
Hanford Advisory Board Process Manual

How Does the Hanford Advisory Board Work?

Updated January 2012

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1. Board Purpose

What is the role of the HAB?

The Hanford Advisory Board (HAB or Board) is an independent, non-partisan, and broadly representative body consisting of a balanced mix of the diverse interests that are affected by Hanford cleanup issues. The role of the Board is to provide policy recommendations and advice to the Tri-Party Agreement (TPA) agencies – U.S. Department of Energy (DOE), the U.S. Environmental Protection Agency (EPA), and the Washington State Department of Ecology (Ecology) on selected major policy issues related to the cleanup of the Hanford site. Through its open public meetings, advice on agency public involvement activities, and the responsibilities of Board members to communicate with their constituencies, the Board is chartered to assist the broader public in becoming more informed and meaningfully involved in Hanford cleanup decisions.

Under the Federal Advisory Committee Act (FACA) of 1972, DOE chartered the Hanford Advisory Board in 1994 to provide a forum for bringing together diverse local and regional interests to tackle the difficult issues associated with cleaning up the legacy of radioactive and chemical wastes left from 50 years of weapons production. The 31 seats on the Board include interests from the economic, environmental, tribal, public interest, local government, and health and safety communities. At Board and committee meetings, the Board works to define significant issues meriting public input and provide meaningful advice to the agencies on Hanford cleanup.

What is a major policy issue?

The Board's primary mission is to provide policy recommendations and advice to the TPA agencies. Issues falling within the scope of Hanford cleanup, including waste management and environmental restoration activities, may be considered by the HAB. Major policy issues fall into this category, and must meet or potentially meet at least one of the following criteria:

- Impacts existing TPA milestones and activities
 - Impacts or changes existing or scheduled DOE budget
 - Simultaneous impact on more than one field office: DOE - Richland Operations Office (DOE-RL) or DOE – Office of River Protection (DOE-ORP)
 - Increase or decrease in regulation of DOE-RL or DOE-ORP activities
 - Impact on Hanford's physical environment
- Activity(ies) involving issues of national significance
- Conflicts with DOE's stated plans
- Impacts the regional economy and economic development
- Impacts DOE and contractor labor contracts
- Changes stakeholder or other public involvement activities and programs
- Affects decisions on future land uses of DOE-owned property.

How does the Board determine which issues are a priority?

At the annual leadership workshop, Board leadership (chair and vice chair of the Board, its committees, and the national liaison) identifies issues as priorities for Board

consideration. The TPA agencies also provide a draft list of priorities for review at the annual leadership workshop. The Board works in concert with the TPA agencies to set priorities that focus the Board's work on a selected set of policy issues, keeping in mind that a fundamental responsibility of the Board is to respond to requests for advice from the TPA agencies.

The Board chair presents the draft Board and TPA agency priorities at the June Board meeting. They are reviewed, discussed, and approved at the September Board meeting to coincide with the beginning of the federal fiscal year.

2. Board Composition

Who sits on the Board?

The Board has 31 seats representing a broad and diverse membership, reflecting balanced and varied interests of stakeholders per the HAB Convening Report and Operating Ground Rules. Each seat has a designated representative member, most of whom have alternates. The chartered seats include:

1. Seven representatives from local governmental interests, including Benton County, Franklin and Grant counties jointly, the cities of Kennewick, Richland, Pasco, and West Richland and Benton-Franklin Regional Council
2. One representative from Tri-City Development Council (TRIDEC)
3. Five representatives from the Hanford workforce, including two from the Hanford Atomic Metal Trades Council and the Central Washington Building and Construction Trades Council; two that are not members of the previous trades unions, nor in management positions, who can effectively represent cleanup, research, and development and health contractor workers; and, one that represents the interests of workers regarding public policy implications that may not be addressed by the other seats in this category
4. One representative of local environmental interests
5. Five representatives from regional citizen, environmental, and public interest organizations who are actively involved in Hanford cleanup issues
6. One representative each of local and regional public health concerns
7. One representative of each of the three Tribes that have treaty rights and are affected by Hanford cleanup issues; Confederated Tribes of the Yakama Indian, the Confederated Tribes of the Umatilla Indian Reservation (CTUIR), and the Nez Perce Tribe
8. Two representatives from the State of Oregon, including one appointed by the Governor of Oregon or the agency that has the lead role for the State of Oregon on Hanford cleanup issues; and, one that can represent the broad interests of Oregon citizens appointed by the Oregon Hanford Cleanup Board
9. Two representatives from regional universities
10. No more than four public-at-large members who have expressed an interest in Hanford cleanup issues and who might otherwise contribute to ethnic, racial or gender diversity on the Board.

Who is an ex-officio Board member?

Currently the ex-officio Board members are DOE-RL, DOE-ORP, EPA, Ecology, Washington State Department of Health, and CTUIR. The term ex-officio means that the individuals representing these entities may participate in Board discussions and deliberations on both substantive and procedural matters. However, they will refrain from "voting" when the Board is deliberating on advice or what procedural direction to take.

What is the role of the Board member?

The following list summarizes the roles and responsibilities of a Board member.

- Stay educated on Board activities; read Board packet and committee information materials.
- Strive for consensus in good faith.
- Participate in Board work.
- Keep constituency educated on Board activities and represent constituency positions to Board.
- Participate in and follow Board and committee processes.
- Review and comment on Board meeting summaries.
- Comply with Board processes and ground rules (e.g., not speaking for the Board).

What is the role of the agencies?

The following list summarizes the roles and responsibilities of agency personnel:

- Provide policy-maker level support to the Board (i.e., agency managers stay informed on Board activities and support the September Board meeting).
- Provide administrative support (e.g., travel support, travel funding, membership, etc.).
- Offer support in making initial identification and contact of appropriate DOE or contractor personnel to fulfill Board member/Issue Manager requests.
- Facilitate communication and the flow of information between parties involved with the Board.
- Participate in committee and Board planning activities, including collaboratively developing committee and Board meeting agendas.
- Give sufficient notice to the Board regarding emerging issues.
- Represent respective agency position.
- Ensure committee/Board needs and expectations are understood and assist points-of-contact in providing appropriate information.
- Work to complement the facilitation team to ensure Board activities run smoothly.
- Manage the facilitation contract (DOE Public Involvement Manager).
- Nominate and select Board members and alternatives.
- Appoint senior managers to represent the respective agency in Board meetings and other important Board activities.
- DOE appoints a Deputy Designated Federal Officer (DDFO) to serve the function of a federal officer in accordance with FACA.

