

**PART I - THE SCHEDULE**

**SECTION C  
STATEMENT OF WORK**

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SECTION C  
STATEMENT OF WORK

**NOTES ON THE STATEMENT OF WORK**

*The Statement of Work is divided into seven parts. Section C.1 contains a Summary Description of the Project Hanford work. Section C.2 contains the detailed workscope involved in the management and integration of the Hanford Site. The work in Section C.2 is intended to be accomplished by the Contractor (may be augmented by subcontractors). Section C.3 contains work of the Hanford Projects (which is expected to be done by subcontractors). Some of this work is presently being done under other prime contracts which extend beyond the start date of this contract. Special considerations applicable to that work are also found in Section C.3. Section C.4 contains the detailed workscope involved in meeting site infrastructure requirements. Section C.5 details other crosscutting work. (Workscope in Sections C.4 and C.5 may be done by subcontractors). Section C.6 discusses interactions with other major prime contractors presently on the site. Section C.7 contains the workscope to be accomplished during the transition period.*

*The purpose of this contract is to obtain results in meeting the goals of Project Hanford through a performance-based management contractor (Project Hanford Management Contractor ["Contractor"]) with overall responsibility and accountability to the Government for all the work within the scope of this contract. The Contractor shall focus its efforts on management and integration and crosscutting sitewide functions, and it is DOE's preference that the Contractor shall itself not perform the project work. The project workscope should be placed with Major Subcontractors considered among the "best in class" for that work and in such a way as to optimize support for the Hanford projects. The Contractor shall have control, accountability, and responsibility to the Government for the accomplishment of all workscope within the contract to achieve results at the Hanford Site and all direction to subcontractors shall flow through the Contractor. This shall not preclude informal, non-directive communication between DOE Richland Operations Office (RL) and the subcontractors. Figure C-1 shows the relationships among DOE, the prime contractor, and the subcontractors. When appropriate and advantageous to the Government, work shall be subcontracted on a competitive, fixed-price or fixed-unit-priced basis.*

*"Integration" is defined as determining all the interactions between the diverse functional and organizational aspects of site activities, and unifying as a whole by incorporating those interactions into planning, decision making, and execution. "Best in class" denotes that of all contracting entities being considered, specific entities are recognized as exhibiting excellence in quality of work and customer satisfaction for the specific area of work. "Major Subcontractors" are defined as the limited number of subcontractors identified in the proposal, or selected or replaced during the contract performance, who are considered essential to the performance of the contract. "Project" is defined as an activity or series of activities related to the accomplishment of a clear goal, with a beginning, middle, and end to the efforts, and defined lines of authority and responsibility, scope of work and budget with change control. "Outsourcing" is (sub)contracting for work with a firm which has the effect of transferring work from major DOE primes and their integrated subcontractors. At completion of the task the outsourced (sub)contractor's relationship with that work on the site is over. "Privatization" is a subset of outsourcing and beyond the definition above implies that the contractor uses its own funds to design, permit, construct, operate, maintain, decontaminate (if necessary), and decommission any facility needed for the completion of the task. Usually the Government would pay for the delivered product or service, and all other aspects of the work would be the complete responsibility of the contractor.*

*The Contractor shall perform the work under this contract in a manner that helps the community establish a broad and stable economic base over the long term. This shall include private sector participation in the contract work, creation of new businesses or presences, new jobs, and investment of contractor private resources in the community.*

*The Contractor shall use systems engineering analysis in determining the technical basis for accomplishing the Hanford Site work. RL has recently moved to a project-oriented structure and philosophy. The projectization of the Hanford Site work facilitates the ability for the work to be planned, managed, integrated, and completed using conventional project management techniques. A complete list of the RL projects is included in Section J, Appendix J. The supporting details, including Project Charters with milestones, are in the DOE Public Reading Room. The Contractor and the Major Subcontractors shall support that projectization in the accomplishment of site work. Innovation and creativity within this framework is strongly encouraged.*

*The Contractor shall use innovation where appropriate in its approach to this work. The Contractor shall seek ways to use new technologies to perform the work better,*

*faster, and cheaper. Continuous improvements to productivity, quality, and cost effectiveness, as well as schedule improvements which are shown to have meaningful impact on the critical path of the projects, will be incentivized.*

