

Chair's Corner

As we approach the beginning of the year 2000, we should reflect on some of the solid EFCOG accomplishments over the past year in the areas of safety, Price-Anderson compliance, privatization contracting, information management, radiation protection, maintenance, and energy efficiency. We will continue to place our focus on items that are of most significance to the success of current and future DOE missions including integrated safety management, effective project management, maintaining core capabilities, contract reform and effective privatization contracting.

We have expanded our membership, with SAIC, DynCorp, Morrison-Knudsen and Numatec Hanford Corporation recently joining EFCOG, and four other companies currently considering membership. Having a broad and diverse membership is a critical element in our ability to identify and implement best practices and candidate areas for increasing efficiency or reducing costs. In addition, EFCOG continues to have good support from our DOE sponsors throughout the complex. This support is critical to keeping our efforts focused on the key priorities.

To assure that our working groups' activities are well focused and coordinated, at our April 1999 meeting, the EFCOG directors assigned John Longenecker to serve as Working Group Coordinator for the year ahead. As described in the *Working Group*

Coordinator's Report, John, with support from Mike Ebben, is working directly with the working group chairs and sponsoring directors to assure that each working group has the required support to meet its objectives.



Getting more involvement of the EFCOG executive directors with the working groups is a key objective of mine over the next year.

Steve Polston is now Vice-Chair of EFCOG, and will stand for election as chairman in March 2000. Steve and I are working closely together to effect a smooth transition, and I ask that you give him the same great support that you have provided to me during my tenure.

This is an exciting time when we must all maintain our focus. I appreciate your support of EFCOG and welcome your thoughts on how we can be better in the future.

Robert I. Van Hook
EFCOG Chair

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Special points of interest:

- Working Groups provide an overview of accomplishments and activities
- Mark your calendars for the 2000 Annual Meeting in Washington D.C.
- Calendar of Events
- New companies join EFCOG

From The Editor

Dear Readers:

Events and activities since the last newsletter are reported in this issue.

Please mail or fax information for inclusion in the next newsletter to:

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It is important that our information database be kept up to date with the current information for each reader. If your name is on the address label of this newsletter, that indicates that we have you in our database.

Any time your contact information changes, please provide the EFCOG office with any or all of the following: 1) your new mailstop; 2) your new company (for those of you who work at a site where the contractor has changed) and any address changes; 3) your new phone and fax numbers; and 4) your e-mail address.

For those of you who wish to receive the newsletter in the future, please contact the EFCOG office to have your name added to our newsletter distribution list.

EFCOG also has a home page on the World Wide Web. It can be accessed at the following address:

<http://www.efcog.org>

Please contact me for any other information.

Barbara Pierre, Editor

Annual Executive Council Meeting

EFCOG held its Annual Executive Council Meeting on March 31 – April 1, 1999 at the Crystal Gateway Marriott Hotel in Arlington, VA. The meeting was attended by EFCOG executive council members, working group chairs, and DOE-HQ and DOE field managers. Attendees were given an opportunity to interact with top DOE officials who provided an overview of the critical issues and priorities of DOE in the year ahead. Guest speakers included Hank G. Chiles (USN Ret.), John Wilczynski, Martha Krebs, Eugene Schmitt, Steve Henry, David Michels, John Gilligan of DOE, and Joseph DiNunno of DNFSB, who provided updates on the status of initiatives already in process, and the challenges for the future. Panels led by Jane Monhart, Walter Howes, Dennis Fisher and Harry Pettengill provided insight on Contract Reform, Privatization, Core Capabilities and External Regulations issues. The Executive Council conducted its annual business meeting with the election of new officers, approval of the financial report and approval of the budget for Fiscal Year 2000.

The 2000 EFCOG Annual Meeting is scheduled for March 15-16 at the Crystal Gateway Marriott Hotel. The Working Group Chair's meeting will be held on March 14. Information on the meeting will be sent out in the coming weeks. The EFCOG home page will provide details of the meeting, registration information, meeting locations, agenda and speaker information starting in December. For information on the meeting, please contact Barbara Pierre at 760-745-1733 or Linda Embrey at 703-204-9725.

