication between on site and off site emergency services personnel.
6. Information systems in the Hanford EOC will be upgraded as funding becomes available. Included in this activity is the implementation of Geospatial Information Systems.
7. The definition of essential staff and the means of limiting site access to essential staff will be reviewed and improvements made as necessary.

8. The staffing strategy for the Hanford EOC will be reviewed to ensure that sufficient personnel are trained and available to carry out the mission of the center. Consideration will be given to the number, type, and depth of assigned personnel.
9. Procedures used in the EOC will be evaluated to ensure that lessons learned from the 24 Command Fire are incorporated. Included among these lessons learned are topics such as the incorporation of National Wildland Fire Coordination Group procedures, preparedness for events which originate off the Hanford site, and optimizing the process for distribution of information to DOE Headquarters.
10. Lessons learned during recovery from this event will be incorporated into the procedures currently in place. Recovery from the 24 Command Fire provided new insights into several aspects of recovery planning and execution which will enhance the existing process.
11. Upon completion of a majority of the improvement actions, full field exercises will be conducted to evaluate the changes made to the procedures used by Hanford Emergency Services. At least one of the exercises will involve a major wild land fire and involve both on and off site personnel.

ACQUISITION STRATEGY

Procurement of hardware will be conducted in accordance with existing procedures. Where capital funding is required, the requests for this funding will be prioritized among other site needs. In some cases, these procurements will be conducted during out years, for example, the upgrades to existing site communications systems that will replace the crash phone system are currently scheduled for fiscal year 2003.

To augment available resources within RL and site contractors, securing expertise available from consulting firms may be necessary. In these instances, these services will be obtained using the approved process for obtaining this type of support.

PROGRAM SCHEDULE

A summary schedule has been prepared showing the major milestones for the program. The schedule is provided in Appendix C. Further refinements will be made in accordance with normal procedures for annual fiscal planning. It is expected that organizations assigned one or more Action Group packages will develop detailed schedules for completion of those assignments and integrate them into their annual work plans.

RESOURCES PLAN

The following resources in RL and contractor organization(s) will be needed to support this program:

- EP Improvement Program Manager
- Management personnel in organizations assigned one or more Action Group packages
- Subject matter experts in organizations assigned one or more Action Group packages
- Administrative/Clerical Support personnel

CONTROLLED ITEMS/BASELINES

The program controlled baseline consists of the following:

- Listing of individual actions (Appendix A)
- Definition of Action Groups (Appendix B)
- A baseline schedule for program activities (Appendix C)

All dates the dates provided in this Plan are preliminary. As additional planning is conducted by performing organizations or as activity scope changes, these preliminary dates will be updated in Action Group tracking packages using the process described in HNF-6395.

PROGRAM CHARTER

The RL Director of Security and Emergency Services is the senior line manager responsible for the completion of the program objectives. The RL Director of Security and Emergency Services reports to the RL Manager.

Appendix A: Emergency Preparedness Improvement Actions

<i>Action Group Issue</i>	<i>Source</i>	<i>Program Owner</i>
<i>Aviation coordination</i>		
<ul style="list-style-type: none"> RL/ORP should review and revise the process for controlling airspace and authorizing DOE funded personnel on chartered aircraft. (2) 	RL Fire Report	RL Aviation Safety
<i>Communication System Upgrades: Crash Phone Replacement</i>		
<ul style="list-style-type: none"> Replace crash phone 	RL Action List	RL SES (Emergency Preparedness)
<i>Communication System Upgrades: Radio Equipment/Cell Phones</i>		
<ul style="list-style-type: none"> RL/ORP should review, revise, and demonstrate effectiveness of communication capabilities to enable participation of Site and external entities in emergencies that affect the Hanford Site (cell phones, radio frequencies, information dissemination). (2d) Need to evaluate radio communication enhancements Improve radio communication between field teams and offsite, especially Grant County. W-04: Cell phones became saturated during picric acid event. HFD and Patrol communications deadspots exist and communication with off site is not always reliable. The Service and cooperators should: Jointly explore with cooperators potential solutions to radio communications problems. Research field team radios to ensure communication with off site entities, especially Grant County. 	RL Fire Report	RL OSS
	RL Senior Management Feedback	RL OSS
	RL Action List	RL OSS
	Picric Acid Emergency	RL OSS
	NN-60	RL OSS
	Fish and Wildlife Report	RL OSS
	FH Action List	RL OSS

Appendix A: Emergency Preparedness Improvement Actions

<i>Action Group Issue</i>	<i>Source</i>	<i>Program Owner</i>
<i>EOC Communication Processes: External</i>		
<ul style="list-style-type: none"> • The HAB has expressed interest in the Hanford Fire, its effects, and how we have dealt with it. It was discussed at the last HAB Meeting on 9/7. • Formalize Process for providing situation reports to HQ • Interface between HQ and Hanford EOC needs improvement • The Cooperators should: Evaluate personnel assignments criteria to improve information flow from field units to the Emergency Operation Center. • RL/ORP review and revise the process for technical review for accuracy and approval of hazard communications with outside agencies. (1e) • The Notification Form should be modified to provide information that is relevant to offsite agencies (not enough space in the status column) • Offsite agencies need to keep a representative in the EOC • Formalize the process for developing and approving the Situation Report 	<p>IPI</p> <p>RL Fire Follow Up Matrix</p> <p>Bold Endeavor Exercise</p> <p>EOC Staff Feedback</p> <p>Fish and Wildlife Report</p> <p>RL Fire Report</p> <p>RL Senior Management Feedback</p> <p>RL Senior Management Feedback</p> <p>RL Senior Management Feedback</p> <p>RL Senior Management Feedback</p>	<p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p>
<i>EOC Communication Processes: Internal</i>		
<ul style="list-style-type: none"> • Need to improve the process for refreshing WebEOC information—much of the information remained on the screen throughout the event and did not provide value after significant time elapsed • Need to improve control of security related information displayed on WebEOC • Communication of information from the EOC to the JIC was slow. • Communications in the EOC needs improvement 	<p>RL Senior Management Feedback</p> <p>Rolling Thunder Exercise</p> <p>Bold Endeavor Exercise</p> <p>EOC Staff Feedback</p>	<p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p>

