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Meeting Minutes Transmittal

PNNL NON-OPERATIONAL UNITS  
Project Managers Meeting  
337 Building, Mt. Rainier Room, 3rd Floor North  
Richland, Washington

September 5, 1996  
1:30 p.m. to 2:00 p.m.

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

Mary F. Jarvis Date: 10-9-96  
Mary F. Jarvis, Project Manager, RL

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

David B. Crossley PNNL Non-Operational Units, PNNL Concurrence  
Date: 10/9/96  
David B. Crossley, Contractor Representative, PNNL



Purpose: Discuss Closure Process

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

- Attachment 1 - Agenda
- Attachment 2 - Summary of Discussion and Commitments/Agreements
- Attachment 3 - Attendance List
- Attachment 4 - Efficiency Issue Resolution Process (EIRP)

## Attachment 1

**PNNL NON-OPERATIONAL UNITS  
Project Managers Meeting  
337 Building, Mt. Rainier Room, 3rd Floor North  
Richland, Washington**

**September 5, 1996  
1:30 p.m. to 2:00 p.m.**

**Agenda**

1. Approval of Past Project Managers Meeting Minutes (Ecology/DOE-RL/PNNL)
2. Status of Procedural Closure Package for Biological Treatment Test Facilities (Ecology)
3. Status of Procedural Closure of 324 Pilot Scale Plant and 332 Storage Facility (Ecology/DOE-RL/PNNL)
4. Status of Action Items (Ecology/DOE-RL/PNNL)
  - 08-01-96:1 Schedule a meeting with R. Effland (Ecology) to complete the focus sheet for the Biological Treatment Test Facility by 8-9-96.  
ACTION: H. Tilden (PNNL)  
CLOSED: Conducted via telephone on 8-5-96.
  - 08-01-96:2 Revise the certification package for the 324 Sodium Removal Pilot Plant and the 332 Storage Facility, and enclose information on the solution conditioning tank.  
ACTION: D. Crossley (PNNL)  
OPEN: Information on the Solution Conditioning Tank was provided August 13, 1996.
  - 08-01-96:3 Provide G. Davis (Ecology) copies of the Part A Form 3 Permit Application revisions 0, 1 and 2 for the 324 Sodium Removal Pilot Plant.  
ACTION: H. Tilden (PNNL)  
CLOSED: August 13, 1996
  - 08-01-96:4 Provide G. Davis (Ecology) information on the Plasma Arc Project located in 324, Room 146.  
ACTION: B. Day (PNNL)
5. General Discussion (Ecology/DOE-RL/PNNL)
6. New Action Items
7. Next Project Managers Meeting (Ecology/DOE-RL/PNNL)
  - Next Meeting  
October 9, 1996  
2:30 p.m. to 3:00 p.m.  
337 Building, Mt. Rainier Room, 3rd Floor North  
Richland, Washington
  - Proposed Topics

## ATTACHMENT 2

PNL NON-OPERATIONAL UNITS  
Project Managers Meeting  
337 Building, Mt. Rainier Room  
Richland, Washington

September 5, 1996  
1:30 p.m. to 2:00 p.m.

## SUMMARY OF DISCUSSION AND COMMITMENTS/AGREEMENTS

## 1. Approval of Past Meeting Minutes

The August 1, 1996 Project Manager Meeting (PMM) minutes were approved.

## 2. Status of Procedural Closure Package for Biological Treatment Test Facilities

J. Wallace (Ecology) reported that the administrative record for the Biological Treatment Test Facility pending submittal of the focus sheet. The focus sheet is scheduled to be released to the public next week, which will initiate the 45-day public comment period. A. Barnard (DOE-RL) requested notification from Ecology when the focus sheet is released.

## 3. Status of Procedural Closure of 324 Pilot Scale Plant and 332 Storage Facility

H. Tilden (PNNL) stated that there are two outstanding items remaining from the 8-8-96 Ecology inspection, and that following the meeting he would provide J. Wallace the two documents that Ecology requested.

The issue of recertification for the 324 and 332 Facilities was discussed. J. Wallace stated that her understanding of the agreement from the 8-1-96 PMM was to update the 1989 certifications for 324 and 332. J. Wallace referred to a recent Hanford Steering Committee meeting in which recertification was discussed, without her knowledge, and that the path forward for updating the certifications had been halted. E. Mattlin (DOE-RL) responded that DOE-RL had internally discussed the recertification as a sitewide issue, and noted the concern for setting a precedent of recertifying all closure packages. J. Wallace acknowledged DOE-RL's concern, but pointed out that these two units are

not a part of the sitewide permit. An action item was generated for DOE-RL to provide a status to Ecology regarding updating certification for the 324 and 332 Facilities. J. Wallace requested notification in writing if DOE-RL does not agree to update the certification for 324 and 332.

