



SRMC SAVANNAH RIVER
MISSION COMPLETION®

FY2023

Annual Report

A Message from the President



Savannah River Mission Completion (SRMC) continued to make great progress in Fiscal Year 2023 (FY23) toward completing the Liquid Waste Mission at the Savannah River Site (SRS) for the Department of Energy (DOE). Our complex mission can be put simply: reduce the risk to people and the environment posed by the radioactive liquid waste stored in aging, underground waste tanks. There is approximately 34 million gallons of this legacy waste left at SRS to be removed from 43 remaining waste tanks. SRMC plans to be the one to complete this mission by 2037.

This year was another significant step forward in the mission because of our talented team. To that end, SRMC has prioritized employee development to enhance our workforce knowledge base. We are immersing key supervisors and early-career leaders in intensive professional development training. We launched our worker-to-trainer program, where selected employees become temporary classroom instructors to teach new hires how to do the job that they do every day, and a mentoring program, where employees become protégés to learn and grow from experienced leaders within the company. This year, we also rolled out our Vision Casting series, where more than 3,000 employees participated in an interactive discussion to learn more about SRMC and how they fit into the mission and vision. All of these efforts support SRMC's Power As One® - One Mission, One Vision, One Contract, One Company, One Value Set, and One Safety Culture. The Power As One® is the foundation for optimizing and accelerating the Liquid Waste Mission.



In this Annual Report, you will see how we are investing in the initiatives that will accelerate the Liquid Waste Mission. There is a lot of challenging, significant work ahead of us, but this is a determined workforce who overcomes and succeeds. We will continue to put safety first, show discipline in all we do, collaborate well, and seek to continuously improve as we work to complete our mission.

Regards,

A handwritten signature in black ink that reads 'L. David Olson'.

Safety, A Foundational Value

SRMC Reaches 10,000,000 Safe Hours

In FY23, the SRMC workforce reached **10 million safe hours** without a work-related injury that required an employee to miss a day on the job. The construction team has reached more than 37 million safe hours, spanning 25 years of work.

Watch SRMC employees explain why safety is important to them.



Workers conduct trials using tire covers in the Tank Farms.

Innovations Increasing Safety for Workers

An innovation in the Tank Farms using **tire covers** is a win for all involved — improving worker safety, reducing construction costs, and minimizing radiological waste generation at SRS. Using the tire covers reduces waste generation by 93% per project — stopping about 1,250 cubic meters of plastic waste from ending up in landfills every year.

Continuing Education for Safety & Health

American Board for Occupational Health Nurses gave **special recognition** to SRMC for an exceptional effort to support the continuing education of the nursing staff.



SRMC health nurse Susan Jordan, BSN, RN, COHN (right) receives award on behalf of SRMC.



SRMC employees attended the recent VPP Participant's Association symposium in Orlando.

Legacy of Stars Award

DOE's Office of Environment, Health, Safety & Security accepted the company's application to be certified as a DOE Voluntary Protection Program (VPP) participant. SRMC also received the Legacy of Stars award, which is awarded to sites that would have achieved the "Star of Excellence" for a fourth consecutive year.

Updated Agreement for Milestones

SRMC and DOE, in partnership with state and federal regulators, **finalized a high-level waste tank milestones agreement**, which is a part of the Federal Facilities Agreement (FFA), that guides the work to clean up SRS.

Revising the waste tank milestone commitments within the FFA ensures regulatory requirements align to allow DOE's liquid waste facilities to operate as efficiently and effectively as possible. The revision to the FFA outlines the schedule for the waste removal and operational closure of the 16 oldest-style tanks at SRS. All 43 remaining tanks are slated to be operationally closed by 2037.



Milestones in Waste Retrieval & Tank Closure

Radioactive liquid waste generated by SRS chemical separations processes is stored in the **SRS Tank Farms** in both solid and liquid form. The Tank Farms at SRS have transferred radioactive liquid waste solution to the **Salt Waste Processing Facility** (SWPF) and the **Defense Waste Processing Facility** (DWPF), removing more than nine million curies from the tanks.

In FY23, SRMC achieved a major waste retrieval and tank closure milestone by safely and successfully **operationally closing and grouting two ancillary radioactive structures** in SRS' F Tank Farm. In addition to this, work was ongoing to complete waste removal modifications for various tanks. These modifications allow for more efficient and effective removal of radioactive liquid waste in the Tank Farms.



