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Meeting Minutes Transmittal

300 Area Project Meeting
Project Managers Meeting
337 Building, Mt. Rainier Room, 3rd Floor North
Richland, Washington

September 5, 1996
3:00 p.m. to 4:00 p.m.

The undersigned indicate by their signatures that these meeting minutes reflect the actual occurrences of the above dated Unit Managers Meeting.

Maple A. Barnard Date: 10/9/96
Maple A. Barnard, Project Manager, RL

Jeanne J. Wallace Date: 10/9/96
Jeanne J. Wallace, Project Manager, Washington State Department of Ecology

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300 Area Project Meeting, PNNL Concurrence

David B. Crossley Date: 10/9/96
David B. Crossley, Contractor Representative, PNNL

Purpose: Discuss Permitting Process

Meeting Minutes are attached. The minutes are comprised of the following:

Attachment 1 - Summary of Discussion and Commitments/Agreements
Attachment 2 - Attendance List
Attachment 3 - Fund's Profile
Attachment 4 - Washington Department of Ecology Briefing Paper
Attachment 5 - Efficiency Issue Resolution Process (EIRP)

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Attachment 1

300 AREA PROJECT MEETING
337 Building, Mt. Rainier Room, 3rd Floor North
Richland, Washington

September 5, 1996
3:00 p.m. to 4:00 p.m.

Summary of Discussion and Commitments/Agreements

1. Budget Issues

J. Stangeland (PNNL) distributed a handout (Attachment 3) detailing the funding profile for PNNL's waste management and operational compliance program. J. Stangeland (PNNL) explained that when the integrated priority list was generated for FY '98, all the tasks and activities were prioritized for FY '98, which resulted in some shortfalls in FY '97. However, the budget formation is still in process, and efforts are being made to obtain funding for the activities that are reflected under shortfalls.

J. Wallace (Ecology) inquired about Ecology input regarding funding priorities. M. Barnard (DOE-RL) responded that DOE-RL provided J. Wallace (Ecology) the PDPs for review and comment, and that DOE-RL's intent was to use that input during development of the multi-year work plan (MYWP). The MYWP is scheduled for finalization 9-16-96. J. Wallace (Ecology) inquired about Ecology input into the MYWP. An action was generated for M. Barnard (DOE-RL) to provide J. Wallace (Ecology) a copy of the draft MYWP following the meeting today (9-5-96).

J. Wallace (Ecology) inquired about the activities that DOE-RL is targeting to move above the shortfall line reflected on Attachment 3. M. Barnard (DOE-RL) responded that B-Cell, the RLWS mod, the high level vault, certain areas under environmental compliance and technical support are the first priorities.

D. Langstaff (DOE-RL) noted that any incremental cost associated with RCRA closure activities that are not already included in the B-Cell cleanup project and the high level vault interim removal project are not reflected on Attachment 3. L. Romine (DOE-RL) stated that the overall planning process will be reviewed, and if certain activities are required to complete those two projects, they will be prioritized on a critical path basis.

2. 325 Modification of Load-out Station

S. Jones (PNNL) stated that PNNL is proposing shutting down operations at 340 for receiving radioactive liquid waste in the beginning of FY '99. Another method of disposing the radioactive liquid waste must be established in order to allow the laboratory to continue to function.

J. Wallace (Ecology) expressed the concern that closing the 340 Building may limit the B-Cell closure and the entire facility transition of 324 and 327, since the 340 Building is the only liquid effluent pathway. S. Jones (PNNL) stated that the 324 and 327 issues have not been addressed beyond the FY '98 time frame.

S. Jones (PNNL) stated that the liquids can be trucked out of the building, and that other options are being considered. L. Romine (DOE-RL) stated that the DOE-RL waste management group does not intend to shut down the facility until an alternate path for the liquids is established.

J. Wallace (Ecology) noted her concern whether the facilities are coordinating activities. M. Barnard (DOE-RL) responded that an integrated schedule has been developed which reflects three scenarios depending on when funding is received. J. Wallace (Ecology) requested inclusion on the status of activity coordination. M. Barnard (DOE-RL) took an action to provide J. Wallace (Ecology) a copy of the integrated schedule, the deactivation plan and letter.

J. Wallace (Ecology) asked for a clarification regarding upgrading the 325 facility, and stated her understanding was that waste would not be accepted from other facilities. S. Jones (PNNL) stated that the intent is to continue to operate in the same manner, which includes accepting radioactive liquid waste from the 326, 329 and 331 facilities. B. Day (PNNL) explained that the quantities of waste are small and are hand-carried in containers to the 325 Building and poured down the RLWS drain, following assurance the liquid meets the RLWS waste acceptance criteria. No piping will be involved, resulting in better control and reduction in cost (no flushing or inspection of lines).

