



**CONVENING REPORT ON THE  
ESTABLISHMENT OF AN  
ADVISORY BOARD TO ADDRESS HANFORD CLEANUP ISSUES**

**Prepared by:**

**The Keystone Center  
P.O. Box 8606  
Keystone, Colorado 80435**

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**P.O. Box 8606, Keystone, Colorado 80435-7998 Phone 303/468-5822 Fax 303/262-0152**

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**Prepared By  
Tim Mealey and Barbara Stinson  
The Keystone Center**

## TABLE OF CONTENTS

	Executive Summary .....	i
I.	Introduction and Background .....	1
II.	Mission and Purpose .....	3
III.	Scope of Issues to be Addressed .....	4
IV.	Expectations and Commitment of the Tri-Party Agencies and Hanford Advisory Board Members .....	6
V.	Proposed Structure of the Hanford Advisory Board .....	8
VI.	Interests to be Represented on the Hanford Advisory Board .....	11
	Delineation of Affected Interests .....	11
	Rationale for Each Interest .....	12
	Balance Among Interests .....	21
VII.	Nomination and Membership Selection Process .....	24
	Overview .....	24
	Membership Selection Categories .....	24
	Nomination and Membership Selection Process .....	26
VIII.	Operating Procedures, Ground Rules, and Other Issues .....	27

Appendix A: Interview List

## EXECUTIVE SUMMARY

On July 12, 1993, the Tri-Party agencies -- the U.S. Environmental Protection Agency (EPA), U.S. Department of Energy (DOE), and the Washington Department of Ecology (Ecology) -- launched an effort to form an advisory board to address Hanford cleanup issues. In August, 1993, The Keystone Center (TKC), a non-profit environmental mediation and conflict management organization, was invited to serve as neutral convenor for the Tri-Party agencies and those considered to have a stake in cleanup issues at Hanford. TKC was asked to explore the potential to form a standing, site-specific advisory board to address Hanford cleanup issues.

TKC's convening activities since August have included:

- conducting interviews with more than 70 representatives of affected stakeholders;
- reviewing written and telephone comments received as a result of the July 12 letter;
- attending meetings of the Washington Nuclear Waste Advisory Council and the Hanford Summit; and
- meeting with a small group of diverse stakeholders in informal brainstorming sessions to discuss critical convening issues and prepare a draft charter.

A full list of those interviewed during these activities is provided as Appendix A of the Convening Report. It includes representatives of local citizen and government interests, local business interests, labor/work force interests, local environmental interests, regional environmental, citizen, and other public interest groups, regional business interests, the State of Oregon and various regulating and regulated agency representatives.

Our convening activities led us to conclude that general support exists among all stakeholder interests for the formation of an ongoing advisory board to address Hanford cleanup issues. This document represents an analysis of the stakeholder concerns regarding the scope, mission, and purpose of the HAB; the interests to be represented on the Board; and other matters. The report does not contain decisions, but rather offers a framework and issues for consideration.

An Ad Hoc Charter Drafting Group met on two occasions to develop a charter for the HAB to be further discussed by all stakeholders. This group also developed a draft mission statement for the HAB. This statement suggests that the purpose of the group would be to serve as an independent, non-partisan, and broadly representative body to provide informed recommendations and advice to the Tri-Party agencies on major policy issues related to the cleanup of the Hanford Site.

The proposed scope of issues to be addressed by the HAB is cleanup issues of major policy significance, including but not limited to: environmental protection; restoration of contaminated

areas; waste management; environmental monitoring; worker and public health and safety; tracking progress in meeting regulatory milestones; technology development and transfer; and public involvement in Hanford decision-making.

We believe that each of the Tri-Party agencies are firmly committed to forming an advisory board that can address Hanford cleanup issues in a forthright and timely manner, free of agency control. Tri-Party agencies are committed to listening and honoring the points of view of Board members while providing adequate notice regarding emerging issues to be able to utilize the advice of the Board in Hanford cleanup decisions.

The structure of the Board is envisioned as a series of tiered opportunities for public involvement. The Board itself is proposed to be constructed of 30-35 members and forms the first tier. Standing Sub-committees of the Board, as well as ad hoc Task Forces and Work Groups, may be organized to address issues of concern or significance. We are recommending that people who are not members of the HAB, including technical and policy experts, be included in these subgroups. The third tier of involvement would consist of a variety of public involvement activities related to the HAB and to Hanford activities, in general.

After conducting over 70 interviews with representatives of a broad cross-section of interests, we believe the following types of interests have a clearly definable stake in the outcome of Hanford cleanup decisions and, therefore, must be represented on the HAB:

- local citizen and governmental interests;
- local business interests;
- local environmental interests;
- labor/work force interests;
- regional environmental, citizen and other public interests;
- regional business interests;
- tribes with ceded lands on or adjacent to Hanford;
- the State of Oregon; and
- the general public.

A rationale for the inclusion of each interest is provided in the Convening Report. In addition, we have recommended a specific number of seats for each interest and listed the potential organizations and institutions to fill the seats for each interest.

The membership selection process relies on the analysis of the affected interests and the institutions and organizations that can best represent those interests. Where possible it leaves the selection of specific individuals representing those interests to existing institutions and organizations. Where this is not possible, we recommend that a neutral third party, such as The Keystone Center, work closely with EPA and Ecology, and in consultation with DOE, to make membership selection decisions in a publicly accountable manner.

A nomination form is included with this document and should be submitted to the Tri-Party agencies between November 1 - 30, 1993. The mailing address for submittal is printed on the nomination form. Initial membership selection decisions will be announced by **December 20, 1993**.

Following this public announcement, an organizational meeting, open to the public, will be held in mid-January, 1994 to receive further comment on the Board structure, membership, draft charter and groundrules.

## I. INTRODUCTION AND BACKGROUND

### Overview of Convening Activities

On July 12, 1993, the Tri-Party agencies -- the U.S. Environmental Protection Agency (EPA), U.S. Department of Energy (DOE), and the Washington Department of Ecology (Ecology) -- launched an effort to form a standing, site-specific advisory board to address Hanford cleanup issues. Approximately 4,500 persons interested in Hanford issues received a letter inviting comment on the formation of a board. With over 100 written and verbal comments received on the size, structure, membership, and potential scope of the board received, the process of convening a board to address Hanford cleanup issues -- the Hanford Advisory Board (HAB) -- began.

In August, 1993, The Keystone Center (TKC), a non-profit environmental mediation and conflict management organization, was invited to serve as neutral convenor for the Tri-Party agencies and those considered to have a stake in cleanup issues at Hanford. Since mid-August, we have:

- conducted interviews with more than 70 representatives of affected stakeholders;
- reviewed written and telephone comments received as a result of the July 12 letter;
- attended meetings of the Washington Nuclear Waste Advisory Council and the Hanford Summit; and
- met with a small group of diverse stakeholders in informal brainstorming sessions to discuss critical convening issues and prepare a draft charter.<sup>1</sup>

The enclosed report results from these convening activities and represents our recommendations and suggested guidelines for proceeding with the establishment of the HAB.

TKC has been involved in many state, local, regional, national, and international efforts to resolve issues in hazardous and radioactive waste management, including the convening and facilitation of the *Federal Facilities Environmental Restoration Dialogue Committee (FFERDC)*. In February 1993, this federally chartered advisory committee of diverse stakeholders from federal and state agencies, tribes, and environmental, citizen, labor and Native American organizations issued an *Interim Report* presenting "a new vision for the cleanup of contamination of federal facilities throughout the country."

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<sup>1</sup>The individuals we met with on October 5 and October 25 are noted in Appendix A and are hereafter referred to in this report as the "Ad Hoc Charter Drafting Group."

The FFERDC report provides guidelines intended to renew confidence in and commitment to federal agency cleanup programs. Guidelines are outlined for disseminating and exchanging information with affected stakeholders, soliciting input from affected stakeholders, and improving agency accountability through enhanced stakeholder involvement in the budget process. The recommendations suggest that improvements in the process of involving affected stakeholders can be accomplished through the creation and use of site-specific advisory boards. The boards would be established to actively involve representatives of affected interest groups or stakeholders in the cleanup decision-making process.

This document represents an analysis of the stakeholder concerns regarding the scope, mission, and purpose of the HAB; the interests to be represented on the Board; and other matters. **The report does not contain decisions, but rather offers a framework and issues for consideration.** The Tri-Party agencies will be receiving comments on all aspects of this analysis through **Tuesday, November 30, 1993**. The address for submitting comments is:

Washington Department of Ecology  
Office of Nuclear and Mixed Waste  
Attn: Max Power  
P.O. Box 47600  
Olympia, Washington 98504-7600  
phone: 206-407-7118

Following receipt of comments, TKC will work with the U.S. Environmental Protection Agency, the Washington Department of Ecology, in and the U.S. Department of Energy, to analyze the comments received and proceed with the selection of Board members based on the membership selection process recommended in this report. Initial Board appointments will be announced no later than **December 20, 1993**. We expect that an additional opportunity for written comments on these membership decisions will be provided at that time. It is hoped that the first organizational meeting of the Board will take place by mid-January, and will open with opportunities for further comment on the Board structure, membership, draft charter, and groundrules.

A full list of those interviewed during these activities is provided as Appendix A. It includes representatives of local citizen and government interests, local business interests, labor/work force interests, local environmental interests, regional environmental, citizen, and other public interest groups, regional business interests, the State of Oregon and various regulating and regulated agency representatives. While we did speak to representatives of each major interest, time did not permit us to talk to everyone we would have liked. We have purposely advised the Tri-party agencies to design the nomination process and public comment period to reveal additional information and offer supplementary opportunities for discussion of the issues surrounding formation of the HAB.

Our convening activities led us to conclude that general support exists among all stakeholder interests for the formation of an ongoing advisory board to address Hanford cleanup issues.



Widespread support also exists for convening the HAB as quickly as possible, recognizing that it is necessary to establish the Board in a manner that provides it with as much credibility and legitimacy as possible.

