

PROJECT MANAGEMENT PLAN EXAMPLES

Safety Integration - Identification and Management of Standards and Requirements Examples

Example 22

8.1 STANDARDS / REQUIREMENT IDENTIFICATION DOCUMENT

Current Status

Present 9206 operations are governed by the Y-12 Site Standards/Requirement Identification Document (S/RID), *Y-12 Site-level Standards/Requirements Identification Document*. (**NOTE:** The engineering design and construction work is governed by a set of Work Smart Standards, whose maintenance is handled in a similar manner as the Y-12 S/RIDs.) The Y-12 S/RID lists the necessary and sufficient set of ES&H standards and requirements to be implemented at the Y-12 Site. The Y-12 S/RID is a living document. The Standards Management Information System (SMIS) contains the official set of S/RIDs.

Deactivation Strategy

The Y-12 S/RID was originally developed to cover all of the facilities and ES&H hazards present on site; therefore, present 9206 operations should be adequately covered by the Y-12 S/RID. Past efforts to develop facility-level S/RIDs has demonstrated that there are few, if any, additional requirements specific to the individual facilities that are not already 'incorporated in the Y-12 S/RID. Where additional requirements are identified, they are to be incorporated into the Y-12 S/RID. It should be noted that the Y-12 S/RID was developed with continuing operations in mind and did not consider deactivation of facilities. This was to be an EM program function.

The present S/RID process requires Y-12 and LMES to update the Y-12 S/RID as the hazards and operations undergo significant modifications. Specifically, DOE Order 250, *Standards Management*, requires updates to the S/RID if (1) the work may involve hazards not presently covered by the S/RID, (2) changes in mission or activities, or (3) perceived inadequacies in the S/RID. As 9206 deactivates its facility operations, 9206 staff and appropriate SME's from the ES&H disciplines will determine what new hazards, if any, will be created by the phases of deactivation. The Y-12 S/RID will then be reviewed to ensure that these hazards are appropriately covered. If they are not appropriately covered, proposed modifications to the S/RID specific to 9206 should be submitted to DOE for their approval utilizing the e3dsting S/RID change process.

The present S/RID evaluation, approval, and change process is outlined in MS-43-CM, *Compliance Manual* and Y-12 Plant Procedure, Y10-158, *Compliance Assurance Program*. The functional area policy managers ensure that the S/RID for their functional area is adequate up-to-date. The policy manager, in consultation with facility and SMES, organizational managers, and DOE; work to develop a change package containing a set of S/RIDs appropriate for the new hazards. (**NOTE.** The Y-12 S/RID is structured along the DOE ES&H Configuration Guidelines and is divided into 15 functional areas. A specific change in missions/activities or hazards will not necessarily impact all 15 of these functional areas.) These change packages are formally submitted by the Compliance Management Systems Organization through the LMES Contracts Office to DOE for approval.

This may be an iterative process. The actual physical removal of materials and systems may produce a certain set of hazards while total shutdown will create another. Depending upon the hazards involved, this may necessitate no change/small incremental changes to the Y-12 S/RID or the eventual development of a facility specific S/RID, especially if the hazards and program requirements are reduced to a small core subset. For 9206 Complex, this is anticipated to occur once deactivation is complete and/or the facility transfers from the Y012 Plant Defense Programs to the EM program.

Example 23

6.0 Project Execution

6.01 Work Specification and Planning with Safety Standards and Requirements

The selected end points described in this plan have been chosen to incorporate site requirements under a graded approach to compliance, whereby the extent and documentation of measures taken are commensurate with the nature and magnitude of the hazards involved. The health and safety requirements, enumerated in the S/RIDs (Reference #10) are translated into direction for workers via the procedures contained in the WSRC corporate manuals. The linkage between S/RIDs and the corporate procedures is documented in the Compliance Assessment and Implementation Reports (CAIRs), and will not be repeated here. All work will incorporate the core principles of Integrated Safety Management.

6.01.02 Hazard Controls

1. Definition of the Work

Characterization

Walkdowns will be performed, as necessary, to supplement the existing characterization information. Spaces and systems to be examined will be selected and a detailed inspection list generated. These inspections will identify hazards and understand the conditions in the facility in sufficient detail that the work activities needed to meet the deactivation endpoints can be performed in a safe and controlled manner.

Property Management and Disposal

Non-contaminated personal property may be removed and disposed in accordance with the WSRC 3B Manual. This involves removing the items for re-use at SRS or transferring excess material to WSRC Property Management for re-use, resale, or donation to a federal program. Personal property includes items such as computers, desks, chairs, tables, hot water tanks, and etc. The majority of these items were removed in 1995-1996 when the facility was shutdown.

Non-contaminated equipment declared abandoned may also be removed for disposal to preclude cross-contamination or physical degradation that would make disposal more costly during ultimate decommissioning. Such removal will be handled within the scope of the Deactivation Project Plan. Specific end points to remove personal property, equipment and material are identified in Appendix C.

