Department of Energy
Office of Environmental Management

Reverse Industry Day

PSC

Industry Perspectives of Doing Business with DOE

May 4, 2023

Meet the Industry Presenters

Panelists:

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Moderator:

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Barriers to Entry

- Access to contract vehicles
- Relationships - New entrants may lack access to meet with programs
- Size of requirements
- Past performance requirements
- Total contract value size in evaluation criteria
- Upfront investment required on certain contracts (e.g., cash outlay for 60-90 days v. use of drawdown fund)

Forecasts

- Forecasts are critical for **all** businesses, particularly small, to prioritize investments and develop a pipeline of work to pursue. Companies must determine early in the process if they can prime or need to sub the work.
  - Prime opportunities are key to a company's ability to grow
  - Working as a sub-contractor may serve as an opportunity to develop relationships and experience at DOE for new entrants. Early information sharing is key to this opportunity.
  - The teaming process, which is competitive and can take months, often begins with information learned from the forecast.

Forecasts

- **Challenges**:
  - Monitoring multiple websites to find opportunities (e.g., Sam.gov, https://www.emcbc.doe.gov/SEB/, fedconnect.net, and all of the prime contractor business opportunities pages)
  - Determining if information is accurate and up to date.
  - Determining if we can prime/sub the work and start the process to find teaming partners.

- **Recommendations**:
  - Consider consolidating to a **single** website. Ensure information is updated at least **quarterly** and includes the **date modified**. This will reduce calls to Contracts Officers and CORs.
  - Information on the EMCBC acquisition pages is very useful when it is updated **regularly.** This provides extensive background on the sites/projects that are coming up.
  - Provide consistent information when possible that helps companies make investment decisions and start preparing. Companies use forecasts to determine:
    - **Are we the right fit for size, scope, and type of work?** Need an adequate description; NAICS and PSC Codes; dollar value plus options; and contract type (e.g., end state, FFP, Cost Plus, etc.)
    - **Do we have the resources for the size and scope?** Need to have the anticipated timing (understanding that things change) to understand competing resources, demands, and prep time
    - **Can we prime/sub and/or need teams?** Need set aside information(large, small, 8(a)) and contract vehicle
    - **How do we ask questions?** Need a point of contact with title, email, and phone number.

Example of USACE forecast

ACQUISITION	LOCATION	DESCRIPTION	TOTAL PLANNED VALUE	PLANNED RFP/Synopsis	PLANNED AWARD	BUSINESS SIZE	COMMENTS
8a Small Business A-E	Work assigned to NWD	A-E Services MATOC	$9,900,000	Aug-22	4Q FY23	8a small business	In source selection. Request for Price Proposals in the next week to selected firms
Unrestricted Preplaced Remedial Action Contracts (PRACs)	Work assigned to NWD/EPA Region 2	Preplaced Remedial Action Contracts MATOC	$245,000,000	Jun-23	2Q FY24	Full and open	Received Industry feedback on draft RFP and adjusted criteria based on feedback. Final package in internal USACE reviews before RFP.
Maywood Single Award Task Order Contract	Maywood, NJ	Site-specific Environmental Remediation Services/ Construction	$40,000,000	Jul-23	3Q FY24	Small Business	Site specific SATOC to finish out Maywood FUSRAP site
Radioactive Waste Disposal Blanket Purchase Agreements	Work assigned to Kansas City District	Rad Waste T&D	Unlimited dollar	Aug-23	2Q FY24	Full and open	Plan is to have BPA set-up with a maximum call amount and a time limit but no ceiling
Matteo Superfund Operable Unit 1	West Deptford, NJ	Excavation and capping--Industrial /residential/ wetlands	Greater than $50,000,000	Aug-23	2QFY24	Full and open	C-type contract, site specific. Cost reimbursable, best value trade-off
8a Environmental Consulting Services Multiple Award Task Order Contract	Work assigned to NWD	Environmental consulting/ compliance / five year reviews	$40,000,000	Oct-23	3Q FY24	8a small business	Replacement for current MATOC. Currently approved at $25M but intend to ask for $40M
Cornell Dubilier Superfund Site, Operable Unit 4, Phase 4, Reaches 2-4	South Plainfield, NJ	Stream/floodplain excavation	Greater than $50,000,000	Oct-23	2QFY24	Full and open	Sources sought was posted to sam.gov. Industry feedback being evaluated. C-type contract, site specific. Cost reimbursable, best value trade-off
LCP Chemical Superfund Site	Linden, NJ	Excavation/Capping/ Installation of barrier wall	Greater than $50,000,000	Dec-23	4Q FY24	Full and open	C-type contract, site specific. Cost reimbursable, best value trade-off