Much of the support for the Board's formation emanates from the perceived effective operation of other recent advisory efforts, such as the Future Site Use Working Group and the Tank Waste Remediation System Task Force. While the HAB will attempt to build upon the success of these activities, it will operate differently in several important aspects. If the HAB is formed as currently envisioned, it will serve as a permanent, standing body that will advise all three of the Tri-Party agencies as well as other state and federal agencies, as appropriate. The Board will address a broad range of policy-related cleanup issues. The members of the Board will be appointed to represent specific interests, institutions, or organizations and will serve for specific terms on a rotating basis. Each of these features is treated at length in the sections of the report that follow.

### Orientation to Report

This report contains a description and analysis of several considerations key to the establishment of a credible and legitimate advisory board. Specifically, the next section, Section II, provides a description of the proposed mission and purpose of the HAB. Section III defines the scope of issues that could be addressed by the HAB. Section IV outlines the sponsoring agencies' perceived benefits of convening an ongoing advisory board, as well as commitments regarding utilization of the Board's advice. In Section V, we propose a structure for the HAB, and in Section VI, we provide our analysis of the interests to be represented on the HAB. Section VII delineates the nomination and membership selection process and Section VIII outlines certain procedural and other issues. Enclosed for information purposes are an interview list, proposed charter and nomination form.

The proposed charter was developed by the Ad Hoc Charter Drafting Group. The nomination form was developed by The Keystone Center as a means of implementing our recommendations on the interests to be represented, and the nominating and membership selection processes.

## **II. MISSION AND PURPOSE**

The *FFERDC Interim Report* calls for the establishment of site-specific advisory boards that consist of a broadly representative and balanced mix of the diverse interests that are affected by cleanup issues at a particular federal facility. The Report states that such boards shall provide advice and recommendations to the primary regulating and regulated agencies on major cleanup policy issues. In the case of the Hanford Site, this includes the U.S. Environmental Protection Agency and the Washington Department of Ecology, as the primary regulating agencies, and the U.S. Department of Energy as the regulated agency. Based on these recommendations, the Ad Hoc Charter Drafting Group has developed the following draft mission statement for the proposed HAB:

*The Hanford Advisory Board -- hereafter referred to as the 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 primary mission of the Board is to provide informed recommendations and advice to the U.S. Department of Energy, the U.S. Environmental Protection Agency, and the Washington Department of Ecology -- hereafter referred to as the Tri-Party agencies -- on major policy issues related to the cleanup of the Hanford Site.*

*The goal of the Board is to develop consensus recommendations and advice. When this is not possible, the Board will convey its recommendations and advice in a manner that communicates the points of view expressed by all Board members.*

*The Board will play a key role in ensuring meaningful and effective involvement of the key stakeholders in Hanford cleanup decisions. Through its open public meetings and advice on agency public involvement activities, the Board will also ensure that the broader public is well informed and meaningfully involved in Hanford cleanup decisions.*

We believe this mission statement will serve as an excellent touchstone for the creation and ongoing efforts of the HAB. Some possible secondary purposes of the HAB might include sharing information and perspectives, or providing advice, on issues that are not directly related to cleanup, or on cleanup issues that are not considered to have major policy significance.

### **III. SCOPE OF ISSUES TO BE ADDRESSED**

In recent years, the primary mission of the Hanford site shifted from nuclear weapons production to environmental cleanup. Therefore, the proposed focus of the HAB is cleanup issues of major policy significance. All major policy issues to be addressed at the Hanford site could potentially fall within the scope of issues to be addressed by the HAB. All stakeholders we have talked to recognize it will not be possible for the proposed HAB to provide informed recommendations and advice on literally all major Hanford policy issues directly or indirectly related to the cleanup mission. The Board should, therefore, work closely with the Tri-Party agencies to identify and prioritize the "major" cleanup policy issues.

By way of background, we mention that the FFERDC meant "cleanup issues" as "environmental restoration issues, as well as the waste management and technology development issues that are related to environmental restoration." Because the primary mission at Hanford is cleanup, we believe it is inappropriate to artificially limit what constitutes a "cleanup" issue. We believe there is widespread support to explicitly acknowledge that at Hanford such issues include, but are not limited to, *environmental restoration of contaminated areas, environmental monitoring, waste management, including the treatment, storage, and disposal of all solid, hazardous, radioactive and mixed wastes at the Hanford site, and associated technology development.*

The Tri-Party Agreement (TPA) is the primary instrument through which major policy issues related to cleaning up the Hanford site are decided, prioritized, and tracked. In short, this regulatory instrument sets the broad strategic direction for Hanford cleanup activities. It establishes the milestones that the regulating agencies -- EPA and Ecology -- use to hold the regulated agency -- DOE -- accountable to its public commitments. Thus, a major focus of the HAB will undoubtedly be the content of, and any proposed changes to, the TPA; as well as tracking agency progress in meeting and enforcing TPA milestones. In interviewing affected stakeholders and agency officials, we have also identified a number of other potential "major" policy issues. These include, but are not limited to:

- reviewing the budgeting and funding of specific Hanford cleanup activities;
- the determination of future land uses and the release of Hanford lands for other uses, including proposed new missions and the effective transition of the Hanford site from cleanup activities to other social, environmental, and economic uses, to the extent that the Board determines such uses impact or are impacted by the Hanford cleanup mission;
- waste management issues, including the treatment, storage, and disposal of all solid, hazardous, radioactive, and mixed waste currently at the site, or generated at the site in the future;
- transportation of wastes and hazardous materials to and from the site;
- the maintenance, restart, or decommissioning and decontamination of contaminated facilities;
- the protection and restoration of natural resources and ecological values;
- impacts on the Columbia River;
- protecting worker and local/regional public health and safety;
- technology development and transfer; and
- strategies for effectively and meaningfully involving the public in decisions regarding cleanup of the Hanford site.

Several other "major" Hanford policy issues are directly or indirectly related to cleanup. These potentially are being addressed in other fora and may not need to be addressed by the full HAB. These issues may require consideration by standing committees, task forces or work groups (see Section V Proposed Structure of the HAB), depending on the priorities established by the Board and Tri-Party agencies, as well as the effectiveness of the other fora in addressing key issues. Issues that may fall into this grouping include:

- Health concerns and potential compensation issues related to human exposure from radionuclide emissions that occurred during the operating period of the Hanford Reservation (i.e., health concerns related to past exposures);
- Natural resource damage assessment and compensation issues; and
- Employee concerns related to the protection of "whistleblowers" and the investigation of health and safety and other claims by whistleblowers.

At a minimum, the HAB members should coordinate their input on the concerns overlapping the final, agreed upon mission of the Board. It may be helpful for the HAB to establish a means of tracking developments in these policy areas, as well as to meet with the various advisory groups and institutions that are actively involved in the policy formation process. Other potential fora for coordination include the Health Study Technical Steering Panel, the proposed Hanford Health Advisory Panel, the Natural Resources Damage Assessment Trustee Council, and the proposed Joint Employee Concerns Council.

#### **IV. EXPECTATIONS AND COMMITMENT OF THE TRI-PARTY AGENCIES AND HANFORD ADVISORY BOARD MEMBERS**

Many stakeholders have expressed concerns about the commitment Tri-Party agencies -- EPA, Ecology and DOE -- to utilizing the proposed HAB in an appropriate manner. Specific concerns have surfaced regarding control of the makeup of the HAB membership, its agenda, or how the agencies will respond to the advice and recommendations offered by the HAB.

From the convening interviews, we have concluded that each of the Tri-Party agencies are firmly committed to forming an advisory board that can address Hanford cleanup issues in a forthright and timely manner, free of agency control. Some agency officials, particularly at DOE, have expressed the desire to form such an advisory board as quickly as possible so that the Tri-Party agencies have the opportunity to obtain timely advice on currently pressing major policy issues. We view this desire as a testament to their commitment to make use of the proposed board in a manner that is consistent with the desire of other stakeholders.

The sponsoring agencies have jointly expressed their views regarding the benefits that would accrue from the use of such a Board. Among other benefits, the Tri-Party agencies are committed to forming a Board that will:

- be a well-informed group of local, regional, and tribal representatives who are focused on problem solving and providing input on key policy decisions;
- improve open communications between and among Board members, the sponsoring agencies, and the public;
- provide broader, more robust definitions of problems, priorities and alternatives;

- receive information on budget matters early in the federal budgeting process so as to enable the Board to play a meaningful role in budget decisions;
- help the agencies reach key decisions and set priorities in an era of tight budget constraints;
- provide a forum in which the agencies are publicly accountable for progress on Hanford cleanup and compliance with all applicable state and federal laws;
- provide a forum that can compliment and help focus, but not duplicate or supplant other Hanford public involvement activities; and
- advise agencies on how to coordinate and carry out these activities in ways that maximize public involvement opportunities and minimize unnecessary duplication and conflicts in scheduling and contribute to agency decisions that better reflect the principles and values of all of the diverse Hanford interests.

In order to address the concerns of stakeholders regarding agency commitments on the use of the HAB, and as a means of harnessing the sponsoring agencies' perceived benefits of the HAB, the agencies have also publicly expressed their collective commitments to the HAB. The sponsors have stated that they will:

- not attempt to control the Board or its agenda;
- treat Board members with candor and respect;
- listen to and try to understand Board members' views;
- honor, respond and give serious consideration to the views, recommendations and advice of the Board in agency policy development, decisions and actions;
- provide sufficient notice to the Board regarding emerging issues and imminent policy decisions in time for the Board to make a choice about whether it wishes to provide recommendations and advice on the decision and/or the manner in which the broader public should be involved in the decision;
- respond in writing to all written recommendations of the Board, stating the manner in which Board recommendations were incorporated into agency decision-making processes and, if applicable, the reason(s) why Board recommendations were not adopted or followed and how that advice might be changed to become acceptable;
- provide written responses to all written recommendations of the Board in a timely manner, wherever possible affording the Board opportunity to correct information, reply to, or have a dialogue regarding the agencies responses prior to final agency action;

- invite and encourage other agencies involved in issues being addressed by the Board to either participate or interact with the Board;
- work with the Board to provide funds for independent technical assistance, staff and other administrative support, facilitators, and access to information and agency personnel that the Board determines is needed to fulfill its mission;
- ensure that senior agency managers (such as the Assistant Director for Waste Management of the Washington Department of Ecology, the Waste Management Division Director of EPA Region 10, and the Deputy Site Manager of DOE's Richland Operations Office) attend and participate in Board meetings, along with whatever additional agency staff may be necessary and helpful, without overburdening the Board with agency staff participation; and
- help Board members develop clear and understandable information to Board members' constituencies and to the general public.

