

## DEFENSE NUCLEAR FACILITIES SAFETY BOARD

August 18, 2000

**TO:** J. Kent Fortenberry, Technical Director  
**FROM:** Paul F. Gubanc and David T. Moyle, Oak Ridge Site Representatives  
**SUBJ:** Activity Report for Week Ending August 18, 2000

A. Y-12 Project Management: Despite some mixed signals this week, we are generally encouraged that top management appears to be starting to engage in project management issues:

1. On Monday, Gubanc observed an HEU Materials Facility (HEUMF) project status meeting where the project team appeared overly focused on the design-build contract. While important, the project is equally dependent upon LMES' success in providing reliable utility services to the HEUMF. LMES management is now committing to a comprehensive "conditions assessment" of these interfaces between the HEUMF and existing plant systems and services.
2. On Wednesday, Gubanc observed the second monthly Y-12 projects status meeting for senior management. Both the DOE Assistant Manager and LMES General Manager were actively engaged and drew out significant, underlying issues (e.g., project planning practices and life-cycle cost-benefit analysis). Even more fundamentally, the meeting made clear that Y-12 still doesn't have a healthy understanding of when projects are defined as "complete."
3. On Friday, in response to senior DOE and LMES management demands, EUO revealed its attempt to start presenting and tracking progress of restart elements (e.g., HF system) using "earned value" techniques. We anticipate this will significantly highlight historical weaknesses associated with work planning and the costs/inefficiencies of doing work at Y-12. (2-A)

B. ORNL Building 3019: ORNL is preparing to retrieve 20 packages of U-233 from Building 3019 to support cancer therapy research. These packages have modest dose rates (220 mrem @ 30 cm, max.) and high integrity (packed in two nested stainless steel cans ~1996). This week, ORNL's "internal readiness evaluation" (IRE) was conducted. Mr. Gubanc observed the IRE on Tuesday.

1. The IRE team and the scope of the IRE (i.e., contractor Readiness Assessment) were adequate.
2. The evolutions observed displayed significant conduct of operations improvements and provided confidence that the operators will perform reliably, even if presented with equipment problems.
3. The IRE concluded Thursday with 4 pre- and 2 post-start findings. Resolution of the pre-starts and final startup approval is expected to support movement of material next week. (3-A)

C. Y-12 ISM Phase-2 Verification: To correct and expand on our last report, LMES started its own ISM assessment on August 4 and is scheduled to complete its field work by August 23. LMES is committed to provide the DOE ISM team a report by COB August 24. (The LMES review team is very capable and identifying substantive ISM implementation issues.) DOE's review started August 11 and will conclude on August 31. DOE will both confirm the quality of the LMES review and conduct additional reviews to supplement the LMES report and assess the DOE side of Y-12. (1-C)

D. NaK Remediation at Building 9201-5: LMES has subcontracted Creative Engineers, Inc. (CEI) to complete the NaK cleanup in 9201-5. The CEI health and safety plan includes anticipated hazards and minimum PPE requirements for each work activity. Additionally, a formal Hazard and Operability Analysis (HAZOP) is being conducted jointly with CEI and LMES for the stabilization of NaK in the sump tank. The HAZOP appeared to have the correct disciplines represented, and the CEI staff demonstrated knowledge of the hazards and the processes to be used. Remediation is projected to start in mid-September 2000 and complete by January 2001. (1-C)

cc: Board Members