Equipment and personal property that is not removed and disposed will fall into one of three categories:

- Equipment to support surveillance & maintenance
- Equipment to support ultimate decommissioning
- Equipment to be abandoned in-place

There is no identified equipment or personal property in 322-M that falls into either of the first two categories. The equipment remaining in the building has no identified opportunity for re-use, re-sale, or donation to a federally funded program and will be identified in the appropriate site databases used to support work control and property management. Declaration of Excess forms will be completed, approved, and submitted to WSRC Property Management for all significant pieces of equipment declared abandoned. This action will communicate the availability of the equipment to potential users and buyers at SRS, around the DOE Complex, various State programs, Economic Outreach and Development, and other Government Agencies. However, there are no plans to protect or mothball this equipment until a specific need is identified and approved through site management. If such a need is identified, funding must be provided by the requesting source to complete the radiological and hazardous material survey, export control review, disconnection, and physical removal. This work would be handled outside the scope of the Deactivation Project Plan.

Safety Evaluations, Documentation, and Plans

The facility history and hazards evaluation in the Transition Report for 322-M (Reference #1), combined with the verification of completion of the deactivation end points specified in section 4.05 of this deactivation plan, meet the intent of the inspection requirement in Procedure 51 of the WSRC 8Q Manual for discontinued equipment and facilities. No additional inspections are required to be in compliance with Procedure 51.

The JCO for M-Area will be reviewed biennially and amended when necessary. However, no changes are anticipated solely as a result of 322-M deactivation. Appropriate notifications have been made that the fire protection for the facility is permanently disabled, per WSRC 2Q, Procedure 5.6. The *322-M Fire Control Preplan* (Reference #16) will be revised to reflect the post-deactivation status of the facility. Procedures and other plant operating documents pertaining to the facility will be revised or canceled as appropriate to reflect the deactivated status of the facility.

During the period when the facility is being deactivated, a long-term Surveillance and Maintenance Plan will be prepared and approved. Following deactivation, a Deactivation Project Completion Report will be prepared in accordance with the provisions of WSRC C2.1, Procedure 1.01.

Housekeeping and General Cleanup

All non-installed combustible materials will be removed from the facility and disposed according to site procedures.

Stabilization of Contaminated Areas

Openings in laboratory hoods, gloveboxes and enclosures were closed and sealed during the FY95 deactivation work, as were the open ends of duct inlets and outlets. These seals will be inspected during the deactivation project and upgraded as necessary. Of particular concern will be the process ventilation ducts that were cut and taped over. A more robust sealing method will probably be required.

The ventilation components outside the building will be inspected and covered with a weatherproof sealant when required to reduce corrosion and prevent entry of rainwater. Deteriorated sections of ductwork will be removed or repaired/resealed. Penetrations through the roof will be sealed and flashing will be renewed where necessary.

Although not specified as an end point, if sufficient funding is available, a limited amount of decontamination may be performed to minimize the potential of contamination migration. The primary effort would be to roll back the CA and eliminate the HCA in Room 109, the Metal Preparation Laboratory.

Isolation of Services

All services will be isolated outside the 322-M building envelope at the nearest feasible point. Fire Protection, Chilled, Domestic, and Process Water systems will be isolated by installing plugs or blind flanges in the lines just before they enter the building. Steam will be isolated at the pressure reducing stations on either side of the North end of the building.

Electric power to the facility will be double-isolated, both by opening all the circuit breakers inside the building and terminating the connections to the building at the 352-4M transformer. These actions will minimize the fire risk due to a lightning strike or deteriorated insulation on the electrical wires.

Connections to drainage systems will be plugged to prevent any liquids from downstream backing up into the unattended building.

Sealing Against Intrusion

All entrances will be locked with the keys controlled by the facility custodian. The entrances at the North and South ends of the building along the main corridor will be used for S&M.

2. Hazards Identification and Characterization

Characterization walkdowns were performed and evaluated prior to preparing Section 6.01.02. These evaluations provided a systematic way to identify the hazards in the facility.

3. Develop and Implement Hazard Controls

Hazard controls have been developed and will be implemented using the existing site procedures that are listed in 6.01.03.

4. Perform Work Within the Controls

WSRC maintains an Integrated Standards Based Safety Management (ISBSM) Program. The ISBSM Program is defined in WSRC 1-01 *Management Policies Manual*, Policy 1.22, *Integrated Standards Based Safety Management Program*. The objective of the ISBSM Program is to systematically integrate safety into management and work practices at all levels of the organization so that missions are accomplished while protecting the public, the worker, and the environment.

The ISBSM Program applies to all segments of WSRC, its partners and subcontractors. The ISBSM Program satisfies all requirements of the Department of Energy Plan for Safety Management. Company-level policies/programs are used to implement required standards, control hazards through mitigation techniques, provide uniformity, and enhance WSRC's Operational Imperatives - Safety, Disciplined Operations, Continuous Improvement, and Cost Effectiveness.

Implementation of the ISBSM Program is embodied in the WSRC corporate manuals, which prescribe methods and procedures for complying with all requirements, including both those that are related to health and safety and those that are administrative in nature. The health and safety requirements enumerated in the S/RIDs (Reference #10) are translated into direction for workers via the corporate manuals. The linkage between S/RIDs and the corporate procedures is documented in the CAIRs, and will not be repeated here.

5. Provide Feedback and Continuous Improvement

Feedback mechanisms to be used on this deactivation project will include monitoring, weekly team meetings and multifunctional walkdown teams. Work performance will be monitored and measured against FDD and SRS ESH&QA indices. Self-assessment of the ESH&QA program will be performed periodically. This will include an evaluation of both management commitments and worker involvement. Key lessons learned will be identified and documented in the Deactivation Project Completion Report.