S. Jones (PNNL) described the 325 load-out proposal, which includes new piping, a 3,000 gallon tank, and a truck lock to allow the waste to be pumped to a bowling ball cask or to LR 56 tanker truck. The liquid waste would be collected and transported one to two times a year maximum and sent to 204 AR. A Notice of Intent is included in the 325 permit for this activity. A change would have to be made in the piping system to allow trucks to discharge to 204 AR. The 325 lab would be in a

position to be self-sustaining for radioactive liquid waste, with the exception of ownership of LR 56. A Memorandum of Understanding is in progress to provide for use of LR 56 when needed.

The conceptual design for the tank should be completed by the end of 1996. The goal is to complete construction early in 1998 to ensure all the permitting is in place before 340 goes off line.

3. 314 Building Issue

S. Jones (PNNL) distributed a handout (Attachment 4) describing the issue of sludge containing lead above dangerous waste regulatory levels which was discovered in a pit and a trench in the 314 Building. J. Wallace (Ecology) took an action to provide a potential recommendation for resolution of the issue by the next Project Managers Meeting.

B. Day (PNNL) took an action to provide J. Wallace (Ecology) the DOE-RL (C. Clark) E-mail regarding the catalytic electrolytic sonification (CES) process, which is a TBG proposal for PNNL to run the CES to perform treatment by generator activities.

4. General Discussion

Attachment 5 contains a letter regarding Efficiency Issue Resolution Process. M. Barnard (DOE-RL) added that efficiency issues and schedule funding and variance should be included on the next agenda.

5. New Action Items

09-05-96:1 Provide J. Wallace (Ecology) the draft MYWP today (9-5-96).
ACTION: M. Barnard (DOE-RL)

09-05-96:2 Provide J. Wallace (Ecology) a copy of the integration schedule, deactivation plan, and letter.
ACTION: M. Barnard (DOE-RL)

09-05-96:3 Provide a recommendation for path forward for handling the waste in the 314 Building.
ACTION: J. Wallace (Ecology)

09-05-96:4 Provide J. Wallace (Ecology) DOE-RL E-mail message regarding treatment by generator issue.
ACTION: B. Day (PNNL)

6. Next 300 Area Projects Meeting

9713508.1174

- October 9, 1996
  1:00 p.m. to 2:00 p.m.
  337 Building, Mt. Rainier Room, 3rd Floor North
  Richland, Washington

- Proposed Topics
  Proposed topics may be submitted to D. Lutter (PNNL).

9713508.1175

Attachment 2
300 Area
~~BUDGET~~ MEETING
337 Building, Mt. Rainier Room, 3rd Floor North
Richland, Washington

September 5, 1996
3:00 p.m. to 4:00 p.m.

Attendance List

Name	Organization	Phone Number
Brian J. Day	PNNL - EC	376-3835
DAVID LANGSTAFF	RL-AMT	372-4013
Annette Bamard	RL-AMT	372-4931
Joanne Wallace	Ecology	736-3019
Larry Romine	RL-TPA	376-4747
Terry Stangeland	PNNL	375-2572
Mary Jarvis	DOE-RL (AMT)	372-4054
STANLEY L. JONES	PNNL-E&D	376-7449
Jeff Long	PNNL-EC	376-8795

9713508.1176

Attachment 3

300 AREA PROJECT MEETING
337 Building, Mt. Rainier Room, 3rd Floor North
Richland, Washington

September 5, 1996
3:00 p.m. to 4:00 p.m.

PNNL Waste Management and Operational Compliance Program
Funds Profile for FY 1997 - 2006

