

**ENVIRONMENTAL MANAGEMENT ADVISORY BOARD
to the
U.S. DEPARTMENT OF ENERGY**

PUBLIC MEETING MINUTES

**Hotel on the Falls
475 River Parkway
Idaho Falls, ID 83402**

May 31, 2012

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ENVIRONMENTAL MANAGEMENT ADVISORY BOARD SUMMARY OF MEETING

The Environmental Management Advisory Board was convened at 9:00 a.m. MDT on Thursday, May 31, 2012, at the Hotel on the Falls in Idaho Falls, Idaho. Board Chair James Ajello introduced the Board members for the meeting.

Board members present:

Mr. James Ajello, Hawaiian Electric Industries, Inc.
Dr. Frank Coffman, AECOM Government Services
Mr. Paul Dabbar, J.P. Morgan Securities, Inc.
Mr. G. Brian Estes, Consultant
Dr. Dennis Ferrigno, CAF and Associates, LLC
Ms. Jane Hedges, Washington State Department of Ecology
Dr. Carolyn Huntoon, Consultant
Mr. John Owsley, Tennessee Department of Environment and Conservation
Dr. Lawrence Papay, Papay Quayle Resources, LLC
Mr. Willie Preacher, State and Tribal Government Working Group
Ms. Lessie Price, Aiken City Council
Ms. Jennifer Salisbury, Attorney
Mr. David Swindle, Federal Services/URS Corporation
Mr. Robert Thompson, Energy Communities Alliance

EMAB Designated Federal Officer:

Ms. Kristen Ellis, DOE Office of Environmental Management

Others present for all or part of the meeting:

Mr. Bill Barker, AREVA
Ms. Beatrice Brailsford, Snake River Alliance
Mr. Jim Cooper, Deputy Manager for the Idaho Cleanup Project, Idaho National Laboratory
Mr. Mark Dehring, FLUOR
Mr. Mark Gilbertson, Deputy Assistant Secretary for Site Restoration, Office of Environmental Management
Ms. Tracy Mustin, Principal Deputy Assistant Secretary for Environmental Management
Mr. Bob Pence, Idaho National Laboratory
Ms. Elizabeth Schmitt, DOE Office of Environmental Management

LIST OF ACRONYMS

APMS – Acquisition and Project Management Subcommittee	GTCC – Greater-Than-Class C
ARI – Asset Revitalization Initiative	Hanford – (DOE) Hanford Site
ARRA – American Recovery and Reinvestment Act	HLW – High-Level Waste
Board – Environmental Management Advisory Board	HQ - Headquarters
CAB – Citizens Advisory Board	INL – (DOE) Idaho National Laboratory
CRESP – Consortium for Risk Evaluation and Stakeholder Participation	LANL – Los Alamos National Laboratory
D&D - Decontamination & Decommissioning	LLW – Low-Level Waste
DOD – Department of Defense	M&Os – Management and Operations Contracts
DOE – Department of Energy	Min-Safe – Minimum Safe Operations
DUF – Depleted Uranium Hexafluoride	MLLW – Mid-Low-Level Waste
EM – DOE Office of Environmental Management	NAS – National Academies of Science
EMAB – Environmental Management Advisory Board	OMB – Office of Management and Budget
EMAC – Environmental Management Advisory Committee	OECM – Office of Engineering and Construction Management
O 413 – DOE Order 413	OR – (DOE) Oak Ridge Site
FACA – Federal Advisory Committee Act	Paducah – (DOE) Paducah Site
FY – Fiscal Year	Portsmouth – (DOE) Portsmouth Site
GAO: Government Accountability Office	SBW – Sodium-Bearing Waste
GOCO – Government-Owned, Contractor-Operated	SRS – (DOE) Savannah River Site
	TRL – Technical Readiness Level
	TRU – Transuranic Waste
	WIPP – Waste Isolation Pilot Plant

OPENING REMARKS

The Environmental Management Advisory Board (EMAB or Board) was convened at 9:00 a.m. MDT on May 31, 2012, at the Hotel on the Falls in Idaho Falls, Idaho, by Board Chair Mr. James Ajello. He welcomed new EMAB member, Dr. Carolyn Huntoon. The meeting was open to the public and conducted in accordance with the requirements of the Federal Advisory Committee Act (FACA). More information about EMAB can be found at <http://www.em.doe.gov/emab>.

On May 30, 2012, EMAB members and staff visited the Idaho National Laboratory (INL). Jim Cooper, Deputy Manager for the Idaho Cleanup Project, thanked the members of EMAB for their visit. He introduced Bob Pence, Federal Coordinator for the INL Citizen Advisory Board, as a resource for more information about INL.

Mr. Ajello reminded EMAB members to recuse themselves from specific discussion topics, as necessary.