Appendix A: Emergency Preparedness Improvement Actions

<i>Action Group</i>	<i>Issue</i>	<i>Source</i>	<i>Program Owner</i>
<i>EOC Information System Upgrades: GIS Capability</i>			
	<ul style="list-style-type: none"> • Mapping capability needed in the EOC • Geospatial Information System (GIS) capability is needed in the EOC (Bureau of Land Management has some information already available) 	<p>EOC Staff Feedback</p> <p>RL Senior Management Feedback</p>	<p>RL OSS (Infrastructure)</p> <p>RL OSS (Infrastructure)</p>
<i>EOC Information System Upgrades: Miscellaneous</i>			
	<ul style="list-style-type: none"> • RL/ORP should upgrade the tools available to emergency response to enhance the collection, display, and dissemination of emergency data. (2k) • Need to put a fax machine near Policy Team table • Need to make teleconference capabilities more available to Policy Team (discussion about the room should be unclassified) • Evaluate the need for a Hanford Fact Book. 	<p>RL Fire Report</p> <p>RL Senior Management Feedback</p> <p>RL Senior Management Feedback</p> <p>Sulfur Odor Event</p>	<p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p>
<i>EOC Information System Upgrades: Video/Still Picture Capabilities</i>			
	<ul style="list-style-type: none"> • Need to have TV feed/display available • Provide capabilities to transmit still pictures and live video to the EOC from the event scene. • Need video cameras placed at strategic locations on Site that feed signals to the EOC 	<p>RL Senior Management Feedback</p> <p>RL Action List</p> <p>RL Senior Management Feedback</p>	<p>RL OSS (Infrastructure)</p> <p>RL OSS (Infrastructure)</p> <p>RL OSS (Infrastructure)</p>

Appendix A: Emergency Preparedness Improvement Actions

<i>Action Group Issue</i>	<i>Source</i>	<i>Program Owner</i>
<i>EOC Procedures/Plans: Multiple Facility Impacts</i>		
<ul style="list-style-type: none"> • Need to upgrade procedures for notification when multiple facilities reach EALs at the same emergency level at the same time. • Procedures don't address situations without a single Building Emergency Director as well as they need to • Procedures are oriented towards a source or building specific event • Procedures don't address an external event that impacts Hanford • Need guidelines for large/complex responses – not detailed procedures 	<p>Pluto Exercise</p> <p>RL Senior Management Feedback</p> <p>RL Senior Management Feedback</p> <p>RL Senior Management Feedback</p> <p>RL Senior Management Feedback</p> <p>RL Senior Management Feedback</p>	<p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p>
<i>EOC Procedures: EAL Upgrades</i>		
<ul style="list-style-type: none"> • Upgrade to General Emergency pointed out inconsistencies in security EALs across the site. • Need anticipatory emergency declaration capability (when to declare) • RU/ORP should add a new Emergency Action Level based on an anticipated fire in the Snively Canyon area of Arid Lands Ecology Reserve. (2b1) • Issue an RLEP for Hazards Assessment process • Issue an RLEP for EAL development 	<p>Bold Endeavor Exercise</p> <p>RL Senior Management Feedback</p> <p>RL Fire Report</p> <p>RL Action List</p> <p>RL Action List</p>	<p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p>

Appendix A: Emergency Preparedness Improvement Actions

<i>Action Group</i>	<i>Issue</i>	<i>Source</i>	<i>Program Owner</i>
<i>EOC Procedures: Protective Action Procedure Upgrades</i>			
	<ul style="list-style-type: none"> • Evaluate standard frequency for sounding alarms and crash phone messages during extended protective action periods. • Upgrade Columbia River Alerting Procedure • Procedures for UDAC communication with boat crew need improvement. • Evaluate need for guidance for facilities on when it is appropriate to take protective action for CAM alarms that are below EAL/Take Cover levels. • Update POC checklist to activate area take cover sirens when a facility activates their siren. • Evaluate putting instructions to secure ventilation in crash phone message for take cover. • Verify POC has procedures in place to initiate take cover prior to BED or IC direction to do so. • Evaluate whether eating and drinking is permissible during a take cover. • Need a prescribed message to encourage people to contact HEHF with health concerns after an event where protective actions were taken. • Some trailers and buildings don't have crash phones or rest rooms - creates problems during extended take cover. 	<p>Sulfur Odor Event</p> <p>Jupiter Exercise</p> <p>Jupiter Exercise</p> <p>PFM Take Cover Event</p> <p>PFM Take Cover Event</p> <p>Sulfur Odor Event</p> <p>Sulfur Odor Event</p> <p>Sulfur Odor Event</p> <p>Sulfur Odor Event</p> <p>Sulfur Odor Event</p>	<p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p>
<i>EOC Records</i>			
	<ul style="list-style-type: none"> • A system for retaining EOC records that meets the requirements of DOE/RL-94-02, 14.3.6 is needed. 	<p>FH Self Assessment</p>	<p>RL SES (Emergency Preparedness)</p>

Appendix A: Emergency Preparedness Improvement Actions

<i>Action Group Issue</i>	<i>Source</i>	<i>Program Owner</i>
<i>EOC Security Staff Redesign</i>		
<ul style="list-style-type: none"> • Security information into the EOC was duplicated--TSG was providing information already received. • Communication between TSG and Security Director were ineffective • EOC staff does not include a security contractor representative. • Implement recommendations for Security Room procedure upgrades. 	<p>Bold Endeavor Exercise</p> <p>Rolling Thunder Exercise</p> <p>Rolling Thunder Exercise</p> <p>Security Room Task Team</p>	<p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p>

