

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: update on the facilitator questions/resumes
Date: Friday, August 20, 2010 10:24:37 AM
Attachments: [REDACTED]

Hi [REDACTED],

Thank you for providing us with [REDACTED] input regarding facilitation. We have [REDACTED] resume. Please send us the resumes of the additional facilitators that your group talked with.

We are attaching the resumes of other facilitators that we talked with for review by your group ([REDACTED] is on his website). Their contact information is below, please feel free to contact them directly with questions about their facilitation experience.

[REDACTED]

[REDACTED]

[REDACTED]

We look forward to receiving your responses to our questions regarding expectations which I have included again below for convenience.

1. Please explain the qualifications you are looking for in a technical facilitator.
2. Please define your expectations as to the role of the technical facilitator.
3. What are your expected outcomes for technically facilitated discussions.
4. Please provide us your idea of the frequency required for technically facilitated discussions.

We look forward to receiving your input.
Sincerely,

[REDACTED]

US Army Corps of Engineers, Buffalo District
1776 Niagara Street
Buffalo, NY 14207

██████████ is my top recommendation for LOOW Facilitator. Here in bullet point format are qualities that set ██████████ apart:

- *
high school in Syracuse,
- *
undergraduate degree at University of Virginia in civil engineering
- *

started out in the Superfund field
- *

thinking from a future use standpoint
- *

more inclusive structures or frameworks for public participation
- *

."Where citizen input can actually make a difference is in the alternative development stage because if the citizens' concerns and ideas and issues aren't known and aren't incorporated into the various alternatives that are available then the decisions not gonna have their concerns or interests incorporated into it either."

- *
- we're gonna have to bring all the stakeholders together
- *

And there was very much a sense of, almost from the very beginning, wanting to create a legacy here that was something positive from something negative.

*

would forever be able to learn from the Fernald experience and think about what they're doing as they're doing it and not simply being left with this huge mess at the end.

*

Most of these Citizens Advisory Boards are off to the side, you know, they're feeding their recommendations in and they are getting feedback back, but they are off to the side and they're having fairly limited impact. Not everywhere, but in a lot of cases.

*

how history will look back on this is the incredible importance of citizen participation and the incredible amount of impact citizen participation can make on a process.

For this reason and others my recommendation is to put Mr Doug Sarno at the top of the list for LOOW Facilitator Candidates.

If anyone would like to call to discuss this further it would be best to call me at home this week at ██████████. If you want to meet at a Tim Horton's then it is my treat. Or if you twist my arm you might find me at the Lewiston Gazebo listening to Jazz tonight and the desert is on me.

My brain works better on Junk food, Joe and Jazz.

██████████

[REDACTED]

On 8/9/2010 9:53 AM, [REDACTED] wrote:

Hi [REDACTED],
Your text attachment to this email was filtered out by our server and not received. Would it be possible for you to take the text out of the attachment and put it in an email when you get a chance? Please let me know.
Thanks,
[REDACTED]

-----Original Message-----

From: [REDACTED]
Sent: Friday, August 06, 2010 5:34 PM
To: [REDACTED]
Subject: update on the facilitator questions/one other question

Hi [REDACTED]

i had meant to have a phone conversation with you today, but it is late and I just wanted to let you know what has transpired this week.

As planned, [REDACTED], the ad hoc committee to review facilitator resumes and backgrounds, has looked at three names in particular, from a longer list of others suggested, including input from West Valley.

[REDACTED] comments (seconded by [REDACTED]) are attached.

I also had a conversation today with [REDACTED] (previously communicated with [REDACTED] also).

I concur that he would be our top recommendation to discuss, with [REDACTED] in second place.

He mentioned that you had contacted him. I am hoping that we can discuss this next week if you have time. Of course, scoping the work and frequency, etc. is really very critical, but at least I wanted you to know that we were enthusiastic about [REDACTED] for a number of reasons, and I will let Guy's comments stand, as I think Sarno's background in civil engineering and experience at Fernald are key items, that I hope you and Corp staff might have confidence in also.

[REDACTED] looks strong also, and had good recommendations from those at West Valley who worked with her, but her background is different, and perhaps not as strong as [REDACTED].

The "one other question" has to do with [REDACTED] visit. Do any Corp staff want to come to the more scientific talk at UB on Tuesday? If so, I will arrange to give [REDACTED] parking passes for the North Campus.