Welcome

PCOWG Report

EFCOG welcomes its newest members:

- ◆ Science Applications International Corporation
- ◆ DynCorp
- ◆ Numatec Hanford Corporation
- ◆ Morrison-Knudsen

A major accomplishment over the past year was a review by the EFCOG Working Group on Privatization Contracting. Working closely with DOE, the group reviewed the results of DOE's privatization efforts to date and provided recommendations on how future privatization contracting efforts could be improved. Frank Figueroa, CFO of Sandia, who served as Chairman of the working group, delivered a report to Walter Howes, Director of the Office of Privatization and Contract Reform in July 1999. Copies of the report can be obtained by calling Barbara Pierre at (760) 745-1733.

From the Working Group Coordinator

The working groups remain the life blood of EFCOG's lessons-learned activities, and during 1999 there has been a great deal of activity. Key accomplishments include the conduct of the Safety Analysis Working Group workshop "Taking Ownership" in June, a workshop on Integrated Safety Management in Atlanta, delivery to DOE of the Privatization Working Group Report to DOE in July 1999, and cosponsoring with DOE of a Criticality Safety Workshop in Las Vegas in August 1999.

Through a critical review process, the directors regularly assess the working groups to assure that each has well defined objectives and goals, a DOE sponsor, and relevant accomplishments. At the annual meeting in April 1999, the directors endorsed the current set of working groups to represent EFCOG for the year ahead. The most significant changes over the past six months include the completion of the work of the Privatization Working Group, the incorporation of the ISO 14000 and Nuclear Facility Management groups into the Integrated Safety Management Working Group, and the elevation of the Price-Anderson lessons learned activity to full Working Group status.

Since good communication and cooperation among

the working groups is essential, we have established a regular schedule of conference calls and meetings to review progress and address evolving issues. A meeting to review working group progress was held in Washington DC on September 14, 1999 in the Sandia offices in L'Enfant Plaza. This meeting was attended by EFCOG sponsoring directors, working group chairs, directors, and DOE speakers. The next meeting will be held on March 14, 2000 in conjunction with EFCOG's annual executive council meeting.

With ever tighter time and budget constraints, the chairs and members of the working groups have an ever more challenging job. However, their accomplishments speak for themselves as they continue to pursue activities that will assure that the DOE mission is met as efficiently as possible. If there are ways for us to better focus working group activities on DOE's critical needs, please contact me.

John Longenecker, WG Coordinator

"The working groups remain the life blood of EFCOG's lessons-learned activities . . ."

Member Companies

Allied Signal
Phil Neeter

Bechtel BWXT Idaho, LLC
Lee Watkins

Bechtel Hanford
Don Pearman

Bechtel Nevada
A.C. Hollins

BNFL Inc.
Phillip Bradbury

B&W Services
Bill Farrell

Brookhaven Science Associates
Thomas R. Sheridan

Duke Engineering & Services
Tom Stevens

DynCorp
Gerry Decker

Fluor Daniel Hanford
Gerald A. Harvey

Johnson Controls
Larry McKnight

Kaiser-Hill Company, LLC/Rocky Flats
Steve Polston

Lawrence Berkeley National Laboratory
David McGraw

Lawrence Livermore National Laboratory
Dennis Fisher

Lockheed Martin Oak Ridge
Robert Van Hook

Lockheed Martin Hanford Corporation
Lincoln Hall

Los Alamos National Laboratory
Bill Hamilton

Mason & Hanger Corporation (Pantex)
Tony Woltermann

Midwest Research Institute (NREL)
John Shaffer

Morrison-Knudsen
John Schmerber

Numatec Hanford Corporation
Xavier J. Hubert

Pacific Northwest National Laboratory
Peggy Williams

Sandia National Laboratories
Frank Figueroa

Science Applications International Corp
Steve Whitfield

TRW Environmental Safety Systems Inc.
Robert L. Strickler

Westinghouse Savannah River Company
Robert Pedde

Westinghouse Waste Isolation Division
John L. Lee

Membership

If you would like more information on EFCOG membership, please contact:

- ◆ Robert Van Hook (EFCOG Chair), Lockheed Martin Energy Systems, (423) 574-3620 or rvh@ornl.gov.
- ◆ John Longenecker (EFCOG Support Contractor), Longenecker and Associates, (858) 792-6031 or longnassoc@aol.com.
- ◆ Barbara Pierre (EFCOG Support Administrator), Longenecker and Associates, (760) 745-1733 or bpi-erre@home.com and efcogl@aol.com.

Working Groups and Contacts

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wjr@inel.gov

Waste Management

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Sandia Corporation
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The EFCOG support staff maintains an archive library of working group documents including workshop proceedings, meeting minutes, and working group publications. Copies of these documents can also be found on the EFCOG website at www.efcog.org. If you would like a copy of any published document, please contact Barbara Pierre at 760-745-1733 or bpierre@home.com.

For information on EFCOG working groups, contact our EFCOG Working Group Coordinator John Longenecker, 858-792-6031.

Working Group Review

INTEGRATED SAFETY MANAGEMENT

The ISMWG focused on catalyzing DOE Contractor actions to exchange successful ISM programs, practices, procedures and lessons learned; demonstrate methods to integrate existing safety and work practices in an ISM framework; develop streamlined techniques for implementing and validating ISM processes and programs; promote and deliver effective SM training; and identify performance measures applicable to ISM.

The past year saw the ISMWG participate in the DOE ISMS Description Document Workshop, the DOE ISM Lessons Learned Workshop, and the ISM Feedback/Improvement Workshop.

This group has recently restructured and incorporated the previous EFCOG ISO 14000, Issue Management and Occupational Safety & Health Working Groups as subgroups. Additionally, they have formed subgroups for Performance Measurement, ISM Program Integration, and Corrective Action Processes (formally the Issues Management Working Group), and, a special Lessons Learned Task Group. Future focus of the Working Group will include such items as supporting "Line Management" ISM workshops, identifying and publicizing ISM "Best Practices", and supporting the Department of Energy's ISM implementation completion target of September 2000.

Contact for the working group is Joe Yanek, WSR, (803) 952-9893 or e-mail joe.yanek@srs.gov.

ISMWG SUBGROUPS

Corrective Action Processes Subgroup (ISMWG-CAP) – Susan Kimmerly, Bechtel Jacobs, (423) 574-8242 or e-mail low@bechteljacobs.org.

Occupational Safety and Health Subgroup (ISMWG-OSH) – Ann Shirley, LMES, (423) 576-8262, or as7@ornl.gov.

Environmental Subgroup (ISMWG-ENV) – Ron Brunke, Fluor Daniel Hanford, (509) 376-2663 or e-mail ronald_c_brunke@rl.gov.

Program Integration Subgroup (ISMWG-PI) – Phil Levine, WSR, (803) 952-9882 or e-mail philip.levine@srs.gov.

Performance Measurement Subgroup (ISMWG-PM) – Greg Meyer, Rocky Flats Environmental Technology Site, (303) 966-4827 or e-mail greg.meyer@rfets.gov.

Lessons Learned Task Group (ISMWG-LLTG) – Steve Etheridge, WSR, (803) 925-9900 or e-mail howard.etheridge@srs.gov.

MAINTENANCE

The focus of this working group has been to promote excellence in DOE maintenance programs through sharing information, resources, knowledge, talents and the use of lessons learned.

Chairmanship of the working group has been passed from Ed Williams, Sandia National Laboratory to Dawn Close, Allied Signal, Federal Manufacturing and Technologies. Many thanks to Ed Williams for his dedicated contributions as chairman over the past two years.

The 1999 MWG workshop was held in conjunction with the Safety Culture Revolution Workshop July 19 through 22 in Idaho Falls, Idaho. The workshop was hosted by Lockheed Martin Idaho Technologies. The theme of the conference was *"From Measurement to Performance – Putting Performance Measures to Work"*.