Appendix A: Emergency Preparedness Improvement Actions

<i>Action Group</i>	<i>Issue</i>	<i>Source</i>	<i>Program Owner</i>
<i>ERO Training</i>			
	<ul style="list-style-type: none"> • IH personnel are not mask fit certified and not trained as emergency responders. • Provide ICS training to select EOC staff. • Include wildland fire scenarios as part of the site drill and exercise program, as appropriate. • Provide familiarization training for EOC staff on HFD Incident Response Plan. • Need a process for assigning Trainees during exercises • Policy Team Off Site Interface Coordinator activated crash phone without a notification form. • Conduct tabletop exercises with other Federal agencies (need to drill/exercise more with sitewide event scenarios -- tabletops would work) 	<p>Sulfur Odor Event</p> <p>FH Action List</p> <p>HQ Wildland Fire Review Report</p> <p>Sulfur Odor Event</p> <p>FH Self Assessment</p> <p>Pluto Exercise</p> <p>RL Senior Management Feedback</p>	<p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p>
<i>Essential Personnel</i>			
	<ul style="list-style-type: none"> • Definition of essential personnel needed • RLJORP review and revise the requirements for identification of essential personnel during emergencies and for the provision of avenues of safe access. (2c) 	<p>EOC Staff Feedback</p> <p>RL Fire Report</p>	<p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p>
<i>Facility evacuation</i>			
	<ul style="list-style-type: none"> • Improve procedures/process for Post Office notifying POC of evacuation. • RLJORP should examine the emergency management process to ensure that facility/site abandonment is addressed in the evacuation process. (2a) 	<p>RL Action List</p> <p>RL Fire Report</p>	<p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p>

Appendix A: Emergency Preparedness Improvement Actions

<i>Action Group Issue</i>	<i>Source</i>	<i>Program Owner</i>
<i>Infrastructure Repairs</i>		
<ul style="list-style-type: none"> Four septic systems with only minor damage have been repaired. Fifth system should be completed by 6/01 at cost of \$400K. 	RL Fire Follow Up Matrix	RL OSS
<i>Potential Legal Issues</i>		
<ul style="list-style-type: none"> Request from Heart of America to EPA. No inquiries received by RL-EOC related to this request at this time EM-11 provided additional funds to RL tribes to do an assessment of damage to cultural resources as a result of the fire. Each of the tribes submitted a work scope with their concerns regarding the impacts of the fire. not addressed in the BAER report. Two claims received from residents. One claim received by HQ from Electric Association. 	<p>RL Fire Follow Up Matrix</p> <p>RL Fire Follow Up Matrix</p> <p>RL Fire Follow Up Matrix</p> <p>RL Fire Follow Up Matrix</p>	<p>RL Legal</p> <p>RL Legal</p> <p>RL Legal</p> <p>RL Legal</p>

Appendix A: Emergency Preparedness Improvement Actions

<i>Action Group</i>	<i>Issue</i>	<i>Source</i>	<i>Program Owner</i>
<i>Radiological Support: Federal Asset Deployment</i>			
	<ul style="list-style-type: none"> RLJORP should evaluate developing MOUs with WDOH & EPA on rad monitoring protocols during the emergency, ingestion, and recovery phases of a radiological event. (until resolved at the national level; see Recommendations for Resolution of JON-3). (1a5) SO-42 should assess the FERP to include EPA independent rad monitoring during events and for limited deployment of FRMAC whenever EPA has been deployed. In addition, SO-42 should determine if AMS assets are at an acceptable level of readiness. (JON-3) Need to develop procedures for independent monitoring done by off site agencies, e.g. EPA, WDOH, etc. Improve the process and procedures for requesting the seven DOE Emergency Response Assets. Improve the process and procedures for requesting assistance from any of the signatories under the Federal Radiological Emergency Response Plan (FRERP). Note: There are 17 signatories - one is the DOE. Emergency response procedure RLEP 3.7 "Responding to Requests for Offsite Emergency Assistance" does not have a process for initiating a RAP response for a DOE-owned shipment without a request from a state or local agency. 	<p>RL Fire Report</p> <p>RL Fire Report</p> <p>RL Senior Management Feedback</p> <p>FH Self Assessment</p> <p>FH Self Assessment</p> <p>T-3 Tabletop Exercise</p>	<p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p>
<i>Radiological Support: Field Team Procedures</i>			
	<ul style="list-style-type: none"> Improve process for obtaining permission to administer KI to field teams. RLJORP should review and revise the process for collection and analysis of radiological data during and post event. (2g) Field Team data collection and analysis needs improvement 	<p>NN-60</p> <p>RL Fire Report</p> <p>EOC Staff Feedback</p>	<p>ESD</p> <p>ESD</p> <p>ESD</p>
<i>Radiological Support: Personnel Monitoring</i>			
	<ul style="list-style-type: none"> Bioassay services were offered to all Hanford and Non-Hanford firefighters—follow-up required for all samples received. 	<p>RL Fire Follow Up Matrix</p>	<p>ESD</p>

Appendix A: Emergency Preparedness Improvement Actions

<i>Action Group Issue</i>	<i>Source</i>	<i>Program Owner</i>
<i>Recovery Procedures</i>		
<ul style="list-style-type: none"> • Procedures for recovery need to address "seamless" transition to normal operations • DOE/ORP should review and revise the recovery action process from emergency events to include scope beyond facility reentry. (2h) • Procedures for recovery need to address closeout of recovery activities. • Need a single, accurate facility database for use by recovery team personnel • Plans and implementing documents for recovery should be in place before the event • An identified team should be established and maintained for recovery from site emergencies • Procedures for recovery need to address continuation of data collection/analysis aft recovery actions are complete • Procedures for recovery need to address document retention 	<p>Recovery Team Feedback</p> <p>RL Fire Report</p> <p>Recovery Team Feedback</p> <p>Recovery Team Feedback</p> <p>Recovery Team Feedback</p> <p>Recovery Team Feedback</p> <p>Recovery Team Feedback</p> <p>Recovery Team Feedback</p> <p>Recovery Team Feedback</p>	<p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p>
<i>Revegetate the 200 West areas affected by the fire.</i>		
<ul style="list-style-type: none"> • Reseed inside perimeter of 200 West extension fence, 25' wide by ~ 3.5 miles (~ 10 acres) • Apply soil fixative between fence and to perimeter of 200 West extension, 40' wide ~ 3.5 miles (~17 acres) to control encroaching sand • Reseed interior with native grasses (~820 acres) • Plant 117,000 sagebrush tublings in irregular island pattern of interior 820 acres • Seed 150 acres of construction buffer zone immediately west of the facility with no native grasses and shrubs crimp, mulch, and apply soil fixative 	<p>RL Fire Follow Up Matrix</p> <p>RL Fire Follow Up Matrix</p> <p>RL Fire Follow Up Matrix</p> <p>RL Fire Follow Up Matrix</p> <p>RL Fire Follow Up Matrix</p>	<p>RL OSS</p> <p>RL OSS</p> <p>RL OSS</p> <p>RL OSS</p> <p>RL OSS</p>