PNNL Waste Management and Operational Compliance Program

FUNDS PROFILE ($K's) for FY 1997 - 2006

PDP	Projects	FY98 IPL Pri	FY 96 Authorized Amt	FY97	FY98	FY99	FY00	FY01	FY02, FY03, FY04, FY05, & FY06
CsCl Legacy Cleanout	Cs Legacy Removal	12	434.9	1,363.6	890.6	-	-	-	-
324 S&M	324 S&M	13	2,873.2	3,123.3	2,912.5	2,912.5	2,912.5	2,912.5	2,912.5
Facility S&M and Consolidation			3,319.0	2,857.8	4,468.8	6,700.3	2,574.3	13,529.3	4,988.3
	325 S&M	*13*	*3,265.0*	*2,773.4*	*2,862.8*	*2,853.0*	*2,468.3*	*2,853.0*	*2,853.0*
	RLWS Mods	*127*	-	-	*1,500.0*	-	-	-	-
	Misc S&M	*116*	*54.0*	*84.4*	*106.0*	*106.0*	*106.0*	*106.0*	*106.0*
	Facility Consolidation	*165*	-	-	-	*3,741.3*	-	*10,570.3*	*2,029.3*
327 S&M	327 S&M	13	1,151.0	1,254.0	1,344.0	1,344.0	1,344.0	1,344.0	1,344.0
Essential Drawings	325 Essential Drawings	13	398.0	424.9	440.0	440.0	440.0	440.0	440.0
Waste Operations & Management			4,821.0	4,926.6	5,723.9	5,848.0	4,848.0	5,848.0	5,848.0
	Waste Ops & Legacy Waste	*98*	*3,100.0*	*2,815.6*	*3,707.9*	*3,832.0*	*2,832.0*	*3,832.0*	*3,832.0*
	Effluent Management	*116*	*1,721.0*	*2,111.0*	*2,016.0*	*2,016.0*	*2,016.0*	*2,016.0*	*2,016.0*
EC Technical Support Services		116	925.6	887.7	913.1	913.1	913.1	913.1	913.1
	Air & Water Permitting		*180.0*	*188.8*	*190.1*	*187.2*	*187.2*	*187.2*	*187.2*
	RCRA Hazardous Waste		-	*75.7*	*88.5*	*89.6*	*89.6*	*89.6*	*89.6*
	Hazardous Waste Tanks/UST		*233.8*	*86.2*	*87.3*	*89.1*	*89.1*	*89.1*	*89.1*
	NEPA		*296.7*	*304.7*	*314.4*	*311.6*	*311.6*	*311.6*	*311.6*
	Pollution Prevention		*215.1*	*232.3*	*232.8*	*235.6*	*235.6*	*235.6*	*235.6*
Environmental Compliance Projects	Environmental Compliance Projects	116	1,371.0	-	-	-	-	-	-
HLV Tank Interim Remov	HLV Tank Interim Removal Actio	116	1,665.1	-	-	-	-	-	-
Program Management	Program Management	116	887.0	749.2	713.1	713.1	713.1	713.1	713.1
B-Cell Cleanout	B-Cell Cleanout	99	13,766.1	7,112.9	11,400.0	2,528.0	-	-	-
	TOTALS / IPL Target Levels:		31,611.9	22,700.0	28,806.0	21,399.0	13,745.0	25,700.0	17,159.0
SHORTFALLS:									
	B-Cell Cleanout	99		6,340.1	3,346.0				
	Waste Ops & Legacy Waste	98		1,425.2	114.3		1,000.0		
	RLWS Mods	181		(funding req'd early)	1,000.0				
	325 S&M	13		56.6	1,032.2	655.0	1,150.7	894.0	1,014.0
	Misc S&M	116		50.6	31.0	33.0	38.0	43.0	48.0
	Facility Consolidation	165					7,850.0		
	327 S&M	13		2.0				31.0	75.0
	HLV Tank Interim Removal Actio	116		956.0					
	Patrol Reallocation (324/327)	147		500.0					
	Environmental Compl Projects	116		1,057.5	1,358.3	275.4			
	Project Mgmt			*230.1*	*219.5*	*223.8*			
	Compliance Initiative (ECRs)			*215.5*					
	324 Compliance Task			*23.1*	*17.0*				
	HLV Oversight			*4.0*					
	Part B Permitting			*120.0*					
	300 Area SCW Characteriz			*420.9*	*1,121.8*	*51.6*			
	300 Area Lysimeter Transition			*43.9*					
	EC Technical Support Services	116		1,244.4	875.5	632.1	621.8	662.9	705.8
	Project Integration			*100.0*	*101.4*	*103.4*			
	Permitting, Tech Assist, & Rpting			*1,144.4*	*774.1*	*528.7*			
	-RCRA			*198.2*	*189.8*	*189.1*			
	- Air & Water Permitting			*54.2*	*29.9*	*25.8*			
	- Hazardous Waste Tanks/UST			*44.4*	*45.1*	*46.1*			
	- Pollution Prevention			*145.5*	*150.7*	*154.0*			
	- 10 CFR 834 Implementation			*645.0*	*315.5*	*69.7*			
	- TSCA/FIFRA			*57.1*	*43.1*	*44.0*			
	Shortfalls Subtotal:			11,632.4	7,757.3	1,595.5	10,660.5	1,630.9	1,842.8
Total Required Funding (IPL Target + Shortfalls):				34,332.4	36,563.3	22,994.5	24,405.5	27,330.9	19,001.8