Successes over the past year include: 1) delivery of a Replacement Plant Value study to DOE FM; 2) delivery of a Facility Performance Measures study to DOE FM; 3) performance of a cost/benefit analysis on the benefits of the EFCOG MWG; 4) continuation and expansion of the performance indicator project which now represents ten DOE sites and two private industry sites on approximately 27 key maintenance metrics; and, of special note, 5) General Motors senior management and union officials visited LLNL to review the "Safety Culture Revolution" approach to employee safety. The team was so impressed with what they learned that they recommended adoption of the "Safety Culture Revolution" approach for GM employees to the Board of Directors, and the Board agreed.

The MWG will hold the 2000 workshop, once again in combination with the "Safety Culture Revolution", in the April to May time frame. Lawrence Livermore

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National Laboratory will host the workshop.

Contact for the working group is Dawn Close, Allied-Signal, (816) 997-3262 or e-mail dclose@kcp.com.

PRICE-ANDERSON AMENDMENTS ACT

In August 1999, the Nuclear Facility Management Working Group was completed and the Price-Anderson Amendments Act Subgroup elevated to full working group status. A steering committee of six members was appointed and include: Abel Garcia, LLNL (Chair); Bill Luce, WSRC (Vice Chair); Kenneth C. Brog, Brookhaven Science Operations; Todd R. Butz, LMES; Richard A. Hughes, Bechtel Hanford; and Stephen J. Ward, Sandia National Laboratories.

This working group continues to be very active in the Price-Anderson Amendments Act (PAAA) regulatory area. They have held two workshops in the past year at Las Vegas, Nevada, Fall 1998, and Lawrence Livermore National Laboratory, Spring 1999. These workshops are very well attended by DOE Contractor and Subcontractor representatives. The DOE Office of Enforcement and Investigation Director attended with members of his staff and other DOE representatives. The workshops provide a contractor forum for sharing lessons learned, trends, new developments, program information exchange, and DOE program up-dates in the PAAA arena.

The PAAA subgroup initiated the development of a draft guidance document for Independent Dose Evaluation Programs within an assigned Task Team. This guidance was provided to the subgroup for review by technical and regulatory personnel for comment and submitted to DOE for consideration. Enforcement guidance was issued by DOE based on the guidance after numerous discussions and meetings. A key contractor provision allowing the use of discretionary monitoring programs was included in the DOE guidance.

The Transportation Guidance Task Team participated with DOE in the development of an enforcement guidance document for the applicability of PAAA requirements to nuclear material transportation activities. This document provided a discussion of the requirements in the regulations and examples of the applicability to transportation scenarios.

The Reportability Guidance Task Team issued an update to the contractor guidance document on reportability of noncompliances with 10 CFR 830.120. This non-binding document update was based on actual DOE Enforcement Actions. It will be updated on an annual basis.

Contact for the working group is Abel Garcia, LLNL, (925) 423-3961 or e-mail garcia6@llnl.gov.

PRIVATIZATION

This working group completed its work in August 1999 with the delivery of the "*Privatization Working Group Final Report*" to Walter Howes and Richard Hopf. The report was coordinated with their staff and comments incorporated. The working group presented an executive summary to principals in the Forrestal Building on October 14, 1999.

Specific recommendations are as follows:

- ◆ Refine the pre-RFP process to tailor the scope of work and compliance requirements in coordination with industry.
- ◆ Establish partnering agreements with contractor to achieve cultural change.
- ◆ Employ the appropriate contract vehicle, using phased approaches with price redetermination at appropriate points in some high-risk projects.
- ◆ Establish a more structured pre-award planning process, to include joint identification of risk elements and business case and risk modeling.
- ◆ Develop and use a success factor template, and address each factor early in the solicitation process.
- ◆ Hold a series of DOE/contractor workshops to improve understanding of each other's perspective, and conduct confidential meetings as required for specific procurements.
- ◆ Provide adequate funding and ensure its continuity.