Appendix A: Emergency Preparedness Improvement Actions

<i>Action Group Issue</i>	<i>Source</i>	<i>Program Owner</i>
<i>Recovery Procedures</i>		
<ul style="list-style-type: none"> • Procedures for recovery need to address "seamless" transition to normal operations • DOE/ORP should review and revise the recovery action process from emergency events to include scope beyond facility reentry. (2h) • Procedures for recovery need to address closeout of recovery activities. • Need a single, accurate facility database for use by recovery team personnel • Plans and implementing documents for recovery should be in place before the event. • An identified team should be established and maintained for recovery from site emergencies • Procedures for recovery need to address continuation of data collection/analysis after recovery actions are complete • Procedures for recovery need to address document retention 	<p>Recovery Team Feedback</p> <p>RL Fire Report</p> <p>Recovery Team Feedback</p> <p>Recovery Team Feedback</p> <p>Recovery Team Feedback</p> <p>Recovery Team Feedback</p> <p>Recovery Team Feedback</p> <p>Recovery Team Feedback</p>	<p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p> <p>RL SES (Emergency Preparedness)</p>
<i>Revegetate the 200 West areas affected by the fire.</i>		
<ul style="list-style-type: none"> • Reseed inside perimeter of 200 West extension fence, 25' wide by ~ 3.5 miles (~ 10 acres) • Apply soil fixative between fence and to perimeter of 200 West extension, 40' wide by ~ 3.5 miles (~17 acres) to control encroaching sand • Reseed interior with native grasses (~820 acres) • Plant 117,000 sagebrush tublings in irregular island pattern of interior 820 acres • Seed 150 acres of construction buffer zone immediately west of the facility with non-native grasses and shrubs crimp, mulch, and apply soil fixative 	<p>RL Fire Follow Up Matrix</p> <p>RL Fire Follow Up Matrix</p> <p>RL Fire Follow Up Matrix</p> <p>RL Fire Follow Up Matrix</p> <p>RL Fire Follow Up Matrix</p>	<p>RL OSS</p> <p>RL OSS</p> <p>RL OSS</p> <p>RL OSS</p> <p>RL OSS</p>

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Improve the coordination of aircraft during emergency response

The following details must be addressed when closing this item:

Issue	Source
• RL/ORP should review and revise the process for controlling airspace and authorizing DOE funded personnel on chartered aircraft. (2I)	RL Fire Report

ACTION ASSIGNED TO:

RL Aviation Safety

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Replace the existing crash phone system

The following details must be addressed when closing this item:

Issue	Source
• Replace crash phone	RL Action List

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Evaluate and implement upgrades to existing radio and cell phone equipment

The following details must be addressed when closing this item:

Issue	Source
<ul style="list-style-type: none"> • RL/ORP should review, revise, and demonstrate effectiveness of communication capabilities to enable participation of Site and external entities in emergencies that affect the Hanford Site (cell phones, radio frequencies, information dissemination). (2d) 	RL Fire Report
<ul style="list-style-type: none"> • Improve radio communication between field teams and offsite, especially Grant County. 	RL Action List
<ul style="list-style-type: none"> • W-04: Cell phones became saturated during picric acid event. 	Picric Acid Emergency
<ul style="list-style-type: none"> • HFD and Patrol communications deadspots exist and communication with off site is not always reliable. 	NN-60
<ul style="list-style-type: none"> • The Service and cooperators should: Jointly explore with cooperators potential solutions to radio communications problems. 	Fish and Wildlife Report
<ul style="list-style-type: none"> • Research field team radios to ensure communication with off site entities, especially Grant County. 	FH Action List
<ul style="list-style-type: none"> • Need to evaluate radio communication enhancements 	RL Senior Management Feedback

ACTION ASSIGNED TO:

RL OSS

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Develop or improve MOUs with external fire response agencies.

The following details must be addressed when closing this item:

Issue	Source
<ul style="list-style-type: none"> • Co-sponsor a fire safety workshop with the Tri-County Fire Chiefs to debrief those who were directly involved in the fire (firefighter and law enforcement) on June 27 and 28, at the fire's peak. 	Fish and Wildlife Report
<ul style="list-style-type: none"> • The Cooperators should: Increase communication with local fire chiefs to enhance coordination of preparedness planning, training, and tactics. 	Fish and Wildlife Report
<ul style="list-style-type: none"> • Interface between HFD EMTs, HEHF, and Mid Columbia Emergency Management needs to be clarified. 	Sulfur Odor Event
<ul style="list-style-type: none"> • RL/ORP need MOUs or agreements with the Yakima Training Center (for aerial helicopter support for wildland fire suppression) and the Washington State Patrol Yakima Detachment (for incident management) to support wildland firefighting operations. (1a3) 	RL Fire Report
<ul style="list-style-type: none"> • RL/ORP need to update and enhance MOUs and agreements between RL/ORP and the FWS, and between the HFD and FWS to address NWCG roles and responsibilities and protocols associated with ordering aerial tanker suppression support. (1a2) 	RL Fire Report
<ul style="list-style-type: none"> • DOE-HQ Year of the Fire Initiative: DOE enter into MOU with Agriculture and Interior Departments re: Wild land Fire Fighting 	RL Fire Follow Up Matrix
<ul style="list-style-type: none"> • Both Benton County and the City of Richland have submitted letters to DOE re: effectiveness of the Emergency Communication System. RL has responded and recommended a meeting to discuss the issues (RL will take the lead in setting up the meeting). 	RL Fire Follow Up Matrix
<ul style="list-style-type: none"> • The Monument should: Meet with contractors and cooperators to identify opportunities to increase the safety, effectiveness, and efficiency of fire protection on the Monument and adjoining lands. 	Fish and Wildlife Report
<ul style="list-style-type: none"> • The Monument should: Activate their local MAC Group whenever wildland fire activities are affecting more than one agency or there is competition for incident resources in a geographic area. 	Fish and Wildlife Report
<ul style="list-style-type: none"> • Arrange for authorizations, agreements and procedures to be in place to use each others' radio frequencies; the procedures should be tied to the annual operating plan. 	Fish and Wildlife Report
<ul style="list-style-type: none"> • The Service and cooperators should: Not use cell phones for tactical operations. 	Fish and Wildlife Report
<ul style="list-style-type: none"> • RL/ORP should review and revise as appropriate, agreements (e.g., MOUs, contracts) with non-DOE tenants at the Hanford Site (e.g., LIGO, U.S. Ecology, Energy Northwest) that implement execution of Site emergency management. (1a4) 	RL Fire Report
<ul style="list-style-type: none"> • Review procedures for transitioning from structural or local ordering to Federal ordering at both the pre-season meeting with cooperators & the local Type 3 team meeting. All involved should understand the date and time that resources are required. 	Fish and Wildlife Report