Who speaks for the Board?

The Board Chair is responsible for representing and conveying the views of the Board before the TPA agencies, elected officials, media, and in public settings, such as before Congress and state legislatures. The Board Vice-chair performs these duties in the absence of the Chair. Since the Board operates by consensus among its individual members who represent various interested constituencies, individual Board members do not speak for the Board. With the exception of the Chair or Vice Chair, Board members are not to characterize the views or opinions expressed by other Board members, nor the Board's processes or deliberations to the media. Adopted advice and Board summaries are used as the source of Board information.

How long can Board members and alternates serve?

There are no term limits for Board members and alternates, with the exception of the Board Chair and Vice Chair positions, which each serve a two-year term with an opportunity to serve two additional two-year terms. The goal of the Board is to have actively participating seats to ensure Board work is done at every level including participation on committee calls, attendance at committee meetings and workshops and engagement at the Board level.

How does the Board fill vacant seats?

Ecology and EPA recommend individuals to DOE for appointment. Ecology and EPA shall consult with the constituency or interest group represented by the seat. The constituency shall submit in writing the names of at least one, but not more than three, prospective appointees. DOE will review the application and make a formal announcement of the appointment.

For seats representing non-union, non-management Hanford workers, Ecology and EPA solicit nominations from employees of the relevant group of Hanford contractors.

For seats representing the public-at-large, Ecology and EPA may advertise for nominations in ways that appear to best meet the representation of the Board. Ecology and EPA may interview prospective appointees and may further consult with constituencies prior to submitting nominees to DOE for formal appointment.

Does a member have to attend each Board meeting?

One of the Board's goals is to have actively participating seats. A member does not have to attend each meeting; however, Board members are expected to attend as many of the Board meetings as possible. If a seat is vacant (neither the member nor an alternate is present) for two meetings in a row, the member will be contacted by the Board's Chair to determine the member's continuing commitment to participation on the Board. An excused absence for a meeting will be defined as notification to the Chair to inform the Board of a member's inability to attend.

Who sits at the table during Board meetings?

The "table" is defined as the leadership table at the front of the room, including the Board Chair, a representative from each of the TPA agencies (DOE-RL, DOE-ORP, Ecology,

and EPA), one of the Board's facilitators and a note-taker, and the surrounding Board member tables. Only one representative from each Board seat sits at the table during Board meetings. The Board Chair is assumed to be leading the meeting and not representing a constituent group. An alternate for the seat the Board Chair represents may sit at the table. Alternates for the Board Vice-chair do not sit at the table unless the Vice Chair is absent or leading the meeting in the Chair's absence. If a Board member not seated at the table wishes to make a comment or contribute to the discussion, they must switch seats with the representative currently seated at the table, to ensure only one representative for each seat is sitting at the table.

3. How does the Board Work?

What are the Board and committee meeting ground rules?

1. Listen carefully to each other.
2. Do not interrupt.
3. Do not carry on sidebar conversations at the table.
4. Respect the procedural guidance and recommendations of the Chair.
5. Avoid personal attacks.
6. Avoid characterizing the views of other Board members outside of any Board meeting or activity.
7. Avoid the use of profanity.
8. Avoid talking on cell phones in the meeting room.
9. Silence all electronic devices.

How do issues come before the Board?

The primary method for issues to reach the Board is through committees. During committee meetings, committee members identify issues they deem important for full Board consideration. Based on committee consensus that an issue is worthy of Board consideration, it is brought to the Board as potential advice, a Board tutorial or panel presentation, or an issue update.

Sometimes the agencies bring issues before the Board. They might identify issues of importance for full Board consideration or provide follow-up information on a previous issue. Additionally, at each Board meeting the agencies provide an update on their work so members are aware of the current happenings in each of the agencies' respective offices.

What is the process for developing Board advice?

Appendix 1 and 2 contains a description and flowchart of how advice is developed.

The Board operates by consensus to determine advice the Board as a whole wishes to convey on selected major policy issues. The Board defines consensus as all Board members being willing to "live with" a proposed advice or product. In conveying consensus advice to the agencies, it will be incumbent upon the Board and the Board

Chair to accurately describe the level of consensus that has been achieved. (See Section 7 for more information on how an issue becomes policy advice)

Are there alternative ways to relay Board opinion?

While consensus advice is a key product of the HAB, other means exist to relay the views of Board members:

1. Framing of Issues - Agenda items for HAB meetings may include a segment to frame issues on a particular topic for use by the committee(s) as they address the topic. This is usually done when a new topic, issue, or information is brought before the Board for the first time. It is an opportunity for individual Board members to raise questions or concerns that need further consideration before the HAB is ready to consider advice on the subject. These issues are compiled and taken back to the committee for exploration and to begin to consider points to be covered in draft advice.
2. Sounding Board – The HAB may schedule a sounding board in conjunction with an agenda item at a Board meeting. This occurs when the HAB and its committees have had considerable discussion on a particular issue in previous meetings. The sounding board provides an opportunity for HAB members to express the interests of the organizations or constituencies they represent on the Board. During a sounding board, each seat is given a set amount of time to state their thoughts, positions, concerns, etc.
3. Major Policy Statements - The Board may decide in certain cases that its views need to be made widely known beyond the three TPA agencies. The HAB may develop and adopt a policy statement on a particular issue and transmit this to the TPA agencies, the Northwest Congressional delegation, the Governors of Washington and Oregon, the Washington State Attorney General, other site-specific advisory boards, or others, as identified by the HAB.
4. Letters - On occasion, the HAB issues a letter to request information, respond to a request from another organization, thank a presenter, or address non-policy issues that do not rise to the level of policy advice. All correspondence requires the signature of the HAB Chair or Vice-chair in the Chair's absence. These letters do not require formal consensus from the Board, and may not be used to address policy issues related to Hanford cleanup. Policy issues must follow the Board Advice process.

What happens if consensus cannot be reached?

