



MEMORANDUM

May 9, 2018

TO: CALM Industry Partners and Associate Members

FROM: Chris Hardin, P.E., Managing Director  
CALM Initiative and EEIF, LLC

SUBJECT: Guidelines for CALM Initiative Task Force Meetings  
Streamlined Path for Technology Development and Implementation

The CALM Initiative was created to serve the needs of its members by developing practical technology that makes the challenging work of closing ash basins, beneficial use of CCRs, and energy liquids management **safer, more cost effective, and where possible easier**. This Memorandum is written to provide a summary of the guidelines that will be used by the CALM Initiative as we establish Task Force groups for developing new technology and best management guidelines (BMGs). The guiding force of all technology development and problem solving in the CALM Initiative comes from our Purpose and Objective statements:

**Purpose:** To develop practical, technology-based solutions for the electric power and energy production industries to address problems and challenges with coal ash and liquids management.

**Objective:** To work with a wide variety of Industry Partners, the electric power utilities and energy production companies to provide the most recent technology addressing waste management, (i.e. coal ash and other byproducts) and liquids management and treatment. This will be accomplished by initiating a combination of applied research projects, and large demonstration projects that increase safety, achieve regulatory compliance, improve long term performance and reduce cost.

**Starting a CALM Task Force:** The Task Forces of the CALM Initiative are designed to solve problems, develop new technology, initiate small or large demonstration projects, and/or to develop a scope of work for practical, applied research. A CALM Initiative Task Force can be created using the following process to complete tasks and manage expectations:

1. **Contact the Managing Director, Chris Hardin, and/or Senior Technical Coordinator, Ric Traver** to develop the scope, direction and expectations of the proposed Task Force.
2. **Clarify and explain why the Task Force is necessary and what it will achieve.** Typical reasons for Task Force creation include -- developing a best management practice for a safety awareness, conducting a technical evaluation of a new technology and/or reviewing a common or difficult to manage construction activity. A Task Force will work to address the problem, consider how the technology will be evaluated, and develop a wide variety of actions to address non-standard construction activities.
3. **Define and outline how the Task Force will operate.** This includes identifying the Leader of the Task Force, and how the Task Force will work with the CALM Initiative Managing Director to make sure the approach used is consistent with the Purpose and Objective of the CALM Initiative. Key operation items will include determining how often the Task Force will meet or have calls, and who will take notes and provide summary reports for the other CALM Initiative members. The Task Forces will be expected to report on their findings on a regular basis. Another important item will be to determine



whether the work of the Task Force needs be completed in “closed session”, or as part of a smaller Work Group and if there are proprietary or Confidentiality requirements.

4. **Determine who will be on the Task Force.** This will be done in close coordination with the CALM Initiative Managing Director, and will involve input from the CALM Industry Partner Advisory Board, and the CALM Senior Technical Coordinator. Criteria for determining Task Force participation will be based on whether the selected members are recognized subject matter experts, and/or if they have sufficient time to devote to the Task Force activities.
5. **Contacting Prospective Members:** Since CALM Task Forces are directly or indirectly representing the Purpose and Objective of the CALM Initiative, meetings will need to be scheduled with, or by the CALM management team. The CALM Initiative is able to provide conference call numbers and technical support services as needed.
6. **Preparing for the First Meeting and Summary Reports from Task Forces:** The first meeting of a CALM Task Force helps to set the “tone and direction” of the Task Force. Key items include: a) Reaching a common understanding of the group’s main tasks and success factors; b) Defining the problem or main goals of the Task Force; c) Defining working procedures, identifying key people and reporting tasks, and assignments for taking notes or for reporting at the CALM Initiative General Meetings; and d) Consideration of Confidentiality and Non-Disclosure Agreements, and smaller Work Groups for proprietary or sensitive topics.
7. **Items to Avoid and Limitations:** The CALM Initiative by design is an industry consortium where companies working on ash basin closures and energy liquids management can share ideas and best practices in a “safe environment” to increase safety, achieve regulatory compliance, improve long term performance and reduce cost. The information developed by the CALM Initiative Task Forces **should avoid mandating** any one particular type of activity, project approach, industry standard or specific guidelines that may or may not apply to a wide variety of coal ash or liquid management projects. Identifying “best practices” and/or common sense guidelines for safe construction are fine as long as the Task Force avoids crossing over the line to “means and methods”. No certification intended or implied can be provided using the information developed as part of the CALM Initiative Task Force and Work Groups.

**Conducting CALM Initiative Task Force Meetings:** The initial meetings of the Task Force will provide the members the proposed scope of work, information on operating procedures, and how and when the work of the Task Force will be completed. A few of the guidelines for Task Force meetings are:

1. Frequency, length and number of calls and meetings.
2. Ground rules for communication, email correspondence and decision making within the Task Force and between meetings.
3. The scope of work, schedule and deadlines for completing key activities and tasks.
4. Procedures for notes, monitoring progress and reporting to the CALM Initiative Managing Director, and the other CALM Initiative members.
5. Some basic guidelines for conflict resolution, critiquing Task Force progress, and modifying the operating procedures and deliverables of the Task Force.

**Running the Task Force and Reporting Interim Results:** Some of the primary goals of the Task Force will be to advance a new technology and/or to solve a persistent problem. Written reports and presentations to the Managing Director and other CALM Initiative members about the results and progress are key functions of



the CALM Task Forces. Although specific circumstances may vary, the following general principles should be kept in mind:

1. Hold Task Force meetings at a frequency and in a manner that keeps the CALM Initiative members engaged and informed about the group's progress.
2. Be efficient with schedule and time management. All CALM Initiative members are busy, and can only dedicate a limited amount of time to outside industry oriented activities.
3. Try to keep the Task Force relatively small – five to seven members – and create smaller Work Groups to keep the overall group focused and engaged.
4. Remember the most important leadership roles are leading the discussions to **include everyone, taking notes** of the results and progress, and then **communicating/reporting** the results to the Managing Director and the rest of the CALM Initiative members.

**Completing the Project or Developing the Written Report:** The activities and tasks of the CALM Task Force groups will typically be completed when a written report or documentation (i.e. BMG and/or whitepaper) and summary presentation is provided to the CALM Initiative members or the Industry Partner Advisory Board. The written report or documentation will frequently be prepared in DRAFT form for edits and review by the CALM Initiative Managing Director and Senior Technical Coordinator. Depending on the sensitivity of topics being addressed by the Task Force, some written reports or documentation may remain in DRAFT or Work Product form even when they are considered complete. This flexible or phased approach for completing a Task Force group's scope of work or tasks does not reduce the overall value of the Task Force meetings. The purpose of the Task Force is to consider problems or new technology, and develop solutions that can be utilized by the CALM Initiative members.

**Goals and Expectations:** As the CALM Initiative continues to evolve the work of the Task Force groups and Work Groups will become the **driving force** for problem solving and new technology development. The CALM Initiative General Meetings will become **working meetings** where the ideas and plans for field demonstrations projects can be discussed, developed and then implemented.

In addition, the Task Force groups and Work Groups will provide an opportunity to discuss co-funding, industry funding and possibly grant funding for new technology and field demonstrations. This **shared funding approach** has been used successfully on other applied research projects, and is **expected to significantly reduce the time and cost** of developing innovative methods and new technology. To be able to accomplish these goals and expectations it will be important that the CALM Initiative Task Force groups, and Work Groups **remain focused** on the most streamlined and practical way to develop new technology.