



Appendix II-D

Conducting and Managing the Assessment

The requirements in this section define how the assessment process is to be managed (see Figure II-D.1). The requirements establish the following:

- ◆ authority for directing the assessment and the stakeholder roles in the directive process
- ◆ role of the sponsoring organization, including administration and funding
- ◆ responsibilities
- ◆ assessment planning, budget preparation, and resource allocation
- ◆ progress reporting to stakeholders
- ◆ oversight and review
- ◆ integration with waste disposal decision making
- ◆ implementation
- ◆ control of changes in assessment results, planning, and budgets, as well as changes to the requirements in this document (Part II).

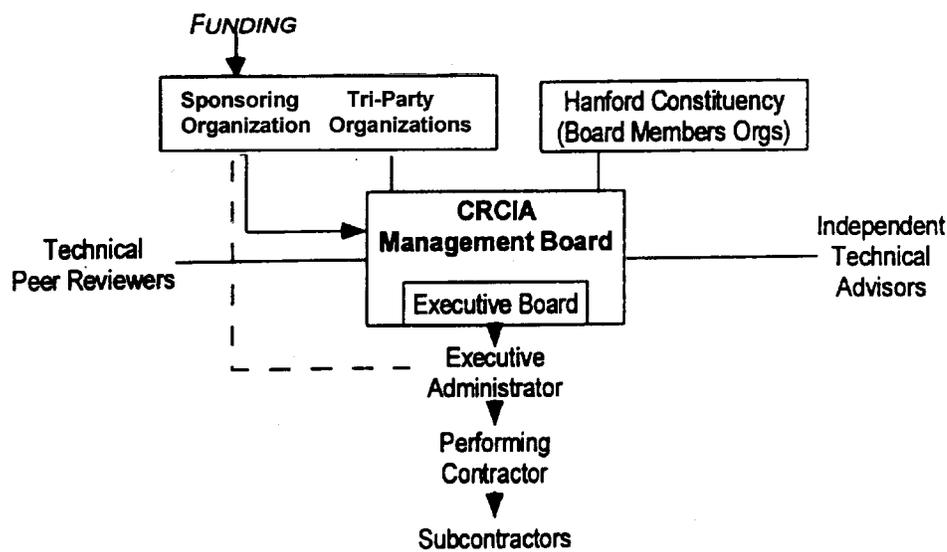


Figure D.1. Management of the Columbia River Comprehensive Impact Assessment

D.1 Project Direction and Stakeholder Steering Roles

A group representing the people affected by the cleanup and waste disposal decisions at Hanford—the CRCIA Board—shall serve as the steering authority for conducting the assessment. This document, supplemented by a Board Charter, establishes and empowers the CRCIA Board. The Board manages the conduct of the assessment under the auspices of the Tri-Party Agreement and the Natural Resource Trustee



Council. Agencies that are part of the Tri-Party Agreement are referred to below as “Tri-Party agencies.” The requirements in this section are as follows:

- (D1.0-1) Membership of the CRCIA Board shall be sought to represent the following:
- (a) general citizenry affected by Hanford
 - (b) persons who use the Columbia River for sustenance, commerce, or recreation
 - (c) affected Tribal governments
 - (d) Tri-Party agencies
 - (e) federal and state regulators of Hanford
 - (f) federal, state, and local public health agencies
 - (g) Hanford Natural Resource Trustee Council
 - (h) fish and wildlife agencies
 - (i) representatives of the affected local, state, and federal governments

Participation on the CRCIA Board does not abrogate the sovereignty of Indian Nations or state or local governments, nor does it preclude separate action.