At times, one or more Board members may abstain from supporting advice or register dissent, but not wish to block consensus. Board members are expected to abstain from the advice discussion if they have a conflict of interest that would prevent them from discussing or offering advice on a particular topic. It is the responsibility of each Board member to state their desire to abstain from discussions to determine consensus. In the

instance when a Board member chooses to abstain from supporting advice, the name and organization of the individual are listed in a note at the end of the advice. A Board member wishing to register his/her dissent, also known as a minority report, can do so in several ways, including: a note at the end of advice, listing the name and organization of the dissenting member along with an explanation for the dissent; or, an enclosed statement from the dissenting member that accompanies the advice

Is there a quorum requirement?

There is a quorum requirement of a majority of the non-ex-officio seats on the Board (16 of 31 non-ex-officio seats) to enable Board action to occur.

What is the process for ensuring Board advice is accurate and correct?

Draft advice is edited on-screen during the final day of the Board meeting (Friday, in most instances) to ensure wording is acceptable to Board members. At the conclusion of Board meetings, the facilitation team, with the HAB Chair, finalizes the agreed-upon edits and give the draft advice a final grammar and spelling check. If there is a question about the consensus wording of the advice, the facilitation team will assist the Chair determine the correct content by:

- Reviewing the raw meeting notes
- Listening to the audio tapes

Where does advice go once it is issued?

The Board determines to whom the advice is addressed at the end of the advice deliberations. The final advice is signed by the Board Chair (or Vice Chair in the Chair's absence) at the conclusion of Board meetings. The advice is sent to the agreed-upon addressees by the facilitation team. A standard list of people is copied on Board products, which includes the Washington and Oregon congressional delegates.

How do the agencies respond to Board advice?

The agencies typically respond to Board advice by letter. Response letters usually acknowledge receipt of the Board's advice and address the advice either point-by-point, or by aggregation. The facilitation team tracks correspondence, records when a response is received, links the advice response in the next weekly Events-at-a-Glance, emails an electronic copy of the response to the issue manager(s) and the originating committee chair and vice chair, and distributes copies of the advice and responses in the next Board meeting packet. Periodically, the agencies cannot comment substantively on an issue and will respond at a later time when information becomes available. All Board advice and advice responses are posted to the [HAB website](#).

What if the advice response does not meet the committees' or Board's expectations?

It is the responsibility of the Issue Manager and/or Committee Chair to ensure that they track the issue and determine if the response meets the committee's expectations. If the response does not meet expectations, the committee chair and/or issue manager determine possible next steps for reexamining the issue and seeking further committee input.

Where can past HAB advice and responses be found?

All HAB advice and responses can be found on the [HAB website](#), within the Federal Advisory Committee Act (FACA) files maintained by DOE-ORP, the DOE Public Reading Room, and at the facilitation team's project office in Richland, Washington.

How are Board agendas developed?

Board agendas are collaboratively developed by Board leadership and the TPA agencies. Committees identify particular topics to elevate for Board consideration. Committee chairs and Vice-chairs bring these topics to the EIC for consideration as Board meeting topics. Agency liaisons also identify issues for the EIC to consider as Board meeting topics. These issues are evaluated for inclusion on Board agendas in terms of their timeliness and with regard to TPA agency resources. In order to submit Board meeting topics to the Federal Register, a list of Board meeting topics is drafted and submitted at least one month ahead of each Board meeting. Draft Board agendas are developed and approved on the EIC call a minimum of two weeks before each Board meeting.

How are Board discussions documented?

A note-taker, provided by the facilitation and administration team, captures Board and committee meeting discussions and develops a summary of each meeting. Summaries substantively capture meeting discussions by identifying key presentation and discussion points and noting questions, comments, and responses. Links are provided to electronic copies of the presentations and handouts from each meeting (posted on the Board website). *The meeting summaries are not verbatim transcripts of the meetings.* These summaries, along with meeting sign-in sheets, serve as the public record of the meeting. Board meetings are also audio-recorded to document the meeting; recordings become part of the official record of the meeting.

Board summaries are emailed to members for review and revision to meet the 45-day certification requirement in the Operating Ground Rules. They are then posted on the [HAB website](#). Committee meeting summaries are posted on the website once they are approved by the committee (generally at the next committee meeting or following month's committee call).

If there is a particular section of the meeting summary that cannot be resolved by email, that section will be considered "provisionally certified" until the Board can address its specific concerns at the next Board meeting.

How often does the Board meet?

The Board meets five times throughout the calendar year. Though meetings most often occur in the Tri-Cities area, the Board may meet at other locations with stakeholder interest in Hanford cleanup (e.g. Seattle, Portland, and Hood River). Typically, the Board meets the first Thursday and Friday of the first full week during the months of February, April, June, September and November. The EIC, in coordination with the TPA agencies, recommends dates and locations, which are submitted for Board approval at the September Board meeting.

4. Committee Purpose

What is the role of committees?

HAB committees:

- Examine, in depth, policy issues concerning cleanup at Hanford
- Identify issues they wish to explore
- Hold informal discussions to identify major policy issues
- Keep current on Hanford cleanup activities
- Frame issues for Board consideration
- Facilitate communication of issues and expectations between the agencies and the Board
- Prepare draft advice

5. Committee Structure

How many committees are there?

Currently, there are six standing committees, comprised of two technical committees, three cross-cutting committees, and the leadership committee. The two technical committees are the River and Plateau Committee (RAP) and the Tank Waste Committee (TWC). The three cross-cutting committees are Health, Safety and Environmental Protection Committee (HSEP), Public Involvement and Communications Committee (PIC), and Budget and Contracts Committee (BCC). The Executive Issues Committee (EIC) is comprised of the chair and vice chair of the Board and each of the committees, plus the national liaison.

Refer to the HAB website for the current chair, vice chair, and members of each committee (<http://www.hanford.gov/page.cfm/hab>). Below is a synopsis of each committee's focus:

River and Plateau Committee: Considers issues related to contaminated areas along the Columbia River, institutional controls, waste importation, Central Plateau facilities and burial grounds, and groundwater contamination and remediation.

Tank Waste Committee: Tracks technical issues related to tank waste storage and retrieval, treatment, and disposal, including the tank farms, supplemental treatment facilities, and the Waste Treatment Plant.

Health, Safety and Environmental Protection Committee: Considers how cleanup activities and DOE and contractor operations impact public health, worker safety and the environment.

Budgets and Contracts Committee: Reviews and monitors the state of Hanford funding, focusing on DOE budgets, expenditures, request for proposals and contracts.