EM PROGRAM UPDATE

Ms. Tracy Mustin, Principal Deputy Assistant Secretary for the DOE Office of Environmental Management (EM), shared that maintaining safe, stable and compliant posture throughout the complex is one of EM's top priorities. Ms. Mustin specifically highlighted the progress with the waste treatment facilities in Idaho and the Savannah River Site (SRS). Additionally, disposing of spent fuel, shipments of Transuranic Waste (TRU), and fulfilling shipments to the Waste Isolation Pilot Plant (WIPP) continue to be key components to EM's mission.

There have been recent public discussions regarding site safety. Federal employees and contractors at all sites are concerned about working safely and site records show this commitment. Maintaining a strong safety culture requires continuous improvement and, led by the Office of Health, Safety and Security, DOE is working towards building an environment where employees feel comfortable raising and addressing safety issues.

EM is currently awaiting House and Senate budget mark-ups. Ms. Mustin believes that there may be a Continuing Resolution for early Fiscal Year (FY) 2013. EM is planning on a flat budget for several years and is examining ways to effectively use its budget. For FY 2013, EM is positioned to meet compliance milestones, but this will become more difficult during subsequent years. Overlaying timelines and lifecycle costs with budget forecasts and impacts in out-years is challenging. EM is working with field representatives and gathering data for this analysis. EMAB's guidance may help address future compliance challenges brought about by budget constraints. These issues will be discussed with the Board once more details are known.

The EMAB Management Excellence Subcommittee was asked at the December 2011 meeting to examine the Min-Safe guidance to be issued to site offices and see how the "minimum safe" definition fits into the budget formulation process; however this charge has been delayed. In the interim, EM leadership is reviewing two potential topics for the Management Excellence Subcommittee: one concerns an upcoming pilot program with the Partnership with Public Service relating to management challenges within EM. And secondly, once the Blue Ribbon

Commission report from DOE is submitted to Congress, there may be some follow on items for review by EMAB.

Contract and project management is underscored by more effective relationships between Federal employees and contractors. Mr. Jack Surash, the DOE Deputy Assistant Secretary for Acquisition and Project Management, recently led a workshop with principal contractors on partnering and proper stewardship of federal funds. EM is developing tools to properly balance risks between contractors and the government. Benefits of constructing effective professional relationships include more effective partnering and the identification of personal differences to solve conflicts.

A key component of the EM acquisition strategy is small business engagement, which is garnering more attention in the federal government. A balance is needed between supporting small businesses, while ensuring the effective management of contracts.

American Recovery and Reinvestment Act (ARRA) projects are ending and EM is closing out ARRA contracts and leveraging lessons learned.

DOE Order 413 provides framework for EM's capital projects. EM has also been looking at ways to leverage a similar level of discipline for its operations work. These protocols are included in the EM Operating Activities Policy & Protocol. The EMAB Acquisition and Project Management Subcommittee (APMS) members have been asked to analyze the protocol this year.

In 2011, EMAB issued 45 recommendations, many on the topic of tank waste. Other analysis and reviews have been conducted on tank waste, and EM is sorting through the work of groups focused in this area to create a comprehensive and integrated response. Feedback will be given to EMAB at that time. Ms. Mustin hopes to reestablish the Tank Waste Corporate Board in the coming months.

Ms. Mustin highlighted successes:

- The Sodium-Bearing Waste (SBW) facility at Idaho has played a key role in the waste pipeline and waste retrieval.
- SRS created a video that demonstrated grouting of its tanks. Tank closure is progressing and two more tanks are expected to be closed by the end of 2012. In addition, the Under Secretary visited SRS recently to celebrate the startup of its biomass facility, which is responsible for a measureable reduction in the carbon footprint across South Carolina and Georgia.
- At the Hanford site, capabilities for treating chromium by pumping and treating water along the Columbia River 200 Area have increased by 160 percent since 2008. Underground contamination is also being addressed at the site.
- At the Oak Ridge site, remediation has been completed and Tank W1A has been removed, along with the largest source of ground water contamination. Work is continuing on K-25 and the site is starting to characterize the K-27 building.

- At Paducah, the first uranium mill tails will be fed into production on June 1, 2012, and there is continued NNSA support for tritium production, with time for planning the transition of this facility.
- At the Carlsbad site, EM celebrated the 10,000th shipment of TRU waste to WIPP, which occurred in Fall 2011. EM will continue to examine options for salt disposition and there will be associated testing and evaluation. Mr. Joe Franco was recently named WIPP site manager.
- At the West Valley Demonstration Project, the first waste incidental to reprocessing evaluation was published, and DOE continues its work on disposition equipment from the site.
- Decontamination and decommissioning (D&D) of the graphite research reactor was completed at the Brookhaven National Laboratory. Some employees who worked at the reactor in its early years were on site for a ceremony to commemorate the D&D.
- At the Los Alamos site, there is a continued focus on shipping material off of the mesa; the site is ahead of schedule for this goal. An event in June 2012 will commemorate the 1,000th shipment from Los Alamos to WIPP. Also, the last legacy TRU shipment left Sandia. Ms. Mustin met with the New Mexico Governor to recognize these achievements.