Example of USACE Forecast

PROJECT	LOCATION	DESCRIPTION	TOTAL PLANNED VALUE	PLANNED CONTRACT	PLANNED TASK ORDER TYPE	PLANNED COMPETITION	PLANNED RFP	COMMENTS
Unimatic OU2 Remedial Action	Fairfield, NJ	Remedial Action--Sediment	Less than $5,000,000	Small Business PRAC	CPFF	Best Value	May-23	Rated Offeror with a Reasonable Price
White Chemical Superfund	Newark, NJ	Remedial Action--In situ bioremediation	Less than $25,000,000	Small Business PRAC	CPFF	Best Value	May-23	
Roebling Steel Superfund OU4/OU5	Florence Township, NJ	Remedial Action with multiple components: historical artifacts, soil cover	Less than $25,000,000	Small Business PRAC	CPFF	Best Value	Jun-23	
Mansfield Superfund	Byram, NJ	Waterline Installation	Less than $25,000,000	Small Business PRAC	CPFF	Best Value	Sep-23	
Tyson Valley FUDS--AOC 3 Remedial Action	Eureka, MO	Remedial Action--Shallow soil excavation	Less than $1,000,000	SDVOSB PRAC	FFP	LPTA	Mar-24	

Market Research

- **Keep issuing RFIs and Sources Sought**. It allows small business (and large) to begin formulating a solution and assess bid/no-bid decision and seek out teaming partners if needed

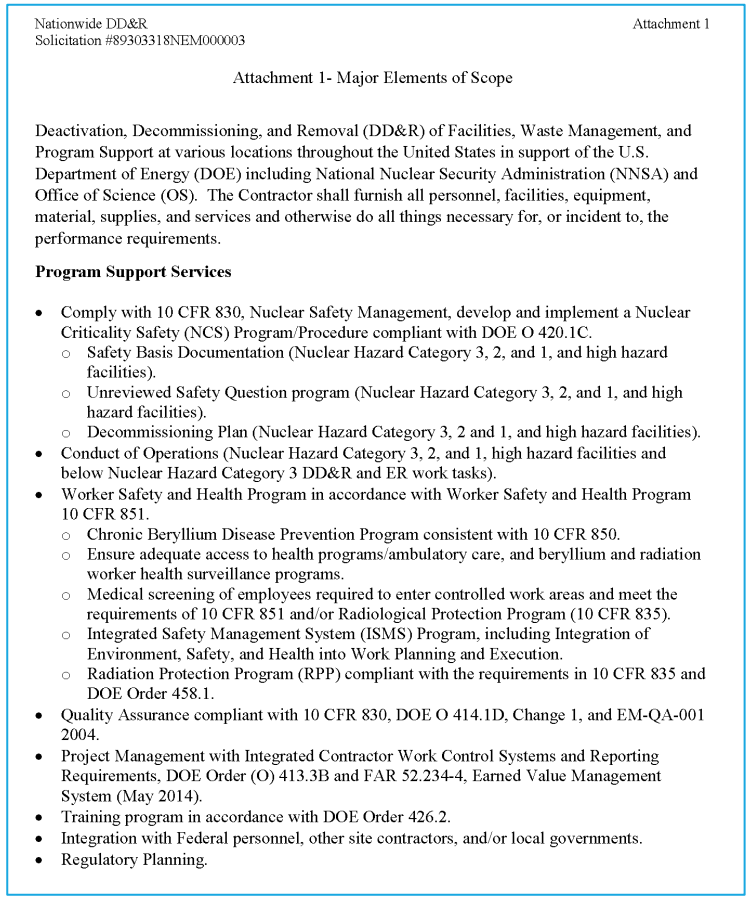
- **Continue the industry days and one-on-one discussions**
  - Allow industry to meet with DOE program managers before the solicitation is issued to learn more about the projects and different approaches to the problem – this is just market research and is encouraged in the **OMB Mythbusting Memo**.
  - Consider using responses to RFIs to decide who to meet with one-on-one. This will incentivize industry to provide a quality response and help EM decide who has something valuable to discuss.
  - Incumbents will always have more information and customer knowledge. **Open communication, particularly 1on1s are critical when seeking new bidders**.