Board members and their alternates are expected to:

- attend and participate actively in regular meetings, to read and be prepared to comment on documents, and be available for work between formal meetings (e.g., conference calls); and
- represent information, especially information contained in draft documents, accurately and appropriately, to consult with their constituencies, and to keep their constituencies well informed.

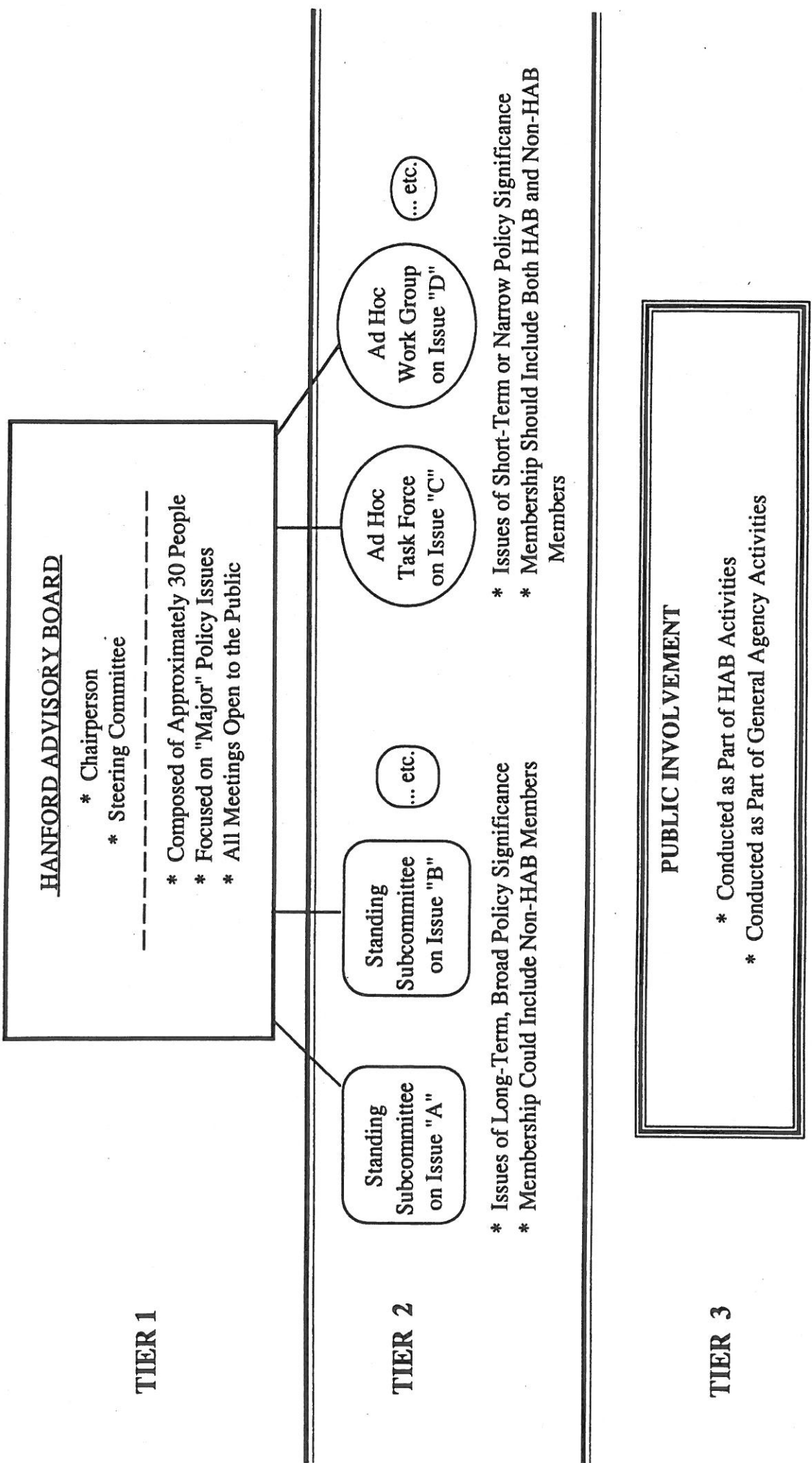
We believe these commitments, if followed, will establish a strong foundation for building trust and credibility between the agencies and affected stakeholders. These commitments and others that may be developed can form the basis for developing an effective, agreed upon set of ground rules for the HAB operation.

## **V. PROPOSED STRUCTURE OF THE HAB**

Before providing our recommendations on the interests that need to be represented on the proposed HAB, we felt it would be helpful to provide recommendations on a proposed structure of the HAB. These structural recommendations, along with the previous sections on mission and purpose and scope of issues, should provide stakeholders with a preliminary understanding of what the HAB is, how it will operate, and how all affected stakeholders can effectively participate in the process.

*Figure 1* provides a graphic depiction of the potential structure of the HAB that has been developed through our convening interviews and past experience. This proposed structure has

# Three-Tiered Structure of Potential Involvement in the HAB



received widespread support from the agency staff and affected stakeholders that we have interviewed; it consists of three different levels or tiers of potential involvement.

The first tier is the advisory board itself, comprised of 30-35 members nominated and selected through the process described in Section VII. We envision that each member of the HAB will name one or two alternates who can participate in the Board's deliberations in the absence of the Board member. Together, the member and his or her alternates will constitute a team that can represent the particular interests that they have been selected to represent on the Board.

In addition, the HAB members may wish to form a steering committee to assist in the development of meeting agendas and overall Board strategy. The HAB should also consider whether to select a chairperson. This question is discussed in more detail in *Section VIII -- Operating Procedures, Groundrules and Other Issues*.

We further envision that the membership of the Board would largely be determined in advance and change only in accordance with whatever rotational schedule and ground rules the Board decides to adopt for itself. As noted in the Scope of Issues section, we would envision that the Board will focus on "major" policy issues that have a significant impact on the future direction and schedule of the Hanford cleanup program.

The second tier might consist of at least two different types of subunits to the Board. Standing "subcommittees" might be formed to track issues and provide draft recommendations for the full Board to consider. Examples of these might be standing subcommittees on worker and public health and safety, public involvement, budgeting and financial tracking, and technology transfer. The second type of subunit would be ad hoc "task forces" or focused "work groups" the Board might wish to establish to address issues that are more narrowly defined or time dependent. Examples might be specific cleanup activities or projects that require technical rather than policy advice.

While a balanced selection of Board members would serve on these subunits, individuals and/or organizational representatives offering a specific policy or technical expertise or those that have a particular interest in the topic to be addressed by the task force, work group, or standing subcommittee might also be asked to serve. By opening the members of these subunits to those outside the HAB, the Board accomplishes a number of objectives, including:

- broadening the participation of affected stakeholders in the process of focused, two-way information exchange and dialogue that the Board itself will engage in;
- building the credibility and legitimacy of the Board with all affected stakeholders; and
- extending the ability of the Board to address a range of important policy issues while efficiently focusing the limited time and energy of its members.



Just as the HAB will decide its own operating procedures and groundrules, the Board will need to decide the operating procedures and groundrules of these subunits. The Board will have to also determine whether the subunits will submit their recommendations and advice through the full Board or directly to the agencies.

The **third tier** consists of a variety of public involvement activities related to the HAB and to Hanford activities in general. First, the Board may wish to conduct its own public involvement activities regarding the issues and outcomes of its deliberations. Second, the HAB may wish to involve itself in providing advice to the Tri-Party agencies regarding the types and focus of their Hanford-related public involvement activities.

Building on the recommendations of the FFERDC and the views of the Hanford stakeholders we have interviewed, we strongly recommend that the meetings of the HAB be open to the public and that opportunity be provided at each meeting for public comment and input into the HAB deliberations.

We believe that the sum total of these public involvement activities will provide a strong foundation for the HAB process and a source of new ideas and perspectives for both the HAB and the Tri-Party agencies.

## **VI. INTERESTS TO BE REPRESENTED ON THE HAB**

Among the more difficult convening issues to be addressed is determining the interests to be represented on the HAB, while maintaining sufficient balance and diversity among these many interests. We believe representation has a major impact on the perceived credibility and legitimacy of the proposed Board. Therefore, TKC has devoted a large portion of time to the analysis of representation and membership issues. This section addresses which interests we believe should be represented on the HAB. The next section describes how those various interests might be represented.

### **Delineation of Affected Interests**

As described in the Introduction and Background section, TKC has conducted a several step convening assessment process. The process was designed to lead to recommendations that will be considered by the Tri-Parties and the affected interests. The sections on Interests to be Represented and Membership Selection provide an analysis to be used as guidelines by stakeholders and the Tri-Party Agencies in the actual nomination and membership selection process.

TKC offers the following analysis of the major "interests" affected by Hanford cleanup issues. [We define "interests," as well as the term "stakeholder," as those groups or individuals who are affected by and therefore have a stake in the outcome of decisions regarding Hanford cleanup.] After conducting over 70 interviews with representatives of a broad cross-section of

interests, we believe the following types of interests have a clearly definable stake in the outcome of Hanford cleanup decisions and, therefore, must be represented on the HAB:

- local citizen and governmental interests;
- local business interests;
- local environmental interests;
- labor/work force interests;
- regional environmental, citizen and other public interests;
- regional business interests;
- tribes with ceded lands on or adjacent to Hanford;
- the State of Oregon; and
- the general public.

### **Rationale for Each Interest**

Each of the above stated interests has articulated a clearly definable stake in the outcome of Hanford cleanup decisions. While we hope these groupings of interests represent an exhaustive list of those affected, we acknowledge that additional interests or organizations might be identified in the future.

In addition to the specific interest groups identified above, we recommend that several individuals from the public at-large, not affiliated with a clearly definable interest, serve on the Board. Representatives from each of the Tri-Parties would be participants in an ex-officio (non-voting) capacity. And, ex-officio participation of representatives from various other agencies may be necessary for full discussion of certain issues.