Roundtable discussion

Mr. Ajello noted that EMAB can provide advice on many topics, including small business engagement. He asked if DOE is finding different engagement methods or simply directing more money to small businesses. Ms. Mustin clarified that DOE supports small businesses through contracts with larger organizations who work with smaller businesses, yet the recent focus has been on working directly with businesses outside of the large contractor pool.

Mr. Swindle expressed concerns about contingency planning, sequestering, and emphasizing stakeholder communications, in light of budget concerns. Ms. Mustin stated that there has been little discussion about sequestration and is optimistic that it will be avoided. The possibility of a Continuing Resolution is familiar, yet is complicated by the potential for sequestration and may push project milestones further into the future. Mr. Gilbertson added that EM is going through its routine budget process with sites and engaging stakeholders. Ms. Mustin pointed out the value in enhanced communication, coordination, and consistent messaging, especially to empower EM and contractors. Mr. Owsley added that regulators expect to be part of the solution and should be engaged early and often where compliance agreements are involved.

Ms. Price voiced concerns about inadequate levels of small business engagement, especially with minority- and women-owned businesses. At one time, there was a mentor-protégé program at sites that helped foster these relationships. Ms. Mustin shared that Dot Harris, in the DOE Office of Economic Impact and Diversity, has been appointed to focus on DOE's performance in this

area. A series of town hall meetings have been convened, including one to be held in Cincinnati the week of June 4, 2012.

In response to Ms. Price's concerns about workforce maintenance, Ms. Mustin shared that EM's workforce must be reduced by about 60 FTEs in FY 2013. In the field, employee numbers at sites are decreasing as work and tasks become more specific. Mr. Ajello mentioned the EM Professional Development Corps that was started several years ago and led to young people becoming interested in environmental management. It had some success and could be expanded.

Ms. Price expressed concern about the budget and expansion to multiple contractors at single sites. The public perceives this negatively and with more people working at sites, financial stewardship is important. Ms. Mustin explained that multiple contracts have increased EM's flexibility and exertion of cost control and they allow risk control to be formulated in different ways.

Dr. Coffman stated that he sees DOE as unique among federal agencies as it manages Government-Owned, Contractor-Operated (GOCO) sites. The result is that DOE Agency Small Business Direct Contracting Targets are difficult to meet, even though the M & O Contractors have been successful in meeting their targets. DOE may be able to mitigate this challenge by demonstrating "Equivalency" in that the same amount of small participation is attained in DOE's programs, albeit through DOE's aggressive M & O small business participation programs.

Dr. Ferrigno praised EM for balancing its budget amidst uncertainty. A nationwide set of priorities may be an option to create an appropriate budget; this may include looking examining how compliance is set, and establishing EM as a business with a mission, goals, a priority list, and concessions that would help EM fight for more money. Ms. Mustin appreciated the concept of a national view, but recognized that many factors may make this difficult to implement. Balancing local and state priorities at a site level with workforce spikes and year-to-year budget fluctuations is challenging.

Regarding site workforces, Dr. Ferrigno noted that managers can get so involved in managing that they may neglect to gather ideas from the laborers on how to make operations more efficient. EM could identify policies and areas where sites can improve this, and then continue to revisit and examine these policies and areas. Labor and management relationships are important, and input from people on the ground may help improve safety, among other benefits.

DOE is actively looking at asset revitalization, and Dr. Ferrigno noted that about five years ago EMAB was engaging external parties on using physical resources and people. This can motivate people to take an interest in future uses of physical resources. This mission can be something positive to augment the cleanup work. SRS is working its future mission, said Ms. Mustin, and has been going to workers and looking at opportunities where industry can participate. This is complicated by economics, but she agreed that cleanup dollars and work must be balanced with future activities, where work has been completed.

Dr. Ferrigno asked about EM's plans for the Paducah site, in light of the transition of operations in the coming year and maintenance of the workforce. Ms. Mustin responded that Paducah is

going through a reformulation, and DOE is engaged in discussions about the site and acquisition strategic planning. There is not much data to allow understanding of the workforce, but DOE is trying to define it. There is an opportunity to reprioritize the site budget, noted Mr. Ajello, and to determine how to effectively resolve issues at Paducah. He offered that EMAB has the experience and background to help with prioritization and budget discussions, relative to safety and environmental compliance, and could also form a subcommittee to support discussions as needed.