- Share **summary of the responses received** from the market research or at least let us know how market research information was used to shape thinking for the draft and final RFPs.
- Ensure **greater consistency** between market research and industry events held for unrestricted **AND** small business set aside procurements. Examples of inconsistency showed on next two slides.

Market Research – Large versus Small RFIs

RFI Question 1) Describe your ability and approach, including rationale, to performing all or a portion of the Major Elements of Scope. DOE is interested in cutting edge thinking, innovativeness, and other ways for DOE to be more effective in accomplishing work safely through technology.

Unrestricted DD&R Major Elements of Scope



Nationwide DD&R
Solicitation #89303318NEM000003

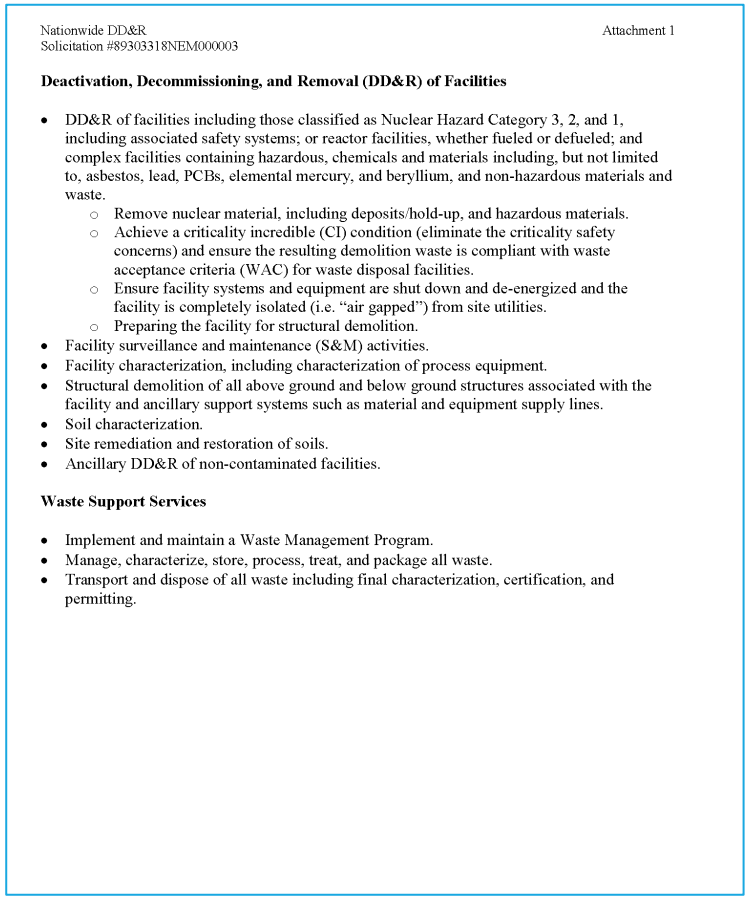
Attachment 1

Attachment 1- Major Elements of Scope

Deactivation, Decommissioning, and Removal (DD&R) of Facilities, Waste Management, and Program Support at various locations throughout the United States in support of the U.S. Department of Energy (DOE) including National Nuclear Security Administration (NNSA) and Office of Science (OS). The Contractor shall furnish all personnel, facilities, equipment, material, supplies, and services and otherwise do all things necessary for, or incident to, the performance requirements.