*The Contractor shall accept the assignment of existing prime contracts and subcontracts (as determined by DOE). If there are specific existing subcontracts which the contractor does not wish to have assigned to it, it should notify DOE no later than August 15, 1996. DOE reserves the right to make a final determination on which subcontracts will be assigned.*

### **C.1. SUMMARY DESCRIPTION OF WORK**

The Project Hanford Management Contractor ("Contractor") shall be responsible for planning, integrating, managing, and executing the Hanford programs, projects, operations, and other activities at the Hanford Site as described in the Statement of Work, and detailed in the Performance Measures in Section J, Appendix D. The Contractor shall furnish, or cause to be furnished, all personnel, facilities, equipment, material, supplies, and services (except as may be expressly set forth in this contract as furnished by the Government), and otherwise do all things necessary for, or incident to, providing its best efforts so as to carry out in an efficient and effective manner all necessary work set forth in this Statement of Work.

The Contractor shall conduct business at the Hanford Site in such a way as to be consistent with the values which flow from the Hanford Mission, Hanford Strategic Plan. These values are the goals of this contract:

- Real progress on cleanup
- Systems managerially and financially in control
- Optimization of the Hanford Site infrastructure
- Technical integrity of an integrated site baseline
- Meeting Commitments/Schedules
- Stability to the local economy

The following critical success criteria shall be applied across each of the above values:

Safety/Environmental Awareness  
Worker productivity  
Public Involvement and Openness

Quality  
Cost Effectiveness  
Innovative technology

The Contractor shall integrate safety and environmental awareness into all activities, including those of subcontractors at all levels. Work must be accomplished in a manner that achieves high levels of quality while protecting the environment and the safety and health of workers and the public, and in compliance with applicable requirements. The Contractor shall identify hazards, manage risks, identify and implement good management practices sitewide, and make continued improvements in environment, safety, and health (ES&H) performance.

The Contractor shall seek ways to streamline work processes by the use of necessary and sufficient processes to identify standards and requirements.

## **C.2. MANAGEMENT AND INTEGRATION WORKSCOPE**

**(The Contractor is expected to perform the work in this section itself but may use subcontractors as necessary for certain work activities.)**

### **A. SITE PLANNING**

The Contractor is responsible for sitewide planning. In furtherance of this the Contractor shall:

- (1) Perform **project level planning** based on the requirements, interfaces, endpoint targets, and performance measures provided in the annual DOE guidance (updates to the Mission Direction Document). This planning activity will utilize systems engineering techniques to assure that the projects are integrated with each other and support mission elements in the Mission Direction Document. The Contractor shall engage in strategic thinking for the site and shall support the development of the **Hanford Strategic Plan** and participate with other RL prime contractors, regulators, other stakeholders, and customers, in strategic situation analysis, issues definition, and resolution. This planning shall look beyond the period of this contract to the life-cycle of the projects at the site. (Note: See Hanford Strategic Plan and Hanford Management Plan - DOE Public Reading Room.)

(2) Complete and maintain a life-cycle **sitewide baseline** which integrates the technical scope of work for the projects and programs specified in this Statement of Work, project/program schedules with critical paths identified, and a validated cost profile based on a resource-loaded schedule. The Contractor shall use industry-proven methodology, which will interface with DOE management information systems, in the preparation of this technical, schedule and cost baseline. The baseline shall be the basis for budget development, input to risk analysis, and sitewide prioritization of work. Multi-Year Work Plans for the projects for Fiscal Year 1997 will have been developed and approved based on the incumbent contractor's systems, and will be the basis for project work in 1997. The baseline for Fiscal Year 1998 and each subsequent year of the contract performance will be developed and implemented in the Contractor's system.

(a) Organize the technical scope of work into work packages oriented to the projects. The aggregation of these work packages shall comprise all the projects and site services activities necessary to accomplish Project Hanford. The Contractor shall develop and use a **Work Breakdown Structure (WBS)** which will map to the site WBS used by DOE for reporting to DOE Headquarters.

(b) Implement a **systems engineering process** which supports the Systems Engineering Implementation Plan approved by RL and develops the requirements and interface documentation for the Hanford Projects. The resulting functions and requirements documents will be the basis for the sitewide Hanford program and for project products. Systems engineering analysis of functions and requirements of the projects shall be part of an ongoing program to identify emerging requirements and assist in sitewide configuration management. The Contractor shall describe this approach to System Engineering specifically in a plan as required in Section J, Appendix E. Consideration of systems engineering and projectization issues shall be addressed when supporting DOE in the preparation of responses and implementation plans to Defense Nuclear Facility Safety Board (DNFSB) recommendations, budget development, site planning and execution agreements with stakeholders and customers, and appropriate requirements of DOE Orders and RL policy Directives.