Finally, I appreciate the you being willing to offer [REDACTED] time on Monday night. That is a very helpful and hopeful step and I want her to be comfortable, I wrote [REDACTED] that I would prepare some schematic guidance for organizing the panel discussion to a focused few areas of topics and will

send that tomorrow.

Have a good weekend, [REDACTED]

[REDACTED]

Lead-Rite, Inc.

Statement of Qualifications

Risk Communications Professional Services

Lead-Rite, Inc.

Statement of Qualifications

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ABOUT LEAD-RITE, INC.

Lead-Rite, Inc. (LRI) is an Albuquerque-based, woman-owned small business established in 1995 which provides hazardous material management, ES&H training and risk communication services to a wide range of clients with highly hazardous processes. Our mission is to assist people in finding solutions to their organization's environmental and safety compliance issues resulting from the complexity of their technology. Our approach focuses on maximizing the most valuable resources available within your organization: your people.

SERVICES PROVIDED:

Hazardous Material Management

Hazardous materials are regulated in all contexts by a number of agencies at the federal, state and local levels. Our staff and associates are experienced professionals have managed hazardous processes in a number of private sector industries: semiconductor, electronics, utilities, chemical manufacture, and mining. Each stage in the life of a hazardous process (start up, sustaining, and closure) has unique handling, permitting and training requirements. Let us show you what your people can do!

ES&H Training

Effective training is the best investment an organization can make to prevent accidents and injuries, develop internal staff knowledge, and comply with regulatory requirements. LRI develops site specific training utilizing Adult Learning Principles to address your organization's unique compliance needs. Let us show you how to unleash your people's talents!

Risk Communication

Most environmental permitting and remediation regulations now require public involvement in the process. However, there is more to communicating the risks and benefits of your project in a community than putting a 'good spin' on the story. High Concern/Low Trust situations completely change the manner and methods of communication when the public perceives health and environmental risks. You need credible professionals trained in Risk Communication who are experienced with the regulatory processes and who understand your project's technical data. Let us help your experts communicate effectively with your community!

CONTACT INFORMATION:

Address:

Phone:

Cell:

Email:

Website:

[Redacted contact information]

OUR CLIENTS

LRI provides its services to both private and public sector organizations. We specialize in developing site specific solutions to your organization's requirements.

Partial Client List:



Public Sector Information:

DUNS: [REDACTED]

CAGE: [REDACTED]

NAICS CODES: [REDACTED] (Environmental Consulting Services)
[REDACTED] (Other Scientific and Technical Consulting Services)
[REDACTED] (Public Relations Agencies)

SIC: [REDACTED] (Business Consulting, NEC)
[REDACTED] (Public Relations Services)

Private Sector Information:

DUNS [REDACTED]

EIN: [REDACTED]

Risk Communication Services

Citizen involvement in environmental actions started in the mid 1970's and continues to be a growing part of regulatory requirements. Many technical people, while excellent in their chosen field, do not receive the necessary training and experience to deal effectively with the public in open meeting situations. In addition, many public relations firms do not understand the regulatory process sufficiently to assist clients in preparing a long term strategy to meet the requirements or address citizen concerns.

LRI saw the developing need for experienced environmental professionals to learn public involvement skills in 1995. We have developed a core staff with significant experience in **Risk Communication**. We have assisted clients in developing their communication plans and presentations for a number of highly visible, controversial and emotional public meetings:

Listening to the City, New York City, NY

██████████ and ██████████ were selected from over 5000 facilitators world-wide to facilitate the emotional and controversial public meeting to determine the future of the 9/11 Ground Zero Site in New York City.

DOI National Energy Plan

██████████ and ██████████ were selected by the Department of the Interior to organize and facilitate the first public meetings for the Bush Administration's National Energy Plan including the highly controversial drilling in Alaska proposal. Environmental activists from across the nation were outraged. However, through mediation and careful planning, a successful discussion was held between activists, government and industry representatives.

Formerly Used Defense Sites (FUDS) Program

██████████ has facilitated numerous public meetings for the US Army Corp of Engineers (USACE) at several FUDS remediations. In Black Hills, SD, ██████████ was able to assist the USACE and local citizens in developing acceptable ordnance cleanup for an abandoned Army Depot. With citizen involvement, the cleanup costs were dropped from the original \$50 million estimate to \$12 million. At the Former Lowery Bombing Range, Aurora, CO, ██████████ was able to mediate and facilitate government agencies and citizens in developing an ordnance cleanup in a residential area. For five years, Janet facilitated the Restoration Advisory Board meetings in Marion, OH in developing a remediation plan that was technically feasible and cost-effective.

