



U.S. DEPARTMENT OF  
**ENERGY**

OFFICE OF  
**ENVIRONMENTAL  
MANAGEMENT**

## Contracting Opportunities at EM

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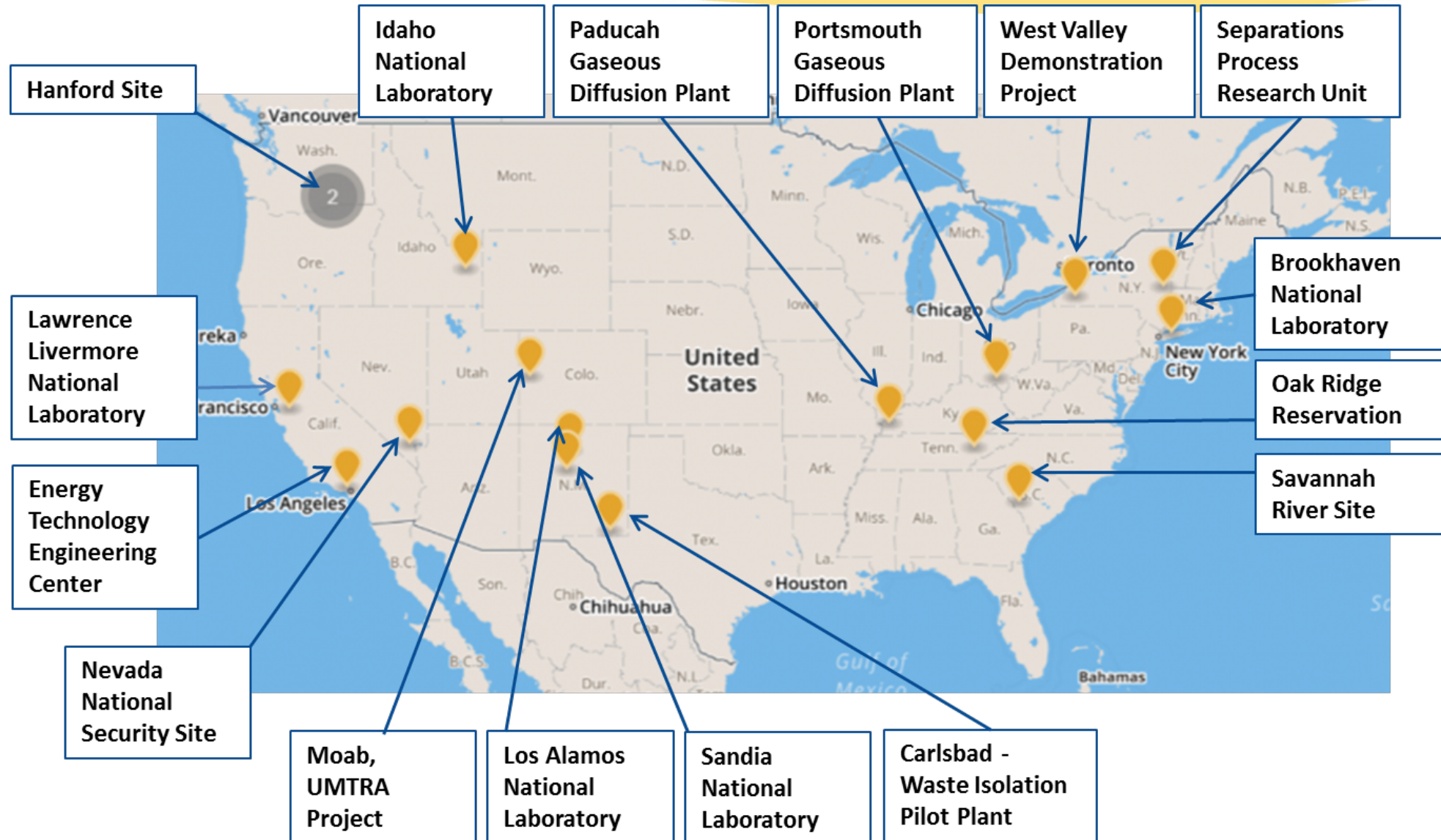
- ❖ EM Locations
- ❖ Six Primary Mission Areas
- ❖ End State Contracting Model
- ❖ Current Major Acquisitions
- ❖ Continuous Process Improvement
- ❖ Recent Major Contract Awards
- ❖ Other Major Procurement Initiatives
- ❖ Helpful Websites



Workers demolish a section of the metal roof over the Ford Building at the Savannah River Site. At the height of the Cold War, the facility was used to test components used in five nuclear reactors at the site.



As the largest environmental cleanup program in the world, EM has been charged with the responsibility of cleaning up 107 sites across the country. The map to the right shows the remaining 16 EM sites where cleanup work is currently ongoing.