Public Involvement and Communications Committee:

- Develops Board Advice for the TPA agencies on the appropriate approach and format for public outreach and involvement activities,
- Develops Board Advice for the TPA agencies on long-range, strategic public involvement planning efforts, documents and schedules.
- Provides input or develops Board advice to the TPA agencies on agendas and formats for public meetings
- Coaches Board members to meet their commitment to inform and seek feedback from their constituencies.
- Develops means for Board members to educate and inform the public about Hanford and the HAB's work.

What is a committee of the whole (COTW)?

Some Hanford cleanup issues span the scope of multiple committees or are too complex for one committee to tackle. When this situation occurs, a COTW can be suggested either at the Board or committee level. HAB leadership will review the request for a COTW meeting during the EIC call. These meetings are conducted in the same fashion as regular HAB committee meetings and draft advice can result from these meetings. Any HAB member or alternate can attend COTW meetings; however, only those present at the meeting can determine consensus on any product coming out of the meeting, including draft advice and meeting summaries. See Appendix 3 for the COTW advice process.

The Board established a placeholder for a COTW meeting as the first Thursday of the months that do not have Board meetings. Consideration is given, whenever possible, to having these meetings replace standing committee meetings. If an issue is time critical, COTW meetings can be scheduled outside of the placeholder.

What are committee conference calls?

Committee calls are generally used to plan the next meeting. Committee calls can replace committee meetings if the committee is able to accomplish its business. There are also times when committees will have non-scheduled conference calls to work on products in between Board meetings as needed. The placeholders for committee conference calls are generally Tuesday-Thursday of the third full week of each month. The facilitation team prompts committee leadership to check in with issue managers and committee members about the need for a call and also emails a reminder to the committee of the call and agenda items. The facilitator provides a **brief** e-mail synopsis of key discussion points and decisions following the call.

Who participates on committee conference calls?

- Committee members
- Agency liaisons and representatives
- Facilitator

6. Committee Composition

What is the role of a committee member?

The following list summarizes the roles and responsibilities of a committee member.

- Sit at the meeting table
- Be actively involved
- Keep issues discussions at the policy level
- Represent their constituency
- Respect the views of other committee members
- Review and provide input on draft advice, and work with the committee to develop advice that has committee consensus for presentation to the full Board
- Review and comment on meeting summaries

Who can be on a committee?

Any Board member or alternate can be on a committee. Current committee lists are posted on the Board's Web site and are updated in every Board meeting packet.

Can Board members serve on multiple committees?

Board members and alternates can be either official or unofficial committee members. Official committee members (whether a Board member or alternate) can receive reimbursement for travel to committee meetings, and are part of consensus decisions to determine committee actions. Unofficial members will receive all committee correspondence and emails, but will not be reimbursed for travel or have a voice in the consensus committee actions.

For the purposes of managing the HAB's travel budget efficiently, members and alternates are allowed to be official members of up to two of the following committees – RAP, TWC, BCC and HSEP, in addition to membership in PIC. The committees meet during the standing committee week each month with the exception of PIC: During Board meeting months, PIC meets on the Wednesday before the Board meetings. If needed, PIC can also request a meeting during committee week.

Official committee members are listed in the Committee Roster Membership list, which is updated before each Board meeting. In order to help new members and alternates decide which committees they want to be official members of, all new members or alternates are approved to attend one committee meeting of each committee (and will be reimbursed for travel if appropriate) before making their committee assignment selection.

All Board members and alternates can be official members of the PIC regardless of membership in other committees. Board members or alternates must still declare their intent to be an official PIC committee member in order to have a voice in committee actions.

In all cases, it is the responsibility of members or alternates who want to be official or unofficial members of a committee to let the Board administrator (EnviroIssues) know so he/she can be added to the official committee membership list.

When do committees meet and how is it decided?

The placeholder for committee meetings is generally the second full week of each month. Committees meet on an as needed basis. Committee workload, timeliness of issues, and availability of agency support all help to determine whether a committee meets. On the EIC call, committee chairs request a meeting and committee meetings are scheduled based on the requests, the needs of other committees and availability of agency resources.

Why do committees only meet during the day and in Richland?

Committee meetings are typically held in Richland due to proximity of agency personnel who support and provide committee members with the requested information. The only anomaly is when the PIC meets the Wednesday prior to Board meetings in the same location as the Board meeting. On occasion, committees may conduct Hanford Site tours as part of a meeting.

Committee meetings are held during the day to accommodate agency support. Also, committee meetings typically have a full agenda requiring anywhere from three to eight hours of meeting time. Thus, having night meetings is not conducive to supporting the committee's work. Committee and Board leadership try to most efficiently schedule meetings to minimize travel time for committee members and to be cognizant of agency support. Committee meetings are open to the public and are announced on the DOE Hanford website under the [Hanford Events Calendar](#).

7. How do Committees Work?

How does an issue get on a committee meeting agenda?

There are a variety of means for getting an issue on an agenda, including:

- Agency request to committee leadership
- Committee member request to committee leadership
- Issue Manager request
- Board priority list
- Assignment of an issue at a Board meeting to a specific committee or committees

An issue is brought to the committee chair and facilitator for consideration either at committee meetings during committee business or during a committee conference call. The committee chair consults the committee to determine the timeliness and interest in tracking the issue. If the committee sees a need to track an issue it will be placed on the next meeting agenda for discussion as appropriate.

The committee also has a six-month committee work plan that tracks and forecasts out the committee's work and is updated after each meeting. In addition, EnviroIssues maintains a meeting topics table that the committee completes at each meeting. The table forecasts the next meeting's topics including any framing questions, assigned issue managers and agency support, time allocation and any cross-cutting committee(s).

How are committee agendas developed?

Committees typically discuss potential meeting topics during the committee business portion of a committee meeting and use committee conference calls to plan the next meeting. If a committee does not have a meeting to discuss potential meeting topics, committees use conference calls to discuss topics and plan the next meeting. On committee calls, committee members and agency liaisons discuss the timeliness and maturity of potential meeting topics, and agency support for the topics. The committee facilitator, committee chair and vice chair, and agency liaisons develop a draft agenda based on the topics discussed on the committee call. The committee's facilitator distributes the agenda to the whole committee a week before the meeting.

How are committee discussions documented?