SRMC workers pour grout to operationally close an F Tank Farm Diversion Box (right).

Breaking Records in Salt Waste Processing

SRMC implemented changes in FY23 to improve the efficiency and resiliency of **salt waste processing**. As a result, SRMC broke records in gallons of waste processed through SWPF, including a 30-day processing record of approximately 400,000 gallons of salt waste. This demonstrates the facility's continued improvements necessary to meet processing goals.

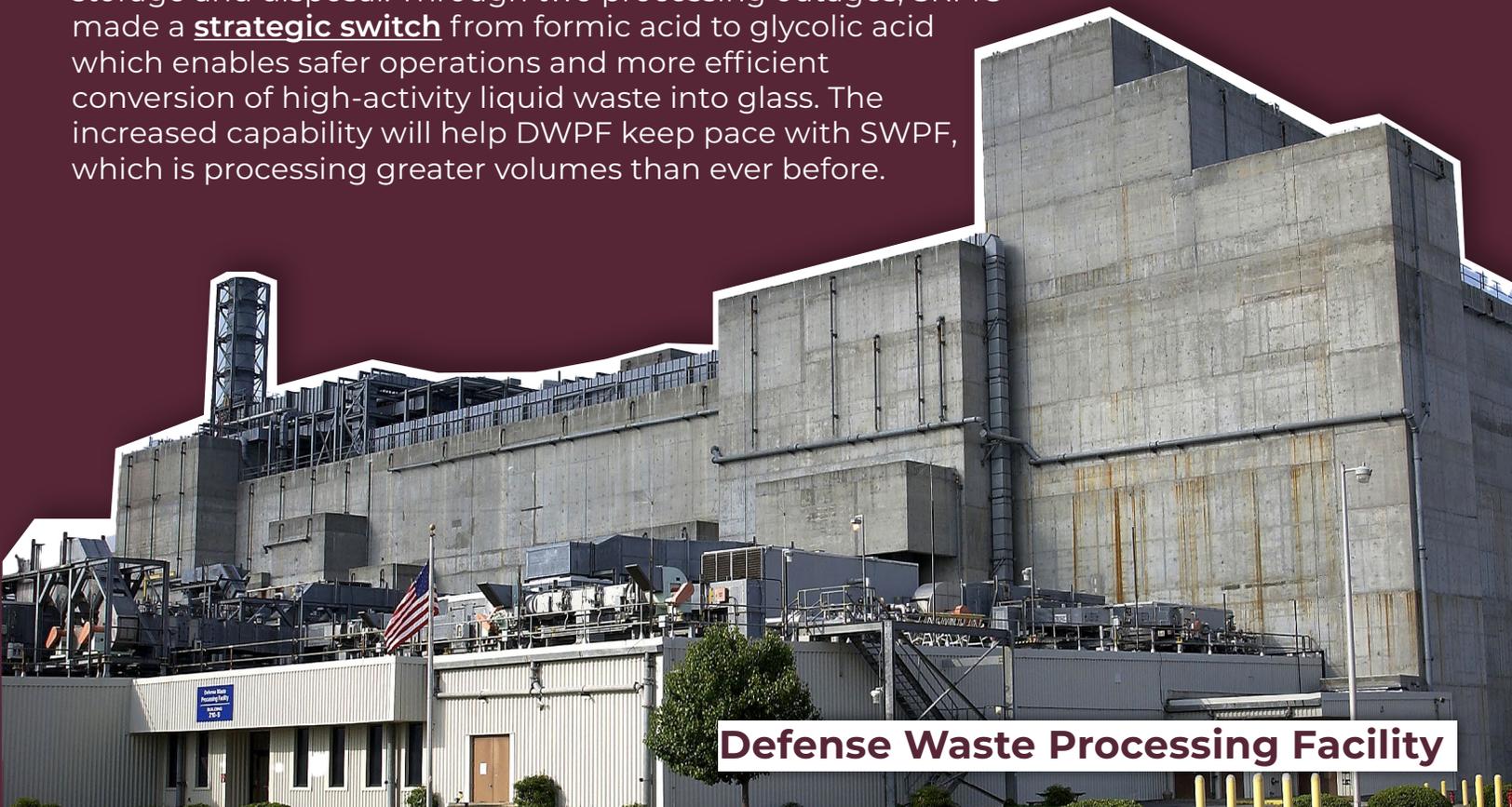


SWPF has undergone **technical and procedural enhancements to increase production rates** to safely meet processing goals. In the last fiscal year, methods to clean a piece of equipment called the strip effluent coalescer were examined to create a new strategy, which reduces facility downtime. During a processing outage, SRMC implemented the strategy to use 75 percent less Monosodium Titanate in the SWPF process, which effectively improves filter performance.