Portion of PNNL Program to be Transferred to EM-60

8/28/96

PNNL Waste Management and Operational Compliance Program

FUNDS PROFILE ($K's) for FY 1997 - 2006

PDP	Projects	FY98 IPL Pri	FY 96 Authorized Amt	FY97	FY98	FY99	FY00	FY01	FY02, FY03, FY04, FY05, & FY06
CsCl Legacy Cleanout	Cs Legacy Removal	12	434.9	1,363.6	890.6	-	-	-	-
324 S&M	324 S&M	13	2,873.2	3,123.3	2,912.5	2,912.5	2,912.5	2,912.5	2,912.5
327 S&M	327 S&M	13	1,151.0	1,254.0	1,344.0	1,344.0	1,344.0	1,344.0	1,344.0
HLV Tank Interim Remov	HLV Tank Interim Removal Actio	116	1,665.1	-	-	-	-	-	-
B-Cell Cleanout	B-Cell Cleanout	99	13,766.1	7,112.9	11,400.0	2,528.0	-	-	-
	TOTALS / IPL Target Levels:		19,890.3	12,853.8	16,547.1	6,784.5	4,256.5	4,256.5	4,256.5
SHORTFALLS:									
	B-Cell Cleanout	99		6,340.1	3,346.0				
	327 S&M	13		2.0				31.0	75.0
	HLV Tank Interim Removal Actio	116		956.0					
	Patrol Reallocation (324/327)	147		500.0					
	Environmental Compl Projects	116		27.1	17.0				
	324 Compliance Task			23.1	17.0				
	HLV Oversight			4.0					
	Shortfalls Subtotal:			7,825.2	3,363.0	-	-	31.0	75.0
Total Required Funding (IPL Target + Shortfalls):				20,679.0	19,910.1	6,784.5	4,256.5	4,287.5	4,331.5

Remaining Portion of PNNL Program Following Transfer of 324/327 to EM-60

9713308.1199

PNNL Waste Management and Operational Compliance Program

FUNDS PROFILE ($K's) for FY 1997 - 2006

PDP	Projects	FY98 IPL Pri	FY 96 Authorized Amt	FY97	FY98	FY99	FY00	FY01	FY02, FY03 FY04, FY05 & FY06
Facility S&M and Consolidation			3,319.0	2,857.8	4,468.8	6,700.3	2,574.3	13,529.3	4,988.3
	325 S&M	*13*	*3,265.0*	*2,773.4*	*2,862.8*	*2,853.0*	*2,468.3*	*2,853.0*	*2,853.0*
	RLWS Mods	*127*	*-*	*-*	*1,500.0*	*-*	*-*	*-*	*-*
	Misc S&M	*116*	*54.0*	*84.4*	*106.0*	*106.0*	*106.0*	*106.0*	*106.0*
	Facility Consolidation	*165*	*-*	*-*	*-*	*3,741.3*	*-*	*10,570.3*	*2,029.3*
Essential Drawings	325 Essential Drawings	13	398.0	424.9	440.0	440.0	440.0	440.0	440.0
Waste Operations & Management			4,821.0	4,926.6	5,723.9	5,848.0	4,848.0	5,848.0	5,848.0
	Waste Ops & Legacy Waste	*98*	*3,100.0*	*2,815.6*	*3,707.9*	*3,832.0*	*2,832.0*	*3,832.0*	*3,832.0*
	Effluent Management	*116*	*1,721.0*	*2,111.0*	*2,016.0*	*2,016.0*	*2,016.0*	*2,016.0*	*2,016.0*
EC Technical Support Services		116	925.6	887.7	913.1	913.1	913.1	913.1	913.1
	Air & Water Permitting		*180.0*	*188.8*	*190.1*	*187.2*	*187.2*	*187.2*	*187.2*
	RCRA Hazardous Waste		*-*	*75.7*	*88.5*	*89.6*	*89.6*	*89.6*	*89.6*
	Hazardous Waste Tanks/UST		*233.8*	*86.2*	*87.3*	*89.1*	*89.1*	*89.1*	*89.1*
	NEPA		*296.7*	*304.7*	*314.4*	*311.6*	*311.6*	*311.6*	*311.6*
	Pollution Prevention		*215.1*	*232.3*	*232.8*	*235.6*	*235.6*	*235.6*	*235.6*
Environmental Compliance Projects	Environmental Compliance Projects	116	1,371.0	-	-	-	-	-	-
Program Management	Program Management	116	887.0	749.2	713.1	713.1	713.1	713.1	713.1
	TOTALS / IPL Target Levels:		11,721.6	9,846.2	12,258.9	14,614.5	9,488.5	21,443.5	12,902.5
SHORTFALLS:									
	Waste Ops & Legacy Waste	98		1,425.2	114.3		1,000.0		
	RLWS Mods	181		(funding req'd early)	1,000.0				
	325 S&M	13		56.6	1,032.2	655.0	1,150.7	894.0	1,014.0
	Misc S&M	116		50.6	31.0	33.0	38.0	43.0	48.0
	Facility Consolidation	165					7,850.0		
	Environmental Compl Projects	116		1,030.4	1,341.3	275.4			
	Project Mgmt			*230.1*	*219.5*	*223.8*			
	Compliance Initiative (ECRs)			*215.5*					
	Part B Permitting			*120.0*					
	300 Area SCW Characteriz			*420.9*	*1,121.8*	*51.6*			
	300 Area Lysimeter Transition			*43.9*					
	EC Technical Support Services	116		1,244.4	875.5	632.1	621.8	662.9	705.8
	Project Integration			*100.0*	*101.4*	*103.4*			
	Permitting, Tech Assist, & Rpting			*1,144.4*	*774.1*	*528.7*			
	-RCRA			*198.2*	*189.8*	*189.1*			
	- Air & Water Permitting			*54.2*	*29.9*	*25.8*			
	- Hazardous Waste Tanks/UST			*44.4*	*45.1*	*46.1*			
	- Pollution Prevention			*145.5*	*150.7*	*154.0*			
	- 10 CFR 834 Implementation			*645.0*	*315.5*	*69.7*			
	- TSCA/FIFRA			*57.1*	*43.1*	*44.0*			
	Shortfalls Subtotal:			3,807.2	4,394.3	1,595.5	10,660.5	1,599.9	1,767.8
Total Required Funding (IPL Target + Shortfalls):				13,653.4	16,653.2	16,210.0	20,149.0	23,043.4	14,670.3