# Six Primary Mission Areas

Special Nuclear  
Materials & Spent  
Nuclear Fuel  
\$ 525M / 7%

TRU & Solid  
Waste  
\$ 1,043M /  
14%

Soil &  
Groundwater  
\$ 530M / 7%

EM's FY 2022 Congressional Budget Request - \$7.596 Billion Total

Radioactive Tank Waste  
\$ 2,650M / 35%

Facility D&D  
\$1,507M / 20%

Site Services  
\$ 1,341M / 18%

EM Sites								FY 22 (\$M)
Savannah River	✓	✓	✓	✓	✓	✓	✓	1,746
River Protection		✓					✓	1,541
Richland			✓	✓	✓	✓	✓	1,026
Idaho	✓	✓	✓	✓		✓	✓	381
Oak Ridge	✓		✓	✓	✓	✓	✓	561
Portsmouth	✓			✓			✓	547
Paducah	✓			✓			✓	275
Carlsbad			✓				✓	437
Los Alamos			✓	✓	✓	✓	✓	334
West Valley			✓	✓	✓		✓	92
All Others			✓	✓	✓	✓	✓	656

## IDIQ Contract Type

- ESCM shifted to an IDIQ contracting approach that is more executable and cost effective to reduce environmental risk and financial liability to the maximum extent practicable
- Contract ordering period of 10 years, with Task Order performance up to 5 years beyond end of ordering period

## Two-Step Process Flow

- 1 – Competitive Source Selection Process with Single Award IDIQ RFP for selection of best qualified, best value contractor
- 2 – Post-award identification and negotiation of discrete scopes of work on a Task Order (TO) basis (Fixed-Price or Cost-Reimbursement with incentives)

## Key Tenets of Prior EM Successes

- Tenets of Rocky Flats, Fernald, Mound, and Oak Ridge
- Effective partnering with the contractor
- Well-developed and defined scopes of work
- Clear agreement on assumptions, regulatory milestones, and end states
- Effective incentive structures



## Partnering

## Pre-Award and Post-Award

- EM partnered extensively with industry in the ESCM development
- EM considers and adjudicates all RFP comments provided by industry
- Industry input has been critical in assisting EM with developing and refining the ESCM
- Partnering with industry is also a critical post-award element

## Volume II

## Technical and Management Proposal

- Key Personnel
- Past Performance
- Management Approach (Including Small Business Participation)

## Volume III

## Cost and Fee/Profit Proposal

- Contract Transition Costs
- Key Personnel Costs
- Direct Labor Rates
- Fee/Profit Ceiling Rates

## Basis for Award

## Best Value/Tradeoff Process

- Best Value/Tradeoff decision where Technical Evaluation Criteria are significantly more important than the Evaluated Price

**ESCM represents a paradigm shift in EM contracting and achieves DOE objectives:**

**Timeliness:** More efficient and effective procurement process for DOE and industry

**Consistency:** Repeatable, predictable RFP process reduces cost of entry and increases competition

**Mindset:** Reinvigorates nuclear waste cleanup completion mindset to reduce liability/risk

**Partnering:** Enhanced engagement for success on challenging remaining work

**Flexibility:** Greater agility for changes in priorities, funding, and technology development

**Requirements Definition:** Allows for greater pricing reliability and equitable risk sharing

**Risk Reduction:** Improved contract management; tasks for discrete scopes with risk-informed approach

**Support:** Supported by internal and external stakeholders

**ESCM Program Plan (Oct 2020): Sets a clear preference for use of the ESCM on large dollar cleanup and closure contracts within EM. ([https://www.emcbc.doe.gov/SEB/em\\_escm/index.php](https://www.emcbc.doe.gov/SEB/em_escm/index.php))**

## Implemented

- Hanford Central Plateau Cleanup Contract
- Nevada Environmental Program Services
- Idaho Cleanup Project
- Savannah River Site Integrated Mission Completion Contract
- Oak Ridge Reservation Cleanup Contract
- Moab Remedial Action Contract

## Evaluation Process/ RFP Phase

- Hanford Integrated Tank Disposition Contract
- Portsmouth Decontamination and Decommissioning

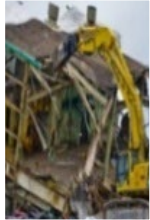
## Future Planned

- Energy Technology Engineering Center (ETEC) Mission Completion
- Other cleanup and closure re-competes



# Current Major Acquisitions

## PPPO



- Operations and Site Mission Support (formerly DUF6)
- Portsmouth D&D †

## Savannah River Site



- SRS Security

## EMCBC Field Sites



- ETEC Mission Completion \* † (On Hold)
- EMCBC Field Site TAC\*

## Hanford Site



- Integrated Tank Disposition Contract †

## HQ & Corporate Initiatives



- Elemental Mercury Long-Term Mgmt and Storage

## Carlsbad



- WIPP M&O
- WIPP Transportation \*

## Oak Ridge



- OREM TSS\*

† End State Acquisitions

\* Small Business Set Asides

## Virtual Collaboration

- No major pre-award impacts encountered with effective use of technology

## Enhanced Communication

- Quarterly Special Notices with Procurement Schedule Projections began March 14, 2020 (continuing today)

