

General

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Los Alamos National Laboratory
Los Alamos, New Mexico 87545

memorandum

TO: Distribution
Charles Nylander
FROM: Charles Nylander, ESH-18
Program Manager
DATE: March 26, 2002
MAIL STOP/TELEPHONE: K497/5-4681
SYMBOL: ESH-18/WQ&H:02-122
SUBJECT: **HYDROGEOLOGIC CHARACTERIZATION PROGRAM ANNUAL MEETING:
SENIOR MANAGERS MEETING**

This letter represents an invitation to attend the Hydrogeologic Workplan (HWP) Senior Manager's meeting on Tuesday, April 9 from 9-12 am at the Los Alamos National Bank Building, LATA Conference Room, 4th floor. This meeting is part of the continuous process meant to define products and end points for the HWP. Facilitating the meeting will be Robert Charles, External Advisory Group (EAG), with the other 5 EAG members present. As this will be a decision making meeting, I suggest the number of LANL, DOE, and NMED attendees be limited to 12 participants. All managers are welcome to attend the outbriefing for managers Friday, April 12th from 9-10 am in the LATA Conference Room.

Direct involvement of senior management in the definition of end states for the HWP, as well as paths to attain these began 2 ½ years ago. The senior management of LANL, DOE, and NMED provide the central administrative focus to define these items which will help the Program Manager and the Groundwater Integration Team (GIT). Conflicts of time-goal nature among these organizations are still apparent, although some progress has been made. Senior management agreed to the long term nature of the program objectives, but the initial formulation of the HWP pathways to attaining these goals, is still unclear.

At the last meeting, a year ago, three issues were defined:

1. freeze scheduling for a fixed period to provide continuity;
2. better define the matrix relationships among the three organizations; and
3. define the transition points from characterization wells, to monitoring wells.

In addition to the anticipated formation of a "Core Team" of senior managers, who will be asked to achieve a formal agreement on the remaining scope of the HWP and the definition of a final deliverable(s), examination of these three issues during this Annual meeting will help provide a mechanism for resolving conflicts. Last year, a team of Nylander, Young, Taylor, Rogers, and Johansen was formed to pursue, principally, the third issue. While membership of the team has varied, it has functioned to promulgate the process of end state focus.



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Each organization has recently presented documents which partially define their views as to end products/states:

- LANL: October 2001 LANL Hydrogeologic Characterization Program Proposed HWP Scope; December 2001 LANL Characterization Program FY01 DQO Interaction and Resulting Amendments to the HWP Scope; letter to NMED;
- DOE: Fall 2001 Value Engineering Study; letter LANL; and
- NMED: March 2002 HWP and Drilling Schedule; letter to LANL.

These documents may not present all views, but should form a basis of discussion and negotiation.

The process is a continuous, iterative one following the learning organization model. We need to keep the momentum and will actively discuss the perspectives of these three organizations at the April 9th meeting. I suggest a spokesperson for each of the three organizations present no more than a 15-minute introduction to their document at the beginning of the meeting. The mission of the meeting will be to achieve some agreements on substantive end points/products, beyond simply time and budget constraints. Please be prepared for a serious, intense negotiation with concrete results. Please address any questions to Charles Nylander at cnylander@lanl.gov. Thanks for attending!

CN/am

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