9713508.1180

Attachment 4

300 AREA PROJECT MEETING
337 Building, Mt. Rainier Room, 3rd Floor North
Richland, Washington

September 5, 1996
3:00 p.m. to 4:00 p.m.

Washington Department of Ecology Briefing Paper

WASHINGTON DEPARTMENT OF ECOLOGY BRIEFING PAPER

Subject: Sludge containing Lead above Dangerous Waste regulatory levels, has been discovered in a pit and trench in the 314 Building. No permitted waste storage activities have been known to take place in this building.

Background: In preparation for placing the facility in a shutdown condition and prior to transferring ownership of the 314 Building, a 35 foot deep pit and a trench were discovered to contain water and sludge. The sludge and water contain low-level radioactivity and Lead (935 ppm-pit/265 ppm-trench) among other trace contaminants. This waste is located in areas not easily accessible and in fact entry into the pit would require confined space entry precautions.

The sludge seems to be dirt and debris from years of building operation. The water in the pit is believed to have been generated from cleaning the high bay floor. The water in the trench is steam condensate and deionized water from flushing equipment. No additional materials are being added to those already present and in fact close monitoring has revealed a drop in the liquid levels due to evaporation of the water. The present estimated volume of liquid and sludge is 100 gallons of water and .5-1 cubic foot of sludge in the pit and 1200 gallons and 8 cubic feet of sludge in the trench.

Dangerous Waste Issues: Analysis of the water and sludge (using Inductively Coupled Plasma (ICP) analysis) revealed the water in the pit contained low-level alpha and beta with .03 pCi/ml of Cs-137, and with the sludge containing low-level alpha and beta combined with some metals such as Barium, Chromium, and Lead of which Lead was the only metal above its Dangerous Waste criteria of 5 ppm. The level of Lead detected in the sludge would likely indicate TCLP results above Dangerous Waste regulatory limits. No indications exist that the water constituents would yield results above any TCLP action levels.

The trench water contained low-level alpha and beta with .03 pCi/ml Cs-137. The sludge contained low-level alpha and beta with .54 pCi/ml Cs-137, 6.52 pCi/ml U-235, 1218 pCi/ml U-238, .27 pCi/ml Ra-226, minute quantities of Barium and Chromium, and 265 ppm Lead. The level of Lead detected in the sludge, would likely indicate TCLP results above Dangerous Waste regulatory limits.

Present Conditions: The facility is in a "cheap-to-keep" condition with much of the usable equipment removed, and no staff occupying it. Access to the building is restricted. The liquid levels in both the pit and the trench have not seemed to change since operations in the building have shutdown.

Proposed Actions: The water be remove from the pit and the trench (no dangerous waste) and disposed as low-level liquid waste. The sludge be combined with cement and allowed to solidify in place. This action would stabilize the sludge and reduce the risk of dispersal to the environment until the building is decommissioned and disposed under CERCLA. (Essentially this situation would move into the CERCLA regulatory realm.)

Additional Issue: The cost of further cleanup activities would be prohibitive. More extensive cleanup would require "Confined Space Entry" into the pit (under respirator), extensive radionuclide monitoring for airborne contamination during the cleanup, crane certification, personnel platform operation, and more. These costs are not justifiable for a facility that could be demolished immediately after turnover.

9713508.1183

Attachment 5

300 AREA PROJECT MEETING
337 Building, Mt. Rainier Room, 3rd Floor North
Richland, Washington

September 5, 1996
3:00 p.m. to 4:00 p.m.

Efficiency Issue Resolution Process (EIRP)

9713508.1184

DEPARTMENT OF ECOLOGY

August 1, 1996

TO: Nuclear Waste Program Staff

FROM: Dan Silver, Assistant Director
Waste Management Division

SUBJECT: Efficiency Issue Resolution Process (EIRP)

I would like to add my words of support for Mike Wilson's message regarding implementation of the Efficiency Issue Resolution Process (EIRP) at Hanford.