- (c) Incorporate information obtained into the sitewide planning process and provide information derived from the **risk management system** (See Section C.2.B.(6) below) in a suitable form to allow DOE decision makers to integrate that information into planning, prioritization, and decision making.
  - (d) Using a "**graded approach**," determine applicable sets of requirements for use in management and operation of the individual facilities, and execution of projects and programs, with due consideration for industry standards, elimination of redundant requirements, value added, and the level of risk associated with each facility or program. The DOE necessary and sufficient process leading to Standards/ Requirements Identification Documents (S/RIDs) shall be the vehicle to apply the graded approach. S/RIDs determinations are in progress for all nuclear facilities, and two have been approved as of this solicitation. (See *DOE Implementation Plan in Response to Recommendation 90-2 of the Defense Nuclear Facilities Safety Board, Revision 5*, dated November 1994, and *DOE/EH-0416, Criteria for Department of Energy Standards Program*, available in the DOE Public Reading Room).
  - (e) Incorporate the requirements of the **National Environmental Policy Act** (NEPA) into the planning process for site activities covered in this Contract.
  - (f) Provide support to the DOE planning process. Conduct studies and analyses of Site-wide systems and information which supports RL's internal and external management needs. The Contractor shall provide support in 1) corporate strategic planning, 2) policy development, 3) management information systems, and 4) baseline management and reporting.
- (3) Translate specific fiscal year guidance, provided in annual updates to the Mission Direction Document from the Contracting Officer, into direction for each project (**Project Direction Documents**), providing the basis for planning and execution of each project, and the site services activities. The integration of these project plans (presently called Multi-year Program Plans [MYPP]) is the basis for the site baseline. DOE approval of the integrated site baseline,

and its supporting documentation, shall constitute, as directed by the Contracting Officer, authorization to commence work.

**B. MANAGEMENT SYSTEMS**

The Contractor is responsible to have systems which are **managerially and financially in control**. In furtherance of this the Contractor shall:

(1) Establish management systems to ensure that the site is managed in a business-like manner to promote site integration, enhance customer and stakeholder confidence, provide accurate and timely information for proactive decision-making, and ensure worker and public safety and protection of the environment. Systems and methodologies shall be established to identify, evaluate, and manage risks, and establish priorities.

(2) Develop and submit the **Management and Integration Plan** for DOE approval, and manage the site in accordance with it. The Plan shall include a detailed description of the proposed management system and cover the elements required to achieve integrated technical, cost, and schedule control and reporting (See Section J, Appendix E). The final Plan shall include a schedule for the implementation of the procedures and processes necessary to accomplish the plan. Development of these processes should consider the best of incumbent contractor(s), the Contractor, or new processes to supply DOE and Contractor management with appropriate and accurate information to control, evaluate, and integrate project/mission management. This system shall incorporate the following:

(a) Efficient and effective processes and systems to support project requirements (e.g., records, financial, and human resource management systems). The system shall implement DOE Order 430.1, *Life-Cycle Asset Management (LCAM)*, which covers all aspects of the planning, acquisition, and disposal of DOE assets. This includes support of site-specific requirements which implement the Hanford Management Plan, which are currently RLPD 5000.1, *RL Site Management System*; RLID 5000.1, *Baseline Execution and Management Process*; and RLID 5000.2, *Long Range Planning Process*, as such may be amended from time to time.

