



U.S. DEPARTMENT OF
ENERGY

OFFICE OF
**ENVIRONMENTAL
MANAGEMENT**

Contracting Opportunities at EM

Waste Management 2023

Aaron Deckard, EMCBC, Procurement Director

Anne Marie Bird, EMCBC, EM Small Business Program Manager



- ❖ EM Mission
- ❖ End State Contracting Model
- ❖ Current Major Acquisitions
- ❖ Continuous Process Improvement
- ❖ Recent Major Contract Awards
- ❖ Other Major Procurement Initiatives
- ❖ Helpful Information and 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.

A Vital and Important Mission

EM Mission: To complete the safe cleanup of the environmental legacy brought about from decades of nuclear weapons development and government-sponsored nuclear energy research. EM's first priority is to ensure the safety and health of the public and EM's workforce while continuing to protect the environment.



Over **700,000 tons** of **depleted uranium** produced as a by-product of enriching uranium to weapons grade

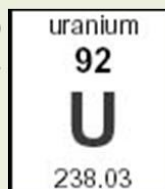


Over **5,000 facilities** contaminated as a result of activities such as reactor operations and uranium enrichment (which produce fissile material for nuclear weapons)

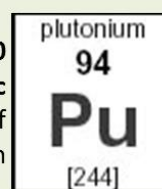


Millions of cubic meters of soil and **billions of gallons of groundwater** contaminated by environmental releases of radioactive and hazardous materials

Over **1,000 metric tons** of weapons-grade uranium



Over **100 metric tons** of plutonium



Tens of thousands of nuclear warheads



Over **90 million gallons of liquid waste** produced as a by-product of the separation of plutonium and uranium from used nuclear fuel rods

Six Primary Mission Areas

Special Nuclear
Materials & Spent
Nuclear Fuel

Radioactive Tank
Waste

TRU & Solid
Waste

Facility D&D

Soil &
Groundwater

Site Services

Risk-Based End State Contracting Model

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
- 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)

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

- Other cleanup and closure re-competes



PPPO

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



EMCBC Field Sites

- West Valley Phase 1B (ESCM candidate)
- ETEC Mission Completion * (On Hold)
- EMCBC Field Site TAC Task Orders *
 - EMCBC NY
 - Moab



Hanford Site

- **Integrated Tank Disposition Contract †**
- Occupational Medical Services *



HQ & Corporate Initiatives

- Elemental Mercury Long-Term Mgmt and Storage
- SB Nationwide DD&R *
- EM HQ CTSS *
- LLW/MLLW Disposal
- LB Nationwide DD&R Task Orders
 - LANL Ion Beam

† 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

Recent Major Contract Awards (Last 2 Years)

- ❖ February 2023 – OREM Technical Support Services (small business) - \$50M
- ❖ January 2023 – SRS Security Services - \$1B
- ❖ September 2022 – EMCBC Site TAC (small business) - \$120M
- ❖ July 2022 – WIPP M&O - \$3.0B
- ❖ June 2022 – WIPP Transportation (small business) - \$100M
- ❖ 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 NR 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 – DOE/NNSA NR Kesselring Site Environmental Remediation (small business) - \$22M

- 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, with LANL Ion Beam DD&R to be solicited next
- 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*

There are many ways to do business with EM, including but not limited to:

Prime Contracts

- Large and small business primes for a wide range of services
- ESCM for cleanup

Subcontracts

- Teaming subcontractors
- Post-award subcontracts (large and small business, including socio-economic)

Other Opportunities

- Strategic sourcing, including SCMC and ICPT
- Mentor-Protégé
- IDIQs and BOAs
- GSA schedules

Increasing Small Business Participation

- **Direct contracts to small businesses**
 - Use of set-aside and socio-economic programs
 - Contracts to Indian country and ANCs
- **Subcontracting**
 - Mandated goals in our large business contracts
 - Hold contractors accountable for performance
 - Meaningful work
- **Mentor-Protégé program**
 - SBA program, but DOE has its own program
 - Major RFPs require agreement(s)
 - Focus on various socio-economic categories
 - Mentors provide technical assistance, business development, planning, strategy, and guidance
- **Strategic Sourcing (Supply Chain Management Center and Integrated Contractor Purchasing Team)**
 - Small business opportunities/credit
 - Self-identify as a potential supplier
 - Partner with prime contractors
 - Metrics contribute toward category management achievement



Subcontracting Points of Contact

SUBCONTRACTING OPPORTUNITIES CONTACTS

CARLSBAD FIELD OFFICE

Salado Isolation Mining Contractors (WIPP M&O)
Ryan Williamson (575) 234-7123
ryan.williamson@wipp.ws