The EIRP culminates a year and a half of discussions with the Richland Operations Office to ensure that our staff have the ability and the cost documentation to address cost and management efficiency issues at Hanford. I have stated on numerous occasions that a key to success at Hanford lies in our collaborative ability (with DOE-RL and EPA) to ensure effective, and cost efficient cleanup progress. Thanks to Phil Staats, Stan Leja and Wayne Soper, we now have "buy-in" by DOE-RL's top management to our role in addressing cost and management efficiency issues.

I believe that this is a significant step forward, I join with John Wagoner, Alice Murphy and Mike Wilson in soliciting your continued attention and support for this initiative.

DJ:dpj
Enclosures

9713508.1185

DEPARTMENT OF ECOLOGY

July 29, 1996

TO: Nuclear Waste Program Staff

FROM: Mike Wilson, Manager
Nuclear Waste Program

SUBJECT: Efficiency Issue Resolution Process (EIRP)

Eighteen months ago, Dan Silver asked all of you to pay close attention to how well the U.S. Department of Energy (USDOE) and its contractors were maximizing cost efficiency in accomplishing its environmental management activities at Hanford. Dan emphasized this as part of a key concern that, in a time of severely constrained federal budgets, USDOE must do everything they can to maintain the integrity of its regulatory commitments. The underlying philosophy is simple, efficiency has a direct bearing on environmental cleanup performance and success at Hanford.

In response to Dan's requests for specific examples where Hanford cleanup could be more efficient, three of you responded. Phil Staats, Wayne Soper and Stan Leja provided Dan with specific examples where improved management planning and practices could lead to significant cost savings. These examples led Ecology into discussions with USDOE and EPA on ways to improve our communications and cooperation to resolve specific cost efficiency concerns.

The direct result of these discussions is the recent establishment of the *Efficiency Issue Resolution Process (EIRP)*, formerly known as the *Cost Pilot Project*. The EIRP is a collaborative agreement between USDOE, Ecology and EPA that allows regulator personnel a more effective forum to identify and resolve cost efficiency-related concerns and recommendations with their USDOE counterparts. It represents a constructive partnership-oriented approach that will streamline Ecology access to critical cost estimating and project planning data; an area that was, in some cases, previously closed to us.

We agree with John Wagoner and Alice Murphy's messages to their staff (copies attached) that the EIRP represents a "...positive step towards reducing costs and better managing for results and a continuation of the spirit developed in the St. Louis "Workout" of May 1995." We also agree with his observation that we all, particularly those at the project management level, must do all that we can to institutionalize this process, and to make it work.

9713508.1186

As Dan has stated in the past, managing projects in a cost efficient manner is an integral, inherent responsibility of Ecology's project managers and other staff. We are confident that you will continue your outstanding efforts to motivate and incorporate cost and management efficiency in our own activities and those at the Hanford site. For Hanford cleanup, the EIRP provides a framework to help accomplish this. The key for making this process work lies at the project level.

In helping to make the EIRP process work, I ask that you:

1. Read and understand Mr. Wagoner and Ms. Murphy's messages to the DOE-RL staff; and the attached EIRP process flow chart and format;

2. Always be open and observing of better, improved, and more efficient ways of planning, managing and accomplishing cleanup tasks;

3. Maintain the integrity of our regulatory roles and values;

4. Remember that we all have the responsibility to identify cost-efficiency related concerns to USDOE. However, we must ensure that your cost efficiency comments and suggestions are founded on good rationale and/or supporting data;

5. Project manager monthly reviews with USDOE must include a regularly scheduled agenda item to address efficiency-related concerns;

6. Maintain a positive, constructive and collaborative dialogue with your Tri-Party agency counterparts; and

7. Strive for final resolution of identified concerns. Participation in teaming and existing management improvement processes should be pursued whenever possible and appropriate.

I congratulate all of you, and particularly Phil, Wayne and Stan for your efforts to improve cost and management efficiency at Hanford.

MW:DPJ:db
Attachments (2)

9713508.1187

RL-F-1525.02 DEF012
(04/93)

United States Government | Department of Energy

memorandum

Richland Operations Office

DATE: JUL 22 1996

REPLY TO ATTN OF: CFR:AEL 96-CFR-012

SUBJECT: EFFICIENCY ISSUE RESOLUTION PROCESS

TO: Those on Attached List

On July 9, 1996, Alice Murphy issued the attached memorandum to you regarding the "Efficiency Issue Resolution Process." I want to voice my strong support for this process. With the emphasis on the new Environmental Management 10-Year Plan, it is critical that we work with the regulators to identify and resolve efficiency issues. Your monthly project review meetings should include an agenda item to address efficiency issues. I also want to reenforce my position of sharing cost and schedule data with the regulators. The institutionalization of this process is a key element in teaming with the regulators to clean up the Hanford Site.

