



### Recommendation No. 115

January 25, 2000

#### SRS Strategic Plan Dated December 13, 1999

##### **Background**

The draft Savannah River Site (SRS) Strategic Plan is the top level planning document for the Savannah River Site and will provide a basis for all work execution plans, budget formulations, and project work. The purpose of the SRS Strategic Plan is to present the site's vision for the future and provide a blueprint of where the site is going. The Plan is reviewed and revised, as needed. The SRS Strategic Plan is integrated and consistent with the National Strategic Plan.

SRS has three mission areas associated with products and services that are essential to achieving the Department of Energy's goals: Nuclear Weapons Stockpile Stewardship, Nuclear Materials Stewardship, and Environmental Stewardship. The draft Strategic Plan separately highlights each stewardship area and outlines the strategies for achieving their respective goals and objectives. Additionally, the plan includes a Corporate Management section that addresses fundamental business principles, or "SRS Focus Areas," critical to the success of each of the Site's stewardship missions.

The Savannah River Site attributes past and future successes to five management focus areas: 1) Safety and Security; 2) Technical Capability and Performance; 3) Community, State, and Regulator Relationships; 4) Cost Effectiveness; and 5) Corporate Perspective.

Specific comments from stakeholders have been attached to this Motion. These specific comments were developed by members of the subcommittee and are given to SRS for inclusion as considered appropriate. Comments from the SRS CAB listed below are more global in nature and a formal response is requested.

##### **Comments**

1. The SRS CAB congratulates SRS on the noticeable improvements in this December 13, 1999, draft of the Strategic Plan from earlier versions of the Strategic Plan. To continue the improvement process, the SRS CAB recommends the following:
2. From the references made to other top-level strategic documents throughout the Strategic Plan (i.e., "SRS Defense Programs Strategic Roadmap", "Natural Resource Management Plan", "Phased Canyon Strategy", etc.), it appears that the Strategic Plan is only one of many top-level strategic plans. It is unclear how this reported "top level" document could have requirements that tier from other SRS Documents.
3. For the past three years, the SRS CAB has been concerned about the majority of needed infrastructure improvements falling below the cut line in SRS's annual budget with only the most important infrastructure projects receiving funding. Inconsistencies between the budget and the Strategic Plan infrastructure priorities need to be corrected.
4. There is a concern in the stakeholder community that not enough emphasis is placed on the final disposition of waste and excess nuclear materials in both the Environmental Stewardship Program and the Nuclear Materials Stewardship Program in the Strategic Plan. The plan does emphasize, and rightly so, the temporary, interim, and long term processing, handling, and storage of waste and excess nuclear materials; however, additional emphasis is needed to reinforce the urgency for a final disposition of this waste as well as excess nuclear materials. This concept is supported by the SRS CAB Recommendation #23 which states: " One issue that concerns SRS Stakeholders is that various waste are coming to SRS for temporary, interim, and long-term storage with no provision for final disposal. The board encourages DOE to pursue permanent storage with equal vigor".
5. Another stakeholder community concern is the management of SRS forestland, specifically the reference to Sustainable Forest Management in the Strategic Plan. The multiple-use forest management tools used to support ecosystem health and biodiversity go well beyond those listed in the Strategic Plan. In addition, the "SRS Natural Resource Management Plan" is not consistent with the principles of Sustainable Forest Management. Update and improve the discussion on principles of Sustainable Forest Management to SRS natural resources.

6. The SRS CAB acknowledges the principal of maintaining effective stakeholder relationships in all stewardship missions. While the CAB acknowledges the effectiveness of stakeholder involvement in the Environmental Management (EM) programs at SRS, it is not true for other programs like Defense Programs and Material Disposition. Include strategic requirements to ensure all programs have effective communications with SRS stakeholders.
7. Address Decommissioning and Decontamination (D&D) objectives and strategies of surplus SRS facilities in the Strategic Plan.

#### **Recommendation**

DOE should incorporate the comments provided above into the SRS Strategic Plan and if not incorporated, explain why the comments were not included.

#### **References**

Draft Savannah River Site Strategic Plan, 21st Century Stewards for the Nation, December 13, 1999

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#### **Agency Responses**

[Department of Energy-SR](#)