- (b) Management, control, and reporting of technical, schedule, budget, and financial elements of the sitewide life-cycle plan and the supporting execution plans of project and site support activities, including:
- (i) Appropriate **change control** processes which ensure documentation of all monitored elements of the baseline is maintained up-to-date. This includes the configuration baseline of all technical systems and structures, and includes revision to the baseline and critical path as appropriate upon approval of changes.
  - (ii) Tracking and measuring tools to provide DOE continual **assessment of Contractor and subcontractor performance against the baseline.**
  - (iii) **Systems models** which allow the evaluation of the consequences (technical, cost, and schedule) of new information, alternative activities, and/or new financial scenarios.
  - (iv) Estimating procedures based on proven commercial techniques, such as **activity-based cost estimating and benchmarking** against industry standards, providing DOE with cost estimates which can be independently validated.
  - (v) Cost accounting practices used for accumulating and reporting costs shall be consistent with those used in estimating costs for work under the contract, and as such, amenable to the same validation as above.
- (c) Provide DOE managers with appropriate integrated financial, schedule, critical path analysis, and activity tracking data to effectively manage their baseline(s) through automated reporting emphasizing performance measurements, change control, and trending data. This system shall support DOE's ability to both control and report direct and indirect costs in a manner satisfactory to DOE. The Management Information System (MIS) shall integrate data generated and provided by Bechtel Hanford Incorporated (BHI), Pacific Northwest National Laboratory (PNNL), DOE, other prime contractors, the Contractor and

its subcontractors in an efficient, timely, and user-friendly automated format.

(d) Flexible information systems compatible with DOE information systems, including reporting, budget, and financial systems, and allow efficient data interchange among site contractors and DOE (such as the DOE-HQ Project Tracking System (PTS), and Financial Information System (FIS)).

(e) The ability to accommodate electronic transfer of data between a diverse set of hardware, software, and communications platforms. Use standard data definitions, time schedules, and rules for the provision of information to the MIS to ensure accuracy and consistency. All data and information provided to DOE, relating to the Contractor or the subcontractors, shall be prepared using common and consistent definitions, principles, and methodologies (e.g., Full-Time Equivalent [FTE] employees).

(f) A centralized system of reporting unusual occurrences, near misses, etc., and ensure that lessons to be learned from such occurrences are provided to DOE, the Contractor and subcontractor workforces.

(g) Comprehensive management and technical oversight and corrective action programs, including tracking of issues thus developed and lessons-learned program effectiveness.

(3) Establish a sitewide configuration management system based on industry consensus standards, which is integrated with other management tools, such as change control, and assures a sound technical basis for the Integrated Site Baseline. Configuration Management will be specifically addressed in the Management and Integration Plan as part of the integrated management system.

(4) Provide to DOE the information necessary to support DOE in the preparation of reports and assist in the preparation of such reports pursuant to or as required by regulatory agreements, such as the Tri-Party Agreement (TPA), and legislative or other requirements, such as the Baseline Environmental Management Report (BEMR).

(5) Provide to DOE via a computerized file, periodic accounting entries regarding government property acquisitions, dispositions, and monthly depreciation charges. These entries shall provide consistent information and allow reconciliation of the Contractor's detailed **property records**. The Contractor shall provide to DOE these same entries on Bechtel Hanford Incorporated's property acquisition, disposition, and monthly depreciation charges.

(6) Develop or adopt, implement, and manage a **risk management system** which is compatible and integrates with the existing DOE-RL system types (e.g. financial, technical, safety, mortgages, environment). Submit a Risk Management Plan, which includes the methodology and how these analysis are integrated to support DOE strategic planning, work prioritization, and sitewide decision making as a part of the Management and Integration Plan.

### C. **MANAGE AND INTEGRATE RESOURCES**

The Contractor shall manage and integrate all site resources for optimal achievement of site goals set forth in C.1 above. In furtherance of this, the Contractor shall:

(1) Support the **annual budget submission** process by working with DOE and other prime contractors to develop budget formulation documentation. The Contractor shall prepare documentation for its own work activities as well as coordinate and integrate budget documentation for all Project Hanford work. Support to DOE during this process shall include but is not limited to:

- (a) Assist DOE in the preparation and integration of Activity Data Sheets and Risk Data Sheets, etc.
- (b) Assist DOE in budget justification analyses and budget scenario studies.
- (c) Assist DOE in the preparation and integration of all crosscutting budget formulation documents, i.e. ES&H, Information Resources Management, etc.
- (d) Assist DOE in obtaining regulator and other stakeholder participation in budget development, including assistance in response to stakeholder and regulator inquiries.