Contact for the working group is Frank Figueroa, Sandia National Laboratories, (505) 844-4663 or e-mail fafigue@sandia.gov.

RADIATION PROTECTION

The focus for this working group is to promote a consistent approach and application of radiation protection practices throughout the DOE complex; perform a diligent review, comment and interpretation of radiological protection regulations and standards; and host information sharing sessions and workshops that are focused on specific topics and through formal requests for clarification of information, guidance, and regulations to DOE-EH.

This past year the working group evaluated the draft version of 10 CFR 835, Radiation Protection Rule and

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developed comments addressing posting issues and

clarification on free release of materials, as well as coordinating a response and providing it to DOE.

The group held a workshop on Bioassay and the Price Anderson Amendments Act in May 1998 at Rocky Flats.

Contact for the working group is Joe Graf, LANL, (505) 667-5296 or e-mail jmgraf@lanl.gov.

SAFETY ANALYSIS

This working group continues to be instrumental in providing the primary contractor forum for safety analysis excellence in the DOE complex. The core of the SAWG activities included national workshops, papers and guidance documents, training classes, participation in DOE working groups and meetings, interaction with outside groups such as the ANS and commercial chemical groups, steering and subgroup committee meetings, and day-to-day communication and issue resolution.

The SAWG held its 9th Annual Workshop "Taking Ownership" in Portland, Oregon in June 1999. The workshop was attended by approximately 250 DOE Headquarters (HQ), DOE Field Office, and contractor personnel and involved training sessions, subgroup meetings, invited speakers, DOE panel discussions, and over 60 paper presentations. The 10th Annual Workshop will be hosted by Los Alamos National Laboratory and is currently planned for Santa Fe NM in April 2000. A special session of the ANS Winter Meeting in November 1999 will be dedicated to SAWG activities and products.

The SAWG Chemical Safety Subgroup has been actively working with the Chemical Safety Interest Group (CSIG) in addressing action items from the joint SAWG / DOE Chemical Safety November 1998 Workshop. In addition to planning for the 3rd Annual Authorization Basis Workshop in January 2000, the AB Subgroup continues to maintain the AB database for each member site and to address AB-related issues. Safety analysis activities related to Operational Readiness Reviews have been included with the charter of the AB Subgroup.

The Accident Analysis Subgroup (AA) has made significant progress on the development of the Accident Analysis Guidebook with the identification of technical subject matter experts and the development of the Table of Contents and draft sections. This document will complement NUREG/CR-6410 as a guide for perform-

ing safety analysis of DOE facilities. The group has trained over 150 DOE and DOE contractor personnel in accident consequence analysis.

The Training Subgroup has prepared a Safety Analyst Training Plan Template and a Safety Analysis Training Vendor Course List. The Subgroup has been restructured in the form of a Training Coordinator and Site Points of Contact in order to provide better interfaces for developing site-specific training and training at the annual workshops. The SAWG co-authored DOE STD-1120-98, Integration of Environment, Health and Safety into Facility Disposition Activities. Pending a redefinition of the roles and responsibilities of the SAWG Facility Disposition Subgroup, its activities have been assumed by the Authorization Basis Subgroup. The Human Factors Subgroup remains in inactive status.

Contact for the group is John Rice Jr., Bechtel WXMT, Idaho, (208) 526-4206 or e-mail wjr@inel.gov.

SAWG SUBGROUPS

Accident Analysis Subgroup (SAWG-AA) -- Kevin O'Kula, WSMS, (803) 502-9620 or e-mail kevin.o'kula@wxsms.com

Authorization Basis Subgroup (SAWG-AB) -- Sam Savani, WSMS (803) 502-9638 or e-mail sam.savani@wxsms.com.

Facility Disposition Subgroup (SAWG-FD) -- Noel Kerr, Bechtel Hanford, (509) 373-4865 or e-mail noel_r_kerr@rl.gov.