Below, we provide an analysis and rationale for including these specific interests. In addition, we indicate how these interests might best be represented.

### **Local Citizen and Governmental Interests**

The people who are most directly affected by Hanford cleanup issues are those people that live in the surrounding Tri-Cities communities near the site. These people are affected in a myriad of ways due to the sheer size of the site, the magnitude and complexity of the actual and potential impacts associated with site contamination, and the critically important role that Hanford plays in the local economy. The Hanford site not only plays a crucial role in the local economy, but in the environmental safety and overall quality of life of the Tri-Cities area.

For these reasons, local citizens need to play a direct and central role in the HAB. We believe that these interests can best be represented through their democratically elected local governmental bodies. Such bodies, by their very nature, represent as best as possible, the diversity of views and concerns that exist within their jurisdiction.

In analyzing this set of interests we have come to understand that distinctions that can be made between the interests of each of the separate local governmental jurisdictions, especially regarding future land use and cleanup issues. These include the three cities that make-up the Tri-Cities area -- Richland, Kennewick and Pasco -- as well as the three counties that surround the Hanford site -- Benton, Franklin and Grant Counties. We believe that each of these entities has similar yet distinguishable interests in Hanford cleanup issues.

There are other smaller cities and municipal corporations, including Benton City, Prosser, Burbank, Findley, West Richland, and the Ports of Benton and Prosser, that may also have separate and distinguishable interests. We believe these interests can best be represented by the Benton-Franklin Regional Council.

Finally, although we are not recommending that the Benton-Franklin District Health Department have a separate seat, we do believe that this Department of local government can serve a very important role in terms of providing a local public health perspective on the concerns of Tri-Cities residents. Thus, we encourage the local government representatives to utilize the staff from this Department as part of their team and to encourage their participation in appropriate subunits of the HAB.

#### Local Business Interests

Businesses in the Tri-Cities are affected by Hanford cleanup issues by virtue of the impact that those issues have on the environmental and economic health and well-being of the Tri-Cities. Such interests are certainly represented, at least in part, through the local governments of the Tri-Cities area. However, we believe the local governments must represent a broader set of interests and concerns than that of local business.

Within the set of interests that we have referred to as "local business," we believe that there are two distinguishable sets of interests that include agriculturally-based interests and non-agriculturally-based interests. We believe that it is necessary to have two seats devoted to representing these two key segments of the local business community.

With respect to non-agriculturally based interests, we believe these are as diverse as the local economy. The organization that appears to best represent these interests is the Tri-City Industrial Development Council (TRIDEC). Other organizations in the Tri-Cities area also may emerge from the nomination process.

Distinctions can be drawn within the agriculturally-based interests, including, but not limited to, apple, wheat, and root plant growers and processors, and wineries. We believe separate seats to represent each of these interests are not necessary. However, we have not yet identified an institution or organization that is an obvious candidate to effectively coalesce these various agriculturally based interests to participate in the HAB process. Possible organizations include one of the local farms, one or more of the various commodity commissions, the Farm Bureau,

and the subcomponent of TRIDEC that addresses agriculture concerns. We are looking toward the nomination and membership selection process to generate appropriate representation for these interests.

### Labor/Work Force Interests

Hanford workers have a direct and distinguishable interest in Hanford cleanup activities. Worker health and safety issues are perhaps the most potent, but not the only, concerns that workers have in Hanford cleanup decisions.

The recommendations of the FFERDC regarding the membership of site-specific advisory boards distinguishes between workers -- in this case, people who work for DOE or DOE contractors - and those who are in managerial or policy making positions in these organizations. FFERDC did not find it appropriate for those in managerial or policy making positions to provide advice to themselves on issues where they are making publicly accountable decisions.

The FFERDC Interim Report states "... because of the important role that operations and maintenance (O&M) and environmental restoration contractors often play in actually conducting environmental restoration activities on behalf of regulated agencies, agencies should include contractor representatives as part of their team. However, because contractors serve as subordinate agents of the regulated agency, the Committee agrees that contractor participation in SSAB discussions should never serve as a substitute for the participation of senior representatives of the regulated agency. Contractor employees who serve in managerial or policy making positions should not serve as members of SSABs."

Based on these recommendations, and on our Hanford convening activities, we are recommending that the two principal representatives of the organized workforce -- the Central Washington Building and Construction Trades Council and the Hanford Atomic Metal Trades Council (HAMTC) -- be given separate seats.

We understand that these two labor unions represent only a portion, approximately twenty percent, of the approximately 17,000 person Hanford workforce. The remaining eighty percent of the Hanford workforce would therefore not be adequately represented by these two organizations. We also do not believe that their interest could be adequately represented by the participation of local governmental entities from the Tri-Cities. Furthermore, numerous Hanford stakeholders, both from within the Tri-Cities and the broader region, have publicly indicated their desire to involve Hanford workers in public discussions of Hanford cleanup issues in a more "proactive" and "empowering" manner. We are, therefore, recommending that two additional seats be utilized to represent the interests of employees of cleanup contractors, and health and research and development contractors who are: 1) not members of the two unions identified above, and 2) not in managerial positions. Some of the workers that would be included in this category are scientists, engineers, nurses, non-exempt employees (e.g., clerical personnel), and business, financial, and administrative professionals.

Unfortunately, a readily identifiable organization or mechanism by which individuals can be selected to represent these interests does not exist. Also, the labor laws of the United States may not permit the identification of individuals to represent these interests through a democratically-oriented election unless there is a new union formed for this purpose. Finally, we understand that there will be a high degree of concern about such individuals being selected in a manner that ensures their ability to represent these interests unencumbered by pressure from the management of these organizations (i.e., stakeholders do not want to see these seats become management representatives).

Special care must be taken regarding the manner in which individuals are selected to represent these interests. We recommend that proposals for accomplishing this be considered, and publicly reviewed, as part of the nomination and membership selection process. Alternatively, we recommend that this issue be addressed as one of the first items of business during the organizational phase of the HAB, such that these interests can be quickly and credibly represented in critical HAB deliberations.

If the selection process for these two seats proves to be too cumbersome, one option is to establish a panel of employees that would have rotating membership, either on a voluntary or some other basis. This panel would be used by the HAB to obtain input and information from Hanford workers other than those represented by either of the two unions mentioned.

In addition, we have identified worker-related public interests as a separate and distinguishable interest in Hanford cleanup activities. Organizations such as the Government Accountability Project (GAP) might best be able to represent these interests. In particular, GAP represents the concerns of government employee's (and government contractor employee's) that have public policy implications. Typically, these concerns include "whistleblower" protection; worker health and safety issues; waste, fraud and abuse concerns; and issues that relate generally to the protection of public health and the environment.

#### Local Environmental Interests

Similar to local business interests, the separate and distinct interests of local environmental groups are represented to some extent through local governmental bodies. However, due to the broad nature of the interests and issues of concern that must be represented by such bodies, and the particular concern and historic involvement of local environmental groups in Hanford cleanup issues, we believe that such interests warrant a separate seat at the table.

In discussing the interests of local environmental groups we have learned that their primary, but not their only concern, is the preservation of unique habitat at the Hanford site. This concern is of course directly affected by cleanup activities and future site use decisions as they relate to cleanup. We have also learned that there are at least three organizations that have been actively involved in addressing these concerns in the public arena. These include the Columbia River Conservation League, the Lower Columbia Basin Audubon Society, and the Mid-Columbia Archeological Society. We recommend that these, and other organizations that view themselves

as representing a "local environmental interest," work together to select a team of individuals who can best represent their interests through one seat on the HAB.

### Regional Environmental, Citizen and Public Interests

The sheer size of the Hanford site, combined with the magnitude and complexity of the environmental contamination problems at the site, result in impacts felt at a regional, as well as local level. The fact that the Columbia River flows through the Hanford site, and people living along this river -- as well as "downwind" from the site -- have historically been impacted by releases from the Hanford site, has contributed to a growing and acute sense of awareness of these regional impacts. Furthermore, because Hanford is a federal facility that is located on federally owned land, citizens of the United States, not just those in the Tri-Cities area or the State of Washington, have an interest in tax dollars being spent on Hanford cleanup activities in an effective and justifiable manner.

As a result of these perceived interests, numerous regionally-oriented environmental, citizen, and public interest organizations have either been created for the purpose of influencing Hanford cleanup decisions, or have chosen to devote some portion of their organizational resources to the same end. These organizations, which are based in various locations throughout the Northwest, have members that are drawn from the region, and from within the Tri-Cities.

Based on our analysis of these interests, we recommend that five seats be devoted to representing regional environmental and citizen interests, drawing from organizations located in Seattle, Spokane, Portland, and Hood River, and those representing broader, statewide interests. We believe that we have identified most of the organizations that are actively involved in Hanford cleanup issues from these various locations in Table 1 below. In case we may not have identified all possible organizations, we anticipate that the nomination process will uncover additional potential representatives for these interests. In any case, we recommend that all of the regional public interest groups work together to nominate the membership for those five seats and we understand that they are receptive to doing so. If it is not possible for these organizations to collaborate in the selection of representatives for these five seats, we would suggest that the membership selection process be based on criterion such as:

- mission and purpose of the organization;
- level of historic involvement in Hanford cleanup issues;
- relative strength (e.g., as measured by the number of members or some other criteria);
- effectiveness of the organization in accomplishing its expressed mission; and
- achieving geographic diversity in representation.

### Regional Public Health Interests

Certain regionally oriented organizations address issues related to public health and environmental concerns and should be described from the interests distinguished above. In

particular, the Seattle, Portland and Spokane chapters of the Physicians for Social Responsibility (PSR) address regional public health and site-specific worker health and safety issues not addressed by the other regionally-based organizations. Furthermore, PSR volunteers and staff bring an expertise to these issues that is not available through the other organizations.

Similarly, the Washington Association of Local Health Officials can provide a regional perspective on local public health concerns. We anticipate that either the association or perhaps a local designee will be interested in serving the needs of local public health concerns on the HAB. Because of the unique roles and expertise that these organizations bring to Hanford cleanup issues, we are recommending that two additional seats be devoted to ensuring the regional public health and other concerns are adequately addressed by the HAB. (Please also note that we have recommended that the Washington Department of Health and the Agency for Toxic Substances and Disease Registry (ATSDR) participate in an ex-officio capacity given their regulatory roles).