- (e) Assist DOE in conducting pricing reviews of budget estimates prepared by other (sub)contractors.
- (2) Provide Contractor management team with **leadership and project and personnel management skills** necessary to ensure compliance with the Project Hanford goals and the TPA, and to motivate the workforce to:
  - (a) Achieve quality work performance;
  - (b) Mandate attention to worker and public safety and health, environmental protection, and the tenets of Conduct of Operations; and,
  - (c) Be fiscally and ethically responsible in the management of government and public resources, including property, equipment, funds, and time.
- (3) Use and further develop the existing "**People Core**" system at the site to enhance human resources functions sitewide. The system shall cover all site employees, including those of DOE.
- (4) Continually "**right-size**" its own workforce and that of the Major Subcontractors to have the size of workforce equal to that necessary to accomplish the authorized workscope.
- (5) Resolve **Employee Concerns** at the appropriate level, as required by RLID and DOE Order 5480.29, *Employee Concerns Management Program*, and 10CFR708 *DOE Contractors Employee Protection Program*. The Contractor shall support and provide leadership and cooperative membership in the **Hanford Joint Council (HJC)** for resolving Employee Concerns, making it a sitewide forum for final and binding resolution of all Hanford contractor personnel concerns. However, the Contractor shall review and make recommendation to DOE to make the Charter and processes of the HJC consistent with this contract. The annual budget for the effort will be determined by DOE. The continued need for the HJC shall be reviewed by the Contractor annually and recommendations submitted to DOE for decision.
- (5) Manage **litigation** consistent with the approved Litigation Management Plan. A Litigation Management Plan shall be submitted to DOE for approval by October 1, 1996.

(6) Continually promote **diversity** in all aspects of the work under this contract. A Diversity Plan, as set forth in Section J, Appendix E, shall be submitted to DOE by October 1, 1996, and updated annually thereafter.

(7) Provide an independent **internal audit** capability to review its activities and those of its Major Subcontractors. An Internal Audit Plan as set forth in Section J, Appendix E shall be submitted to DOE for approval by October 1, 1996, and updated annually thereafter.

**D. ENVIRONMENT, SAFETY & HEALTH (ES&H)**

The Contractor shall take effective steps to avoid injuries, incidents, and insults to the environment and ensure work performance at all levels of the Contractor and subcontractors is in compliance with applicable, necessary, and sufficient environmental, safety, and health (ES&H) requirements. ES&H systems and programs will empower workers in ES&H through the use of safety committees, employee involvement, worksite analysis, hazard prevention/ mitigation/control, and ES&H training. Leadership and management commitment to ES&H programs shall be demonstrable. Worker injuries and chemical and radiological exposures and contaminations must be tracked and appropriately treated/mitigated. The Contractor shall:

(1) Develop and maintain an Authorization Envelope for the operation of each facility and/or project under this contract. Submit for DOE approval those documents when required by Clause H.14 of this contract. This Authorization Envelope shall consist of the Contractor's response (Implementation Plans, compliance commitments, etc., as appropriate) to Federal/State Statutes and Regulations, and the imposition of standards necessary, to protect the environment and public and worker safety and health. Documents typically constituting an Authorization Envelope are approved S/RID (See C.2.A.(2)(D)), Safety Analysis Reports (SAR), Health and Safety Plans (HASP), Environmental Permits, etc.

(2) Develop and submit to DOE for approval, a final **Integrated Environment, Safety and Health Management System Plan (ISMS Plan)** for ES&H risk-based planning, which identifies how the contractor will fully integrate ES&H into budget recommendations, program execution, comprehensive self assessments, and all work activities. Manage Contractor and subcontractor operations at the site in accordance with the approved plan.

- (3) Implement programs to identify and mitigate or resolve ES&H issues.
- (4) Implement a comprehensive Hanford ES&H program to address hazards associated with the management, storage, and disposal of radioactive and hazardous materials, industrial safety hazards, and other occupational and nuclear hazards.
- (5) Establish solid **work control, self assessment, and conduct of operations** discipline in the performance of all work.
- (6) Implement programs based on the principles of programs such as the **Voluntary Protection Program** (VPP) Star Status or the Chemical Manufacturer's Association (CMA) **Responsible Care** program.
- (7) Ensure performance-based, comprehensive **ES&H training** via the sitewide training program.
- (8) Implement program to track/address **environmental compliance** issues and implement requirements (e.g., sitewide permitting, sitewide environmental reporting, Tri-Party Agreement reporting/management, NEPA).
- (9) Recommend and implement **ES&H performance measures** to monitor the effectiveness of and the implementation of ES&H programs as committed to in the approved ISMS Plan.
- (10) **Occupational Health Services** - Occupational Health Services are provided to the Hanford site by the Hanford Environmental Health Foundation (HEHF). The Contractor shall obtain for itself and require of all subcontractors performing work on the Hanford site the following services from HEHF: occupational medical evaluations including return to work evaluations and work restriction reviews, medical surveillance evaluations, occupational primary care, health care centers/first aid, work conditioning, case management, worksite health programs including blood-borne pathogens and immunizations, behavioral health services including employee assistance programs and health information services such as medical records and medical scheduling.