A note-taker, provided by the facilitation and administration team, captures committee meeting discussions and develops a summary of each meeting. Summaries substantively capture meeting discussions by identifying key presentation and discussion points and noting questions, comments, and responses. Links are provided to electronic copies of the presentations and handouts from each meeting (posted on the Board website). *The meeting summaries are not verbatim transcripts of the meetings.* These summaries, along with meeting sign-in sheets, serve as the public record of the meeting. \

How does an issue become policy advice?

Appendix 1 contains a diagram of the Board advice adoption process. Appendix 2 includes a description of issue manager roles and responsibilities, and the issue management process.

8. Board and Committee Leadership Structure

Who is part of HAB Leadership?

HAB leadership (referred to as the Executive Issues Committee, or EIC) comprises the Board Chair and Vice Chair, each committee chair and vice chair, and the Board's National Liaison. The EIC meets monthly via conference call, and as needed at a Wednesday dinner meeting prior to Board meetings to address leadership issues that require more in-depth discussion than can be accommodated during the monthly EIC calls. The EIC also participates in an annual one and a half day leadership workshop held in the spring.

What is the process for selecting the Board Chair and Vice Chair?

The facilitation team sends out an email in September requesting solicitations for nominations for the Chair and Vice Chair by October 15. Nominees provide a statement of their interest and qualifications. The Board selects both positions at the November Board meeting, with the new Chair and Vice Chair seated at the February Board meeting. A Nominating Committee may be established to assist in the Board Chair selection. Any Board member can participate in the committee and requests his or her participation to the facilitation team. This committee is responsible for collecting nominations, checking

on nominees' willingness to serve, gathering nominee statements, and other essential candidate information.

What are the selection criteria?

The following is a sample list of criteria to be employed when selecting Board Chair and/or Vice Chair:

- Good people skills
- Good listener, open-minded, and articulate
- Sense of humor, upbeat, unflappable
- Treats everyone with fairness / impartiality and respects divergent perspectives
- Understands complexity of Hanford and TPA agencies
- Understands importance and value of HAB in building broad-based consensus
- Able to lead the Board in building consensus and bringing closure to issues
- Able to help Board synthesize information and to develop, or use, established principles and/or values as advice to the DOE and/or regulators
- Able to bring the Board into focus, and keep it focused
- Able to energize the Board (not simply a time keeper or parliamentarian); able to “preside” at Board meetings
- Understands the technical issues, political issues, and the Board’s process
- Able to accurately represent the Board

In addition to the duties and responsibilities outlined in the Operating Ground Rules, the Board recommends the following personal attributes and criteria for consideration in the selection process:

- Trusted and respected by all the major interests represented on the Board
- Able to conduct effective and efficient meetings
- Able to set aside personal agenda, and assure fairness in consideration of issues
- Wields sufficient clout to ensure the Board has adequate resources to accomplish its mission and is listened to when it provides advice

How long do they serve? Is there a term limit?

The Board Chair and Vice Chair positions are two-year terms with the opportunity to be selected for two additional two-year terms (three terms, or 6 six years, in total)

What is the role of the Board Chair and Vice Chair?

The following list describes the responsibilities and roles for the Chair and Vice Chair

Chair

- Ensure Board process is followed
- Ensure open lines of communication exist between parties involved with the Board both internally and externally
- Listen, elicit, and reflect perspectives of Board members for benefit of the Board
- Respect and convey the views of the Board to external parties
- Assist in resolving issues and problems that arise as part of Board business.
- Facilitate HAB consensus

- Lead Board meeting agenda development efforts, ensure Board agenda items are developed consistent with Board process
- Work with the TPA agencies on administrative issues (travel, membership, etc.)
- Represent the HAB at national SSAB activities and other external activities
- Keep abreast of committee activities
- Assist DOE in monitoring the Board's budget

Vice Chair

- Serves in the absence of the Chair
- Signs advice and any other Board product needing a signature in the absence of the Chair
- Work with Chair to ensure that HAB processes are followed and open lines of communication exist between parties involved with the Board
- Work with Chair to resolve issues and problems that arise as a part of Board business
- Work with Chair on administrative issues (travel, membership, etc.)
- Work with Chair to ensure adequate HAB participation at SSAB and other external activities
- Keep abreast of committee activities

What is the process for selecting committee leadership?

Committee leadership is selected in March each year, and seated in time for the annual leadership workshop held annually in April or May. Nominations for committee leadership (chair and vice chair positions) are opened in January. Nominations are sent to the facilitation team to compile for committee consideration. The facilitation team verifies nominees' willingness to serve and works with each of the committees to conduct the selection process at the next committee meeting. If the committee is not meeting during the selection period, the facilitation team will work with the committee to conduct the selection via a conference call. At the meeting where selection occurs, nominees may make a statement indicating their interest and qualifications for the position. ***If consensus selection is not possible***, a vote by official committee members is held. There is one vote per official committee seat, and committee members vote via a hand written note. The person with the majority of votes is selected. Every effort is made to secure the vote of absent committee members.

How long do committee leaders serve? Is there a term limit?

The committee chair and vice chair are one-year positions, with no term limits. Each position serves at the pleasure of the committee.

What is the EIC call?

The EIC call is the monthly conference call between Board Leadership and TPA agency liaisons to discuss and review HAB issues, develop Board meeting topics two months prior and Board meeting agendas one month prior to Board meetings, set Board and committee meeting schedules and discuss other HAB related issues. During the call, the Board leadership reviews committee meeting requests and determines when meetings

will be held. TPA agency representatives can also bring up any issues pertinent to the HAB for discussion.

What is the Board's National Liaison?

The Board's National Liaison tracks national issues relevant to Hanford and the Board's work. The National Liaison serves at the pleasure of the Board.

What are the roles and responsibilities of the Board National Liaison?

The following list describes the responsibilities and roles for the National Liaison:

- Follows topics at the DOE complex-wide level
- Reports back to the Board on national issues
- Seeks input from Board members
- May represent the Board at national meetings
- Participates on SSAB Chairs conference calls and meetings

9. Board Support

What is the facilitation and administration team?