- (D1.0-2) The decision authority established for the CRCIA Board applies solely to conduct the impact assessment. Unless specific individuals are invited to make personal recommendations, involvement of assessment personnel in other Hanford Site decision making activities is limited to presenting assessment results. Assessment results shall not include judgments on the acceptability of river conditions (as opposed to portraying regulatory standards) or suggested disposal solutions. Personal recommendations must be clearly understood to be only the views of the individual and do not represent the Board or the assessment project.
- (D1.0-3) Within the Board, an Executive Board shall be established. The Executive Board will conduct the hands-on management of the assessment, while the full Board shall establish policy and provide executive oversight of the ongoing assessment activities. The full Board shall meet at regular intervals as needed, monthly, for example. The Executive Board, however, will need to meet more frequently, perhaps weekly, and for longer sessions, such as a half or full business days. Additional meetings will be convened as needed.
- (D1.0-4) The Executive Board shall be composed of representatives of the Tri-Party agencies, the governments of the states of Washington and Oregon, the Hanford Advisory Board, and the sovereign governments of the Confederated Tribes of the Umatilla Indian Reservation, Nez Perce Tribe, and Yakama Indian Nation. This participation is essential. Reimbursement for time and expenses may be a condition for some members’ participation. The Board is authorized to make funds available from the funding authorized to CRCIA from the sponsoring organization.



- (D1.0-5) Among the responsibilities of the CRCIA Board is planning the conduct of the assessment and preparing the annual budget proposal. Both the sponsor's administrative staff and the performing contractor will assist as requested. The CRCIA Board shall present and defend each CRCIA budget proposal to the sponsor's budget decision making body and to higher authority as warranted. The assessment's technical work is to be defined and planned by the performing contractor under the guidance of the CRCIA Board.
- (D1.0-6) The CRCIA Board may, through the sponsoring organization, hire independent experts to advise or perform intermittent special technical tasks for the Board. Similarly, the Board shall need independent peer review services that, like the technical advisors, will be acquired through the contracting capabilities of the sponsoring organization or performing organization. The experience of these advisors and peer reviewers should be from outside the Hanford and DOE community to the extent feasible, considering the degree of familiarity with Hanford Site cleanup the Board feels to be essential.
- (D1.0-7) The meetings and all other business of the CRCIA Board shall be open to the public. However, in view of the broad-based public representation comprising the Board, input from the public is expected to be typically made through the appropriate representative.
- (D1.0-8) The CRCIA Board shall prepare a Charter to formalize its existence, responsibilities, and operations.

D.2 Roles of the Sponsoring Organization

The sponsoring organization is that group who funds and advocates accomplishing the assessment, and will most probably be, although not necessarily, DOE's Richland Operations Office. The organization serving as the sponsor and funding agent of this assessment shall defer to the CRCIA Board to manage the conduct of the assessment. The requirements in this section include the following:

- (D2.0-1) The sponsoring organization shall keep the CRCIA Board informed of the need for funding information and budget requests. While the Board will represent the assessment project in budget reviews and related resource allocation activities, the sponsoring organization is expected to provide fair and impartial advocacy of the assessment project's needs in day-to-day funds management activities.
- (D2.0-2) The sponsoring organization shall provide a senior, well-qualified manager to serve as project manager within the sponsoring organization and as executive administrator within assessment activities. This person must have sufficient stature and respect within the sponsoring organization to enable authority to be delegated to him or her to act for and, in all but sensitive policy areas and funding matters, to commit the sponsoring organization to the agreements



reached in Board deliberations. In all matters, the executive administrator shall reflect and advocate the Board's consensus positions and sentiments. The sponsoring organization shall also provide reasonable staff support to the executive administrator.

