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From: Meredith Brown <racer@lanl.gov>  
Subject: Green Alert: Facility Disposition Planning

Identifier: 1998-RL-HNF-0032

Title: **Green Alert: Cost-effective Planning for Facility Disposition**

**Lessons Learned Statement:** Integrating safety and health considerations into facility disposition planning can reduce costs as well as ensure environmental, worker, and public safety.

**Discussion of Activities:** The DOE Office of Worker Health and Safety (EH-5), DOE Oak Ridge Operations Office (DOE-OR), Lockheed Martin Energy Systems (LMES), and Lockheed Martin Energy Research (LMER) have jointly developed important insights and useful practices for integrating safety and health into planning facility disposition projects at Oak Ridge sites.

Examples of Safety and Health lessons learned and good practices identified and discussed in the referenced report include the following:

- \* Augmenting facility historical and characterization information by interviewing former employees.
- \* Soliciting worker input in project planning to gain insights from their experiences with similar projects.
- \* Including stakeholders and regulators early in project planning to provide an open dialogue and early resolution of potential safety issues.
- \* Characterizing facility hazards, including inherent hazards caused by aging and structural degradation, in the early stages of planning.
- \* Using incentive contracting approaches by prequalifying contractors and their ES&H programs, using experts to support development of procurement performance specifications, and streamlining the procurement process.
- \* Forming multi disciplinary teams, including subcontractors, that are co-located and work together throughout the project to improve communication and teaming.
- \* Streamlining and focusing responsibility for ES&H management by using a single project ES&H point of contact.
- \* Using mock-ups to enhance worker training and familiarization with the work activities and conditions. In addition, mock-ups can be used to identify and resolve potential problems in performing the work.

**Analysis:** The referenced document presents excellent examples of how integrating safety and health considerations into work planning pays great dividends. It relates the essence of ISMS.

**Recommended actions:** Any facility facing deactivation should consult the reference document and factor the appropriate lessons learned and good practices into their planning. The report is also available on-line at

URL <http://tis.eh.doe.gov/whs/bookshelf/Orll.pdf>. Printed copies can be obtained from the following points of contact:

Peter Gross, DOE-OR, (423) 576-0845;  
John Rothrock, DOE-OR, (423) 576-0831;  
Kenneth Leifheit, DOE-OR, (423) 576-0835;  
Tony Eng, DOE Office of Field Support (EH-53), (301) 903-4210;  
Charles Campbell, DOE EH-53, (301) 903-1441.

Priority Descriptor: GREEN/Good Work Practice

Functional Categories (DOE): Environmental Restoration and Waste Management, Occupational Safety and Health

Originator: Fluor Daniel Hanford, Inc.

Contact: Project Hanford Lessons Learned Coordinator; (509) 373-7664; FAX 373-2084; email PHMC\_Lessons\_Learned@rl.gov

Name of Authorized Derivative Classifier: Jim Stowe (509) 376-1915

Name of Reviewing Official: John Bickford

Keyword(s): multi-disciplinary teams, mock-ups, planning of facility disposition, hazards, open dialogue, incentive contracting, single point of contact

**References:** DOE/EH-0568, Cost-Effective Facility Disposition Planning with Safety and Health Lessons Learned and Good Practices from the Oak Ridge Decontamination and Decommissioning Program