The Contractor shall coordinate with HEHF and reach agreement regarding service requirements and delivery, and coordination and integration between the Contractor's safety and health organization(s) and HEHF including data gathering and sharing. The agreement should emphasize a comprehensive public health approach as being integral to a well run health and safety program and address cost and resource effectiveness. This agreement shall be subject to approval and validation by DOE-RL.

(11) Provide Material Safety Data Sheet management services for the PHMC, RL and HEHF.

## E. ECONOMIC TRANSITION AND OUTSOURCING

The Contractor shall:

(1) Be responsible for the performance of the work under this contract in a manner that helps the community establish a **stable economic base** over the long term. This shall be accomplished through appropriate private sector participation in cleanup, creation as appropriate of new service or technology companies, making available for effective private use DOE assets no longer required or under-utilized by the Government, and investment of private resources in the community.

(2) The Contractor shall:

(a) Develop and implement an **Economic Transition and Outsourcing Plan** which addresses short- and long-term strategies to actively pursue opportunities to transition functions performed solely for DOE to local and regional businesses or other governmental entities when to the long-term financial advantage of the Federal Government.

(b) Expand **private sector participation** in cleanup through the creation of technical and service companies.

(c) Recommend to DOE the use (by the Contractor, subcontractors, or other private entities) of **Government-owned site assets** (equipment, facilities, or land) on a non-interfering basis to promote, assist, or otherwise foster creation of new private sector jobs.

- (d) Accomplish changes in the workforce in a way that **minimizes social and economic impacts** and complies with Section 3161 of P.L. 102-484.

## F. TECHNOLOGY MANAGEMENT

(1) The Contractor shall support and integrate its efforts with the DOE-established technology management process which provides the framework to identify the technology needs and develop effective, acceptable solutions. Integration of site needs into the National Technology Development Program is essential. The Contractor shall participate in the Site Technology Coordination Group, which provides the linkage between the Site and the National Technological Development Program.

(2) The Contractor shall:

- (a) Identify and prioritize technology needs.
- (b) Survey industry, other DOE sites, and other agencies for applicable technologies before causing new technologies to be developed.
- (c) Evaluate technologies to meet those needs.
- (d) Identify opportunities for technology demonstrations and deployment,
- (e) Communicate and cooperate with appropriate National Technology Development teams through the Site Technology Coordination Group.
- (f) Use best available technologies to address site needs.
- (g) Seek innovative technology solutions to site problems which will be better, faster, or cheaper than present best available technologies.

### C.3. HANFORD PROJECTS

The Contractor shall be responsible for the accomplishment of all work in this section. The Contractor is expected to subcontract the work of the Hanford Projects, (except where otherwise noted) to firms considered among the "best in class" for the work involved in that project. The Contractor shall organize to optimally manage and

support the Hanford Projects contained in this Contract (Note: See Section J, Appendix J) and to provide direct support to individual RL managers in the accomplishment of project completion. *Work shown in italics is or will be contracted to another entity and is included for complete understanding of the integration and management issues involved.*

**A. TANK WASTE REMEDIATION SYSTEMS (TWRS) PROJECT**

The Contractor shall, except as set forth below (or in Clause H.16), store, treat, immobilize, and dispose or prepare for disposal the Hanford radioactive tank waste (current and future tank waste) and the strontium and cesium capsules presently stored at Waste Encapsulation Storage Facility. The project is currently divided into two Tank Waste Storage Project and the Tank Waste Disposal Project. Functionally, the Waste Storage Project consists of Tank Waste Storage, Operations, Characterization, Waste Receipt and Transfer, and Safety Issue Resolution. The Waste Disposal Project consists of Retrieval, Pretreatment, Immobilization, Interim Storage, and Disposal.