The facilitation and administration team helps manage and coordinate the Board. The following summarizes the roles and responsibilities of the facilitation team

- Develop and distribute meeting agendas in collaboration with Board and committee leadership, issue managers, and TPA agencies
- Maintain email distribution lists for HAB and HAB committees
- Coordinate/facilitate Board and committee conference calls and meetings
- Prepare meeting summaries and other Board documents
- Act as office manager and assistant to HAB (Develop and distribute information packets/agendas/meeting minutes, etc.)
- Serve as repository for HAB documentation (e.g., advice, charter, etc.)
- Assist issue managers, committees and the Board in developing consensus
- Assist chair in managing the consensus process in an orderly and impartial way
- Provide support in making initial identification and contact of appropriate regulator or other personnel to respond to Board member/issue manager requests
- Assist HAB leadership and TPA agencies in issues identification and problem resolution
- Assist HAB leadership and TPA agencies in communication and implementing Board processes
- Maintain open communications among and between HAB members, DOE, EPA, and Ecology and other agencies
- Work to complement DOE Public Involvement liaison staff to ensure Board activities run smoothly
- Provide the information necessary for DOE to file a FACA-compliant annual report on Board's activities
- Provide SSAB support as requested by the HAB Chair

What is their contract?

The current facilitation contractor is EnviroIssues, and their contract expires on January 14, 2013 (one year extension optional).

What is the EnviroIssues project office and where is it?

The facilitation and administration team has an office in Richland where Board members can access HAB information and a computer and printer. EnviroIssues serves as a repository and administrator of all HAB files including hard copies of the committee meeting information, Board meeting handouts and information, HAB advice, and any relevant correspondence both incoming and outgoing. These are all available at the Richland office:

Hanford Advisory Board
713 Jadwin Avenue, Suite 3
Richland, Washington 99352
(509) 942-1906

Who are the TPA agency public involvement staff?

Each of the TPA agencies assigns staff associated with public involvement to serve as the primary contact for the Board and its committees. The agency contacts serve as the point of contact between the Board and agency staff. They are responsible for coordinating agency staff and information to address Board and committee needs and requests.

Below are the current TPA agency public involvement staff:

- Dieter Bohrman
Washington State Department of Ecology Nuclear Waste Program
3100 Port of Benton Boulevard
Richland, WA 99352
509-372-7954
Dieter.Bohrmann@ecy.wa.gov
- Emy Laija
U.S. Environmental Protection Agency
309 Bradley, #115
Richland, WA 99352
509-376-4919
Laija.emerald@epa.gov
- Paula Call
Department of Energy – Richland Operations Office
825 Jadwin Avenue
Richland, WA 99352
509-376-2048
Paula.call@rl.doe.gov

- Pamela McCann
U.S. Department of Energy – Office of River Protection
PO Box 450, H6-60
Richland, WA 99352
509-376-7663
Pamela_mccann@rl.gov

10. Board Travel

What are the guidelines for Board travel?

Board members can travel for official Board business (i.e., Board meetings and committee meetings). However, there are other instances (national advisory board meetings, committees of the whole, workshops, or other meetings requiring a Board presence) that occasionally qualify as official Board business and warrant travel reimbursement. DOE grants travel permission for Board members to attend these meetings.

Below are some basic Board travel guidelines. Please see the Travel Guidance document for further explanation and current contact information.

- Travel to two committee meetings per month.
- Reimbursement for travel to committee meetings is based on committee membership status.
- Attend any committee meeting at your own expense (beyond two authorized committee meetings per month).
- Reimbursement for travel to Board meetings will be made for one member and one alternate per designated seat.

Board members must take the following steps when planning to travel on official Board business:

- Call DOE travel coordinator to obtain a travel authorization. Required information includes: dates of travel, mode of travel (plane, rental car, personal car), and reason for travel. If traveling by plane, provide flight time preferences to travel coordinator to assist in booking flights.
- Submit original receipts and a signed voucher to the DOE travel coordinator within five business days of completing travel. Reimbursements are made electronically and require a signed voucher.

11. Board and Committee Communication

What are the Board and committee email distribution lists and what are they used for?

The facilitation and administration team manages email distribution lists for the full Board and its committees. The full Board list receives information pertinent to Board work, meetings and products.

The Board has three email distribution lists:

1. Board leadership list (Executive Issues Committee/EIC) – Includes the Board chair and vice chair, all committee chairs and vice chairs, national liaison,

agency committee liaisons, agency public involvement staff and facilitation and administration staff. This list receives initial Board and EIC meeting agendas for review, and is used for meeting planning purposes and leadership-level discussions.

2. Board working list – Includes all Board members and alternates. This list is used when a communication is needed specifically with Board members and alternates only. Generally, when an email is sent to the Board working list, it is also sent to the Board Leadership “cc” list.
3. Board master list – Includes all Board members and alternates, agency liaisons, public involvement staff, other interested parties, and DOE senior management representatives. This list receives draft Board agendas at least two weeks prior to meetings, and information and announcements pertinent to the entire Board.

Each committee has three email distribution lists:

4. Committee leadership list – Includes committee chair and vice chair, Board leadership, agency committee liaisons, agency public involvement staff and facilitation and administration staff. This list receives draft meeting topics tables, updated six-month work plans and initial meeting agendas for review and is used for meeting planning purposes.
5. Committee working list – Includes committee chair and vice chair, agency committee liaisons, public involvement staff, and committee members. This list receives initial draft meeting summaries and advice for review. This list does not include senior agency managers or other interested parties.
6. Committee master list – Includes committee chair and vice chair, agency liaisons, public involvement staff, committee members, other interested parties, Board Chair and Vice Chair, and DOE senior management representatives. This list receives draft agendas one week prior to meetings, information pertinent to committee work, and meeting and call reminders.

12. Site Specific Advisory Board

What is the Department of Energy’s Environmental Management Site Specific Advisory Board (EM-SSAB)?

The EM-SSAB is the Board chartered to provide advice and recommendations concerning issues affecting the Environmental Management program at various DOE sites. The Board reports to the Assistant Secretary for Environmental Management and the appropriate DOE Field Managers or Assistant Field Managers. The local site boards, including the Hanford Advisory Board, and the SSABs from Savannah River, Idaho National Laboratory, Nevada Test Site, Northern New Mexico, Oak Ridge, and Paducah Gaseous Diffusion Site collectively make up the EM-SSAB.

In addition to local Boards' recommendations and advice, the EM-SSAB may also collectively issue advice on complex-wide issues. This advice is typically drafted and discussed by the Chairs of the local SSABs during twice-a-year SSAB Chairs' meetings. Local Boards are then asked to approve or disapprove the recommendations as written. They may not change or edit the advice. Once approval is reached, the Chairs sign the advice letter and it is sent to DOE-EM.