- (D2.0-3) The CRCIA project shall rely upon the sponsoring organization to provide the following:
- (a) general administrative services
 - (b) meeting support services, including minutes, conference rooms, and audio/visual equipment
 - (c) procurement and subcontracting services, including contract management of the contractor performing the assessment analytical work
 - (d) payroll and/or expense reimbursement services for Executive Board members whose participation is not possible without financial support
 - (e) publishing services, including controlled document distribution and support
 - (f) liaison and support services with other project managers and senior DOE officials to ensure integration of the CRCIA with other Hanford Site activities and decision making

D.3 Performing Organization and Subcontractors

The requirements in this section include the following:

- (D3.0-1) The sponsoring organization, in collaboration with the CRCIA Board, shall select and contract with the most highly qualified company available to perform the assessment. Subcontractors shall also be selected in collaboration with the CRCIA Board. In all cases, contractor selection shall avoid conflict of interest.
- (D3.0-2) The performing organization shall be responsive to the CRCIA Board's direction through the sponsoring organization and appropriate contract provisions.
- (D3.0-3) The performing contractor is responsible to ensure that the Board acts in all matters with a grasp of the relevant technical considerations.

D.4 Conflict of Interest

The requirement in this section includes the following:



(D4.0-1) Potential or perceived conflict of interest shall be acted upon by the Board as appropriate.

D.5 Relationship with Hanford Site Decision Making

The requirements in this section include the following:

- (D5.0-1) In accordance with the stated purpose for performing this assessment, the results and conclusions are expected to be used by Hanford Site decision makers to do the following:
- (a) help determine the manner in which remediation and waste disposition should be done
 - (b) validate the waste disposition decisions already made or justify a revision in planned actions
 - (c) provide advice and recommendations to people down river from Hanford
- (D5.0-2) In view of the intended uses of assessment results, the CRCIA Board must plan and schedule the key milestones in the assessment to provide timely information for the Hanford Site decision making process. The Executive Administrator shall keep the Board advised of the following:
- (a) budget preparation, review, and allocation schedules
 - (b) Hanford Environmental Impact Statement and Record of Decision schedules
 - (c) key strategic planning activities
 - (d) formulation efforts for other key decision documents at both the Site and project levels
- (D5.0-3) The Board should consider using such methods as a newsletter, flash reports, and similar tools both to advise Hanford project managers of significant CRCIA developments and to encourage informal networking between the assessment project and the decision makers.
- (D5.0-4) The Board must constantly strive to have assessment results available that reveal the overall Hanford Site performance for each officially approved waste disposal baseline. This applies whether the expression of that baseline occurs in formal strategic planning documentation, in environmental impact statements, or in budget proposal planning assumptions.

D.6 Management and Progress Reviews

The requirements in this section include the following:

- (D6.0-1) The CRCIA Board shall, with support from the sponsoring organization and performing contractor, develop and maintain a resource loaded project work plan spanning the life of the project. Currency of the work plan, progress, and problem resolution responsibilities shall be



reviewed regularly, perhaps monthly, by the Executive Board and reported to the full CRCIA Board.

- (D6.0-2) The CRCIA Board is responsible for allocating the funding provided as well as managing the finances of the assessment project. The Board may appoint one of its members to serve as Financial Manager. The project work plan shall be the basis for preparing budget proposals and reports. Financial information available through the existing cost reporting systems of the sponsoring organization and performing contractor should be used as appropriate.
- (D6.0-3) The Board shall ensure that resources and budgets are allocated in accordance with the results of the required sensitivity studies, which are intended to identify and rank the factors contributing most to impact to the river (See Section II-C.2). This approach will require that funding is allocated to evaluating the most dominant drivers first. This requirement is the cornerstone of financial management for the project and for defining and revising work plans.
- (D6.0-4) At the Board's discretion, "gates," which are special milestones, shall be defined at key junctures in the work plan schedule. They measure work progress and keep subtasks on track with one another by establishing conditions to be met by portions of the assessment. Such milestones are used as pre-conditions for continued funding and release of subsequent work packages. As such, they improve financial management within the project. Reporting the extent to which such milestone conditions are being met shall be included in management reviews.
- (D6.0-5) After any given work plan is completed, literature searches shall be done to determine if previous technical work meets the needs of the work plan and the requirements of this document. If so, the results may be used in lieu of performing the work again in the CRCIA project.
- (D6.0-6) The CRCIA Board shall receive a progress report presentation from the sponsoring organization and performing contractor on a regular basis, perhaps monthly. Observers, especially representatives of the sponsoring organization and Tri-Party agencies, may be invited to participate.
- (D6.0-7) The Executive Administrator and performing contractor shall provide a written quarterly progress report to the Board for approval and transmission to the Tri-Party agencies and sponsoring organization.
- (D6.0-8) Periodic reviews of progress and findings shall be made by the Board with the organizations represented on CRCIA Board.