Program Support Services

- Comply with 10 CFR 830, Nuclear Safety Management, develop and implement a Nuclear Criticality Safety (NCS) Program/Procedure compliant with DOE O 420.1C.
  - Safety Basis Documentation (Nuclear Hazard Category 3, 2, and 1, and high hazard facilities).
  - Unreviewed Safety Question program (Nuclear Hazard Category 3, 2, and 1, and high hazard facilities).
  - Decommissioning Plan (Nuclear Hazard Category 3, 2 and 1, and high hazard facilities).
- Conduct of Operations (Nuclear Hazard Category 3, 2, and 1, high hazard facilities and below Nuclear Hazard Category 3 DD&R and ER work tasks).
- Worker Safety and Health Program in accordance with Worker Safety and Health Program 10 CFR 851.
  - Chronic Beryllium Disease Prevention Program consistent with 10 CFR 850.
  - Ensure adequate access to health programs/ambulatory care, and beryllium and radiation worker health surveillance programs.
  - Medical screening of employees required to enter controlled work areas and meet the requirements of 10 CFR 851 and/or Radiological Protection Program (10 CFR 835).
  - Integrated Safety Management System (ISMS) Program, including Integration of Environment, Safety, and Health into Work Planning and Execution.
  - Radiation Protection Program (RPP) compliant with the requirements in 10 CFR 835 and DOE Order 458.1.
- Quality Assurance compliant with 10 CFR 830, DOE O 414.1D, Change 1, and EM-QA-001 2004.
- Project Management with Integrated Contractor Work Control Systems and Reporting Requirements, DOE Order (O) 413.3B and FAR 52.234-4, Earned Value Management System (May 2014).
- Training program in accordance with DOE Order 426.2.
- Integration with Federal personnel, other site contractors, and/or local governments.
- Regulatory Planning.



Nationwide DD&R
Solicitation #89303318NEM000003

Attachment 1

Deactivation, Decommissioning, and Removal (DD&R) of Facilities

- DD&R of facilities including those classified as Nuclear Hazard Category 3, 2, and 1, including associated safety systems; or reactor facilities, whether fueled or defueled; and complex facilities containing hazardous, chemicals and materials including, but not limited to, asbestos, lead, PCBs, elemental mercury, and beryllium, and non-hazardous materials and waste.
  - Remove nuclear material, including deposits/hold-up, and hazardous materials.
  - Achieve a criticality incredible (CI) condition (eliminate the criticality safety concerns) and ensure the resulting demolition waste is compliant with waste acceptance criteria (WAC) for waste disposal facilities.
  - Ensure facility systems and equipment are shut down and de-energized and the facility is completely isolated (i.e. “air gapped”) from site utilities.
  - Preparing the facility for structural demolition.
- Facility surveillance and maintenance (S&M) activities.
- Facility characterization, including characterization of process equipment.
- Structural demolition of all above ground and below ground structures associated with the facility and ancillary support systems such as material and equipment supply lines.
- Soil characterization.
- Site remediation and restoration of soils.
- Ancillary DD&R of non-contaminated facilities.

Waste Support Services

- Implement and maintain a Waste Management Program.
- Manage, characterize, store, process, treat, and package all waste.
- Transport and dispose of all waste including final characterization, certification, and permitting.

Market Research – Large versus Small RFIs

RFI Question 1) Describe your ability and approach, including rationale, to performing all or a portion of the Major Elements of Scope. DOE is interested in cutting edge thinking, innovativeness, and other ways for DOE to be more effective in accomplishing work safely through technology.

Small Business DD&R

Attachment 1- Major Elements of Scope

Major Elements of Scope for Contemplated Master IDIQ

Major Elements of Scope for the master Indefinite Delivery, Indefinite Quantity contract may include, but not limited to, Program Support, Deactivation, Decommissioning, and Removal (DD&R) of Facilities, and Waste Management at various Environmental Management (EM) locations throughout the United States in support of the U.S. Department of Energy (DOE), to also include National Nuclear Security Administration (NNSA), Office of Naval Reactors (NR), and Office of Science (OS). The Contractor shall be required to furnish all personnel, facilities, equipment, material, supplies, and services and otherwise do all things necessary for, or incident to, the performance requirements, except where otherwise noted as Government Furnished Services/Items (GFS/I).

Because of the types of services to be performed, the primary North American Industry Classification System (NAICS) code for this procurement is 562910, *Environmental Remediation Services*. Acquisitions under this industry comprises establishments primarily engaged in one or more of the following: (1) remediation and cleanup of contaminated buildings, mine sites, soil, or ground water; (2) integrated mine reclamation activities, including demolition, soil remediation, wastewater treatment, hazardous material removal, contouring land, and revegetation; and (3) asbestos, lead paint, and other toxic material abatement.