### Regional Business Interests

Distinct from regional environmental and public interest concerns, we believe there are clearly definable regional business and broad economic concerns that must be addressed in the Hanford cleanup decision-making process. The nature of these interests were evident at the Hanford Summit by virtue of its focus on the broad economic development potential, particularly as it relates to technology transfer, of the Hanford cleanup mission. The Hanford Summit was attended by a large number of people who had a broad regional business interest in Hanford cleanup issues.

Similar to our analysis of local business interests, we believe there is an important distinction between agriculturally-oriented regional business interests and non-agriculturally-oriented interests. Several commodity producers and processors have indicated their interest in the formation of the HAB. We anticipate that the nomination process will result in specific nominations for this seat. In addition, we recommend that the agriculturally-based organizations, commission and associations of the state coordinate to select nominees for representation.

Historically, there has been less involvement by the non-agriculture regional business sector in the public policy-making process on Hanford cleanup issues. For example, neither the past Future Site Uses Working Group or the Tank Waste Remediation System Task Force included people who represent this broader regional business and economic development perspective.

The convening process resulted in one organization identifying itself as representing these interests and a potential representative expressed a desire to participate in the HAB -- the Association of Washington Businesses (AWB). Several other organizations who may be able to effectively represent these interests and concerns include the Washington Environmental Industry Association, Washington Roundtable, and the economic development councils of Seattle, Spokane and Portland. We are recommending that these and other regionally-oriented

business and economic development organizations work together to identify a team of individuals to represent these interests through a single seat on the HAB.

All HAB participants should be subject to conflict of interest requirements, but we believe that particular care is needed in the selection of the regional non-agricultural seat.

#### Tribes with Treaty Reserved Rights Affected by the Hanford Site

The Native American Tribes in the Northwest region have historically played an important role in public policy issues related to natural resource management and environmental protection, especially regarding the Columbia River. We understand that the Columbia River has important economic, environmental and health and safety, as well as spiritual and cultural significance to the Tribes. For several Tribes, the Columbia River and its resources, such as the salmon, lie at the core of their spiritual and cultural history and identity.

In analyzing the interests of Northwest Tribes, we have used the same criteria that was used to determine "affected" tribe status under the Nuclear Waste Policy Act (NWPA). Specifically, it is our understanding that affected tribe status under the NWPA hinged upon the degree to which a tribe had Treaty reserved rights that are affected by the Hanford site. Based on this criteria, we are recommending that three Tribes be invited to participate in the HAB. These include the Yakima Indian Nation, the Confederated Tribes of the Umatilla Reservation, and the Nez Perce Tribe.

Because of the unique status of these Tribes as sovereign nations, and the trustee responsibilities that accrue to the two sponsoring federal agencies -- EPA and DOE -- special care will need to be taken to ensure that the status of these Tribes is accounted for in the HAB process. In particular, the governing boards of each of these Tribes should be given the sole responsibility of determining what individuals can best represent the interests of each Tribe in the HAB process. In addition, there are numerous recommendations in the FFERDC Interim Report that address the special status of affected tribes, particularly as it relates to the renegotiation of legally binding cleanup obligations that flow from treaties these Tribes entered into with the United States Government.

An example of this special status is the role that such Tribes are afforded under the natural resource damage provisions of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA, popularly known as Superfund). These provisions call for the establishment of Natural Resource Trustee Councils at all Superfund sites to assess natural resource damages for purpose of determining compensation. The HAB will need to ensure that its activities are coordinated with the newly created Hanford Natural Resource Trustee Council. The three Tribes can play an important role in that regard.



### State of Oregon

Due to the impact of the Hanford site on the Columbia River and the Northwest region, we believe that both the citizens of the State of Oregon and the State of Oregon have clearly distinguishable interests in Hanford cleanup issues above and beyond those previously stated. We further believe that the interests of Oregon's citizens can best be represented by the Oregon Hanford Waste Board, which has been established for the expressed purpose of advising the State of Oregon on Hanford cleanup issues. We believe that the interests of the State of Oregon can best be represented by the Oregon Department of Energy, which has been charged by the Governor to address the interests of the State in Hanford cleanup issues. Alternatively, the Governor of Oregon could be asked to designate two individuals to represent the interests of the citizens of the state.

### General Public/At-Large Members

We are also recommending that a number of seats, perhaps three or four, be devoted to representing points of view that are not directly associated with the affected interests that we have identified above. These seats would be used to accomplish such objectives as obtaining sufficient racial and ethnic diversity on the Board, ensuring that the Board membership has adequate scientific and technical capability (in addition to whatever technical assistance might be provided to the Board), and ensuring that there are people on the Board who can serve in trusted and respected leadership roles.

### Ex-Officio Agency Participation

The FFERDC Interim Report states that site-specific advisory boards, such as the proposed HAB, are intended be a forum through which advice can be give to both the regulated and regulating agencies. This recommendation has been followed beginning with the July 12, 1993 letter from the Tri-Parties indicating the initiation of an effort to convene what we are now calling the Hanford Advisory Board.

Thus, the sponsoring, Tri-Party agencies, will participate in the HAB. However, because they are the primary recipients of the advice that will be offered by the HAB, their role will be different from the other HAB participants. The term that the FFERDC used to describe this role was that of an "ex-officio" participant. This term is used to imply that senior representatives of these agencies should attend HAB meetings and participate in HAB discussions. However, because the advice to be given by the HAB will be directed at their agencies, these agency representatives should not participate in any decisions about the advice. It should be noted that similar to the recommended role of state and federal regulators of environmental cleanup activities, the FFERDC recommends that any other government agency participate on a site-specific advisory board they should operate in an ex-officio capacity (by not taking part in decisions about what advice should be given) on matters in which they serve as regulators.

In response to the FFERDC recommendation that "senior" representatives of the regulated and regulating agencies participate in site-specific advisory boards, we are recommending that the individuals in the following positions be the primary participants for the Tri-Party agencies:

- U.S. EPA Region 10 -- Hazardous Waste Division Director
- Washington Department of Ecology -- Assistant Director, Waste Management
- U.S. DOE, Richland Operations -- Deputy Assistant Site Manager

We are also recommending that several other agencies participate in the HAB as ex-officio participants. These include appropriate representatives of:

- the Agency for Toxic Substances Disease Registry (ATSDR), an agency within the U.S. Department of Health and Human Services;
- the Washington Department of Health; and
- the U.S. Department of Interior (DOI), and any appropriate subunits such as the Bureau of Land Management, Fish and Wildlife Service, etc.

Finally, we are recommending that the Representative from the Fourth Congressional District appoint a staff person that participate in the HAB an ex-officio capacity.

#### Affected Interests Not Recommended for Participation on the HAB

Several interests are more narrowly affected by Hanford cleanup decisions than those described above or are potentially being represented in other fora. Because the HAB is proposed to focus on broad policy issues regarding the cleanup of the Hanford site, with representation selected accordingly, we do not recommend that affected interests concerned only about a narrow set of issues be represented on the full HAB. Similarly, we believe interests whose concerns are primarily addressed in other fora should participate in the HAB, but not as full HAB members. As described in Section V -- Proposed Structure of the HAB -- the Board structure is designed to encourage the participation of individuals concerned with specific and narrowly framed Hanford cleanup issues through the ad hoc Task Forces and Work Groups. Therefore, we recommend that these types of interests participate in this manner.

One clearly identifiable interest that we are recommending not serve separately on the HAB is the interest of citizens concerned about the health effects resulting from past exposures to releases from the Hanford site. These interests appear to be best represented by various "downwinder" organizations, including the Hanford Downwinders Health Concerns and the Hanford Downwinders Coalition. At this time, it appears that these interests are being addressed by other advisory processes, such as the proposed Hanford Health Advisory Board (HHAB) goes forward. If the proposed HHAB is not instituted, and an adequate venue to address these concerns does not exist outside of the HAB, then consideration should be given to including one or more of the Downwinder organizations in the membership of the HAB. Otherwise, it may

be appropriate for Downwinder representatives to participate in a Tier 2 standing subcommittee or ad hoc work group task force, should the groups address issues of concern to the Downwinders. These subunits are specifically provided to allow for participation from organizations and individuals not appointed to the Board.

In addition, we are not currently recommending that the State of Idaho be given a seat on the full HAB. Due to the fact that the regional impacts that result from Hanford's impacts on the Columbia River do not directly affect the citizens of Idaho, we have concluded that the State should not participate directly on the HAB, but rather be invited to participate in ad hoc work groups or task forces, as appropriate. It is our understanding that the State has not been actively or consistently involved in Hanford cleanup issues in the past. We have received only one suggestion that consideration should be given to involving the State of Idaho in the HAB, and this person did not represent the State or its citizens. We would suggest that the nomination and membership selection process, described below, be used to further explore this issue, as well as all other membership issues that have not been adequately addressed in this report.

### **Balance of Interests**

*Table 1: Categories of Affected Interests* summarizes our analysis of both the general and specific categories of affected interests and organizations. In developing this table, we have considered that a balance must be struck between local and regional interests, between environmental and business interests, between worker and non-worker interests, and between different governmental entities at all levels. The recommendations contained in this table were presented and revised in accordance with the discussion of the Ad Hoc Drafting Group. We have indicated the number of seats that we believe are warranted within each set of affected interests based on: 1) the desire to achieve an overall group balance and diversity, 2) the definition of subsets of clearly distinguishable affected interests, and 3) the need to maintain a manageable number of total participants.

In the left hand column next to each identified interest, we have indicated whether we believe this interest can best be represented by a single governmental institution (Category A), two or more organizations or institutions (Categories B and C), or by no organization or institution (Category D). These categories are described in more detail below in *Section VII -- Nomination and Membership Selection* and should be considered carefully as they are critical to the effectiveness of the nomination process as it is currently designed.