Mr. Preacher thanked EM for communication with Indian Tribal Nations, in light of some land taken away for site use. He recognized DOE for helping Tribes, sites such as those located near Hanford and Los Alamos, and state governments to address pressing issues, such as treaty rights. Mr. Preacher stated that in looking at the Asset Revitalization Initiative, DOE should keep in mind those areas that were previously under the ownership of the Tribes and that were taken away.

Mr. Thompson spoke to EM's budget concerns and highlighted that risk-based decision-making was something that EM, Tribes, communities, and regulators addressed back in 2003. There are lessons to be learned from these prior discussions and subcommittee work. The role of local communities was a factor and EM's success led to local success. In the present, EM needs to engage people early and recognize different roles and how groups can support the Department.

Dr. Coffman turned to the elaborate waste characterization programs and practices currently in place to meet current WIPP Waste Acceptance Criteria and associated Guidelines. Based on his tours of various INEEL facilities, he believes that a retrospective look at the last decade of WIPP waste characterization, shipping and disposal experience could result in a more streamlined and cost effective WIPP Waste Acceptance Criteria and Guidelines and associated Waste Characterization programs, which would enhance worker and public safety throughout the total program.

Ms. Salisbury followed this by describing how impressed she is with the operations of the WIPP facility. Mr. Ajello added that he was struck by how linked Idaho is to WIPP, and that the facility shows the importance of long-term planning and perseverance.

UPDATES ON EMAB FY 2012 WORK PLAN ASSIGNMENTS

Mr. Mark Gilbertson, Deputy Assistant Secretary for Site Restoration, shared a presentation on capital asset projects and operations activities. The projects have been managed with a rigorous lifecycle baseline, and ARRA support for EM expanded its budget from \$6B per year to \$9B per year. EM has used the capital assets project and operations activities framework to communicate the use of ARRA funds and the accomplishments of individual ARRA projects. Congress requested additional information on EM's operational activities.

Approximately 60 percent of EM work is tied to operations activities. Operations activities may take up to 10 years or longer to accomplish. EM is using a tailored approach to manage activities and more effectively demonstrate progress.

At the end of FY 2011, cleanup efforts covered 17 sites, across 11 states, and 318 square miles. Foundational to this are contracts with associated deliverables and timeframes. Accounting, budget formulation and budget execution are components of the cleanup process that EM is attempting to improve.

Beyond construction projects, EM has capital asset cleanup projects and operations activities work with distinct management processes for each. An example of a capital asset cleanup project with more than \$10M in funding is INL Deactivation & Decommissioning (D & D). WIPP is an operations activity that includes budget activities, contractor management, and progress measurement. EM is trying to standardize its approach. EM has corporate performance measures for activities.

House appropriations language asked EM to explain its criteria for distinguishing capital asset projects from operation activities and how project components are managed. Mr. Gilbertson asked EMAB to help review the criteria. The reporting that was done on ARRA activities may be a useful model for achieving this goal.

In Order 413 nomenclature and the OMB circular, the definition of capital asset and cleanup projects includes D&D activities. EM believes that some projects may be better managed as operational activities, due to unexpected difficulties that can arise. In capital asset activities, a high or low cost estimate for contingencies is perceived as poor management. EM is attempting to communicate that previously unknown issues can affect cleanup activities and must be addressed appropriately.

Examples of operations activities include the Depleted Uranium Hexafluoride (DUF) work, WIPP, liquid waste management at SRS, low-level waste (LLW) and mid-low-level waste (MLLW) dispositioning, Richland site and tank farm work, and non-construction Office of River Protection tank farm work.

Teams from the field and operations are working on reporting, change control, and manager competencies to achieve very practical guidance on complex-wide criteria for operations activities management. Monthly contractor reports and financial data already exist.

Roundtable Discussion

Mr. Swindle wondered about criteria being used to qualify operators, pointing out that there are equivalents to Project Management Institute standards. Mr. Gilbertson responded that it is difficult to get this certification established within DOE's framework as EM is the only office doing capital asset cleanup work. The choice remains to allow EM its own certification for operations activities or to use an outside entity. Workers at sites transition from activities like capital asset work into operations are somewhat grandfathered into the assignment. Moving forward, EM needs a framework for explaining and supporting the transition.

Mr. Gilbertson clarified the Hill's concern about EM operations activities as perceptions around reporting. EM wanted to report on meaningful data and this created a perception that there was

something else that EM was not trying to do. EM shared a list of projects, lifecycles, and associated metrics. The Hill decided that a Congressional report was not needed. EM wants to explain its programs and fiscal stewardship, similar to efforts to remove EM from the GAO high-risk list and proactively demonstrate progress.

Dr. Ferrigno reminded EMAB that the Tank Waste Subcommittee gave a report in June 2011 in which one of seven charges was a lifecycle cost analysis. The group reviewing operation activities work should read that report as it addresses many issues brought up by Mr. Gilbertson. The report identified the alignment with the Office of Engineering and Construction Management (OECM) and work with DOE Order 413 as inadequate. It suggested that the selection of technologies, use of trade studies, impact measurement, and management of lifecycle costs were inconsistent across the sites. Mr. Gilbertson stated that he would pull that report to inform the team of its content.