When and where do the SSAB Chairs meet?

There are typically two EM-SSAB Chairs meetings per year. The meetings are usually hosted by one of the SSABs near their representative site. This schedule rotates to allow each SSAB an opportunity to host a meeting.

Who attends SSAB Chairs meetings?

The HAB chair and vice chair and national liaison typically attend the meetings. The HAB chair, in consultation with the EIC, determines if other Board members may attend the meetings.

Appendix 1: Advice Development and Issue Manager Roles and Responsibilities

This process is provided as general guidelines for Issue Managers to consider during the Hanford Advisory Board (HAB) Issue and Advice development process.

Identification of Potential Issue

- The issue is either identified by a Tri-Party Agreement Agency (Agency) as needing HAB input, or identified by a HAB member and brought to the attention of the appropriate HAB Committee.
- Additional information may be required from the Department of Energy (DOE RL and ORP), the Environmental Protection Agency, or the Department of Ecology to understand the issue in depth. These briefing should be requested through the Federal Coordinators.
- The Committee will determine if the issue is cross-cutting with other Committees and how to manage the issue, and determine whether potential advice development is warranted.
- In some cases, dialogue with the agencies at a Committee meeting or the development of a white paper may address the issue.

Investigation of Potential Issue

- If the Committee agrees that future investigation is required, an issue manager(s) volunteers or issue manager(s) are appointed by the Committee leadership.
- A lead issue manager is identified and roles for multiple issue managers may be established.
- In general, the issue manager(s) identifies, researches, and tracks issues to frame for presentation to the Committee.
 - The lead issue manager will serve as:
 - The primary contact for the Committee, the Board and facilitators.
 - Coordinating issue meetings, communicating with other issue managers and Agency staff.
 - The issue contact for the Agencies and other parties.
 - The focal point for comments gathering.
 - Keeping the Federal Coordinators informed as the information gathering process continues.
 - All issue managers are responsible for:
 - Monitoring the current status, new developments and time constraints of issues.
 - Determining the time sensitivity of the issue.

Appendix 1: Advice Development and Issue Manager Roles and Responsibilities

- Identifying other Committee members to work on the issue, including representatives from other HAB Committees, should the issue be cross-cutting.
- Identifying appropriate, knowledgeable individuals for issue presentations. Presenters could be Agency staff, Board members or other experts.
- Facilitating useful presentations to the Committee/Board by ensuring presenters understand the expectations of the Committee to provide appropriate information in an efficient presentation.

Creating Draft Advice

- The development of an issue may require a combination of calls, emails, and working meetings.
- Issues that are time sensitive are usually drafted by one or two people, who are clearly identified in the issue manager process, and distributed for wider comment with a request for rapid feedback.
- The Issue Managers should strive to actively share issue-related work and information gathered from the Agencies and other sources.
- The issue managers develop the Committee's concerns, responses and prepare a draft advice framework including a brief background discussion. This draft advice will serve as a focal point for discussions and to identify potential concerns.
- The Lead Issue Manager should establish configuration control of the advice drafts, which includes a title and date/time. For example, HAB – "Advice Title" 6-30-11 9AM. This should help to minimize the confusion that may result from members commenting on an outdated draft.
- During the course of advice development, the draft advice should be used to solicit input from a wider set than just the people on the issue team. For example, working through the DOE Federal Coordinator, discuss the draft with TPA Agency staff that has knowledge of the issue. Draft advice should be shared with HAB members to elicit any significant comments.
- The lead issue manager or lead advice author focuses Committee discussion, compiles advice comments and edits advice to reflect Committee's consensus opinion. Additional advice editing calls may be needed to work through conflicting ideas about the advice and should be coordinated by the lead issue manager.
- For Committees of the Whole (COTW) meetings in which advice is drafted, consensus is sought from those HAB members who attended the COTW meeting which initiated the advice.

Appendix 1: Advice Development and Issue Manager Roles and Responsibilities

Guidelines for Advice Content

- Avoid discussions of topics that are not within the HAB's charter.
- Remember that the HAB is charged with providing advice at a policy level.
- The "Background" section should include a clear statement of the issue or issues. The "Advice" section should itemize proposed HAB recommendations.
- Avoid lengthy background or technical discussions in the advice. If necessary, these should be provided in supporting documentation or as footnotes.
- Any data that is used should be accompanied by a reference to the data.
- Consider the readability of the advice. Taking the time to refine the draft advice will save time at the full Board meeting.

Finalizing Draft Advice:

- When the Issue team determines the draft advice is mature and/or is time sensitive, they present it to the Committee's facilitator to distribute to the full Committee, or Committees, if it is joint advice.
- The facilitator will format the draft advice, label it as Rev. 0 and work with the lead issue manager(s)/lead advice author to solicit and incorporate final Committee comments.
- Following comment incorporation and/or resolution, the Committee leadership will poll the Committee(s) membership, via the facilitator, for Committee consensus. If consensus is reached, the advice will be proposed by the Committee leadership to the EIC for consideration at the next Hanford Advisory Board meeting.
- The Issue Manager(s) through the Committee facilitator will submit the final draft advice for distribution in the Board Meeting Packet before the Board meeting for full Board review and to give other Board members a chance to address concerns before the full Board meeting.
- If significant issues are raised after the Committee reaches consensus, the lead issue manager consults with the issue manager team and the facilitator to determine an appropriate course of action.

Presentation to the HAB

- On Thursday of the full Board meeting, the lead advice author will summarize the issue and the key advice points to the full Board and take the lead on assimilating the comments for final discussion and approval. Remember that the HAB operates under full consensus of its members.
- Members of the Board discuss the merits, identify new concepts or propose changes to the advice. (Members of the originating Committee, who consented to the draft, are encouraged not to provide new concepts or speak against the draft