**TABLE 1: CATEGORIES OF AFFECTED INTERESTS**

**Local Citizen and Governmental Interests - 7 seats**

- A City of Kennewick
- A City of Pasco
- A City of Richland
- A Benton County
- A Franklin County
- A Grant County
- A Benton-Franklin Regional Council (representing other municipalities)

**Local Business Interests - 2 seats**

- B/C Agricultural -- Commodity Producers and Processors Organizations
- B Non-Agriculture -- Tri-City Industrial Development Council

**Labor/Work Force Interests - 5 seats**

- B Central Washington Building and Construction Trades Council
- B Hanford Atomic Metal Trades Council
- B/C Non-management employees of cleanup contractors
- B/C Non-management employees of health and research and development contractors
- B Worker-related public interests -- Government Accountability Project

**Local Environmental Interests - 1 seat drawn from organizations such as:**

- B Columbia River Conservation League
- B Lower Columbia Basin Audubon Society
- B Mid-Columbia Archaeological Society

**Regional Environmental, Citizen, and Public Interests - 5 seats drawn from organizations such as:**

- B Columbia River United
- B Hanford Education Action League
- B Hanford Watch
- B Heart of America Northwest
- B Nuclear Safety Campaign
- B Washington Environmental Council
- B Others: Sierra Club, Hanford Action, Rivers Council, Greenpeace, Washington Toxic Coalition, Save Our Salmon, The Nature Conservancy, etc.

**TABLE 1: CATEGORIES OF AFFECTED INTERESTS**  
(Continued)

**Regional Public Health Interests - 2 seats**

- B Physicians for Social Responsibility (Seattle, Portland and Spokane Chapters)
- B Washington State Association of Local Public Health Officials

**Regional Business Interests - 2 seats**

- B/C Statewide Agriculture Commodity Producers and Processor Associations
- B/C Non-Agriculture -- Washington Environmental Industry Association, Association of Washington Businesses, Washington Roundtable, Economic Development Councils of Seattle, Portland, Spokane

**Tribes - 3 seats**

- A Confederated Tribes of the Umatilla Reservation
- A Nez Perce Tribe
- A Yakima Indian Nation

**State of Oregon - 2 seats**

- A State of Oregon -- Department of Energy
- B Oregon Hanford Waste Board [29 SEATS SUBTOTAL]

**At-Large Members (Category D) - 3-4 seats** [32-33 SEATS SUBTOTAL]

**Tri-Parties (Ex-officio) - 3 seats**

- A U.S. DOE, Richland Operations, Deputy Assistant Site Manager
- A U.S. EPA Region X, Hazardous Waste Division Director
- A Washington Department of Ecology, Assistant Director, Waste Management

**35-36 SEATS TOTAL**

**Other "Secondary" Ex-officio Participants - participating when appropriate**

- A Agency for Toxic Substances and Disease Registry
- A Washington Department of Health
- A U.S. DOI and subcomponents
- A Staff to State of Washington Fourth Congressional District

## **VII. NOMINATION AND MEMBERSHIP SELECTION PROCESS**

### **Overview**

We propose a nomination and membership selection process that can rely, to the greatest extent possible, on general agreements on the nature of the interests that need to be represented, the number of seats for each interest, and the organizations and institutions that can best represent those interests, as proposed above. The process for selecting HAB members will differ for each category of affected interests, depending on whether individuals were nominated under the auspices of a single organization or institution that represents a specified interest, as individuals being nominated by more than one organization but representing a specified interest, or as individuals from the public at-large.

The design of membership selection process relies on the previous analysis of the affected interests and the institutions and organizations that can best represent those interests. Where possible it leaves the selection of specific individuals representing those interests to existing institutions and organizations. We have attempted to steer the membership selection process in the direction of utilizing established organizations and institutions that are seen as the legitimate representatives of the affected interest, and also have a track record of active and sustained involvement in Hanford cleanup issues.

### **Membership Selection Categories**

Each organization or institution listed in *Table 1* is accompanied by four letters in the left hand column. We have established four categories that describe four possible approaches to membership selection.

- Category A - Identifiable and distinct interests that can best be represented through a single governmental institution, which will be given the responsibility of selecting an individual to represent those interests.
- Category B - Identifiable and distinct interests that can be represented through two or more organizations. In this category, the organizations identified in this report, or through the nomination process, act collaboratively in selecting an individual or organization to represent that interest.
- Category C - Individuals or organizations that choose to associate themselves with an identifiable interest, but choose not to act collaboratively with others in selecting an individual or organization to represent that interest.
- Category D - Individuals that do not choose to associate themselves with a clearly identifiable interest and are therefore being considered for the at-large seats.

Specifically, for the governmental institutions labeled **Category A**, we recommend that the identified institution select an individual to represent their interests. Any individuals who wish to represent Category A institutions should work closely with the governing body of that institution to determine an appropriate membership selection strategy. For example, for the cities and counties that are listed under the heading "local citizen and governmental interests," the County Commissioners or City Council would select the individuals to represent their interests. Similarly, in the case of the Tribes, the governing bodies of each Tribe would select the individuals to represent them.

For those identified interests where there is more than one organization that can represent that interest (Category B or C), we have listed the organizations we have learned about that could potentially represent that interest. More organizations may exist that could represent the identified interest, and we hope that the nomination process will bring forward other organizations, if they exist. Because, in some cases, it is unclear whether organizations will choose to select individuals to represent the identified interest in a cooperative fashion or whether they will wish to act independently, we have developed separate categories -- B and C - for membership selection purposes.

**Category B** is for organizations that represent similar interests and choose to cooperate with each other in selecting individuals or organizations to represent the identified interest. When these choices are made in a manner that is consistent with the overall analysis of affected interests described above, those organizations will be self-selecting the individuals whom they wish to represent their interests. Where we have identified only one organization that we believe is best suited to represent an identified interest, or where we understand that multiple organizations plan to collaborate with each other, we have placed them in **Category B**.

Wherever possible, we believe organizations with interests in common should collaborate in the selection of individuals to represent their collective interests. Thus, where it is unclear what organizations are best suited to represent the identified interest, or whether organizations that we have identified will collaborate with each other in the membership selection process, we have categorized them as "B/C." This designation is meant to encourage people to collaborate with each other in the membership selection process. If collaboration is not possible or feasible, membership selection decisions will fall under **Category C**. For these seats, individuals will nominate themselves in association with an identified interest and selections will be made based on a publicly accountable determination of who is most capable of representing the identified interest.

**Category D** is by definition those seats which are not affiliated or associated with a clearly identifiable affected interest. These seats would be used to accomplish such objectives as obtaining sufficient racial and ethnic diversity on the Board, ensuring that the Board membership has adequate scientific and technical capability (in addition to whatever technical assistance might be provided to the Board), and ensuring that there are people on the Board who can serve in trusted and respected leadership roles.

## Nomination and Membership Selection Process

We are recommending that the nomination and membership selection process begin with nominations being submitted to the Department of Ecology and EPA, using the nomination form that is attached. The expected deadline for receiving nominations is November 30, 1993. At that time, the membership selection analysis would begin. We would expect initial membership selection decisions to be made and publicly announced by December 20, 1993. Additional written public comments on these decisions would be solicited at that time. We are also recommending that at the outset of the first meeting of the HAB, there be an additional opportunity for public comment on a variety of matters, including membership selection decisions that have been made up to that point in time. Finally, as is recommended by the FFERDC, we are recommending that the Board be given an opportunity to address any unresolved membership selection decisions after it has approved its ground rules and operating procedures.

Using the membership selection categories above, we have developed a nomination form (see enclosure) that is designed to:

- determine the general acceptability of the analysis of affected interests, and organizations that are capable of representing the affected interests contained in this report;
- determine whether organizations that represent similar interests will collaborate in selecting individuals to represent their collective interests; and,
- provide information on the respective capabilities and experience of individuals and organizations that wish to represent an identified interests, or the public at-large.

An explanation of the nomination form is included with the form. If our analysis of affected interests, and the organizations that are capable of representing affected interests, proves to be widely supported, most membership selection decisions will be made by the organizations listed in *Table 1*, rather than the Tri-Party agencies. Where this is not possible, such as in Categories C and D, the Tri-Parties will need to make membership selection decisions. Based on the suggestions of several key stakeholders, we recommend that in these cases a neutral third party, such as The Keystone Center, work closely with EPA and Ecology, and in consultation with DOE, to make membership selection decisions in a publicly accountable manner.

If our analysis omitted an identifiable and distinguishable affected interest, or an organization that might be able to represent an identifiable interest, the Tri-Party agencies, with the assistance of a neutral convenor, would make decisions about whether additional seats might be necessary, or who among the various competing organizations or individuals is best suited to represent the already identified interest. This process would necessarily take into account the need for overall diversity, balance, and manageability in terms of total numbers.



In the case of the public at-large seats, we are recommending that membership selection decisions in this category either be made by the Tri-Parties, with the assistance of a neutral convenor, or by the Board itself once it was convened. If the Tri-Parties believe they have obtained enough information through the nomination process to make these decisions, they will do so and announce these decisions at the same time and in the same manner as the other membership selection decisions. If they do not believe they have obtained sufficient information, they will either ask for more information from those who submitted nominations, or engage in a recruitment process to fill perceived gaps.

With the exception of the "at large" seats, we envision that each "seat" on the HAB will consist of an individual who will serve as a "member" of the HAB. The responsibility of each member would be to faithfully and effectively represent the concerns of the interests that are identified with that seat. Each member could be supported by one or two "alternates" who can participate in the absence of the member such that the "team" can adequately represent the identified interests.

### **VIII. OPERATING PROCEDURES, GROUNDRULES and OTHER ISSUES**

We are proposing that the first meeting of the HAB (or first several meetings, if needed) be considered an "organizational phase," during which the Board will make a number of very important decisions. Among other issues, we believe the Board will need to:

- approve a final charter and operating groundrules;
- address any unresolved membership selection issues, and decide how such issues will be addressed in the future, including issues related to the rotation of HAB members;
- develop agreed upon criteria for what constitutes "major" or "significant" policy issue related to the cleanup of the Hanford site;
- set an agenda for the first phase of its substantive work;
- decide whether it wishes to provide group advice or individual advice (and thereby whether it needs to be chartered under the Federal Advisory Committee Act or not);
- if the Board decides to give group advice, the Board will also need to decide whether this will be by consensus or some other means of decision-making;
- decide any unresolved issues regarding the use of a chairperson and/or steering committee and, if utilized, their respective roles and responsibilities;
- decide whether it wishes to use subcommittees and ad hoc task forces and work groups, and, if so, in accordance with what ground rules; and

- decide what technical, facilitation, and administrative support it requires during the first phase of its substantive work.