Ms. Hedges added that communicating metrics to Congress is useful if the value of that measure and impact of the actions taken are made known. There are different messages for different audiences, Mr. Gilbertson responded, recognizing that some information has not been emphasized and that monitoring and site-specific data is important. EM produces annual monitoring reports, and is working on with messaging and reporting. Mr. Dabbar added that messaging can be balanced between operation scale and achieving lower costs. A challenge for large scale operations, such as Hanford, is that issues like cost savings and construction are the most reportable elements. Operations at INL and WIPP are smaller, making it easier to communicate top issues.

Dr. Papay commented that EM is dealing with a communication challenge that could be settled by describing program and project distinctions and articulating that to the Hill. Defining the DOE Order 413 process and Technology Readiness Levels (TRLs) are important, especially as appropriate technology choices must be made before work begins. It would be beneficial to recast budget projections and cost estimates for EM to avoid getting accused of faulty cost estimates and extended timelines.

Dr. Ferrigno reminded EMAB of the Tank Waste report and discussions with OECM about TRLs and huge optimization that leads to complexity and costs increases. If one technology is not as proven as others then this needs to be accounted for in the budget and timeline, and EM should acknowledge these wildcards for which answers do not always exist.

RISK AND CLEANUP DECISION MAKING

Mr. Gilbertson presented on risk and decision-making considerations, drawing upon his perspective as one of the original members of the EM's Office of Risk Policy. As projects advance, EM must continue its dialogue and reestablish priorities. With ARRA funding, EM demonstrated its ability to accomplish work at the DOE sites during its two-year time period and many hoped that this would support a request of around \$6B for future years. The current challenge is managing risk at a funding level that is flatter than expected.

Over the past two decades, DOE engagement with stakeholders has matured. EM is now concerned about tough choices that will need to be made and the expectations created through ARRA funding. Maintaining a general set of priorities such as a safe and secure posture is challenging when trying to keep costs down. Compliance is one driver and regulators have input on renegotiation. Not all agreements are equal, and EM needs to be careful about using compliance agreements as drivers.

Site-specific concerns, economic pressures, workforce stoppage and restarts, and sustainability are factors that influence risk. Discussions must occur with site managers and regulators, but even site-specific decisions are influenced by national drivers that sites cannot control. Historical work and new tools can be factors that enable local long-term decisions and opportunities.

Recently, there has been increase in dialogue on sustainable remediation due to a National Academies of Science (NAS) study conducted for the U.S. Environmental Protection Agency (EPA). It is believed that a harmonization of DOE sites can help identify collective impacts applicable across the sites.

The Consortium for Risk Evaluation and Stakeholder Participation (CRESP) is a risk-informed prioritization tool that served as an example of a tool for sharing information.

Roundtable Discussion

Ms. Salisbury and Dr. Huntoon, Co-Chairs of the EMAB Risk Subcommittee, stated that they were looking forward to addressing the next steps, particularly in light of budget constraints and a potentially expanded scope of work. Mr. Dabbar added that continual cognizance of compliance is needed. There are some analogous activities in the private sector and creating a risk group in EM could help establish criteria for measuring and assessing risk. Mr. Gilbertson explained that that was being accomplished with the mission reorganization and cited his role as a provider of risk-related and prioritization information. He stated that he saw reorganization as a way to address technical programmatic risks that can be factors in combination with stakeholders and regulators' input.

Mr. Dabbar described his private sector experience with formulating criteria for risk and communicating that to stakeholders without giving the impression that the organization is attempting to affect decision-making. There is a public relations aspect to the issue that involves meeting organizational objectives while maintaining external discussions.

Mr. Owsley noted that compliance is not the only driver, and in those cases regulators can assist in establishing acceptable endpoints in cases where compliance agreements do not exist.

Ms. Hedges commented that there has been some perception that a risk-based approach will cost less, but it can be more expensive as risk involves unknowns for which technology-based investments must be made. At Hanford, for instance, the Tri-Party Agreement has been changed 400 times.

Ms. Hedges proposed that decision-makers need to know about costs, and recently developed an action-based milestone baseline to build understanding. She suggested that EMAB could help facilitate such explanations in each member's groups or associations. She urged EM to seek assistance with communicating risk and how unknowns can cost more, citing comments from sites and Tribes about their willingness to wait longer to clean the sites up as much as possible. Mr. Gilbertson agreed that driving toward reduced risk does not decrease expenses, but believed that the issue in examining risk is prioritization. Historically, there are differing priorities among groups and better conversations must occur to examine potential impacts. Ms. Mustin added that conversation is needed on a national level and site-by-site dialogue can help achieve better understanding of the impacts of lifecycle costs and schedules and how to make decisions about which risks take priority.