LRI can assist clients in providing training or professional services for:

Community Communication Plans
Public Presentation
Public Meeting Planning
Environmental Justice

Media Training
Risk Communication
Public Meeting Facilitation
High Concern/Low Trust Situations

Summary of Facilitation Projects

Project	Position	Tasks
Our Budget, Our Economy (2010)	Table Facilitator	National Town Hall Meeting at 19 cities with approximately 3500+ citizens using real time computer connections to balance federal budget
City of Albuquerque/Bernalillo County Water Utility Authority (2009)	Risk Communicator	Preparation of public communication plan for installation of chemical facility in local neighborhood
City of Albuquerque/Bernalillo County Emergency Planning Committee (2004-2006)	Chair/Risk Communicator	Coordinated Risk Communication to 500K citizens for Sandia Incident Impact Statement, WIPP Transport Accident Reports, City/County Evacuation Plans
Listening to the City: Ground Zero Reconstruction, New York City, NY (2002)	Bilingual Table Facilitator	City Town Hall Meeting with 5000 participants to review development plans for Ground Zero
Department of the Interior National Energy Plan Meetings, Palm Springs CA (2002)	Lead Facilitator	Coordinated discussions between government agency representatives, private sector providers and environmentalist on broadening US energy sources, distribution and usage
Department of the Interior National Energy Plan Denver CO, (2001)	Lead Facilitator	Coordinated discussions between government agency representatives, private sector providers and environmentalist on expanding US energy sources, distribution and usage
Sciota Ordnance Plant and Marion Engineering Depot, OH. (1998-2001) USACE Louisville District	RAB Facilitator/Risk Communicator	See USACE Reports. Issues: radiological survey, chemical contamination, Arsenic cleanup
Americans Discuss Social Security (1998)	Producer and Lead Facilitator, Albuquerque site	National Town Hall Meeting to discuss possible solutions to resolve economic issues associated with the Social Security Program
Former Lowery Bombing Range, Aurora, CO (1996-1998) USACE Omaha District	RAB Facilitator/Risk Communicator	See USACE Reports. Issues: UXO, chemical contamination
Black Hills Depot, SD (1995-1997) USACE Omaha District	RAB Facilitator/Risk Communicator	See USACE Reports. Issues: UXO, possible chemical releases

Summary of Remediation Projects

Project	Position	Tasks
Lovelace Respiratory Research Institute (LRRRI) Legacy Waste Project (2007-2009) Contact: Karl Giron	Safety Officer, Coordinated Visions	Safety Training of Hazmat Technicians (Level A), Accident Investigations, and radiation protection (α , β , & γ) for workers in decon and decommissioning project for RCRA and legacy waste packaging, transport and disposal project
Philips Semiconductor Decontamination and Decommissioning Project (2006) Contact: Karl Giron	Project Manager, Coordinated Visions	Responsible for decontamination of 500K sq ft semiconductor manufacturing facility, closure of TSDF RCRA permit (No Further Actions), recycle/reclaim of construction materials, waste packaging, transport and disposal
Revision of Academy of Certified Hazardous Material Manager Training Certification Materials (2001-2003) Contact: [REDACTED], [REDACTED] (Magnolia Chapter)	Technical Expert	Revision of training materials, presentations and qualifying questions for national examination for CHMM. Modules edited: RCRA I, RCRA II, RCRA Corrective Action, CERCLA
Vacuum Sciences Beryllium Project (2004) Contact: [REDACTED], President	Hazardous Material Manager/Consultant	Responsible for investigation, characterization, decontamination of equipment/facility contaminated with heavy metals and low level radiological species
Leaking Underground Storage Tank Contractor, State of New Mexico (1991-1995) Contact: [REDACTED], NMED	Project Manager	Subtitle I under RCRA compliance for removal and remediation of LUSTs as assigned by State of NM
Pueblo of Isleta Chromium Removal Action (1993-1994) Contact: [REDACTED], POEP	Project Manager	First Removal Action under Pueblo Office of Environmental Protection Superfund Authorization. POEP Report: http://www.p2pays.org/ref/02/01952.pdf EPA Cost Estimate: \$5million. Actual: \$1.2 million
Exxon Valdez Oil Spill Archaeological Damage Assessment, Research Foundation of the State University of New York, Binghamton, NY (1992-1993) Contact: Dr. [REDACTED]	Archaeological Chemist	Identification of impact of oil spill on ¹⁴ Carbon dating of archaeological materials