4. Status of Action Items

08-01-96:1, Schedule a meeting with R. Effland (Ecology) to complete the focus sheet for the Biological Treatment Test Facility by 8-9-96. This action item was closed 8-5-96.

08-01-96:2, Revise the certification package for the 324 Sodium Removal Pilot Plan and the 332 Storage Facility, and enclose information on the solution conditioning tank. Information on the solution conditioning tank was provided 8-13-96, which closed this portion of the action item.

08-01-96:3, Provide G. Davis (Ecology) copies of the Part A Form 3 Permit Application revisions 0, 1 and 2 for the 324 Sodium Removal Pilot Plant. This action item was closed 8-13-96.

08-01-96:4, Provide G. Davis (Ecology) information on the Plasma Arc Project located in 324, Room 146. B. Day (PNNL) provided J. Wallace a document containing the Notice of Construction and clean air documentation for the Plasma Arc. This action item was closed.

5. General Discussion

J. Wallace provided a copy of an Efficiency Resolution Process policy (Attachment ??). The policy has been established by DOE-RL and Ecology to address efficiency-related issues at the PMMs.

6. New Action Items

There was one new action item generated: 1) E. Mattlin (DOE-RL) will provide a status to Ecology by 9-11-96 regarding the decision to update the certifications for the 324 and 332 Facilities. DOE-RL will notify J. Wallace (Ecology) in writing if the decision is made not to recertify.

7. Next Project Managers Meeting

- The next PMM was scheduled for October 9, 1996, in Richland, Washington.

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- Proposed topics include the efficiency issues, schedule variance and funding.



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Attachment 4

PNNL NON-OPERATIONAL UNITS  
Project Managers Meeting  
337 Building, Mt. Rainier Room, 3rd Floor North  
Richland, Washington

September 5, 1996  
1:30 p.m. to 2:00 p.m.

Efficiency Issue Resolution Process (EIRP)

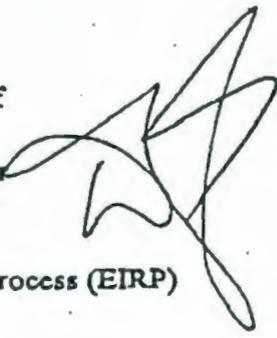
**DEPARTMENT OF ECOLOGY**

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

## 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.

Nuclear Waste Program Staff  
July 29, 1996  
Page 2

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)

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AL-F-1515 OF DEP012  
(04/88)

United States Government

Department of Energy

Richland Operations Office

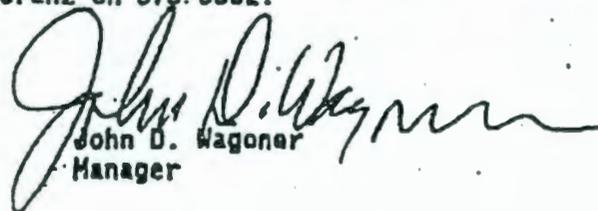
# memorandum

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

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RL-3-1327.6/DEPOS  
(04/95)

Attachment

**United States Government**  
**memorandum****Department of Energy**  
**Richland Operations Office**

DATE: JUL 09 1996  
REPLY TO: CFR:LBM 96-CFR-011  
ATTN OF:  
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.

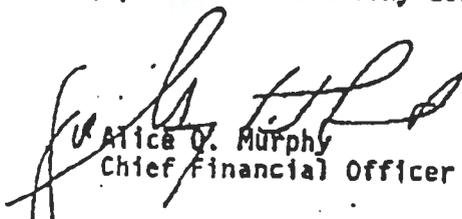
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Addressees  
96-CFR-011

-2-

JUL 9 1998

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.