Dr. Coffman commented that he has never seen DOE articulate its safety aspects very well and thinks that the Risk Subcommittee can help with this. He proposed benchmarking EM against Standard Industrial Classification (SIC) codes and Department of Defense cleanup with similar projects to demonstrate EM's exemplary safety record.

Mr. Thompson urged engaging stakeholders early to make them part of the process and to provide input on criteria.

EMAB 20TH ANNIVERSARY PRESENTATION

Mr. Swindle shared a history of EMAB and its role in EM activities. Since 1992, EMAB has acted as advisors to EM, subject-matter experts, and representatives of members' respective communities. The Board consists of diverse volunteers and the robust nature of the collective opinions have helped EM move toward achieving its goals. The Federal Designated Officers have guided EMAB members, moderated membership and issues engagement, and dealt with changes in DOE and EM leadership.

Under FACA, the Board provides independent and external recommendations to EM and that all recommendations have been made without preliminary influence by EM. The Board has been instrumental in building EM's credibility. Each member is always reminded of the need to recuse oneself for any specific issues, and all members perform a critical role as volunteer experts.

Members recommend reforms for a taxpayer funded organization with the largest cleanup mission in the world. Reforms can present challenging issues for EM and the Board can help bring solutions to bear as a voice of reason.

The Board was originally titled the Environmental Management Advisory Committee (EMAC) and initially examined a complex-wide Environmental Impact Statement. In 1994, EMAC became EMAB: an executive-level, limited-member, technical advisory board appointed by the Secretary. It was modeled after an EPA advisory board.

Early EMAB accomplishments include site-specific evaluations and issues identification. A focus on communications and an EMAB Communications Committee led to a permanent

communications position in the Office of the Assistant Secretary. EMAB expertise provided guidance on asset revitalization issues. In 2010 the EMAB Tank Waste Subcommittee conducted the most extensive review undertaken by EMAB of EM's tank waste activities.

Past EMAB Subcommittees advised EM on scientific issues and reviewed site and worker safety issues at Oak Ridge. EMAB advice has helped EM meet critical goals, while being thoughtful fiscal stewards.

Mr. Swindle suggested that an important historical document would be the creation of a past and present member inventory to reflect the Board's diversity and expertise.

Roundtable Discussion

A list of EMAB Chairs was not available in time for the meeting, but could be compiled for the next EMAB meeting. Ms. Mustin expressed her gratitude to Board members and recognized the important role that members play in providing expertise and counsel.

IDAHO NATIONAL LABORATORY CITIZENS' ADVISORY BOARD

Mr. Preacher gave an overview on the present activities and accomplishments of the Idaho Citizens' Advisory Board (CAB), which is chartered under the EM Site-Specific Advisory Board. He explained the CAB involvement with tribal leaders and noted that membership reflects diverse viewpoints, professions, and community representation, including a member representing the Shoshone-Bannock Tribes.

The CAB provides information and recommendations to the Idaho Operations Office Manager and EM. Since its inception in 1994, 150 recommendations and letters of advice have been generated and may be found at <http://inlcab.energy.gov>.

Cleanup progress is a top issue for the CAB and continued acceleration of cleanup due to decreasing ARRA funds is vital. Cleanup will be monitored by the CAB to ensure continued progress.

Fulfilling the Settlement Agreement for the removal of waste from Idaho is another pressing issue, and the CAB is tracking the disposition of TRU waste with a target date for complete disposition by 2015. High-level waste (HLW) is to be treated and made road-ready by 2035. Material shipment and the wording of the Settlement Agreement influence how material will be shipped. Spent nuclear fuel disposition is also part of the Agreement, and may need to be stored internally until a clear path is determined. The calcine is stored on site in tanks that have a life of 500 years.

Protection of the aquifer in Idaho is important as it is a major source of drinking water and is used by wildlife in the area. INL is working to protect the natural environment for many different species. Preservation of burial sites and historic artifacts is also a priority issue for the CAB.

The CAB strongly engages the public and their involvement is vital. Mr. Preacher sees the INL site as one of the cleanest in the EM portfolio. Still, issues do arise at CAB meetings and are discussed with the public.

Mr. Preacher showed a video of the facility and activities at the site.

Roundtable Discussion

Ms. Price commented that Congress does not recognize DOE's scope of work, tasks being accomplished, and safety record.

Ms. Mustin thanked Mr. Preacher for his work and for the CAB's involvement.