Summary of Radiation-related Projects

Project	Position	Tasks
Lovelace Respiratory Research Institute (LRRI) Legacy Waste Project (2007-2009) Contact: [REDACTED]	Safety Officer, Coordinated Visions	Radiation protection (α , β , & γ) for workers in decon and decommissioning project for legacy waste packaging, transport and disposal project
Philips Semiconductor Decontamination and Decommissioning Project (2006) Contact: [REDACTED]	Project Manager, Coordinated Visions	Responsible for decontamination of 500K sq ft semiconductor manufacturing facility, closure of TSDF RCRA permit (No Further Actions), recycle/reclaim of construction materials, waste packaging, transport and disposal
Sandia National Laboratory Impact Models and Emergency Response Plan (2005) Contact: [REDACTED], Emergency Planner	Chair, CABC Emergency Planning Committee	Review of impact analysis and preparation of ERP, coordination of local, state and regional resources for response to identified potential incidents (radiological, bio/chem terrorism), population protective actions (evacuation/shelter in place/emergency decon), development of community risk communication plans
<i>Honeywell Federal Manufacturing and Technology Center</i> operated for National Nuclear Security Agency, Kirtland Operations, Kirtland AFB (2005) Contact: B [REDACTED] e [REDACTED], [REDACTED] Manager	Environmental Protection /Emergency Management Specialist	Hazardous material management and emergency response planning for a NNSA/DOE facility for chemicals, munitions, and low level radiological wastes
Vacuum Sciences Beryllium Project (2004) Contact: [REDACTED], President	Hazardous Material Manager/Consultant	Responsible for investigation, characterization, decontamination of equipment/facility contaminated with heavy metals and low level radiological species
Pueblo of San Ildefonso Emergency Plan Project (2003) Contact: [REDACTED]	Emergency Management Consultant	Analysis of potential emergency incidents (including radiological releases from Los Alamos National Laboratory), adaptation of Incident Command Systems to Puebloan social organization, integration of PSI requirements to NM State Response Plan and resources, preparation and presentation of ERP

Additional radiological experience: Undergraduate Senior Thesis: Thermoluminescence for Archaeological Applications. Basic research in TL applications for dating archeological (ceramics, hearth remains), geological materials (polar ice), and identification of counterfeit ceramic antiquities.

Resume: [REDACTED]

Current Certifications:

Lead Paint Instructor for Renovation and Repair for [REDACTED]
[REDACTED]

FEMA Community Emergency Response Team (CERT) Trainer, [REDACTED]

Department of Labor OSHA Authorized Instructor, 10 hr & 30 hr. Voluntary Compliance, [REDACTED]
[REDACTED]

Certified Hazardous Materials Manager, Master Level (# [REDACTED])
[REDACTED]

Environmental & Health Risk Communicator, Center for Risk Communication. [REDACTED]
[REDACTED]

Employment Experience:

[REDACTED]

[REDACTED] [REDACTED],

[REDACTED] [REDACTED]

Volunteer/Elected Positions

- [illegible]

Education:

Government	Percentage
Current government	85%
Previous government	15%

Academic Honors and Fellowships:

Country	2014	2015
United States	100%	100%
Canada	100%	100%
United Kingdom	100%	100%
France	100%	100%
Germany	100%	100%
Italy	100%	100%
Spain	100%	100%
Japan	100%	100%
China	100%	100%
India	100%	100%
Brazil	100%	100%
South Africa	100%	100%
Russia	100%	100%
Ukraine	100%	100%
Poland	100%	100%
Czech Republic	100%	100%
Slovak Republic	100%	100%
Hungary	100%	100%
Romania	100%	100%
Bulgaria	100%	100%
Greece	100%	100%
Portugal	100%	100%
Ireland	100%	100%
Netherlands	100%	100%
Belgium	100%	100%
Sweden	100%	100%
Norway	100%	100%
Denmark	100%	100%
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Slovenia	100%	100%
Croatia	100%	100%
Serbia	100%	100%
Bosnia and Herzegovina	100%	100%
Montenegro	100%	100%
Albania	100%	100%
Macedonia	100%	