NAICS Code 56, *Administrative and Support and Waste Management and Remediation Services*, and NAICS code 562, *Waste Management and Remediation Services*, provide further information on service objectives.

Upon award of the DD&R contracts, the EM Consolidate Business Center (CBC) will issue Task Orders (TO) with detailed scope defined within the EM Corporate Work Breakdown Structure as described below. The TO may also include detailed scope. The detailed scope may be further defined by the ASTM Classification Standard E2150-02, *Standard Classification for Life-Cycle Environmental Work Elements Environmental Cost Element Structure (ECES)*, to ensure consistency in estimating and documenting performance. Scope may be assigned that is not defined by the ASTM Classification Standard. In that case, scope will contain the same or similar details as those found in the ASTM Classification Standard.

EM Corporate Work Breakdown Structure

Scope for Task Orders may also be defined using EM Program (also referred to as Project) Baseline Summaries (PBSs) so similar projects follow a standard nomenclature for project reporting purposes, as required by the Office of Management and Budget (OMB Circular A 11, Category B project reporting). The EM Life-Cycle Baseline is composed of PBSs for each site by PBS category, e.g., nuclear materials stabilization, solid waste stabilization & deposition, soil & water remediation. Based on site priorities & available funding, the work for each PBS is sequenced to establish the site life-cycle baseline. Each site maintains a life-cycle baseline, which reflects a high-level description, estimated cost, & schedule to complete the site cleanup program. The PBSs are used to categorize various portions of the EM mission in broad budgetary terms. The EM corporate Work Breakdown Structure (WBS) incorporates the PBS into a capital asset project identifier WBS to tie it back to the appropriate funding stream. Each PBS includes all planned expenditures including all DOE Order 413.3B capital asset projects, and all programmatic and operating activities.

The organization and work scope of the entire EM program is defined by EM's WBS for organization and definition of work. The WBS comprises **four** hierarchal levels. **Level 1**, at the highest level, is the EM Program. **Level 2** is the site level. Level 2 (Site) is presented in Table A-1 below and identifies each EM site, associated two letter identifiers, and is where the majority of EM work is being accomplished or being completed.

Table A-1: EM corporate WBS

ID.	DESCRIPTION	ID.	DESCRIPTION
AL	Argonne National Laboratory	NT	Nevada Test Site
BC	Consolidated Business Center	OR	Oak Ridge Reservation
ET	Energy Technology Engineering Center	PA	Paducah Gaseous Diffusion Plant
HQ	Headquarters	PO	Portsmouth Gaseous Diffusion Plant
ID	Idaho National Laboratory	RL	Hanford-Richland Operations
LA	Los Alamos National Laboratory	RP	Hanford-Office of River Protection
LB	Lawrence Berkeley Laboratory	SP	Separations Process Research Unit
MO	Moab UMTRA Project	SR	Savannah River Site
WP	Carlsbad-Waste Isolation Pilot Plant	WV	West Valley Demonstration Project

Market Research – Large versus Small RFIs

RFI Question 1) Describe your ability and approach, including rationale, to performing all or a portion of the Major Elements of Scope. DOE is interested in cutting edge thinking, innovativeness, and other ways for DOE to be more effective in accomplishing work safely through technology.

Small Business DD&R

Continued

Level 3 uses the PBS numbers implemented in 2003, which are intended to define projects by program areas (i.e., Spent Nuclear Fuel, Tank Waste, Demolition &Disposal, etc.) at each site. EM Management was interested in analyzing costs by program area across the complex in order to take advantage of economies of scale and to unify program management efforts. The Level 3 PBSs used at EM sites are shown below in Table A-2.