If you should have any questions on the process, please contact me or your staff may contact Tony Lorenz on 373-3352.

John D. Wagoner
Manager

Attachment

RL-F-1327.6f DEF012
(04/95)

Attachmen

United States Government

Department of Energy

memorandum

Richland Operations Office

DATE: JUL 09 1996

REPLY TO ATTN OF: CFR:LBM 96-CFR-011

SUBJECT: EFFICIENCY ISSUE RESOLUTION PROCESS

TO: Those on Attached List

After many starts and stops in attempting to deal with the issues raised in the letter of June 9, 1995, from Dan Silver, State of Washington Department of Ecology (Ecology) to Ron Izatt, "Improvement of Cost and Efficiency at Hanford," the CFR division, in collaboration with the Ecology and the Environmental Protection Agency, has developed a process for handling efficiency concerns raised by any of the three parties. That process titled "Efficiency Issue Resolution Process" was presented to the Site Management Board on June 4, 1996, by Tony Lorenz. Minor adjustments were suggested and have been incorporated into the process flow chart (see attachment 1).

I believe that this process, in partnership with the contractors and regulators, is a positive step towards reducing costs and better managing for results, and a continuation of the spirit developed in the St. Louis "Workout" of May 1995. RL's stance has always been that it must be willing to share cost and schedule data with the regulators. Now, we must implement this process immediately and make sure that it is sustained. The institutionalization of the Efficiency Issue Resolution Process requires attention to three areas:

1. Efficiency concerns must be clearly documented. Attachment 2 is a worksheet that was developed to specifically identify the facts and data associated with the efficiency concern. Any of the Tri-Party members who have a cost or schedule concern can use this worksheet to initiate the process.

2. Each project must have a regular agenda item that addresses efficiency concerns as part of its regular monthly project review. This will allow for an interjection of those concerns if they are presented on a prepared worksheet. It is hoped that many of the efficiency issues could be resolved at this meeting.

3. If an efficiency concern does warrant further investigation, you are expected to support the resolution of the concern through participation in teams. We will use existing improvement processes wherever possible.

9715508.1189

JUL 9 1996

The success of this process is dependent upon your attention to these three areas. If you have any questions, please contact Tony Lorenz at 373-3352.

