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November 7, 1997

John Wagoner, Manager  
U.S. Department of Energy, Richland Operations  
P.O. Box 550 (A7-50)  
Richland, WA 99352

Subject: Restoring and Accelerating D&D Budget

Dear Mr. Wagoner:

Declining budgets are causing poor business decisions, which can affect safety adversely. In the long run, this will significantly raise cleanup life-cycle costs. The Board is concerned that poor business decisions put not only scarce money, but the safety of workers at risk.

The delays proposed for the decontamination and decommissioning work would require the layoff and retraining of workers. When workers are hired (or rehired), they must be trained, which takes time and money from the cleanup program. Productivity plummets when teams disband. Loss of institutional memory is not worth the cost-savings; it takes still more time for a new group of workers to establish their productive rhythms and function effectively as a team.

These are ineffective and unproductive uses of taxpayer funds, and they are bad business. Further, when routines are broken, the conditions ripen for serious accidents.

The Board supports funding an accelerated Interim Safe Storage project in Hanford's decontamination and decommissioning budget because it achieves the following:

1. It efficiently employs a trained, motivated, and experienced work force.
2. It reduces risk to workers by minimizing the need for access to shutdown reactors.
3. It significantly reduces surveillance and maintenance costs and the potential for releases to the environment.
4. It saves the costs of severance, rehiring, and retraining for the decontamination and decommissioning work force.
5. It contributes to fulfilling USDOE's legal commitment for cleanup along the Columbia River.

We look forward to your response and to periodic progress updates on this matter.

Very truly yours,

Merilyn B. Reeves, Chair  
Hanford Advisory Board

cc: Al Alm, DOE-HQ

Alice Murphy, Designated Federal Official  
Chuck Clarke, Regional Administrator, U.S. EPA  
Tom Fitzsimmons, Director Washington Department of Ecology  
The Oregon and Washington Congressional Delegations  
Randy Smith, Environmental Protection Agency  
Dan Silver, Washington Department of Ecology

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*This advice represents HAB consensus for this specific topic. It should not be taken out of context to extrapolate Board agreement on other subject matters.*

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*For questions or comments, please send [email](mailto:Hanford_Advisory_Board@rl.gov) to Hanford\_Advisory\_Board@rl.gov  
HAB Consensus Advice #76  
Subject: Unregulated, Offsite Private Waste Disposal  
Adopted: November 7, 1997*