

Critical Analysis Team Report on the Status of past CAT Comments

CAT Report #21

10 March 2001

Status of past CAT comments

In an effort to provide a "clean slate" under its new charter (see attached), the CAT provides the following status of past recommendations. For simplicity, we have grouped comments into general categories.

Organization and Configuration Management

Comments: CAT comments have focused on the organizational and configuration management needs of the project. Generally, adequate project management requires development and implementation of roles and responsibilities, authorities, and interfaces for all project team personnel and organizations (e.g. Engineering, Construction, Operations and Maintenance, etc.). The CAT has also recommended the use of comprehensive, clear monthly status reports, internal audits and appraisals, action item lists, claims control training and implementation, project turnover plans, lessons learned programs, and change board processes to ensure the silos project is successful. Lastly, the CAT has recommended caution when pursuing fast track activities.

Status: To date, Silos Project has failed to respond to the bulk of CAT comments concerning organization and configuration management issues. The CAT will continue to monitor these issues.

EMMA Concerns

Comments: The CAT has raised a long list of issues pertaining to operability, maintainability, availability, and reliability of the EMMA arm. In short, the CAT has identified potential 'showstopper' issues and recommended strongly reconsidering use of the arm.

Status: Fluor Fernald has proactively responded to CAT concerns by scheduling a technical exchange meeting on the EMMA.

Bentonite Concerns

Comments: The CAT has been concerned about the potential for bentonite plugging equipment during transfer of Silos 1 and 2 waste. The CAT has

recommended that a small scale test loop program be carried out to fully understand the bentonite issues.

Status: FF has chosen to make resolution of this issue a part of the Full Scale Mockup. The CAT will continue to monitor design and project progress on bentonite issues.

Reliability, Availability, Maintainability Analysis

Comments: The CAT has recommended RAM analysis that focused on the 'hands-on' aspects of silos projects.

Status: Such analysis has not been completed to date. The CAT will continue to monitor this issue.

Contracting Concerns

Comments: CAT comments have raised concerns about both the Silo 3 and AWR fixed price contracts. The comments focused on management of the fixed price contractor and claims issues. One of the prime concerns was the claims potential presented by the fixed price contractor being required to utilize Fernald's laborforce.

Status: Events have overtaken many of the CAT's concerns on both Silo 3 and AWR, essentially making these comments moot.

Charter for the Critical Analysis Team (CAT)

The success of the Silos Project at the Fernald Environmental Management Project (FEMP) is critical to the timely closure of the site. The mission of the Silos Project is to ensure the timely, cost effective, and safe design, construction, and operation of facilities to retrieve, remediate, and dispose of the Silo 1, 2, and 3 materials in accordance with the Operable Unit 4 Record of Decision (ROD), as modified by the Record of Decision Amendment for Silos 1 and 2 and the Explanation of Significant Differences (ESD) for Silo 3.

The Critical Analysis Team (CAT) will provide independent, in-depth reviews of Silos Project activities. The CAT serves primarily as an independent advisory panel to the DOE-FEMP. However, the CAT's interest is solely in supporting successful completion of the Silos Project. Given this, the CAT will not serve as an advocate for any group, but will strive to be a credible, independent source of information concerning the Silos Project.

The CAT will implement this charter through the following activities:

- Review of project technical documents, drawings, management plans, procedures, and other documents as they are developed and generated by the project, or as requested by the CAT throughout the project.
- Interviews or discussions with Department of Energy (DOE) and contractor project and support staff.
- Necessary interaction with regulators, the Fernald Citizens Advisory Board (FCAB), and other FEMP stakeholders to ensure that they remain well informed on CAT activities. This interaction may include distributing of reports, attending public meetings, and providing briefings.
- Providing written reports subsequent to CAT reviews, representing a consensus of CAT members. With the exception of reports containing specific, sensitive information (e.g., procurement or proprietary information), all CAT reports will be submitted to the DOE-FEMP Silos Project Manager, with a copy submitted to the Fluor Fernald, Inc., Technical Representative (TR). Copies will also be made available to the public. DOE-FEMP will respond in writing to CAT reports.
- Selection of specific topics, areas of interest, or site personnel for reviews or interviews, consistent with the scope of their contracts. The DOE-FEMP and Fluor Fernald, Inc., will support the CAT in their efforts by assuring that appropriate personnel, material, data and documents are available to support the CAT's efforts under this charter.

The CAT's key contacts at the FEMP will be the DOE Silos Project Manager and the Fluor Fernald, Inc. Silos Project Manager and their designees. Work requests will be given by the DOE Silos Project Manager to the Fluor Fernald Silos Project Manager and will be implemented, through the formal technical direction from the Fluor Fernald, Inc., TR.

The CAT has the responsibility to observe all applicable work, safety, and security rules and requirements.