ACTION ASSIGNED TO:

RL SES (Fire Protection)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Upgrade procedures associated with coordination with external fire response agencies.

The following details must be addressed when closing this item:

Issue	Source
• Ensure fire and emergency response plans and procedures address wildland fires.	HQ Wildland Fire Review Report
• Evaluate consolidation of the Hanford JIC with the local County JICs.	RL Action List
• Coordination is needed between the Hanford Site Joint Information Center (JIC) and Benton County Emergency Management (EM).	T-3 Tabletop Exercise
• The procedures didn't cover the NWCG Unified Command structure	RL Senior Management Feedback
• The procedures didn't cover the Incident Management Team (IMT) and the National Wildfire Coordination Group (NWCG) resource ordering/coordinating process.	RL Senior Management Feedback
• DOE participation with other agencies needs clarification	RL Senior Management Feedback

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Upgrade training associated with NWCG and external support agencies.

The following details must be addressed when closing this item:

Issue	Source
<ul style="list-style-type: none"> Address these standards (NWCG training, qualification, and certification standards) in the agreement between the Service (Fish and Wildlife), DOE, their HFD contractors, and other cooperators. 	Fish and Wildlife Report
<ul style="list-style-type: none"> The Monument should: Have the Agency Administrator and his representatives attend the Fire Management Leadership course and invite members of other fire districts to attend, as well. 	Fish and Wildlife Report

ACTION ASSIGNED TO:

RL SES (Fire Protection)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Improve the corrective action management system to address improvement items.

The following details must be addressed when closing this item:

Issue	Source
• RL/ORP should improve the corrective action management system to ensure that improvement actions are managed adequately. (JON-4)	RL Fire Report

ACTION ASSIGNED TO:

Office of Performance Evaluation

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Implement updates to DOE/RL-94-02 to effect identified improvements.

The following details must be addressed when closing this item:

Issue	Source
• Update DOE/RL-94-02 to incorporate RCRA contingency plan implementation requirements.	RL Action List
• Abnormal Event (AE) procedure needs to be changed to reflect the Base Program Operational Emergency.	T-3 Tabletop Exercise
• Clarify the requirement for contractor EP program assessments in DOE/RL-94-02.	RL Action List
• Update DOE/RL-94-02 to reflect lessons learned from FBI tabletop, e.g. obtaining ransom money, housing FBI responders, etc.	RL Action List
• Review the process for Base Program Operational Emergency management and implement improvements as appropriate.	FH Self Assessment
• Implement recommendations for on-call BED process improvements	FH Self Assessment

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Improve Hanford EOC external communication processes and procedures.

The following details must be addressed when closing this item:

Issue	Source
• Formalize Process for providing situation reports to HQ	Bold Endeavor Exercise
• Interface between HQ and Hanford EOC needs improvement	EOC Staff Feedback
• The Cooperators should: Evaluate personnel assignments criteria to improve information flow from field units to the Emergency Operation Center.	Fish and Wildlife Report
• RL/ORP review and revise the process for technical review for accuracy and approval of hazard communications with outside agencies. (1e)	RL Fire Report
• The Notification Form should be modified to provide information that is relevant to offsite agencies (not enough space in the status column)	RL Senior Management Feedback
• Offsite agencies need to keep a representative in the EOC	RL Senior Management Feedback
• Formalize the process for developing and approving the Situation Report	RL Senior Management Feedback
• The HAB has expressed interest in the Hanford Fire, its effects, and how we have dealt with it. It was discussed at the last HAB Meeting on 9/7.	RL Fire Follow Up Matrix

ACTION ASSIGNED TO:

IPI

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Improve Hanford EOC internal communication processes and procedures.

The following details must be addressed when closing this item:

Issue	Source
<ul style="list-style-type: none"> • Need to improve the process for refreshing WebEOC information—much of the information remained on the screen throughout the event and did not provide value after significant time elapsed 	RL Senior Management Feedback
<ul style="list-style-type: none"> • Need to improve control of security related information displayed on WebEOC 	Rolling Thunder Exercise
<ul style="list-style-type: none"> • Communication of information from the EOC to the JIC was slow. 	Bold Endeavor Exercise
<ul style="list-style-type: none"> • Communications in the EOC needs improvement 	EOC Staff Feedback

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Implement a GIS capability in the Hanford EOC.

The following details must be addressed when closing this item:

Issue	Source
• Mapping capability needed in the EOC	EOC Staff Feedback
• Geospacial Information System (GIS) capability is needed in the EOC (Bureau of Land Management has some information already available)	RL Senior Management Feedback

ACTION ASSIGNED TO:

RL OSS (Infrastructure)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Conduct upgrades to the information systems in the Hanford EOC.

The following details must be addressed when closing this item:

Issue	Source
• RL/ORP should upgrade the tools available to emergency response to enhance the collection, display, and dissemination of emergency data. (2k)	RL Fire Report
• Need to put a fax machine near Policy Team table	RL Senior Management Feedback
• Need to make teleconference capabilities more available to Policy Team (discussion about the room should be unclassified)	RL Senior Management Feedback
• Evaluate the need for a Hanford Fact Book.	Sulfur Odor Event

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Install capability to provide still and live video display of event scene in the Hanford EOC.

