

Session 5B
Panel: DOE EM Management & Operational Experience

Panel Reporter: Frazer Lockhart, U.S. DOE (USA)

The primary focus of the panel was the "EM Operations Lessons Learned Program" which was started in October 2006. Five lessons learned summaries were completed prior to WM'07 --- the Rocky Flats Closure Project (presented in Oct'06), Ohio Closure Projects (presented in Dec'06), Savannah River Construction Projects (presented in Jan'07), the Idaho Sodium-Bearing Waste Treatment Facility (to be presented in Feb'07), and the Hanford River Corridor Cleanup Project (presented in Nov'06). The panel presented summaries of these EM presentations for use by the broader waste management community.

The following individuals participated in the panel;

- Kevin Bazzell, DOE Federal Project Director, River Corridor Project, WA
- Joel Case, DOE Federal Project Director, Sodium Bearing Waste Project, ID
- Frazer Lockhart, DOE Manager, Rocky Flats Project Office, CO
- Johnny Reising, DOE Fernald Closure Project Director, OH
- Sherri Robinson, DOE Director, Office of Safety & Quality Assurance, Savannah River Site, SC

Kevin Bazzell presented the River Corridor Project for the Office of River Protection. This project began in October 1997 and is scheduled to run through September 2015 for a cost of \$4.233 B. The project is preparing for its Critical Decision (CD) 2/3 in June 2007. Lessons were presented according to the main categories prescribed by EM for the lessons learned program: Safety, Acquisition Strategy, Contract Management, Regulatory Compliance, Funding & Resources, and Communications. For each category the background was presented, followed by major lessons learned, then the smartest things done in that category, and finishing with the things that would be done differently. The specific lessons cannot be easily summarized and readers are invited to review the main points in the presentation from the session.

Joel Case presented the Sodium Bearing Waste Treatment Project for the Idaho Operations Office. This \$461 M project reached CD-2 in December 2006 and is scheduled to begin operational production in 2009. Consolidated Hazard Analysis was discussed as a key technique to integrate complex issues from many perspectives. This flowed naturally into integration of safety early in the design process. Operational history, from site experience in similar operating facilities, experimental facilities, and pilot scale testing, ensured confidence in the design parameters. Feedback received through multiple reviews and involvement of DNFSB, regulators, and experts from other sites insured comprehensive resolution of issues.

Frazer Lockhart presented the Rocky Flats Closure Project for the Rocky Flats Project Office in Colorado. The Rocky Flats project began in June 1995 and was physically completed in October 2005 at a cost of \$6.7 B. CD-4 was approved in November 2006 and several final transition actions over the next few months will establish the former site as the Rocky Flats National Wildlife Refuge. Lessons from this completed project were presented according to the categories prescribed by EM for the lessons learned program and used early in Kevin Bazzell's presentation. In

addition the categories of Technology and Engineering Design & Construction were addressed. For each category the background was presented, followed by major lessons learned, then the smartest things done in that category, and finishing with the things that would be done differently. The specific lessons cannot be easily summarized and readers are invited to review the main points in the presentation from the session.

Johnny Reising presented a summary of the four Ohio sites under the accelerated closure program. The Fernald Closure was a \$4.4 B project begun in December 1992 and completed in October 2006. The Miamisburg Closure was a \$998 M project begun in January 1997 and completed in February 2007. The Ashtabula Closure was a \$147 M project begun in September 2005 and completed in January 2007. The Columbus Closure was a \$163 M project begun in November 2003 and completed in December 2006. Since each of these closure projects is physically complete the lessons were summarized and followed the same format as for the Rocky Flats Project. The specific lessons cannot be easily summarized and readers are invited to review the main points in the presentation from the session.

Sherri Robinson presented the Savannah River emphasis on Construction Safety with specific experience from the Glass Waste Storage Facility project. This project was unique in that it was managed and overseen directly by DOE staff. Safety was paramount in all aspects of the project from early planning through execution, and the exemplary safety record demonstrated many valuable lessons regarding productive areas and techniques for safety emphasis. For additional detail readers are invited to review the main points in the presentation from the session.