### Chairperson and Leadership Issues

To ensure the effective operation of the Board, we believe it will be necessary for the Board to establish an executive steering committee. Such a committee should be relatively small but sufficiently balanced to make decisions on behalf of the full Board. Its decision-making power and authority should be specified, however. Some potential authorities might include conducting meetings with Tri-Party agency officials on behalf of the Board, determining the agenda for upcoming board meetings, implementing the direction given by the full Board, communicating the results of Board deliberations, etc.

In addition to a steering committee, the Tri-Party agencies, the Ad Hoc Charter Drafting Group, and The Keystone Center believe it will be necessary for the Board to have a strong and respected Chairperson to help guide its discussions, communicate its results, and ensure agency responsiveness to Board recommendations and needs. During the coming month, the participants in the Ad Hoc Charter Drafting Group, and all other Hanford stakeholders, are being asked to submit suggestions to The Keystone Center and Tri-Party agencies (through the mailing address specified in the beginning of this report and in the Nomination Form) regarding:

- qualifications and selection criteria;
- the selection process; and
- potential candidates for the Chairperson position.

Tri-Party agency representatives have indicated that they would like to use a selection process that does not directly involve them in the actual selection of a Chairperson.

It is hoped that a Chairperson can be selected prior to the first meeting of the Board, such that the Chair can guide the Board's discussions through the organizational phase of its work. However, it is acknowledged that the selection of a Chairperson may take time and that it is important to find a person that can not only meet the qualifications needed for such a position, but is trusted and respected by all key stakeholders.

### Evaluation and Rotation Issues

The Hanford Advisory Board is intended to be an ongoing or "standing" advisory process on Hanford cleanup issues. The Hanford cleanup mission is expected to take the next thirty years to accomplish, and some estimate that it may take as many as fifty or one-hundred years to complete. It is hard to conceive of an advisory process that can be designed to withstand the test of this length of time. We have recommended a structure and membership selection process

that is designed to meet both the needs of all key stakeholders as they are currently defined and as best as they can be determined in the foreseeable future.

We recommend that the operating procedure of the Board include a provision for a periodic evaluation of the effectiveness of the Board in accomplishing its mission. We would suggest that the first such evaluation occur within two years of the start of the Board. We would also suggest that such an evaluation be conducted by a qualified, independent consultant or neutral third party.

A number of issues have been raised about the rotation of Board membership given the ongoing nature of the HAB. We believe that these issues should be addressed in the Board's groundrules. In so doing, we would suggest that the Board use the four categories that we have outlined for HAB membership selection purposes as the basis for developing a rotational schedule. For example, the governmental institutions might be allowed to make their own determinations about how to rotate the individuals who represent their interests. However, we believe the groundrules should make it clear that if the person representing a particular institution on the HAB no longer serve in the position upon which their HAB membership was based, they would no longer serve on the HAB. Organizations that have collaborated in representing specified interests might be asked to periodically reevaluate their representation. Finally, in the case of the at-large seats and seats where individuals or organizations have not collaborated to represent a specified interest, the Board will need to determine an explicit rotation schedule. We also recommend that the Board determine procedures for: 1) removing Board members who become inactive that would permit others to represent the interest for which the inactive board member was asked to participate; 2) adding new members to represent previously unidentified interests; and 3) eliminating a seat if a previously identified interest no longer is significantly impacted by Hanford cleanup decisions.

### Funding Issues

The FFERDC Interim Report has extensive recommendations on the provision of administrative and technical assistance to site-specific advisory boards. In particular, the FFERDC recommends that the regulated agency -- DOE -- should provide funding for both administrative support and technical assistance in order to ensure meaningful public involvement; and the regulated agency should serve as the host of the advisory board and provide administrative assistance, meeting facilities, etc., as necessary.

DOE has accepted the general thrust of these recommendations and plans to implement them in conjunction with the establishment of the advisory board at the Hanford site. We have recently learned that the new Office of Public Accountability within DOE's Office of Environmental Restoration and Waste Management will handle funding for DOE site advisory boards. It is our understanding that DOE Headquarters expects to be able to provide such funding at the start of the federal government's 1995 fiscal year, which begins on October 1, 1994. It is our understanding that DOE's Richland Operations Office will also make funds available to meet these needs both prior to and after the start of the 1995 fiscal year.

DOE has indicated that they will be working with the advisory boards at each site to develop estimates of the level of support needed. Currently DOE Headquarters staff expect these needs to be in the range of \$250,000 to \$500,000 per year -- separate from the cost of DOE and contractor support staff. DOE Headquarters staff have also indicated that they will allow funds to be used for independent technical reviews on an issue-specific basis, but they do not expect to fund independent technical staff for the advisory boards.

The Ad Hoc Charter Drafting Group spent considerable time discussing funding matters. However, as noted in the Draft Charter, it was not possible to resolve this issues, as a charter drafting matter, in the time that was available. As noted in the cover letter to this report, the Tri-Parties are committed to "providing the resources that will be necessary for the Board to achieve its mission."

All stakeholders appear to agree that DOE will be the agency to provide the funding and that funding will be used for the following general purposes:

- technical assistance;
- facilitation assistance;
- administrative assistance; and
- costs associated with Board member travel and per diem expenses.

One unresolved issue is whether it is appropriate to specify minimum annual funding amounts in a charter. Some felt it was important to do so because it signified a firm commitment by DOE to the advisory board process. Others felt it was inappropriate to specify funding amounts in a charter primarily because it is not possible to estimate this need until the Board itself has had an opportunity to assess its needs and estimate the costs associated with those needs. Many participants in the Ad Hoc Charter Drafting Group noted that the amounts specified by DOE Headquarters may not be sufficient to meet the needs of the proposed Hanford Advisory Board, based on the experience in the last two advisory efforts on tank waste remediation and future site use.

Aside from concerns about the guaranteed minimum amounts of funding, there are also concerns about who will determine the precise amounts for various activities and who control the use of the funds. It appears that there is agreement among all stakeholders that the Board must determine what its needs are and how they will be best fulfilled. The precise mechanism for doing this has not yet been determined, particularly in the area of technical assistance.

Some stakeholders have proposed that there be a guaranteed minimum annual amount of funding for technical assistance. Higher amounts could be determined through annual consultation between the Board and the Tri-Party agencies based upon a budget presented by the Board. In either case, it is proposed that whatever annual funding amount is agreed upon, the funds would

be transferred to an independent fiscal agent, to be determined by the Board in consultation with the Tri-Parties. Through this mechanism it is hoped that the Board would not only be guaranteed timely access to the funds but complete control as to how the funds are utilized, within the general categories described above.

DOE envisions that funds for technical assistance will be provided on an issue-by-issue basis. DOE staff have suggested that the Board, through majority vote or by consensus, would identify the issues for which the Board would like to obtain technical assistance. The Tri-Parties would accept the technical assistance request of the Board unless the agencies determined that the proposed costs were excessive, it would result in an unreasonable delay in the decision-making process, or the independence of the technical reviewer could not be assured. With regard to the latter point, DOE staff have indicated that they are particularly concerned that the technical assistance that is provide to the Board be independent not only of the Tri-Party agencies but of the interests that are represented on the Board.

It is our recommendation that continued discussions take place on the issue prior to the commencement of the organizational phase of the Board. The Tri-Party agencies have indicated their willingness to continue to discuss this issue with the concerned parties to develop a proposal that can be brought before the Board as one of the first items of business during its organizational phase.

The FFERDC Interim Report has extensive recommendations on the provision of administrative and technical assistance to site-specific advisory boards. In particular, the FFERDC recommends that the regulated agency -- DOE -- should provide funding for both administrative support and technical assistance in order to ensure meaningful public involvement; and the regulated agency should serve as the host of the advisory board and provide administrative assistance, meeting facilities, etc., as necessary.

DOE has accepted the recommendations of the FFERDC and plans to implement them in conjunction with the establishment of the advisory board at the Hanford site. We have recently learned that the new Office of Public Accountability within DOE's Office of Environmental Restoration and Waste Management will handle funding for DOE site advisory boards. It is our understanding that DOE Headquarters expects to be able to provide such funding at the start of the federal government's 1995 fiscal year, which begins on October 1, 1994. It is our understanding that the Richland Operations Office will also make funds available to meet these needs. DOE will be working with the advisory boards at each site to develop estimates of the level of support needed, which Headquarters staff expect to be in the range of \$250,000 to \$500,000 per year -- separate from the cost of DOE and contractor support staff. DOE Headquarters has also indicated that they will allow funds to be used for independent technical reviews on an issue-specific basis, but they do not expect to fund independent technical staff for the advisory boards.

The Ad Hoc Charter Drafting Group spent considerable time discussing funding matters. This group agreed that it would not be appropriate to specify limits to annual funding amounts until the Board has had an opportunity to assess its needs and estimate the costs associated with those needs. Many participants in the Ad Hoc Charter Drafting Group noted that the amounts specified by DOE Headquarters may not be sufficient to meet the needs of the Hanford Advisory Board, based on the experience in the last two advisory efforts on tank waste remediation and future site use.

Aside from concerns about the adequacy of funding, there are also concerns about who will control the use of the funds. All of these issues will ultimately have to be resolved by the Board. In the meantime, the Draft Charter states that:

- Funding for Board activities will be provided by DOE;
- Funding levels should adequately cover or provide:
  - technical assistance;
  - facilitation assistance;
  - administrative assistance; and
  - costs associated with Board member travel and per diem expenses;
- Annual funding levels will be determined through a process of consultation between the Board and DOE, starting with the commencement of Board activities; and
- Although the process of consultation between the Board and DOE may result in an annual ceiling on funding levels, the Board will control its own budget and expenditures and the funds will be administered in such a manner that the Board is assured of timely access to the funds.

Given the possibility that new funding for these purposes may not be available until October, 1994 the HAB and the Tri-Party agencies will need to work together to determine how these needs will be met both during the early organizational and substantive phases of the HAB process.