The following details must be addressed when closing this item:

<i>Issue</i>	<i>Source</i>
• Need to have TV feed/display available	RL Senior Management Feedback
• Provide capabilities to transmit still pictures and live video to the EOC from the event scene.	RL Action List
• Need video cameras placed at strategic locations on Site that feed signals to the EOC	RL Senior Management Feedback

ACTION ASSIGNED TO:

RL OSS (Infrastructure)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Evaluate and implement upgrades to the Hanford EOC physical layout

The following details must be addressed when closing this item:

Issue	Source
• Implement recommendations for Security Room hardware upgrades.	Security Room Task Team
• Need procedures addressing selection of the mode for the EOC heating and ventilation based on conditions being experienced.	RL Senior Management Feedback
• RL/ORP should review and revise the staging, maintenance, and storage of equipment used in emergency response. (2n)	RL Fire Report
• RL and the General Services Administration should assess the design of the Federal Building to support EOC operations. (2m)	RL Fire Report
• Workspace in the EOC needs improvement	EOC Staff Feedback
• Rearrange the SMT decision table to improve communication/functionality.	RL Action List

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Implement general improvements to Hanford EOC procedures based on lessons learned from recent events.

The following details must be addressed when closing this item:

Issue	Source
• JIC flooded with calls after a TV announcement was aired containing incorrect information--review procedures for possible upgrades.	Sulfur Odor Event
• <i>Provide more structure in the Event Coordination Team procedure.</i>	Sulfur Odor Event
• Improve information provided to employees about road blocks during events.	Sulfur Odor Event
• IPI and JIC fax lists differ.	Sulfur Odor Event
• The procedures covered the first few hours, after that there was a need to improvise.	RL Senior Management Feedback
• RL/ORP should review and revise the process for the technical review for accuracy and approval of press releases. (2j)	RL Fire Report
• W-03: Need to implement an EOC equipment surveillance procedure to ensure equipment readiness.	Picric Acid Emergency
• Determine contract language and performance measures for accountability	HQ Corrective Action Plan
• Mass Casualty Plan needs to be incorporated in EOC procedures	Bold Endeavor Exercise
• Evaluate synchronizing the release of crash phone messages, employee messages, and press releases to ensure consistent information.	Sulfur Odor Event

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Evaluate and implement improvements to the EOC procedures to address multiple facility events/impacts.

The following details must be addressed when closing this item:

Issue	Source
• Need to upgrade procedures for notification when multiple facilities reach EALs at the same emergency level at the same time.	Pluto Exercise
• Procedures don't address situations without a single Building Emergency Director as well as they need to	RL Senior Management Feedback
• Procedures are oriented towards a source or building specific event	RL Senior Management Feedback
• Procedures don't address an external event that impacts Hanford	RL Senior Management Feedback
• Need guidelines for large/complex responses – not detailed procedures	RL Senior Management Feedback

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Implement improvements to existing EAL procedures.

The following details must be addressed when closing this item:

Issue	Source
• Upgrade to General Emergency pointed out inconsistencies in security EALs across the site.	Bold Endeavor Exercise
• <i>Need anticipatory emergency declaration capability (when to declare)</i>	RL Senior Management Feedback
• RL/ORP should add a new Emergency Action Level based on an anticipated fire in the Snively Canyon area of Arid Lands Ecology Reserve. (2b1)	RL Fire Report
• Issue an RLEP for Hazards Assessment process	RL Action List
• Issue an RLEP for EAL development	RL Action List

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Evaluate and implement improvements to the EOC procedures associated with protective actions.

The following details must be addressed when closing this item:

Issue	Source
• Evaluate standard frequency for sounding alarms and crash phone messages during extended protective action periods.	Sulfur Odor Event
• Upgrade Columbia River Alerting Procedure	Jupiter Exercise
• Procedures for UDAC communication with boat crew need improvement.	Jupiter Exercise
• Evaluate need for guidance for facilities on when it is appropriate to take protective action for CAM alarms that are below EAL/Take Cover levels.	PFP Take Cover Event
• Update POC checklist to activate area take cover sirens when a facility activates their siren.	PFP Take Cover Event
• Evaluate putting instructions to secure ventilation in crash phone message for take cover.	Sulfur Odor Event
• Verify POC has procedures in place to initiate take cover prior to BED or IC direction to do so.	Sulfur Odor Event
• Evaluate whether eating and drinking is permissible during a take cover.	Sulfur Odor Event
• Need a prescribed message to encourage people to contact HEHF with health concerns after an event where protective actions were taken.	Sulfur Odor Event
• Some trailers and buildings don't have crash phones or rest rooms - creates problems during extended take cover.	Sulfur Odor Event

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Develop a process for the proper storage of Hanford EOC records.

The following details must be addressed when closing this item:

Issue	Source
• A system for retaining EOC records that meets the requirements of DOE/RL-94-02, 14.3.6 is needed.	FH Self Assessment

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Implement recommendations of the Hanford EOC Security and Event Support task team.

The following details must be addressed when closing this item:

Issue	Source
• Security information into the EOC was duplicated--TSG was providing information already received.	Bold Endeavor Exercise
• Communication between TSG and Security Director were ineffective	Rolling Thunder Exercise
• EOC staff does not include a security contractor representative.	Rolling Thunder Exercise
• Implement recommendations for Security Room procedure upgrades.	Security Room Task Team

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Evaluate and implement improvements to the EOC procedures associated with EOC staffing.

The following details must be addressed when closing this item:

Issue	Source
• RL/ORP should consider inclusion of mutual aid representatives at the EOC during site-wide emergency events. (1d1)	RL Fire Report
• Too many people in the EOC for an event coordination team.	Sulfur Odor Event
• Reduce the number of people in the EOC.	Rosselli Assignment
• Need to recruit additional JIC Spokespersons	RL Senior Management Feedback
• Establish a Deputy Emergency Manager position (this could be the title for the combined position of Offsite Interface Coordinator and HQ Liaison	RL Senior Management Feedback
• Evaluate combining the positions of Offsite Interface Coordinator and HQ Liaison	RL Senior Management Feedback
• Need to improve processes for controlling shift length and shift change	RL Senior Management Feedback
• Need to have better control of visitors in the EOC	RL Senior Management Feedback
• RL/ORP should review, revise and demonstrate effectiveness of emergency response staffing levels to ensure shift turnovers can be supported for protracted operations. (2e)	RL Fire Report
• Reduce the number of people having routine prox card access to the EOC.	RL Action List
• Improve access control to the EOC.	RL Action List
• Staffing of EOC needs improvement	EOC Staff Feedback
• RL/ORP should review and revise process for identification of Site staff expertise in advisory and support capacities to enhance emergency management teams. (2f)	RL Fire Report

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Conduct upgrades to ERO training based on lessons learned from recent events.