SRMC also **successfully transitioned** SWPF's computers, software, and security systems into the SRS network without interrupting production.

Innovations in Sludge Waste Processing

In FY23, SRMC improved sludge waste processing at SRS. DWPF is the waste vitrification facility at SRS that converts sludge waste into glass, which is a form safer for long-term storage and disposal. Through two processing outages, SRMC made a **strategic switch** from formic acid to glycolic acid which enables safer operations and more efficient conversion of high-activity liquid waste into glass. The increased capability will help DWPF keep pace with SWPF, which is processing greater volumes than ever before.



Defense Waste Processing Facility



Record Amount of Decontaminated
Salt Solution Processed and Sent to
Saltstone Production Facility
4.4 Million Gallons



Record Amount of Saltstone
Grout Poured into SDUs
7.4 Million Gallons

Advancing in Capital Construction

The completion of the Liquid Waste Mission requires construction of **Saltstone Disposal Units** (SDU) 8-12. The units are being built in sequence, saving significant costs for the project. On June 2, 2023, DOE approved **Critical Decision (CD)-4A for SDU 8**, marking the last step in the approval process before the unit begins to receive decontaminated material for final disposal. SDU 9 passed its **leak tightness test**, an important step toward qualifying the new SDU for operational use. SRMC is also in various stages of constructing the final SDUs needed at SRS – 10, 11, and 12.

New Milestone in Double-Stacking

SRMC marked a major achievement in the effort to expand interim storage of canisters of vitrified high-level waste, saving taxpayer dollars. Through FY23, SRMC reached a **new milestone** of double stacking more than 2,000 canisters in Glass Waste Storage Building (GWSB) 1. By doubling the original space in the storage building, SRMC is eliminating the need for construction of another GWSB and saving more than \$100 million.



**FY23 Canister
Production
By the Numbers**

**76 Canisters Poured
~287,000 Pounds of Glass
349 Double Stacked**

Developing Our Greatest Asset

At SRMC, employees work safely and effectively toward finishing the goal by 2037. Supporting professional development is a key behavior demonstrating SRMC's Core Values - Safety, Reliability, Mutual Respect, and Continuous Improvement. To that end, SRMC is prioritizing the growth of its workforce through several strategic initiatives.



First Line Manager Workshop

This year, SRMC launched its **First Line Manager (FLM) Workshop**, targeting the development of those who supervise the non-exempt workforce. More than 125 FLMs learned how to develop the soft skills needed for management, such as problem-solving and interpersonal skills, to be an effective leader.



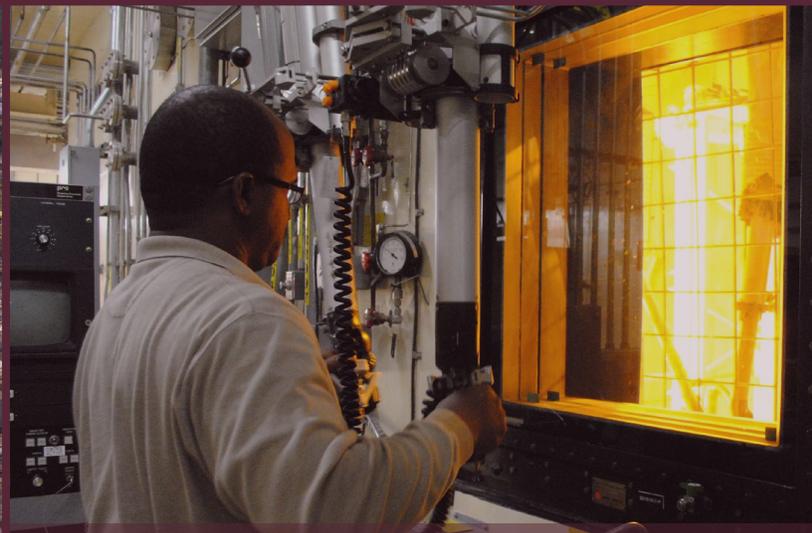
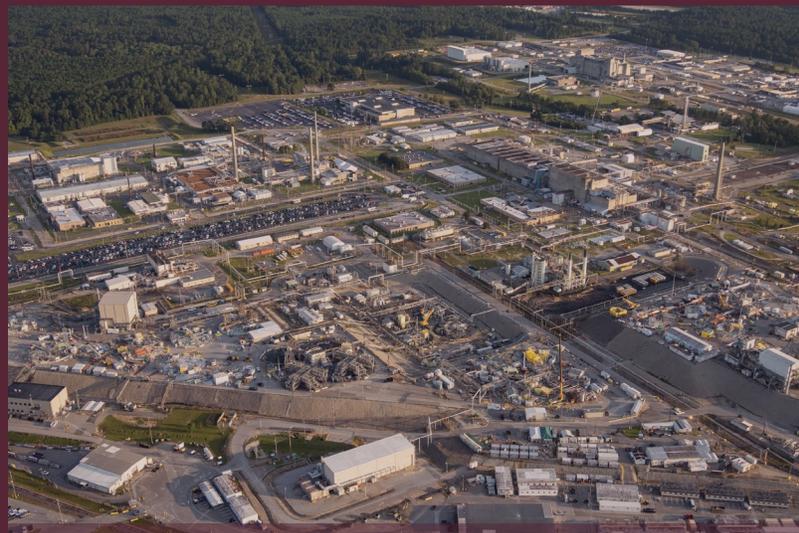
Leaders' Forum