Table A-2: Level 3 Program Baseline Summary Descriptions

PBS No.	DESCRIPTION
0011	Nuclear Materials Stabilization and Disposition which includes the management and disposition of nuclear materials, and also includes the safe surveillance and maintenance.
0012	Spent Nuclear Fuels (SNF) Stabilization and Disposition which includes providing safe shipping, receipt, storage, and disposition of SNF and heavy water. The scope includes all programmatic and physical support efforts related to safe receipt and storage of SNF.
0013	Solid Waste Disposition which includes receipt, treatment, storage, and disposal of legacy and newly generated low-level waste (LLW) mixed low-level waste (MLLW), transuranic (TRU) waste, hazardous waste, and sanitary waste. This also includes both contact handled (CH) and remotely handled (RH) wastes.
0014	Liquid Waste Disposition which includes treatment and permanent disposal of radioactive liquid waste (LW) stored in storage tanks, including the management of waste in the Tank Farms through transfers, evaporation, and storage to manage tank space safely and efficiently.
0020	Safeguards & Security which includes protective forces, physical security systems, information and personnel security, cyber security, and law enforcement.
0030	Soil and Water Remediation includes waste regulated under the Resource Conservation and Recovery Act (RCRA) and the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). This also includes the remediation, if warranted, of groundwater and surface water. Non-nuclear facility demolition and disposal (D&D) may also be included under this PBS.
0040	Nuclear Facility D&D which includes the deactivation, decontamination, and decommissioning of surplus EM owned nuclear, radiological, and industrial buildings and structures.

Level 4 contains each site's Analytical Building Blocks (ABB), and each ABB has been identified as either a capital asset project or a subdivision of EM Operating Program.

The EM program is primarily managed at the project/activity level (i.e., WBS Level 3). It is at this level that baselines are developed, reviewed, and managed. Most projects and activities are associated with a single primary contract, but some have multiple primary contracts. In these cases, there may be more than one contract-specific Contract Performance Baseline (CPB) that makes up a larger program or site-specific life-cycle baseline.

Table A-3: Examples of Currently Funded[1] EM Corporate WBS Scope
(Note: Examples only; doesn't signify the requirements will be under DD&R contract)

Corporate WBS Identifier	Title	Description
CB-0090 / Transportation-WIPP	Carlsbad Field Office	The transportation services prime contract
ID-0012B-N	Idaho Cleanup Project	Physical security services at Fort St. Vrain in Colorado
OR-0041	Oak Ridge/Nuclear Facility D&D Y-12	Characterization, Sampling, and Demolition Blanket Purchase Agreements
PA-0040 (Paducah) and PO-0040 (Portsmouth)	Portsmouth Paducah Project Office (PPPO)	Site Support Services

[1] Ref: 2022 DOE Congressional Budget Request

RFPs and Evaluations

- Include Sections B, C, L, and M in Draft RFPs
- Release Draft RFPs for **both** Unrestricted and Small Business Procurements
- Explain why you have chosen certain requirements or evaluation criteria in the Draft RFP. If industry understands your thinking, they can provide better feedback and questions.
- Inconsistent scoring of CPARS across DOE may disadvantage certain types of bidders.
- If you ask for innovation, make sure to include evaluation criteria that scores it.

Debriefs

- **What Industry Wants to Know:**
  - Which sections were our strengths (and **why**)
  - Which sections did we have weaknesses (and **why**)? What were you looking for?
  - How can we do better next time?
  - How did we compare against the successful offeror?
  - Was I treated fairly?
  - Was the process handled properly and as advertised?
    - Were the evaluation team's findings consistent with the evaluation criteria?

- **DOE EM does an <u>EXCELLENT</u> job with the information provided in written debriefs.**

- The best debriefs combine <u>written information</u> and an opportunity to ask <u>follow up questions in-person or by phone</u>.

Protests

- **Lack of information or transparency** in debriefs can **increase** the likelihood of a protest. Some companies protest to understand why they lost and why the successful offer won if it is not clear.
  - A company's lack of knowledge, combined with high emotions after investing substantial time and money to pursue work, can contribute to incorrect beliefs re the evaluation process.

- Companies may protest when there is a **perceived inconsistency** between evaluation criteria and how companies were evaluated in the debrief.

- Companies will consider protesting when **scores and ratings are close**.
  - When companies receive the same grading, they need greater clarity in what separated the scores. (e.g., Why was their "outstanding" better than my "outstanding"?)

- Incumbents that lose often protest to **continue revenue stream.**

Questions?

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