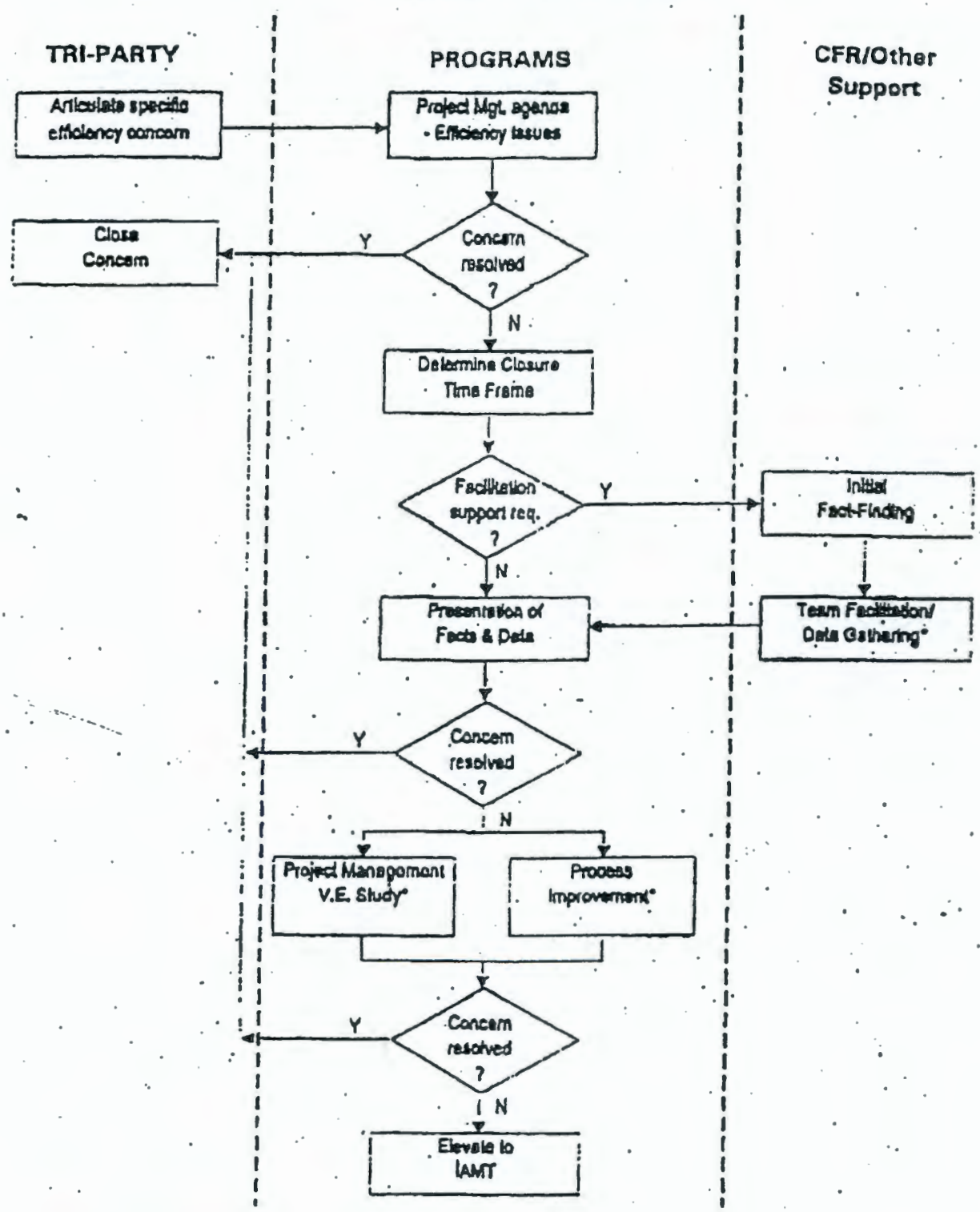
Alice O. Murphy
Chief Financial Officer

Attachments
1. Efficiency Issue Resolution Process - Flowchart
2. Efficiency Issue Resolution Process - Checklist

Attachment I

Process Rev. 2

Efficiency Issue Resolution Process



* Include Program/Tri-Party team members as required

Efficiency Issue Resolution Process

General Comments

- Simple mechanism/process to identify & correct specific instances of possible inefficiency and excessive cost (a large gap exists between current Hanford processes and similar observed processes)
- Utilize existing processes to solve issues where possible
- Regulators will track progress of Efficiency Issues through this process
- Single Regulator concept utilized

Articulate Specific Efficiency Concern

- Complete checklist/guidelines on meeting minimum amount of information required to present efficiency concern
- Source for concern must be well documented
- Must have defined the criteria for closure

Project Management Agenda - Efficiency Issues

- Regular agenda item of a monthly program review - provides opportunity for DOE and Regulators to present efficiency concerns
- Efficiency issue may be a moot point in the meeting based upon knowledge that:
  1. Future activities in the "issue" area do not justify further exploration
  2. Return on investment does not justify further exploration

Concern Resolved ?

- Determined by the party that brought up the efficiency issue (meets criteria for closure)

Determine Closure Time Frame

- If the concern cannot be closed in the Project Mgt. meeting, a closure date is agreed to.

Facilitation Support Required?

- Determined by the parties as to whether facilitation is necessary to close concern

Initial Fact-Finding

- CFR provides a measure of independence from Programs & Regulators
- Preliminary data gathering/matching of processes using contractor data and Regulator data (may include some output benchmarking information)

Team Facilitization/Data Gathering

- Review of the available data
- May include rigorous process benchmarking (but does not extend into process improvement)

Presentation of Facts & Data

- To program and tri-party management for review
- Intended to close the concern

Project Management V.E. Study

- Selected if concern is for ongoing projects
- Use of available Value Engineering skills

Process Improvement

- Selected if concern is for repeatable processes
- Use of existing improvement tools (reengineering, WESTIP, etc.)

Elevate to IAMT

- The Inter-Agency Management Team is comprised of senior DOE and Regulator managers.

Close Concern

- Matches closure criteria defined in "articulate efficiency concern"

Attachment 2

Efficiency Issue Resolution Process

This form describes the minimum requirements to initiate the process that resolves efficiency (cost/schedule) issues raised by WSDOE, EPA, and DOE

1	Identify the existing Hanford process/method of concern:		
2	Present evidence of alternative process/method		
2a	Source of information:		
2b	Comparable measures:		
2c	Does the alternative process match the existing process in :	Yes	No
	Maturity?		
	Volume?		
	Regulatory requirements?		
3	State why the existing process/method is unacceptable:		
4	Is the existing process/method a major Program component?		
5	What are the expected benefits of changing the existing process?		
5a	Magnitude of savings:		
5b	Improvements to schedule:		
5c	Expected process/method changes:		
6	Has there been resolution efforts to-date?		
6a	Point of contact:		
6b	Work performed to-date:		
7	Criteria for closure		
7a	What evidence is required (cost, schedule changes?)		
7b	Due date:		

9713508.1193

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ADMINISTRATIVE RECORD (Two Copies): 324 REC/HLV Closure Plan, S-3-4 [Care of EDMC, WHC (H6-08)]

Washington State Department of Ecology Nuclear and Mixed Waste Hanford Files, P.O. Box 47600, Olympia, Washington 98504-7600

Please send comments on distribution list to D. K. Lutter (P7-79), (509) 376-5631.