D.7 Public Outreach

The CRCIA Board shall remain mindful of its burden to responsibly represent the public who, through Hanford's impact on the Columbia River, is affected by the cleanup program's waste disposal decisions. The structure of the CRCIA management approach is designed to enable the public's meaningful involvement in directing the assessment. However, this will be achieved only to the extent that each Board member aggressively develops and maintains a rapport with the constituency to which he or she is accountable. The requirement in this section is as follows:

- (D7.0-1) The CRCIA Board shall develop a public outreach plan that shall include, but not be limited to, the following:
- (a) regularly provides assessment reports to interested parties, informing them of the emerging insights into the present and future states of the Columbia River together with the causes of any projected impact
 - (b) provides innovative opportunities for meaningful and effective public participation in assessment project reviews

D.8 Technical Oversight

The requirement of this section is as follows:

- (D8.0-1) At the discretion of the Board, independent, qualified experts shall perform periodic, technical reviews. These reviews may assess the project in general, the technical approach(es) planned, or the results obtained. Peer review comments and recommendations shall be made available to anyone who requests them. The experience of the reviewers should be from outside the Hanford and DOE community to the extent feasible, considering the degree of familiarity with Site cleanup the Board feels to be essential.

D.9 Implementation

The management approach prescribed for CRCIA defines a new paradigm for predecisional participation by affected people. Realizing that it will take time to adapt the supporting infrastructure, the CRCIA Board will work cooperatively with existing policies and practices while helping to develop more effective processes. Throughout the implementation period, the Board will consider suggestions to revise and update requirements in this document. However, the basic approach and structure are considered sound. The requirements in this section are as follows:

- (D9.0-1) While the screening assessment was being conducted and these requirements were being prepared, the CRCIA Board functioned as a stakeholder advisory team. It has been composed of the Tri-Party agencies, the governments of the states of Washington and Oregon, the



Hanford Advisory Board, and the sovereign governments of the Confederated Tribes of the Umatilla Indian Reservation, Nez Perce Tribe, and Yakama Indian Nation. Implementing these requirements broadens the membership of the Board and changes its role to management of the assessment effort.

- (D9.0-2) The existing CRCIA Team shall determine when the full CRCIA Board should be formed. The existing team will likely remain unchanged while preliminary assessment tasks are being performed. The other provisions of this appendix shall be implemented on the date(s) established by the existing team or on the date this document is published as revision zero.

D.10 Control of Changes to the Assessment Project

The CRCIA Board or the Executive Board acting in the Board's behalf is the only approval authority for changes in the assessment's work plans, budget allocations, and findings, or for changes to the requirements in this document, Part II. The requirements in this section are as follows:

- (D10.0-1) Upon initial release in its final form, Part II of this document shall be controlled by the CRCIA Team. It will be released as revision zero (Rev. 0). Subsequent revisions distributed by interim correspondence can be approved only by the CRCIA Board or the Executive Board acting in the Board's behalf.
- (D10.0-2) The assessment project work plan, after its initial preparation and approval by the Board, shall be revised only with approval by the Board. However, the Board is expected to provide the performing contractor with moderate discretionary authority to make operational deviations in keeping with the provisions and spirit of this document and the work plan.
- (D10.0-3) Results from the assessment shall be released only after review and approval by the Board. Findings of subsequent technical work indicating a need to update these conclusions shall be approved by the Board prior to release and prior to revising earlier assessment results.