IDAHO OPERATIONS OFFICE

Idaho Environmental Coalition, LLC
(Idaho Cleanup Project)
Leasa Hetzer (208) 533-0955
leasa.hetzer@icp.doe.gov

OAK RIDGE OFFICE

United Cleanup Oak Ridge LLC (UCOR)
Diana Osbourne (865) 574-3449
diana.osbourne@orcc.doe.gov

RICHLAND OPERATIONS OFFICE

Central Plateau Cleanup Company, LLC
Kelsie Knight (509) 376-3261
chprcsb@rl.gov

Hanford Mission Integration Solutions, LLC
Amy Justice (509) 376-4113
small_business_advocate@rl.gov

HPMC Occupational Medical Services
Ousman Kinteh (509) 372-1281
ousman_k_kinteh@rl.gov

OFFICE OF RIVER PROTECTION

Bechtel National, Inc. (Waste Treatment Plant)
Katie Valencia (509) 371-5998
wtpsba@bechtel.com

Washington River Protection Solutions, LLC
(Hanford Tank Operation)
Staci Downing (509) 376-0571
WRPSSmallBusiness@rl.gov

LOS ALAMOS

Newsport News Nuclear BWXT-Los Alamos, LLC
Julie Baer (Small Business Coordinator)(505)
551-2363, julie.baer@em-la.doe.gov

WEST VALLEY

CH2M Hill B&W West Valley, LLC
Michelle Schweickert (716) 942-2910
michelle.schweickert@chbwv.com

SUBCONTRACTING OPPORTUNITIES CONTACTS

SAVANNAH RIVER OPERATIONS OFFICE

Savannah River Nuclear Solutions, LLC (M&O)
Sabrina Elam (803) 952-8025
sabrina.elam@srs.gov

Battelle Savannah River Alliance, LLC
(Savannah River Nuclear Lab M&O)
Miguel Ortiz (505) 819-7555
miguel.ortiz@srl.doe.gov

Savannah River Mission Completion, LLC
(Integrated Mission Completion Contract)
Ashley Hannah (803) 952-7305
ashley.hannah@srs.gov

Centerra-SRS
Liz Harris (803) 952-7630
elizabeth.harris@srs.gov

PORTSMOUTH/PADUCAH PROJECT OFFICE

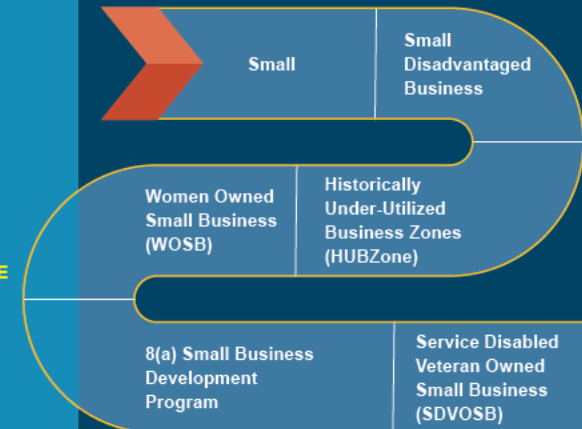
Fluor-BWXT Portsmouth, LLC
(Portsmouth D&D)
Karen Davis (740) 897-3187
karen.davis@ports.pppo.gov

Mid-America Conversion Services, LLC
(DUF6 Conversion Services)
Carol Ajirogi, Small Business Manager
(859) 685-9267 carol.ajirogi@duf6.pppo.gov

Kimberly Donaldson (Sr. Subcontract Administrator) (859) 404-8848
kimberly.donaldson@duf6.pppo.gov

Four Rivers Nuclear Partnership, LLC
(Paducah Deactivation and Remediation) Melissa Kickasola (270) 441-5486
melissa.kickasola@pad.pppo.gov

EM Small Business Program



RECOGNIZING THE BENEFITS OF MAXIMIZING SMALL BUSINESS CONTRACT AWARDS

The mission of the DOE Office of Environmental Management (EM) is to complete the safe cleanup of the environmental legacy brought about from five decades of nuclear weapons development and government-sponsored nuclear energy research.

➤ Upcoming engagement opportunities:

- 1:1 meetings this week at WMS 2023
- Reverse Industry Day to be held May 2023 (facilitated by Professional Services Council for EM)
- Participation at OSDDBU Small Business Conference in July 2023
- Initial planning for follow-on Small Business Thursday event at ETEBA in October 2023
 - Including matchmaking sessions between EM prime contractors and small businesses
 - Participation during 2022 from SRNS, BSRA, UCOR, N3B, and IEC, along with EM, OSDDBU, and SCMC

- ❖ 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>