(1) **TANK WASTE STORAGE PROJECT.** The Contractor shall safely store and characterize the TWRS wastes, presently stored in 177 underground storage tanks, by operating the Hanford Waste Tank facilities. When directed by DOE, the Contractor shall retrieve tank wastes for transfer of the waste to the TWRS Waste Disposal Project. The Contractor shall:

- (a) Establish a comprehensive safety basis that will ensure that all activities comply with environmental regulations and result in safe and environmentally sound operations.
- (b) Mitigate or resolve known tank safety issues as a first priority. Similarly mitigate or resolve any additional safety issues identified, with a priority determined by their urgency.
- (c) Characterize the waste in order to provide the data necessary to store, retrieve, pretreat, immobilize, and dispose of the waste.
- (d) Utilize waste minimization and evaporation to manage the waste volume such that the tank capacity of existing double-shell storage tanks is not exceeded.

(e) Retrieve tank wastes on a schedule directed by DOE and provide all infrastructure support to facilities constructed under the privatization contract Phase I. Note that tank retrieval is considered part of the Tank Waste Disposal Project below, but for the pilot plant effort ("commercial demonstration") in Phase I, retrieval of tank wastes as necessary to provide feed materials to support the TWRS Privatization Contractors shall be accomplished by this Contractor.

(f) Hire and train nuclear operators and transfer such operators to the privatization contractor(s) in time for their use when the vitrification plants are ready for operation.

(2) **TANK WASTE DISPOSAL PROJECT.** *A "privatization" plan is underway wherein the Waste Disposal Project portion of the workscope (less the Retrieval function as addressed above) will be awarded as a separate prime contract to one or more privatized contractor(s) by DOE. A Draft Request for Proposals for this project was issued by DOE in November 1995. The goals of the TWRS Waste Disposal Project are as follows:*

(a) *Separate the tank waste into high-activity, transuranic, and low- activity waste fractions in such a way that most of the radionuclides and only a small part of the other waste materials are contained in the high-activity fraction, in order to minimize disposal costs.*

(b) *Vitrify the high-activity and immobilize low-activity waste. (Tank waste vitrification and preparation for disposal work will be done under a DOE privatized contract.)*

*NOTE: In this context "privatization" means: a vendor, under contract with the DOE, uses private funding to design, permit, construct, operate, decontaminate, and decommission their own waste treatment facilities, constructed on Government land, with payment based on a fixed price per unit of treated waste meeting DOE's performance specifications. (Contractor-owned, contractor-operated facility, built on Government land, delivering product/service at a fixed unit price.) DOE reserves its option to determine, at some future date, in consultation with the privatized contractor, to assign the privatized Prime contract to the Project Hanford Management Contractor for management and integration, and the Project Hanford Management Contractor hereby agrees to*

*that assignment. If DOE were to decide not to privatize this function, DOE reserves the right to direct the Project Hanford Management Contractor to construct the necessary facilities and process tank waste as a part of this scope of work.*

## **B. WASTE MANAGEMENT PROJECT**

(1) The Contractor shall manage and integrate (non-TWRS) waste management activities at the site. Activities include management of Hanford wastes as well as waste transferred to Hanford from other DOE, Department of Defense, or other facilities. This work includes handling, treatment, storage, and disposal of radioactive, nonradioactive, hazardous ("dangerous"), and mixed solid and liquid wastes. Major Waste Management Projects are the Solid Waste Project (SW) and Liquid Effluents Project. Existing facilities (e.g., grout vaults and canyons) shall be evaluated for reuse for these purposes to the maximum extent possible.

The Contractor shall:

- (a) Manage and integrate all (non-TWRS) site waste management activities (treatment, storage, and disposal, including operation of necessary facilities) associated with the Hanford Mission.
- (b) Ensure waste minimization programs are applied across the site in accordance with the DOE Waste Minimization Program Plan. (See Paragraph C.5.F)
- (c) Provide for treatment of radioactive, hazardous, sanitary, and polychlorinated biphenyl waste, or combinations thereof, either through procurement of offsite treatment services (preferred), re-use of existing facilities (second option), or construction of facilities. Construction of new government-owned treatment facilities is not desired. Treatment includes stabilization, thermal treatment, separation of waste fractions, and final waste form processing.
- (d) Integrate and perform characterization activities required for treatment, Central Waste Complex acceptance, and other solid waste activities.