Skills:

Publications and Presentations: Available upon request



103 East Main Street, Suite 301, Walla Walla, WA 99362 ♦ 509-529-7885 ♦ www.sapereconsulting.com

Sapere Consulting, Inc. is a management consulting firm incorporated in Washington State with a national client base. We provide professional services to our clients in the commercial, high tech manufacturing, and Federal Government markets. Our focus is on supporting the decision-making process by applying decision analysis and risk management services that improve the collective knowledge, wisdom, and understanding of those responsible for the planning and implementation of programs, projects, and business processes.

♦ **Sapere Consulting at a Glance** ♦

Company Information

Small Business: NAICS 5416

DUNS Number: 12-985-3052

HUBZone Number: 27628

CCR #: 09795954

We take great pride that Sapere is not a leveraged consulting firm. Our senior managers are all working consultants, advising clients and leading engagements. The insight earned from running an effective and ongoing business concern not only lends credibility to the advice we give clients on their business issues, but also allows us to better understand our clients' business needs. Our philosophy of high-level engagement enables Sapere to provide clients specific advantages over firms that detach management from consulting:

1. From Corporate Officers to entry level consultants, every member of our staff always focuses on our mission – providing service to our clients.
2. Our clients always have contact with a member of our management team.
3. We provide clients a consistent face – the same staff members that develop business provide the results.
4. As practicing consultants, our management team stays knowledgeable of the latest industry trends and has experience developing and implementing cutting edge management consulting approaches for our clients. As a result, we also have the insight and ability to transfer knowledge and understanding to clients across markets and industries.

Consulting Services

Sapere focuses on providing management consulting services that help clients make decisions. Our methods include the application of tools such as decision analysis, systems dynamics modeling, risk management, and technical facilitation. When these methods are used to help clients make long-range or high-level decisions, they typically assist in strategic planning. For shorter-term decisions related to managing project activities or routine operations, they apply to project planning.

Our technical facilitators guide groups who are responsible for making decisions using consensus-based techniques specifically intended to create dynamic, focused discussion. Our facilitations build project plans through successive agreements on the common terms of a project, from a definition of the objectives and involved systems to a mutual endorsement of the initial choices and information required to make decisions within defined risk constraints. Clients request these technical facilitation services to plan complex projects or negotiate difficult issues involving multiple decision-making parties.

Related Experience

Regulatory and Stakeholder Involvement: Our role in developing national guidance and training related to environmental restoration, coupled with our facility-specific engagements working with project owners, regulators and interested stakeholders gives us unequalled experience in managing the regulatory process. We have facilitated regulatory interactions on CERCLA, RCRA, and NEPA projects in several states for Department of Defense, Department of Energy and National Aeronautics and Space Administration. Our technical facilitation services include: facilitated project scoping; development and maintenance of business rules / team charters; monitoring of progress towards the teams strategic plan; and collaboration / tracking tools (e.g., project website for access to scoping information, project schedules, milestone status tracking).

Program Planning: Sapere staff are experienced in both developing and supporting peer review of environmental restoration project baselines. Our understanding of the scope, schedule, and cost aspects of cleanup projects has been developed through work directly with government agencies as well as several prime contractors across the country.

Process Improvement: Our staff have performed projects that include the restructuring of environmental restoration programs (DOE's Savannah River Site) as well as integrating programs to achieve schedule and cost efficiencies (i.e., D&D Re-engineering at DOE's Mound Plant). Through systems analysis, project risk evaluation and technical evaluations of management options, we have developed the expertise necessary to improve performance.