SRMC continued its **Leaders' Forum** in FY23 to invest in its next generation of leaders. In the past year, more than 50 early-career professionals have completed the week-long immersive and intensive leadership development program.

Supporting Accelerated Basin De-inventory

SRMC began Accelerated Basin De-inventory (ABD), a new approach for spent nuclear fuel disposition, in FY23. ABD simplifies and accelerates H Canyon's mission by 20 years and a significant reduction in lifecycle cost.

SRMC has received batches of discarded highly enriched uranium-235 solution as part of DOE's ABD mission. The solution is transferred from the SRS H Canyon Chemical Separations Facility to the site's H Tank Farm. The spent fuel had been stored in the site's L Area Disassembly Basin. The mixture is then transferred to DWPF, where it is vitrified.



The highly enriched uranium-235 solution is transferred to H Tank Farm (left), then the mixture is transferred to DWPF, where it is poured into canisters (right).

Gathering to Recognize Mission Progress

SRMC employees gathered twice this fiscal year to recognize significant milestones achieved under the first three Task Orders.



November 2022

In November 2022, SRMC held **its inaugural all-hands event** to recognize the new era of the Liquid Waste Mission at SRS and acknowledge the successful completion of Task Order 1 (the contract transition) and Task Order 2 (including SWPF integration).



September 2023

In September 2023, SRMC held a **multi-area luncheon** to recognize the completion of Task Order 3 while eagerly looking ahead to the completion of the overall DOE mission by 2037.

Casting the Vision: The Map to 2037

During the summer, SRMC completed a training series that allowed employees to dive deeper into the past, present, and future of the SRS Liquid Waste Mission. Over a period of six weeks, more than 3,000 SRMC employees participated in the **Vision Casting initiative**. Led by a full-time SRMC employee serving as a group facilitator, each Vision Casting session was a small-group discussion that used informative scripts, a Liquid Waste Program vision board, fact cards, and interactive activities to emphasize SRMC's Power As One® as the team works together to complete the SRS Liquid Waste Mission.



Ray Tran (left), an engineer for the Savannah River Site Tank Farms, helps complete a timeline of SRS historical events as part of SRMC's Vision Casting training initiative.



Bailey Arnett (center, right), a waste disposal authority engineer, leads a group discussion about Savannah River Mission Completion's mission and vision during Vision Casting.

**FY23 Workforce
By the Numbers**

331
New Hires

49
Interns



SRMC employees volunteer for the United Way's Project VISION



SRMC signs an MOU with Benedict College



SRMC signs an MOU with Denmark Technical College



SRMC Receives the United Way of CSRA All-Star Award



SRMC rings the Red Kettle Bell



SRMC President presenting at South Carolina State University

Our Commitment to the Community

In its second year as SRS Liquid Waste Contractor, SRMC remains steadfast in its dedication to Education Outreach, Regional Purchasing, Community Support, and Workforce and Economic Development, and demonstrated that support in many ways.