Chemical Safety Subgroup (SAWG-CS) -- Douglas Heal, WSMS, (803) 502-2687 or e-mail doug.heal@wxsms.com

Technical Safety Requirements (SAWG-TSR) -- James McCormick, WXSMS, (803) 502-9799 or e-mail jim.mccormick@wxsms.com.

Training (SAWG-TRN) -- Gene Hochhalter, LMIT, (208) 526-1038 or e-mail ehochhal@inel.gov.

Unreviewed Safety Questions Determination (SAWG-USQD) -- Bob Edwards, WSMS, (803) 502-9813 or e-mail bob.edwards@exsms.com.

INFORMATION MANAGEMENT

This group's primary focus has been on conducting workshops, organizing task groups and conducting seminars on information management issues that are of interest throughout the DOE community. They additionally provided a forum to address accepted and

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emerging standards for information management practices, processes and products that may benefit the DOE, as well as provided advice and made recommen-

dations to DOE on policies, procedures, standards and architecture pertaining to use of information management.

During the past year the IMWG formed a subgroup to address Year 2000 practices, achievements and discuss status of implementation at DOE sites. An effective information sharing connection was created between the DOE Information Management (IM) Council and EFCOG. This group became a non-voting member of the DOE IM Council, and assisted DOE with numerous calls for information regarding contractor opinion and practices. The future focus for this working group is to create stronger contractor/DOE communication through participation in the DOE Information Management Council; explore and mitigate cost-effective improvements; and facilitate best practices and lessons learned with special emphasis on Year 2000 activities.

Contact for the group is Ted Michels, LLNL at (925) 422-7220 or e-mail michels3@llnl.gov.

ENERGY EFFICIENCY

The group's focus for 1999 was to assist DOE's Federal Energy Management Program (FEMP) with implementation of alternative financing mechanisms for energy efficiency projects at DOE sites; partner with related working groups to increase communications, eliminate redundant activities and increase effectiveness; and assist DOE's FEMP with timely and effective communication between sites, operations and field offices, and HQ.

During the past year, the EEWG facilitated a super Energy Savings Performance Contracting (ESPC) delivery order workshop, held a working group meeting in conjunction with GlobalCon Energy Efficiency Exposition, and provided feedback to DOE-HQ on energy efficiency performance agreements recently negotiated. They partnered with the MWG workshop in April 1998, and participated in the "Laboratories of the 21st Century" workshop in May 1998. The next EEWG Workshop is scheduled for August 1999 at the Energy '99 Exposition.

Contact for the working group is Mike Holda, LBNL at (209) 835-8150 or e-mail holda@tracy.com.

CAD/CAE FACILITIES

This group has been focusing on promoting an aware-

ness and understanding of state-of-art computer-aided design (CAD) and computer-aided engineering (CAE) hardware/software applications within the DOE complex, the architectural, engineering and construction facilities management and infrastructure, and geographical information systems environment. In the past year they have developed a Geospatial Data and Systems Guidance Document.

Contact for the working group is Ed Stickle, LMES at (423) 574-2270 or e-mail ets@ornl.gov.

CCFWG SUBGROUP

Geographical Information Systems (CCFWG-GIS)

– Fred Thompson, LANL at (505) 665-7568 or e-mail thompson_frederic_c@ofvax.lanl.gov.

WASTE MANAGEMENT

The focus for this working group has been to facilitate the transfer and implementation of best practices and new waste management technologies and techniques; improve the cost-effectiveness and safety of waste management operations; promote excellence by the exchange of information on operational successes, best practices, procedures and lessons learned; provide analysis of impacts of pending changes to federal policies and regulations; and promote sharing of management and technical information through working group activities.

This past year WMWG has improved Draft DOE Order 435.1, "Radioactive Waste Management" by assisting EM-30 in developing the Order, manual and guidance documents that establish a cost-effective, flexible system of requirements that can be implemented. They shared information on critical emerging issues to prevent problems, i.e. transportation and radiation exposure incidents lessons learned, and benchmarked nuclear facility supervision practices. They refined waste management performance measures by narrowing down the myriad of ways waste management performance is measured. The group also supported the EM complex-wide integration effort through the network of subject matter experts used to evaluate opportunities spun off from the effort.