Point of Contact

Kevin Kytola
Chief Operating Officer
509-524-2343
kkytola@sapereconsulting.com

OVERVIEW OF ENVIRONMENTAL RESTORATION EXPERIENCE WITH THE US DEPARTMENT OF ENERGY

Sapere and its principals have provided management consulting services to DOE-HQ (EH, EM, and LM), DOE Field Offices and their contractors that have resulted in cost and schedule savings as well as improved regulatory, DOE, and contractor relationships. Sapere staff have facilitated decision-making core teams and supported program planning and project implementation at the following DOE facilities:

- Brookhaven National Lab (New York);
- West Valley Demonstration Project (New York);
- Oakland Operations Office (California);
- Pantex Plant (Texas);
- Savannah River Site (South Carolina);
- Grand Junction (Colorado);
- Separations Process Research Unit (New York);
- Oak Ridge Office (Tennessee);
- Nevada Test Site (Nevada);
- Paducah Gaseous Diffusion Plant (Kentucky);
- Mound Plant (Ohio);
- Los Alamos National Lab (New Mexico);

Sapere's broad experience in technical facilitation, strategic planning, decision analysis and risk management in both the headquarters and field office venues gives them a unique perspective spanning guidance/policy development to on-the-ground project implementation.

Sapere staff have supported the evaluation, development, and implementation of specific process improvements related to Core Team scoping. This support has included frequent facilitation of D&D, Soils & Groundwater, and Tank Closure teams in the planning and implementation of projects. These consensus based scoping meetings provide the foundation for determining the preferred response strategy and associated regulatory documentation within CERCLA, RCRA, and NEPA frameworks. The technical facilitation and strategic documentation developed by Sapere is recognized by DOE and its regulators as instrumental to the success of the Core Team process.

In past department-wide initiatives to assist large and small sites in developing credible baselines to achieve EM Completion, Sapere has worked with DOE managers to identify project and programmatic risks, critiqued baselines, developed a model GFSI/Contractor integrated baseline, developed and drafted fact sheets on EM Completion, Site Transition, and GFSI/Federal

Baselines. Sapere has supported development of all elements of the EM completion decisions in compliance with DOE Order 413, and assisted the closure sites in development of their 413 Critical Decisions (e.g., requirements, conceptual design, project completion).

Sapere and its principals have demonstrated the unique ability to lead and author several national guidance and training manuals that define innovative and widely supported methods of achieving cost and schedule reductions. All of these efforts have consistently gained EPA support, if not endorsement, as noteworthy and unique efforts. Further, EPA has consistently been supportive of the streamlining principles put forth in these guidance documents and training courses. Specifically, Sapere principals and staff have developed:

- Four national DOE guidance documents that have received endorsement from EPA including **DOE's Remedial Investigation/ Feasibility Study Process, Elements and Techniques Guidance** (1991), **DOE's Phased Response/Early Action Guidance** (1993), **DOE's ER Design and Action Guidance** (1999), and **Mound's Building Disposition Process Monograph** (1999).
- Five national fact sheets issued jointly by EPA and DOE that focus on implementing the ER Principles including, **Using contingent removal actions to expedite environmental restoration, Managing uncertainty during environmental restoration, Early identification of a likely response action, Use of a core team, and Problem identification.**
- A national training course entitled **Principles of Environmental Restoration: Improving ER Cost, Schedule and Technical Performance.** This training course, jointly sponsored by DOE and EPA, has been provided to most major DOE facilities. Sapere led the development of the course and is currently leading the presentation of the training course to DOE facilities, private industries, and their regulators.
- Five fact sheets focused on EM Completion and Transition including: **Definition of EM Completion and DOE Site Closure; Integrated Project Baselines: Developing a Credible Plan for EM Completion; Integrated Management Framework for EM Completion; EM Completion: Implementing the Critical Decision 4 Process; and EM Completion: Transitioning LTRA Responsibilities.**

Project Examples for Select Services

July 2010

Below is a summary of project examples for services that Sapere staff have provided over the previous 10 years. The project examples are organized around the following types of projects:

1. Strategic Planning and Decision Analysis
2. Process Reengineering, Benchmarking and Lessons Learned
3. Risk Management
4. Project Baseline Planning and Cost & Schedule Evaluation
5. Regulatory Documentation
6. Project Facilitation/Mediation