SUBCOMMITTEE UPDATES ACQUISITION AND PROJECT MANAGEMENT SUBCOMMITTEE

Mr. Swindle and Mr. Estes, Co-Chairs of the APMS, described the Subcommittee's FY 2012 Work Plan. Additional members include Dr. Coffman, Dr. Papay, and Angela Watmore. The APMS presented a written report on its efforts at the EMAB meeting on December 5, 2011, summarizing the FY 2011 activity on the contracting mechanisms available to EM.

On March 21, 2011, EM acknowledged the receipt of the APMS recommendations and that Mr. Surash had been appointed to address the recommendations. The Co-Chairs discussed the recommendations with Mr. Surash on May 4, 2012, and the APMS met on May 18.

The APMS received an updated work plan on April 24, 2012, in addition to continuing its original tasking for FY 2012. The Co-Chairs presented these updates to EMAB.

Task three asks for the identification of potential Capital Assets Project classification in the OMB Circular A-11 not currently used in EM that would appropriately match the EM mission. Compared with other capital activities, EM projects are characterized by uncertainty, regulatory considerations, unknown contamination levels, and cleanup work associated with waste. The APMS will review the A-11 guidance to ensure understanding of the programming guide. The APMS will engage EM if there are areas of flexibility to help keep EM projects within their timeframes and budgets. This is a reflection of the perceptions and realities, and acknowledges that projects are not always on schedule and on budget.

Roundtable Discussion

Mr. Ajello commented that there will be a chance to continue exploring the APMS work plan. He asked if there will be new recommendations. Mr. Swindle stated that he believed that there will at least be observations that the APMS can share during the next EMAB meeting.

RISK SUBCOMMITTEE

Subcommittee Co-Chairs Dr. Huntoon and Ms. Salisbury described the Subcommittee's FY 2012 Work Plan. Additional members include Ms. Hedges, Mr. Owsley, Mr. Preacher, and Mr. Thompson. The Subcommittee advises EM on risk-informed decision making to help EM develop priorities and set funding profiles.

A list of recommendations will be presented at the next EMAB meeting. The first task is determining how EM could use a risk-informed approach for each site while making the process more transparent for stakeholders. To do this, the Subcommittee is examining the CRESP prioritization product used at Oak Ridge. Dr. Huntoon, Ms. Salisbury and Mr. Owsley met with CRESP members on May 17, 2012, and learned that their report is expected to be available in June. The Subcommittee has also identified additional people to meet including former EMAB member Dr. Frank Parker, who now works at Vanderbilt University. They will also look at EM risk-based work completed around 2003 and will take an independent look at defining risk. These ideas are still being considered and will be finalized as the Subcommittee continues its progress.

A second task will determine ways that the EM can incorporate sustainability into project planning and decision-making while engaging stakeholders. Dr. Huntoon pointed out that the definition of risk varies, from those in Washington, D.C., to site employees. The Subcommittee spoke with regulators and most are interested in the purpose of this study and potential budgetary impacts.

Roundtable Discussion

Mr. Ajello commented that companies have professionals who assemble risk management systems and measure the quantum of risk at any point in time. They try to understand the level of endurable risk and design policies to attempt to mitigate risks. Ms. Salisbury suggested that this issue be discussed during the Subcommittee's next teleconference.

Dr. Ferrigno proposed using a word other than "risk" as the task is concerned with program management and operational projects. Corporations establish paths forward based on different outcomes and possible options. The label "risk management" has a different political emphasis in the arena of nuclear waste cleanup.

MANAGEMENT EXCELLENCE SUBCOMMITTEE PRESENTATION

Subcommittee Co-Chairs, Mr. Ajello and Ms. Price, described the current status of Subcommittee's FY 2012 Work Plan. Additional members include Dr. Coffman and Mr. Dabbar. The Subcommittee is waiting to determine if the Blue Ribbon Commission study will inform at least one task. Mr. Ajello added that the Subcommittee could address many relevant topics generated by the Partnership for Public Service pilot program, as suggested by Ms. Mustin.

Roundtable Discussion

Mr. Ajello noted that the Subcommittee had started discussions on Min-Safe but was asked to delay these discussions for now. Ms. Mustin stated that she will look into the possibility of restarting these discussions.

Dr. Coffman added that there could be strong benefits to having additional discussions about sustainability in the context of DOE's Min-Safe Initiative wherein buildings constructed under DOE construction are subsequently into Min-Safe status. He sees DOE's higher hazard RAD facilities being a bit more challenging unless certain features are designed into the building which would facilitate more cost effective decommissioning or clean up for future missions. General building/construction design guidance is an important part of sustainability, in particular with respect to being able to convert high capital cost buildings for future projects after the current project has been completed.