## Virtual Events

- Virtual pre-solicitation conference and one-on-one sessions
- Virtual Oral Problem Scenarios and Oral Interviews
- Virtual Debriefings
- Virtual Site Tours

### Key Takeaways:

- ➔ EM has learned that it is possible to conduct the pre-award process virtually
- ➔ In some respects, the virtual process has increased the ability to reach all of industry
- ➔ Lessons learned during the COVID period will pay dividends on future competitions

- ❖ February 2022 – Moab RAC (ESCM, small business) - \$614M
- ❖ October 2021 – SRS Integrated Mission Completion Contract (ESCM) - \$21B
- ❖ October 2021 – Oak Ridge Reservation Cleanup Contract (ESCM) - \$8.3B
- ❖ September 2021 – Portsmouth Infrastructure Support Services (small business) - \$135M
- ❖ July 2021 – LLNL Building 251 DD&R Task Order - \$28M
- ❖ July 2021 – Carlsbad Technical Assistance Contract (small business) - \$100M
- ❖ June 2021 – DOE/NNSA Naval Reactors Knolls Site Environmental Remediation (small business) - \$22M
- ❖ May 2021 – Idaho Cleanup Project Contract (ESCM) – \$6.4B
- ❖ April 2021 – Advanced Manufacturing Collaborative (AMC) Facility (small business) - \$50M
- ❖ March 2021 – Environmental Remediation Services at the DOE/NNSA Naval Reactors Kesselring Site (small business) - \$22M
- ❖ December 2020 – Paducah Infrastructure Support Services (small business) - \$160M
- ❖ December 2020 – Savannah River National Laboratory Management & Operating Contract - \$3.8B
- ❖ December 2020 – Nationwide Low-Level and Mixed Low-Level Waste Treatment Services (5 Basic Ordering Agreements)
- ❖ September 2020 – Hanford 222-S Laboratory Contract (small business) - \$389M
- ❖ July 2020 – Nationwide Deactivation, Decommissioning and Removal (9 ID/IQ Contracts) - \$3B Ordering Ceiling
- ❖ June 2020 – EM Nevada Environmental Services Program II (ESCM, small business) - \$350M



- Nationwide Deactivation, Decommissioning & Removal (DD&R) Contracts
  - Awarded July 2020 to 9 Contract Holders: <https://www.emcbc.doe.gov/About/PrimeContracts>
  - 10-year ordering period with \$3B ordering ceiling
  - First Task Order award: July 2021 for DD&R of Building 251 at LLNL
    - Award to Aptim Federal Services, LLC for \$28M
  - Future DD&R requirements are under consideration
- Procurement Equity
  - OMB Memo M-22-03, Advancing Equity in Federal Procurement: <https://www.whitehouse.gov/wp-content/uploads/2021/12/M-22-03.pdf>
    - Increased focus on Small Disadvantaged Business (SDB) goals
    - Increase spending for other socioeconomic small businesses/traditionally underserved businesses
    - Increase small business supplier base, including **expanded outreach**
  - Preference to set-aside for small business (including socioeconomic set-asides) wherever possible
    - If not, include substantive subcontracting requirements, including socioeconomic categories

- Small Business Inclusion
  - Section H, Subcontracted Work
  - Section B, Small Business Subcontracting Fee Reduction Clause
  - Sections L/M, Small Business Participation
  - Teaming Subcontractors (Not subject to post-award subcontract consent)
  - Mentor-protégé agreements
  - Sections C/L/M, Improvements to work processes, procedures, and technologies throughout the contract/ordering period
  
- *EM is interested in input from industry regarding ideas for further gains in small business inclusion at the prime and subcontract level*

- ❖ DOE Small Business First Policy: <https://www.directives.doe.gov/directives-documents/500-series/0547.1-APolicy-a>
- ❖ DOE OSDBU: <https://www.energy.gov/osdbu/office-small-and-disadvantaged-business-utilization>
- ❖ DOE Acquisition Forecast: <https://www.energy.gov/osdbu/small-business-toolbox/acquisition-forecast>
- ❖ DOE Mentor-Protégé Program: <https://www.energy.gov/osdbu/programs/mentor-prot-g-program>
- ❖ Listing of EM Major Contracts: <https://www.energy.gov/em/downloads/major-contracts-summary>
- ❖ EMCBC Major Procurements Website: <https://www.emcbc.doe.gov/About/CurrentAcquisitionWebsites>
- ❖ EMCBC Prime Contracts: <https://www.emcbc.doe.gov/About/PrimeContracts>
- ❖ EM Public Website: <https://www.energy.gov/em/office-environmental-management>