1. Strategic Planning and Decision Analysis:

- **DOE Order 435.1 Planning Process:** Sapere is facilitating the Integrated Project Team and developing Critical Decision documentation for the planning of the DOE Order 435.1 update. In addition, Sapere developed a collaborative website where team members were given secure access to project background information, meeting notes, strategic planning documents, a group calendar, action items and team contact information. Sapere developed two decision-support documents for DOE management (i.e., Statement of Mission Need and Project Execution Plan). The Statement of Mission Need provides the rationale for DOE to invest in the update project.
- **Santa Suzanna Field Laboratory Historical Site Assessment:** Sapere staff conducted an Historical Site Assessment for SSFL Area IV in support of D&D removal action decision making and various regulatory and community relations initiatives.
- **F&H Area Hazardous Waste Management Facility Corrective Action Evaluation Strategy:** Consulted with project management and technical support staff on the development of a strategy to 1) evaluate the effectiveness of an interim groundwater corrective action; and 2) identify additional information needs related to the evaluation and selection of a final corrective action. Efforts included evaluation of existing project information, meeting with project personnel to understand project objectives, and authoring a strategy for subsequent project activities. The strategy was based on a systematic approach to integrating multiple regulatory, engineering and scientific initiatives such that project objectives, and progress towards those objectives, could be communicated with State of South Carolina RCRA oversight personnel.
- **Old Radioactive Waste Burial Ground RFI/CMS:** Provided consultation to the Environmental Restoration program at DOE's Savannah River Site for the scoping and planning of the Old Radioactive Waste Burial Ground remediation project (RFI/CMS). Efforts included working with site personnel to evaluate existing information, determine a need for action, define specific "hot spots" and evaluate potential response actions. Additionally, a computer-based decision analysis tool was used to evaluate the life-cycle cost impacts of various corrective action options. The effort included participating in external (i.e., regulatory, citizens advisory board) and internal (i.e., project staff, management) meetings.

- **Site Evaluation Program:** Led an initiative to improve the decision making process for the Savannah River Site “Site Evaluation Program”. This program is focused on evaluating suspect waste site and determining whether or not they require more detailed evaluation as a potential threat to human health and the environment. The process improvement initiative addresses interaction with regulatory agencies, establishing decision making criteria, and documentation of key agreements. The project resulted in development of decision logic and associated process descriptions for inclusion in the SRS federal facility agreement.

2. Process Reengineering, Benchmarking and Lessons Learned:

- **United States Department of Energy National Focus Project:** In a DOE-wide initiative to assist large and small sites in developing credible baselines to achieve EM Completion, Sapere worked with DOE managers to identify project and programmatic risks, critiqued baselines, developed a model GFSI/Contractor integrated baseline, developed and drafted fact sheets on EM Completion, Site Transition, and GFSI/Federal Baselines. Sapere has supported development of all elements of the EM completion decisions in compliance with DOE Order 413, and assisted the closure sites in development of their 413 Critical Decision submissions (e.g., requirements, conceptual design, project completion).
- **Decommissioning Project Root Cause Analysis:** Supported the development of a project root cause analysis of facility decommissioning project at Brookhaven National Lab that failed to meet its cost and schedule objectives. The project included the independent assessment of how the project was executed and managed, identification of major symptoms of project failure, and detailed evaluation of root causes. The evaluation provided program, project, and sub-contractor management with lessons learned to incorporate into future project planning.
- **D&D Characterization Strategy Benchmarking Study:** Led a benchmarking project for Kaiser-Hill at DOE’s Rocky Flats Site. The project entailed evaluating the current RFETS approach to building characterization and comparing that approach to other D&D projects within and outside of the DOE Complex. The project identified opportunities for improvement related to level of effort and timing of characterization activities for demolition projects.
- **Building Disposition Reengineering:** Redevelopment of approach to building disposition at DOE’s Mound Facility in Miamisburg, OH. This reengineering effort entailed identification of opportunities for improvement within the existing facility disposition program. Specifically, the task included a detailed evaluation of building disposition activities (e.g., safe shutdown, D&D, surveillance and maintenance) to identify opportunities to eliminate, integrate, or improve currently defined technical activities. The result is a building disposition process which expedites the disposition of personal and real property, optimizes resource utilization, and maximizes project efficiencies. Client estimated life cycle programmatic savings of approximately \$140 million.

3. Risk Management:

- **ETEC Risk Management Plans:** Developed Risk Management Plans for the DOE and Boeing Company to complete a \$98 million environmental cleanup and waste management project at the Energy Technology and Engineering Center (ETEC).
- **SLAC Risk Management Plans:** Developed Risk Management Plans for a DOE ID/IQ Contractor to complete a \$16 million soil and groundwater remediation project at the Stanford Linear Accelerator Center (SLAC).