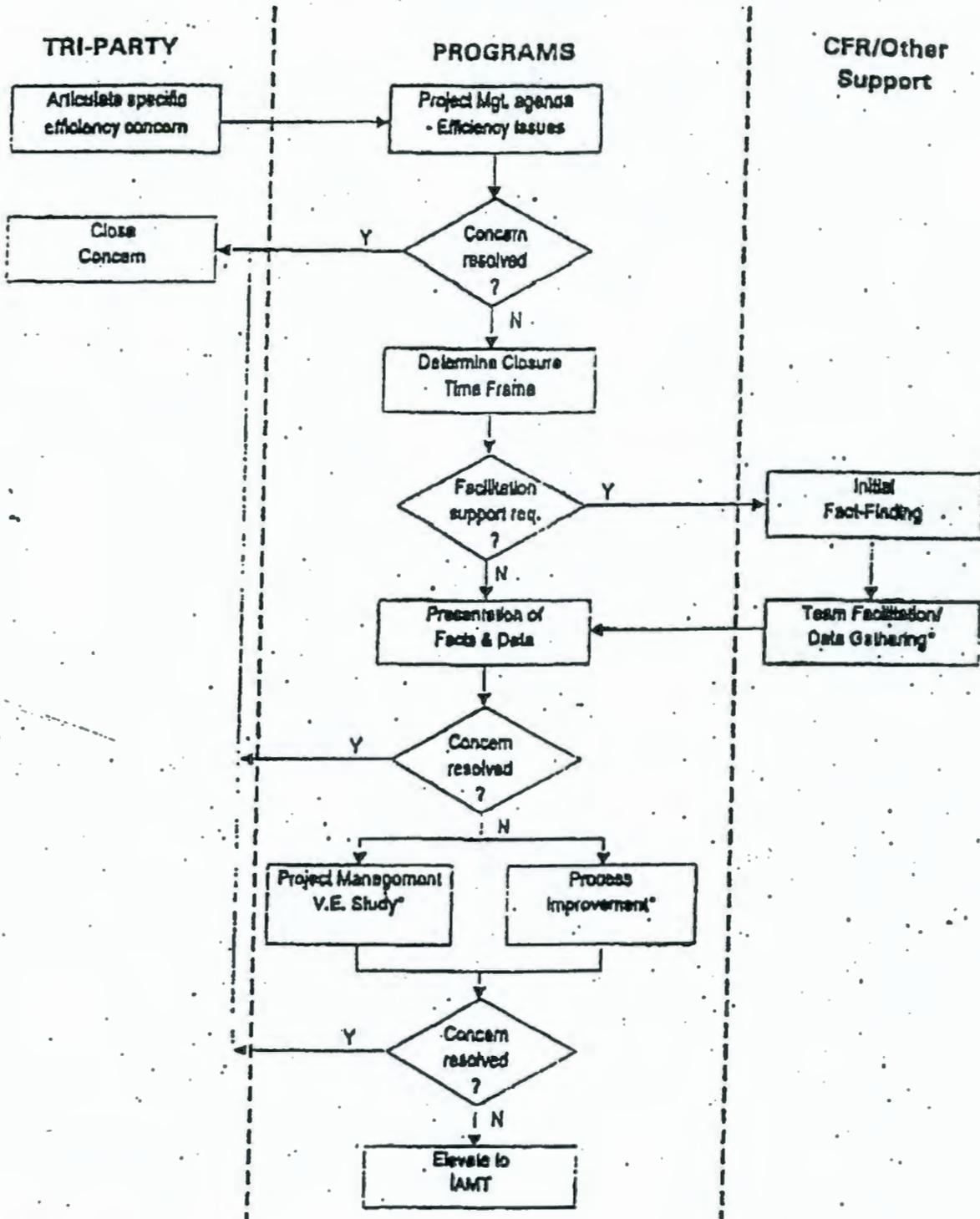
Alice V. Murphy  
Chief Financial Officer

**Attachments**

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

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### Process Rev. 2 Efficiency Issue Resolution Process



\* Include Program/Tri-Party team members as required

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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 Facilitation/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 I/AMT**

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

**Close Concern**

- ▶ Matches closure criteria defined in "articulate efficiency concern"

<b>Efficiency Issue Resolution Process</b>			
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:		

## Distribution:

M. A. Barnard	RL	K8-50
R. C. Bowman	WHC	H6-24
R. M. Carosino	RL	A4-52
C. E. Clark	RL	A5-15
D. B. Crossley	PNNL	P7-79
B. J. Day	PNNL	P7-28
R. M. Effland	Ecology	B5-18
G. D. Hendricks	GSSC	B1-42
M. F. Jarvis	RL	K8-50
D. C. Langstaff	RL	K8-50
D. K. Lutter	PNNL	P7-79
E. M. Mattlin	RL	A5-15
N. M. Menard	WHC	H6-24
S. M. Price	WHC	H6-23
J. J. Wallace	Ecology	B5-18
P. J. Weaver	PNNL	P7-35
RCRA Files/JM	WHC	H6-23

ADMINISTRATIVE RECORD (Two Copies): PNNL Non-Operational Units, T-X-1, T-X-2, and T-X-3 [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.