The following details must be addressed when closing this item:

Issue	Source
• JH personnel are not mask fit certified and not trained as emergency responders.	Sulfur Odor Event
• Provide ICS training to select EOC staff.	FH Action List
• Include wildland fire scenarios as part of the site drill and exercise program, as appropriate.	HQ Wildland Fire Review Report
• Provide familiarization training for EOC staff on HFD Incident Response Plan.	Sulfur Odor Event
• Need a process for assigning Trainees during exercises	FH Self Assessment
• Policy Team Off Site Interface Coordinator activated crash phone without a notification form.	Pluto Exercise
• Conduct tabletop exercises with other Federal agencies (need to drill/exercise more with sitewide event scenarios -- tabletops would work)	RL Senior Management Feedback

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Evaluate and implement improvements associated with essential staff management.

The following details must be addressed when closing this item:

Issue	Source
• Definition of essential personnel needed	EOC Staff Feedback
• RL/ORP review and revise the requirements for identification of essential personnel during emergencies and for the provision of avenues of safe access. (2c)	RL Fire Report

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Develop a process for long term evacuation of Hanford Facilities

The following details must be addressed when closing this item:

Issue	Source
• Improve procedures/process for Post Office notifying POC of evacuation.	RL Action List
• RL/ORP should examine the emergency management process to ensure that facility/site abandonment is addressed in the evacuation process. (2a)	RL Fire Report

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Establish and maintain firebreaks along designated roadways

The following details must be addressed when closing this item:

Issue	Source
• Internal Roads: Mow weeds, apply herbicide and apply soil fixative	RL Fire Follow Up Matrix
• RL/ORP and contractors need to coordinate with local clean air authorities, state regulators, DOE-HQ Office of Environment, & Washington DOT to improve firebreaks along state right-of-way shoulders between Highways 24 and 240 and the DOE fence line. (1a1)	RL Fire Report
• SR-24: Mow weeds, apply herbicide and apply soil fixative	RL Fire Follow Up Matrix
• SR-240: Apply herbicide for cheatgrass and tumbleweed control and apply soil fixative	RL Fire Follow Up Matrix

ACTION ASSIGNED TO:

RL OSS (Infrastructure)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Update the existing HFD Third Party Needs Assessment

The following details must be addressed when closing this item:

Issue	Source
• RL/ORP should review and revise existing processes for control and deployment of non-Hanford emergency personnel used during field emergency response. (1b)	RL Fire Report
• The HFD needs assessment document must be updated to include NWCG planning, protocols, involvement, and resources necessary to manage future wildland fires of similar size, and results should be fed back into the Emergency Preparedness program. (1c)	RL Fire Report
• RL should review and revise the need to disseminate requirements for use of non-DOE equipment. (2i)	RL Fire Report
• Evaluate the use of the fire break wetdown system developed by the Idaho field office	RL Senior Management Feedback
• Expand the fire department baseline needs assessment to reflect wildland fire response needs.	HQ Wildland Fire Review Report
• Ensure that fire protection program implementing procedures address wildland fire prevention and mitigation elements.	HQ Wildland Fire Review Report
• Emergency Preparedness should be added to the scope of the Fire Department needs assessment.	FH Self Assessment

ACTION ASSIGNED TO:

RL SES (Fire Protection)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Conduct repairs to site infrastructure damaged during 24 Command Fire.

The following details must be addressed when closing this item:

Issue	Source
• Four septic systems with only minor damage have been repaired. Fifth system should be completed by 6/01 at cost of \$400K.	RL Fire Follow Up Matrix

ACTION ASSIGNED TO:

RL OSS

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Develop and implement a strategy to respond to potential legal issues resulting from the 24 Command fire.

The following details must be addressed when closing this item:

Issue	Source
• Request from Heart of America to EPA. No inquiries received by RL-EOC related to this request at this time	RL Fire Follow Up Matrix
• EM-11 provided additional funds to RL tribes to do an assessment of damage to cultural resources as a result of the fire. Each of the tribes submitted a work scope with their concerns regarding the impacts of the fire, not addressed in the BAER report.	RL Fire Follow Up Matrix
• Two claims received from residents. One claim received by HQ from Electric Association.	RL Fire Follow Up Matrix

ACTION ASSIGNED TO:

RL Legal

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Improve the process and understand DOE RL's role as a lead Federal Agency under the Federal Plans.

The following details must be addressed when closing this item:

Issue	Source
<ul style="list-style-type: none"> • RL/ORP should evaluate developing MOUs with WDOH & EPA on rad monitoring protocols during the emergency, ingestion, and recovery phases of a radiological event. (until resolved at the national level; see Recommendations for Resolution of JON-3). (1a5) 	RL Fire Report
<ul style="list-style-type: none"> • SO-42 should assess the FERP to include EPA independent rad monitoring during events and for limited deployment of FRMAC whenever EPA has been deployed. In addition, SO-42 should determine if AMS assets are at an acceptable level of readiness. (JON-3) 	RL Fire Report
<ul style="list-style-type: none"> • Need to develop procedures for independent monitoring done by off site agencies, e.g. EPA, WDOH, etc. 	RL Senior Management Feedback
<ul style="list-style-type: none"> • Improve the process and procedures for requesting the seven DOE Emergency Response Assets. 	FH Self Assessment
<ul style="list-style-type: none"> • Improve the process and procedures for requesting assistance from any of the signatories under the Federal Radiological Emergency Response Plan (FRERP). Note: There are 17 signatories - one is the DOE. 	FH Self Assessment
<ul style="list-style-type: none"> • Emergency response procedure RLEP 3.7 "Responding to Requests for Offsite Emergency Assistance" does not have a process for initiating a RAP response for a DOE-owned shipment without a request from a state or local agency. 	T-3 Tabletop Exercise

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Evaluate and implement improvements associated with Field Team Procedures

The following details must be addressed when closing this item:

Issue	Source
• Improve process for obtaining permission to administer KI to field teams.	NN-60
• RL/ORP should review and revise the process for collection and analysis of radiological data during and post event. (2g)	RL Fire Report
• Field Team data collection and analysis needs improvement	EOC Staff Feedback

ACTION ASSIGNED TO:

ESD

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Improve the process and procedures for personnel monitoring during and following emergency responses.