#### Facilitation and Administrative Support

Many of the people that we spoke to, especially those who had experience with the Future Site Uses Working Group or the Tank Waste Remediation System Task Force, stressed the need for strong facilitation and staff support to ensure the effectiveness of an advisory process such as is contemplated with the HAB. We have passed this information on to the Tri-Party agencies and they agree with this need.

In order to operate effectively the Board will also need to ensure that its administrative and logistical needs are handled in an efficient and professional manner. Given the level of effort that many people envision for the Board, we believe these needs will be significant.

With regard to facilitation needs during the initial organizational phase of the HAB, The Keystone Center has been asked to extend its third party convening role to serve as a neutral facilitator of this initial phase of the HAB process. We will accept this request unless one or more of the major stakeholders indicates that they would like to proceed with the organizational phase in some other manner.

#### Federal Advisory Committee Act Issues

The Federal Advisory Committee Act (FACA) is an act that applies to the activities of all federal agencies, including EPA and DOE. It requires these agency to establish formal charters, which must be approved by the Office of Management and Budget and the U.S. Congress, when establishing groups that are intended to provide advice and recommendations to that agency. Among other things, FACA advisory committees are required to be balanced and to conduct open public meetings. It is not necessary for federal agencies to charter advisory processes that are designed to obtain advice solely from the individual participants rather than the group as a whole. Thus, one of the key factors that determines whether an advisory process is required to be chartered under FACA is whether the process is designed to give "group advice" versus "individual advice."

It is the view of The Keystone Center that the convening of the HAB can proceed along the timeline that has been suggested by the Tri-Parties -- with membership selection decisions being made by mid-December, 1993 and the first meeting of the HAB occurring no later than mid-January -- without the need to address the question of whether the HAB requires a charter under FACA. However, once the Board is convened and it has approved its Final Charter and operating groundrules, the Board will have determined whether it wishes the HAB to be an advisory process that provides individual or group advice.

Our impression from the convening interviews and the charter drafting process is that all key stakeholders expect the HAB to be a forum for crafting group advice rather than individual advice. Some have gone so far as to say it is one of the most important feature of the proposed advisory process, a feature that ensures that the Board's recommendations will have some "clout" and some value added to the existing public debate on Hanford cleanup decisions. For many key stakeholders this is the main reason for considering participation in the HAB process. Assuming that the Board determines that it will give group advice, it will be necessary to charter the Board under FACA. Therefore, it seems prudent to anticipate this need and begin exploring the options for how to proceed.

At present there appears to be two options for addressing the FACA charter issue. One option is for the HAB to become a subcommittee of an existing or newly created federal advisory committee. For example, DOE Headquarters is contemplating using its existing Environmental

Management Advisory Committee (EMAC) to serve as an "umbrella" federal advisory committee for those site advisory boards that wish to give group advice. Although we believe that this approach will have some very significant short-term benefits in terms of minimizing the administrative burdens associated with obtaining a site-specific charter, we do not believe that this approach represents a long-term solution to the FACA issue for several reasons.

First, the "umbrella" charter approach would require that the advice that is being offered by a site-specific advisory board would have to be passed through the "parent" committee in order to officially be received and responded to by the chartering agency. Although this may be possible to do in an efficient manner over the short-term, as the number of subcommittees grow, and the "volume" of advice that is offered from each subcommittee grows, we believe there will be tremendous administrative burdens problems with this approach.

Second, aside from the administrative problems that are likely to emerge over the long-term, we believe that even over the short-term it will be necessary for the charter and membership of the parent committee to be explicitly designed and selected for the intended purpose. This is currently not the case with EMAC, nor for any other existing federally chartered advisory committee, including the FFERDC which developed the recommendations for the use of site-specific advisory boards.

Third, given the role that both EPA and the Department of Ecology will play in convening and participating in the HAB, we believe that any official chartering of the Board must involve all three agencies, to the greatest extent possible. Because FACA only applies to the two participating federal agencies -- EPA and DOE -- we believe that they should work together to jointly charter the HAB. (Our suggestions regarding the State of Washington's role in the "official" chartering of the HAB are described in the next section.)

Thus, we believe that, over the long-term, if the HAB wishes to provide group advice the most prudent and responsible course is for DOE and EPA to jointly obtain a site-specific charter for that purpose.

A final possibility is that the requirements for chartering advisory boards such as the HAB are somehow administratively or legislatively altered. The Keystone Center, in its role of facilitator of the FFERDC will be tracking any developments of this nature and will inform Hanford stakeholders of any such possibilities.

#### Relationship of the Proposed from HAB to the Washington Nuclear Waste Advisory Council

The issue of the relationship of the proposed HAB to the Washington Nuclear Waste Advisory Council (NWAC), which currently advises the Department of Ecology on Hanford cleanup issues, is one of critical importance to the success of the Board. For many stakeholders, they see the proposed HAB as the successor to NWAC. Although others would like to see NWAC continue, they recognize that it is probably not wise for the Department of Ecology to have two



separate advisory groups on the same set of issues -- Hanford cleanup -- notwithstanding the possibility that NWAC might begin to address other nuclear waste policy issues.

In order to facilitate a smooth transition from the Department of Ecology's use of NWAC to the proposed role of the HAB, we are recommending that NWAC appoint one of its members, who is not otherwise participating in the HAB, to serve in a temporary liaison capacity as an ex-officio participant in the HAB. We further recommend that this seat be available for no more than 6 months or until such time as the future of NWAC is decided.

Furthermore, assuming the successful establishment and initiation of the Hanford Advisory Board, we recommend that, sometime over the course of the next year, the Governor and the Department of Ecology, either working with the Legislature or independently, pursue a course of action that can result in the equivalent of a state "charter" for the HAB. We understand that such an action could be done administratively or legislatively and we do not have a view as to which course of action would be best. However it is accomplished, we believe that it is more than symbolically important for the State to take such an action in order to be seen as an "equal player" in the HAB process.

**APPENDIX A: HANFORD ADVISORY BOARD INTERVIEW LIST**

**THE KEYSTONE CENTER  
HANFORD ADVISORY BOARD INTERVIEW LIST**

Louis Alex  
Office of Representative Jay Inslee

Bob Atwood  
Waste Association of Local Health Officials

Maury Balcom  
Local Winery

Jeb Baldi  
Washington Environmental Council

Mark Bashor  
Agency for Toxic Substances and Disease  
Resistry

James Bauer  
U.S. Department of Energy-RL

Donald M. Beck, Ph.D.  
Department of Energy

Dick Belsey\*\*  
Physicians for Social Responsibility

Brian Berry  
Yakima Indian Nation

Sharon Bloome  
Heart of America Northwest

Representative Lane Bray\*  
D-8th District

Jeff Breckel  
Washington Department of Ecology

John Burk  
Westinghouse Hanford Company

William H. Burke\*  
Confederate Tribes of the Umatilla Reservation

Keith Burns  
Oregon Hanford Waste Board

Dru Butler\*  
Washington Dept. of Ecology

Lois Camp  
H Down Health Concerns

Tom Carpenter  
Government Accountability Project

Shelley Cimon\*  
Oregon Hanford Waste Board

Tim Connor  
Energy Research Foundation

Kathy Criddle\*  
Audubon Society

Gary Crutchfield  
City of Pasco

Greg Debruler\*  
Columbia River United

William T. Dixon\*  
Westinghouse Hanford Company

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\* Attended an Ad Hoc Charter Drafting Group meeting.

\*\* Invited, but unable to attend meetings.

Mark Drummond  
Eastern Washington State University

Dirk Dunning  
Oregon Department of Energy

Jackie Edmonds  
National Association for the Advancement  
of Colored People

Dennis Faulk\*  
U.S. Environmental Protection Agency

Shira Flax  
Agency for Toxic Substances and  
Disease Registry

Michael W. Grainey\*  
Oregon Department of Energy

Patricia S. Hale  
Westinghouse Hanford Company

Allan Harris  
NAACP

George C. Hofer  
U.S. Environmental Protection Agency

Mike Hogue  
Hogue Cellars Winery

Walter C. Howe  
Washington Roundtable

Representative Jay Inslee  
Washington Fourth Congressional District

Raymond E. Isaacson  
Benton County Commission

Ron Izatt  
U.S. Department of Energy-RL

Russell Jim\*\*  
Yakima Indian Nation

Judith Jurgi  
Han Down Coalition

Jack Keating  
U.S. Department of Energy - RL

Joan Keller  
Battelle, Northwest Labs

Bob Kelly  
City of Kennewick

Joseph C. King\*  
City of Richland

Paige Knight  
Northwest Environmental Advocates/Hanford  
Watch

Bruce Koppe  
Association of Washington Business

Rick Leaumont  
Columbia Basin Audubon Society

John N. Lindsay\*  
TRIDEC

Leo Little  
U.S. Department of Energy-RL

Harold Matthews  
Franklin County

Bill Mitchell  
Nuclear Safety Campaign

Donald Morton  
Benton-Franklin Regional Council

Ralph Patt  
Oregon Department of Natural Resources

Gerald M. Pollet\*  
Heart of America Northwest

Max Power\*  
Department of Ecology

Lori Ramonas  
Battelle Northwest Labs

J. Herman Reuben\*  
Nez Perce Tribe

Jay Rhodes\*  
HAMTC

Robert Rosselli  
U.S. Department of Energy-RL

William Sanderson\*  
Westinghouse Hanford Company

Cindy Sartou  
Heart of America Northwest  
Legal Advocates for Washington

Dan Silver  
Department of Ecology

Randall F. Smith  
U.S. Environmental Protection Agency

Lynne Stembridge  
Hanford Education Action League (HEAL)

Joe Stohr  
Washington Dept. of Ecology

Sandi Strawn\*  
Benton County

Betty Tabbutt  
Washington Environmental Council

Timothy Takaro  
Physicians for Social Responsibility

Jim Thomas  
Hanford Education Action League (HEAL)

Greg Thomas  
Agency for Toxic Substances and Disease  
Resistry

John D. Wagoner  
U.S. Department of Energy

Jim Watts  
Oil, Chemical & Atomic Workers Union

Steve Wisness\*  
U.S. Department of Energy

Jon Yerxa\*  
U.S. Department of Energy - RL