PUBLIC COMMENT PERIOD

Ms. Beatrice Brailsford of the Snake River Alliance described the founding of the organization in 1979 by one group concerned about Three-Mile Island and another concerned about INL contaminants entering Idaho's drinking water. She stated she believed that the cleanup at INL is going well. The Alliance discusses the cleanup in various towns in Southern Idaho and organizes site tours. She also explained that she understood compliance agreements as instances where the Federal government has made a commitment to U.S. citizens. Idaho's compliance agreement is the Settlement Agreement and it is a court order that was confirmed in a state-wide referendum in 1996. Sixty percent of voters approved waste removal and halting shipments. The Alliance sees a risk to the Agreement; it seems that growing competition for funding means that the needs of Batelle might force consideration of or the delay of cleanup projects or shipments out of the state.

BOARD BUSINESS

Approval of the EMAB public meeting minutes from December 5, 2011

Dr. Papay moved that the meeting minutes be accepted, Ms. Price seconded the motion, and the minutes were adopted by the Board members who participated in the December 5, 2011 meeting.

Date and location for the next EMAB meeting

The next meeting is proposed for Monday, December 3, 2012, at DOE HQ in Washington, D.C.

New business

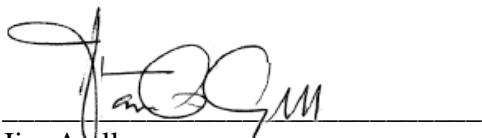
Mr. Swindle asked if EM should task EMAB with reexamining the framework for waste criteria and lessons learned that have not been revisited. Dr. Ferrigno responded that this was similar to the proposed Charge 8 under the FY 2011 Tank Waste Subcommittee work that was not completed, at EM's direction. Dr. Ferrigno recalled that it was proposed that the lessons learned be examined not just by the Subcommittee that dealt with this issue, but that this should be extended to the Chief Financial Officer and others in DOE. Ms. Hedges explained that she viewed it as the type of project a corporate board would conduct, and Ms. Mustin responded that

there are several conversations going on to improve waste acceptance criteria, especially at WIPP. Ms. Mustin stated that she would go back and talk with Christine Gelles about these issues.

Adjournment

Dr. Papay moved adjournment of the meeting, Mr. Swindle seconded the motion, and adjournment was approved by the Board. Mr. Ajello adjourned the meeting at 3:40 p.m. MDT.

I hereby certify that, to the best of my knowledge, the foregoing minutes are accurate and complete.



Jim Ajello
Chairman
Environmental Management Advisory Board



Kristen Ellis
Designated Federal Officer
Environmental Management Advisory Board

These minutes will be formally considered by the Board at its next meeting, and any corrections or notations will be incorporated into the minutes of that meeting.

ENVIRONMENTAL MANAGEMENT ADVISORY BOARD

Hotel on the Falls
475 River Parkway • Idaho Falls, ID 83402
Teton/Yellowstone Banquet Rooms

May 31, 2012	
9:00 a.m.	<p>Welcome and Overview</p> <ul style="list-style-type: none"> • Jim Ajello, <i>EMAB Chair</i>
9:15 a.m.	<p>EM Update</p> <ul style="list-style-type: none"> • Tracy Mustin, <i>Principal Deputy Assistant Secretary for Environmental Management</i> <p><u>Roundtable Discussion</u></p> <ul style="list-style-type: none"> • Discussion Leader: Jim Ajello, <i>EMAB Chair</i>
10:30 a.m.	Break
10:45 a.m.	<p>Updates on the EMAB FY 2012 Work Plan Assignments</p> <ul style="list-style-type: none"> • Mark Gilbertson, <i>Deputy Assistant Secretary for Environmental Management</i> <p><u>Roundtable Discussion</u></p> <ul style="list-style-type: none"> • Discussion Leader: David Swindle, <i>Acquisition and Project Management Subcommittee Co-Chair</i>
12:00 p.m.	Lunch
1:30 p.m.	<p>EMAB 20th Anniversary Presentation</p> <ul style="list-style-type: none"> • David Swindle, <i>EMAB Member</i>
2:00 p.m.	<p>Idaho National Laboratory Citizens' Advisory Board Presentation</p> <ul style="list-style-type: none"> • Willie Preacher, <i>INL CAB</i>
2:30 p.m.	Break

2:45 p.m.	<p>Subcommittee Updates</p> <p><u>Roundtable Discussions</u></p> <ul style="list-style-type: none"> • Discussion Leaders: David Swindle and Brian Estes, <i>Acquisition and Project Management Subcommittee Co-Chairs</i> • Discussion Leaders: Carolyn Huntoon and Jennifer Salisbury, <i>Risk Subcommittee Co-Chairs</i> • Discussion Leaders: Jim Ajello and Lessie Price, <i>Management Excellence Subcommittee Co-Chairs</i>
3:15 p.m.	Public Comment Period
3:30 p.m.	<p>Board Business</p> <ul style="list-style-type: none"> • Approval of the December 5, 2011 Public Meeting Minutes • Discussion of FY 2012 Work Plan • New Business
4:45 p.m.	Adjournment