The following details must be addressed when closing this item:

Issue	Source
• Bioassay services were offered to all Hanford and Non-Hanford firefighters--follow-up required for all samples received.	RL Fire Follow Up Matrix

ACTION ASSIGNED TO:

ESD

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Improve the process and procedures for analysis of samples taken during emergency responses.

The following details must be addressed when closing this item:

Issue	Source
• Near Field Monitoring Program (NFMP) collected 238 air samples from 82 locations- updated results not received yet.	RL Fire Follow Up Matrix
• Evaluate results from EPA samples.	RL Fire Follow Up Matrix
• Monitoring of other Wildfire Sites to compare Pu levels to Hanford Samples. Have collected samples from Mule Dry Fire. (WA State DOH has also sampled the fire.) Samples are being analyzed.	RL Fire Follow Up Matrix
• The Yakama Nation has expressed concerns regarding possible Pu contamination of vegetation/foodstuffs	RL Fire Follow Up Matrix

ACTION ASSIGNED TO:

ESD

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Improve the process and procedures for collecting costs incurred during emergency responses.

The following details must be addressed when closing this item:

Issue	Source
<ul style="list-style-type: none"> DOE HQ submitted \$9.2 Million emergency budget request to OMB for consideration as supplemental funding proposal to Congress. 	RL Fire Follow Up Matrix
<ul style="list-style-type: none"> \$5.3 million was committed in FY00 for fire suppression and recovery from RL's existing EM budget. \$2.7 million of those funds were expended. There is a \$2.6 million FY01 unfunded budget for Fluor biological control & PNNL environmental surveillance. 	RL Fire Follow Up Matrix

ACTION ASSIGNED TO:

RL OSS

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Improve the procedures associated with recovery from declared emergencies.

The following details must be addressed when closing this item:

Issue	Source
• Procedures for recovery need to address "seamless" transition to normal operations	Recovery Team Feedback
• DOE/ORP should review and revise the recovery action process from emergency events to include scope beyond facility reentry. (2h)	RL Fire Report
• Procedures for recovery need to address closeout of recovery activities.	Recovery Team Feedback
• Need a single, accurate facility database for use by recovery team personnel	Recovery Team Feedback
• Plans and implementing documents for recovery should be in place before the event.	Recovery Team Feedback
• An identified team should be established and maintained for recovery from site emergencies	Recovery Team Feedback
• Procedures for recovery need to address continuation of data collection/analysis after recovery actions are complete	Recovery Team Feedback
• Procedures for recovery need to address document retention	Recovery Team Feedback

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Revegetate the 200 West areas burned during the 24 Command fire.

The following details must be addressed when closing this item:

Issue	Source
• Reseed inside perimeter of 200 West extension fence, 25' wide by ~ 3.5 miles (~ 10 acres)	RL Fire Follow Up Matrix
• Apply soil fixative between fence and to perimeter of 200 West extension, 40' wide by ~ 3.5 miles (~17 acres) to control encroaching sand	RL Fire Follow Up Matrix
• Reseed interior with native grasses (~820 acres)	RL Fire Follow Up Matrix
• Plant 117,000 sagebrush tublings in irregular island pattern of interior 820 acres	RL Fire Follow Up Matrix
• Seed 150 acres of construction buffer zone immediately west of the facility with non-native grasses and shrubs crimp, mulch, and apply soil fixative	RL Fire Follow Up Matrix

ACTION ASSIGNED TO:

RL OSS

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Implement improvements to the self assessment process for emergency management programs.

The following details must be addressed when closing this item:

Issue	Source
• Need self assessment of FH overall EP program.	NN-60
• Conduct assessment of annual training effectiveness.	HQ Corrective Action Plan

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Develop a Training Program Description for the Emergency Preparedness program

The following details must be addressed when closing this item:

Issue	Source
• Develop a Training Program Plan.	FH Self Assessment

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

Upgrade or implement new modeling techniques in the UDAC.

The following details must be addressed when closing this item:

Issue	Source
• Improve UDAC modeling process.	Jupiter Exercise
• Improvements needed in UDAC use of HUDU code.	Jupiter Exercise
• Need to have computerized simulation capability (for other than radiological events) to be used for training	RL Senior Management Feedback
• Need fire modeling capability in UDAC	RL Senior Management Feedback
• Evaluate and document the risk from and potential consequences of wildland fires.	HQ Wildland Fire Review Report
• Evaluate the need for APGEMS code dose conversion factors and other assumptions.	DTS

ACTION ASSIGNED TO:

RL SES (Emergency Preparedness)

Appendix B: EP Improvement Program Input Form

ACTION REQUEST TITLE

This AR documents actions in the Emergency Preparedness Improvement Program for which the scope is unknown.

The following details must be addressed when closing this item:

Issue	Source
• DOE-HQ Year of the Fire Initiative: DOE HQ establish a national advisory committee to review adequacy of DOE fire safety programs.	RL Fire Follow Up Matrix
• Create an action plan to implement the Tri-County Fire Chiefs fire safety workshop recommendations.	Fish and Wildlife Report
• Implement a new revision to DOE O 151.1	In Development
• Implement directives from DOE Secretary on complex wide lessons learned from summer 2000 wild fires.	In Development
• Benton County Commissioners have sent a letter to Washington's Congressional Delegation requesting a review.	RL Fire Follow Up Matrix
• DOE-HQ Year of the Fire Initiative: Office of Emergency Operations/EH joint review of fire safety and emergency mgmt.	RL Fire Follow Up Matrix

ACTION ASSIGNED TO:

RL SES