Highlights of SRMC's community involvement and education outreach include:

- Co-hosting the **first joint cohort of Production Operator Apprentices** as part of the Nuclear Fundamental program at Aiken Technical College;
- Investing in science, technology, engineering, and math (STEM) programs at historically black colleges through providing donations to **Denmark Technical College** and **Benedict College**; and,
- Providing volunteers with the United Way's annual services projects, **Project VISION**, **Project SERVE**, and **Project CARE**.

Philanthropic Giving By the Numbers



\$20,000 for Habitat for Humanity



\$5,000 to the Salvation Army



\$68,000 in Family Scholarships



\$286,000 for the United Way



\$5,000 for the SRS Heritage Foundation



\$12,000 for Children's Place, Inc.



\$39,000 for the CSRA Heart Walk



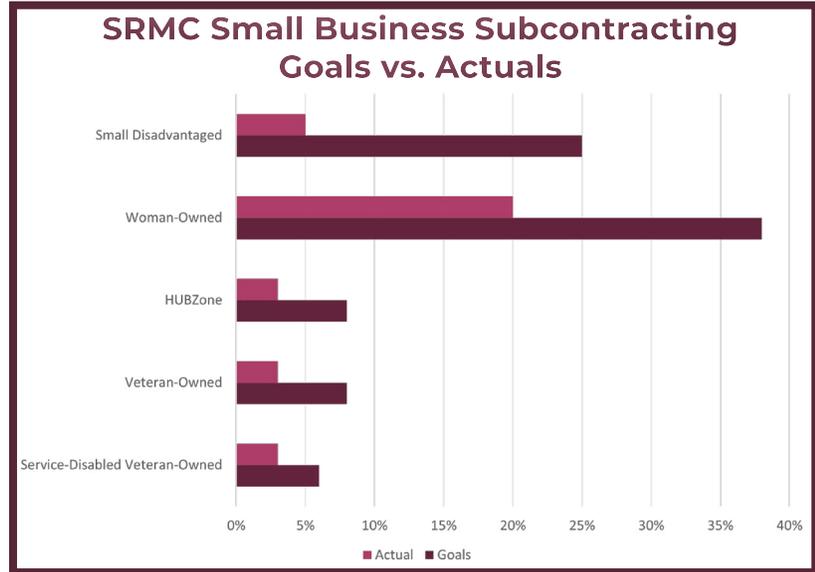
\$15,000 to Aiken Senior Life Services

Regional Purchasing Program Success

The SRMC Regional Purchasing Program met all of DOE's goals to award a percentage of all acquisitions and goods to the following business categories: Small Business, Small Disadvantaged Business, Women-Owned Small Business, Historically Underutilized Business (HUB) Zone Small Business, Veteran-Owned Small Business, and Service-Disabled Veteran-Owned Small Business. Work to meet these goals included **hosting two small business outreach events** to assist local small businesses in engaging with SRMC: one held at Aiken Technical College in October 2022 and one held at SRMC's Aiken Office in March 2023.

SRMC also **attended Energy, Technology & Environmental Business Association's (ETEBA) Federal Business Opportunities Forum** in North Augusta, South Carolina; the DOE Small Business Expo in New Orleans, Louisiana; and the Supply Chain Management Center's Supplier Summit in Kansas City, Missouri.

SRMC continued its **Mentor-Protégé Program** by working with FY23 Proteges: Blue Star Rentals & Sales, Columbia County Concrete, WesWorks, and DBD. All are local small businesses.



SRMC Small Business Program Manager Ashley Hannah presented at ETEBA's Federal Business Opportunities Forum.



Chief Administrative Officer Mark Barth spoke to vendors at SRMC's small business event about the importance of small businesses to SRMC's mission.

Government Outreach

Throughout FY23, SRMC has worked to strengthen communication with local, state, and federal government officials to increase the knowledge of the importance of the liquid waste mission.

Outreach efforts include hosting government officials for tours and holding meetings with them. The visits provided an opportunity for updates on waste throughput and disposition, **Liquid Waste System Plan Rev. 23-P**, and community and academic engagement.



System Planning Manager Pete Hill (standing) discusses the future of modeling at SRMC with DOE-EM Senior Advisor Ike White (left).

Savannah River Mission Completion comprises parent company BWX Technologies, Inc. with partners Amentum and Fluor. Its team brings the capabilities necessary to accelerate cleanup at the U.S. Department of Energy's Savannah River Site through safe nuclear operations, optimized and integrated mission execution, and strong corporate governance.