The future focus is to improve the complex-wide waste profile by developing common Data Quality Objectives to reduce waste characterization costs and to simplify intersite waste movement. The group plans to provide EM-30 an evaluation of final draft of DOE Order 435.1 and establish waste management performance measures by developing a concise list of defined, measurable and fair performance factors.

November 1999

S U N M O N T U E W E D T H U F R I S A T

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Calendar of Events:

- November 9-10, 1999 — DOE ISM “Making ISM A Reality” Workshop — Knoxville, Tennessee — Contact: Joe Yanek, ISM Chair (803-952-9893)
- November 14-18, 1999 — American Nuclear Society Winter Meeting — Long Beach, California — Contact: John Rice, SAWG Chair (208-526-4206)
- November 15-19, 1999 — DOE 1999 Pollution Prevention Conference — Albuquerque, New Mexico — Contact: Kylene Molley, Conference Chair (505-284-6749) or Mike Holda, EEWG Chair (209-835-8150)
- November 16, 1999 — SAWG Authorization Basis Subgroup Teleconference — 11:00 a.m. (EST)
- November 17, 1999 — SAWG Steering Committee and Subgroup Chair Teleconference — 11:30 a.m. — 12:30 p.m. (EDT)

December 1999

S U N M O N T U E W E D T H U F R I S A T

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Work Group
Chair Tele-
conference

12 13 14 15 16 17 18

SAWG-CS
Subgroup
Workshop SAWG Tele-
conference

19 20 21 22 23 24 25

SAWG-AB
Subgroup
Teleconfer-

26 27 28 29 30 31

Calendar of Events:

- December 8, 1999 — Work Group Chair Teleconference — 8:00 a.m. — 10:00 a.m. (PST) — Contact: John Longenecker (858-792-6031)
- December 14-16, 1999 — SAWG Chemical Safety Subgroup Workshop — DOE Forrestal Auditorium, Washington DC — Contact: John Rice, SAWG Chair (208-526-4206)
- December 15, 1999 — SAWG Steering Committee and Subgroup Chair Teleconference — 11:30 a.m. — 12:30 p.m. (EDT) — Contact: John Rice, SAWG Chair (208-526-4206)
- December 21, 1999 — SAWG Authorization Basis Subgroup Teleconference — 11:00 a.m. (EDT) — Contact: Sam Savani, SAWG-AB Chair (803-502-9638)

*** **HAPPY HOLIDAYS** ***

January 2000

S U N M O N T U E W E D T H U F R I S A T

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2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26 SAWG Committee and Subgroup Chair	27	28	29
30	31					

Calendar of Events:

- January 26, 2000 — SAWG Steering Committee and Subgroup Chair Meeting — SAWG Unreviewed Safety Question Subgroup Meeting — Nevada Test Site, Nevada — Contact: John Rice, SAWG Chair (208-526-4206)

**EFCOG WISHES ALL
A HAPPY AND
PROSPEROUS NEW
YEAR**

February 2000

S U N M O N T U E W E D T H U F R I S A T

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6	7	8	9	10	11	12
13	14	15 SAWG-AB Subgroup Teleconference	16	17	18	19
20	21	22	23 SAWG Teleconference	24	25	26
27	28	29				

Calendar of Events:

- February 15, 2000 — SAWG Authorization Basis Subgroup Teleconference — 11:00 a.m. (EST) — Contact: Sam Savani, SAWG-AB Chair (803-502-9638)
- February 23, 2000 — SAWG Steering Committee and Subgroup Chair Teleconference — 11:30 a.m. — 12:30 p.m. (EST) — Contact: John Rice, SAWG Chair (208-526-4206)

**PLAN TO ATTEND THE EFCOG
ANNUAL EXECUTIVE COUNCIL
MEETING ON
MARCH 15-16, 2000**



**Energy Facility Contractors
Group**

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**We're on the web . . .
www.efcog.org**

● EFCOG ETC NEWSLETTER

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