Appendix 1: Advice Development and Issue Manager Roles and Responsibilities

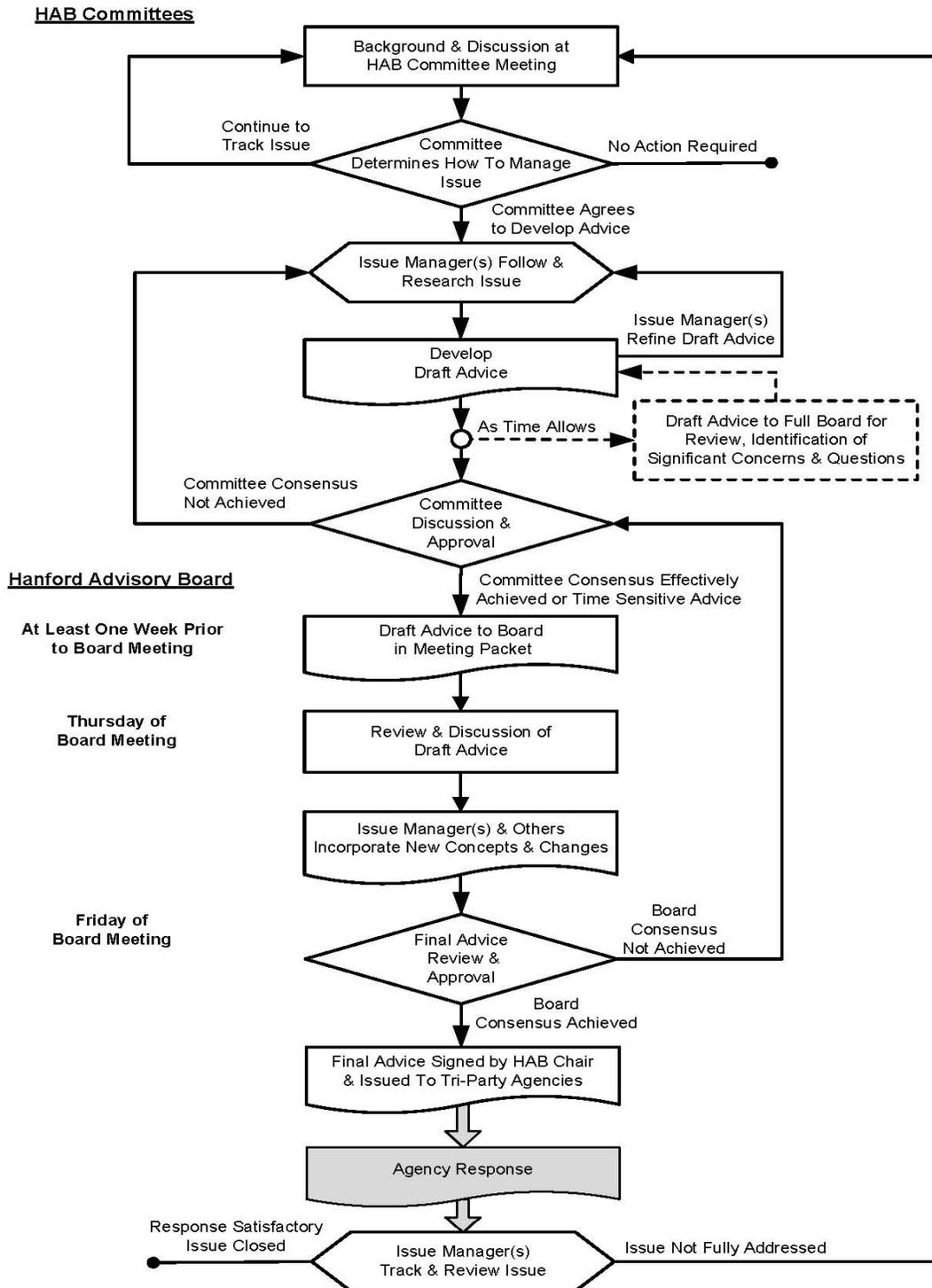
- advice.) Board members who are unclear about the advice or its intent are urged to meet with the issue manager(s) for clarification after the meeting.
- Conceptual consensus by the Board on Thursday moves the advice forward. The issue managers will use Board discussion of concerns and changes to refine the final advice. Wordsmithing or grammatical edits will be accommodated through the issue manager(s) and the Committee facilitator after the meeting on Thursday.
 - Facilitators will distribute revised advice to Board members on Friday morning. Thirty minutes will be allocated for advice editing and Board acceptance of the revised advice until consensus is reached and the advice is finalized. Advice that does not achieve consensus, or takes more discussion than 30 minutes, will have the discussion period extended by mutual agreement of the Chair and Board, or will go back to the Committee for reworking or the issue will be dropped.
 - The Board Chair and facilitators will review the final advice for formatting and grammatical and spelling errors and submit the advice to the appropriate Agencies.

Tracking Agency Response

- After the advice is issued, the lead Issue manager will follow-up on Agency responses to the Board's advice by monitoring the timing and content of the Agency responses, facilitating dialogue as needed with the responding Agencies, and determining whether further action is necessary or appropriate. Committees are urged to make time in their agendas to share Agency responses related to advice that originated with that Committee. If the issue still remains, or if the Agency response does not seem adequate, additional advice may be required.

Appendix 2: Advice Development Flowchart

Hanford Advisory Board Advice Development and Approval Process Flow



Appendix 3: Developing Advice from a Committee of the Whole

1. At the conclusion of the meeting, committee members will determine if advice is warranted. The committee facilitator will flip chart any advice principles for inclusion into the draft advice and ask the committee members if there is consensus to bring this advice forward to the full Board. The committee will chose an author or authors as applicable.
2. The author(s)/issue managers will draft the advice based on the committee discussion and provide the draft advice to the committee facilitator within one week of the committee meeting.
3. The committee facilitator will review the draft advice to ensure it captures comments received at the meeting and do any appropriate non-substantive editing and formatting to the draft advice. The committee facilitator will **email version 0 of the draft advice to all the committee members who attended the committee of the whole meeting¹** and ask for comments within three business days.
 - a. As a consensus guideline, no response from a committee member is assumed to mean that the committee member can “live with” the advice as presented. If not, the advice may not move to the full Board.
 - b. If consensus is not reached, the draft advice will go back to the EIC to determine further action.
4. The committee facilitator will compile any comments received on the draft advice and forward them to the original author(s). After their review and revision, the committee facilitator will distribute a revised version (version 1) to the committee.
5. If consensus is reached, the committee facilitator will email the draft advice to the full Board for review prior to the Board meeting.

¹ An exception to this may be for budget advice that is generated in a COTW but requires technical committee input. In these instances, the committee facilitator will email version 1 of the draft advice for technical committee review. Those committee members may review the draft advice and provide comments on it. As a general consensus process, the committee facilitator will seek consensus from the reviewing committee as well.