- **Rock Island Dam Risk Management Strategy:** Consulted with project management staff at Chelan County Public Utility District to develop and implement a risk management strategy for the Juvenile Fish Protection Program. Efforts include 1) the identification and analysis of uncertainties that influence performance, implementability and cost of alternate fish bypass actions; 2) development of decision logic to establish program direction as information is gained on actual performance of fish bypass actions; and 3) management of a team of PUD staff and technical contractors in the evaluation of alternate fish bypass actions.
- **Alternative Fuels Evaluation:** Led an effort to review and perform a risk analysis on alternative fuels for Chelan County Public Utility Districts Diesel Generator Farm in Wenatchee, WA. Efforts included coordinating a detailed review of Aquafuel™ and biodiesel including an evaluation of the potential impacts to emissions, generator performance and cost. Sapere staff coordinated a test of biodiesel and provided recommendations to utility management regarding the efficacy of full-scale use of biodiesel.

4. Project Baseline Planning:

- **The Boeing Company Performance Baseline:** Sapere staff led the development of an integrated performance baseline documenting scope, schedule, and cost of achieving EM Completion at the Santa Susanna Field Laboratory. The performance baseline documented more than \$98 million of environmental cleanup and waste management scope to be executed over 12 years. Sapere staff worked with Boeing and the DOE to define project end states; develop and revise cost estimates; identify uncertainties; and incorporate internal and external comments. The baseline passed a DOE Independent Project Review with minimal comment.
- **Idaho National Laboratory Radioactive Waste Disposal Project:** Compiled a cost estimate for 6 alternatives for retrieval, transportation, sorting, repackaging, and disposal of remote handled waste buried at the Idaho National Laboratory. Sapere staff worked with engineering contractor to revise existing estimates and supplement them with new and modified estimates to develop total cost estimates for each of the 6 alternatives. Cost ranges were developed for each alternative based on an evaluation of estimate for maturity.
- **Reactor Decommissioning Performance Baseline Planning and Review:** Participated in the initiation and definition stages of an acquisition strategy; project execution plan and risk management plan for the decommissioning of two out-of-service research reactors at a DOE facility. Activities included a detailed review of compliance with DOE Order 413.3, assessment of reasonableness of scope assumptions, and review of scope relative to regulatory expectations.
- **Project Closeout Documentation:** Developed a comprehensive report summarizing nearly 20 years of environmental restoration activities at a DOE research facility. This report meets the DOE's internal project management closeout requirements, as well many of the EPA's requirements for the eventual delisting of the facility from the National Priorities List.

5. Regulatory Documentation

- **Savannah River Early Action Proposed Plan:** Sapere staff are currently working with Savannah River Nuclear Solutions in the development of a regulatory strategy and associated Proposed Plan for an early action decision for insitu decommissioning of production reactors at the Savannah River Site.
- **Pantex Plan Proposed Plan and Record of Decision:** Subsequent to facilitating the regulatory core team agreement to problems and associated responses for environmental releases at the Pantex Plant, Sapere staff have developed the Proposed Plan and Record of

Decision associated with the CERCLA workscope. Sapere is currently supporting the development of an institutional controls and monitoring implementation plan.

- **Solid Waste Management Unit (SWMU) 4 Removal Action Documentation:** Sapere staff are developing regulatory documentation (i.e., Removal Notification, EE/CA, Action Memorandum, Removal Action Work Plans) for the planned excavation of an historical disposal site where radiological and non-radiological waste was disposed.

6. Project Facilitation/Mediation:

- **Multiple Federal and Private Entities:** Sapere staff have guided decision making teams for the US Department of Energy, US Department of Defense, NASA, and private clients across the country. The focus of the facilitation is to establish clear definition of project end states and develop technical strategy to achieve those end states as efficiently as possible. Services include onsite support of face-to-face meetings, remote support through Net Meetings, development of decision logic, development of project strategies, and review of regulatory documentation as it relates to real time decision making.
- **Diverse Perspectives on the July 1959 Sodium Reactor Experiment Accident:** Sapere staff facilitated a one-day public workshop focused on communicating various opinions and observations of a test-reactor accident at the Santa Suzanna Field Laboratory. The workshop included past site workers, public interest groups and a panel of three nuclear reactor experts.
- **Paducah Gaseous Diffusion Plant Citizens Advisory Board:** Sapere staff are facilitating bi-monthly meetings of the Paducah CAB in Paducah Kentucky. The meetings entail technical presentations from project staff, development of board recommendations, voting and public comment.