- (e) Store wastes in compliance with applicable laws and regulations prior to treatment or disposal. Long-term storage facilities include Central Waste Complex (CWC) and Transuranic Storage and Assessment Facility (TRUSAF).
- (f) Manage and operate the active disposal facilities on site (with the exception of the Environmental Restoration Disposal Facility [ERDF], operated by BHI). These disposal facilities include the active burial grounds for low-level waste and retrievable TRU, mixed waste trenches, and liquid effluent treatment facilities that dispose of treated liquid effluents. Activities include disposal of Department of Defense radioactive waste in Hanford burial trenches and shipment of other waste offsite to other disposal facilities (WIPP, etc.).
- (g) Receive, treat, store, and dispose of a wide variety of solid wastes that fall into multiple radioactive and hazardous waste classes. Solid waste facilities include storage facilities in the Central Waste Complex, low-level waste burial grounds, and mixed waste trenches. Construction of the Waste Receiving and Packaging Facility (WRAP I) shall be completed in 1996; operation will be initiated by the Contractor.
- (h) Evaluate the treatment and disposal options, including incineration, and dispose of low-level waste using onsite and offsite DOE and commercial facilities. Maximize use of existing Hanford low level burial grounds, subject to Performance Assessment modification and approval.
- (i) Utilize the T Plant complex as an interim central decontamination facility on the Hanford Site. This facility is permitted by the Washington Department of Ecology (Ecology) as a RCRA treatment, storage, and disposal unit. Complete T Plant upgrades and secondary containment.
- (j) Separate all other wastes for appropriate disposal (e.g., retrieval, segregating, and repackaging Transuranic (TRU) wastes for the Waste Isolation Pilot Plant [WIPP]); remove hazardous constituents or liquid from solid waste; and separate Land Disposal Restricted (LDR) waste from liquid effluents.

(k) Operate treatment facilities and systems for liquid effluents.

(l) Manage current and future Hanford Site liquid effluents, including collecting, treating, and disposing of liquid effluent wastes. The program uses an integrated liquid effluent treatment system with a combination of local and central treatment systems to achieve cost-effective liquid effluent disposal. Current liquid effluent facilities include the 200 Area Liquid Effluent Retention Facility, 200 Area Treated Effluent Disposal Facility (TEDF), 200 Area Effluent Treatment Facility, 300 Area TEDF, and the 340 facility.

### **C. SPENT FUEL PROJECT**

(1) The Contractor shall provide management and integration of activities required to reduce the risk from and the cost of spent fuel on the site. Several types of spent fuel are present at Hanford. The largest volume of material is the spent N-Reactor fuel currently stored in K Basins. Almost 7,500 canisters of fuel containing 2100 MT are stored at the 100-K Basins, approximately 3,800 of them in the KW Basin, and approximately 3,600 in the KE Basin.

(2) The Contractor shall:

(a) Remove fuel, sludge, associated equipment, and debris from the K-Basins.

(b) Continue to develop a method of repackaging the fuel into more efficient storage baskets to facilitate removal of corrosion products and other sludge; complete the cask/transportation basin modifications and/or construction, and complete fabrication of the Multi-Canister Overpacks (MCO). The current plan places the fuel into Multi-Canister Overpacks in the K Basins, dry the fuel to remove free water, transport the fuel to the Canister Storage Building, and prepare the MCOs for interim dry storage by going through a second drying and conditioning step.

(c) Accomplish fuel conditioning in accordance with project plans which currently include a two-step vacuum drying process, potentially located in two separate areas (100K area and Canister Storage Building). First step is a cold-vacuum dry process and the second step is a hot

vacuum dry process that includes a conditioning step. During FY 1996, process parameters to support design will be defined, the design contract will be awarded, and design activities will be initiated. Construct the Conditioning Facility and make it available for fuel transfer. Transfer the facility(s) to the Environmental Restoration Project for D&D on completion of operations.

(d) Complete, contingent on the completion of the National Environmental Policy Act (NEPA) documentation, the design and construction of the Canister Storage Building (CSB) to be used for dry storage of the K Basin spent fuel; take actions to make it operational, and operate the facility.

#### **D. FACILITY STABILIZATION PROJECT**

(1) The Contractor shall provide safe interim storage for all nuclear materials, stabilization of nuclear and chemical materials as required, and conduct deactivation of facilities to reduce risk and attain the lowest surveillance and maintenance cost to be in a condition ready for final disposition. The Contractor shall provide management and integration of activities required for special nuclear materials (SNM), former defense and non-defense production facilities, stored plutonium, cesium and strontium capsules, and special isotopes for medical and other applications. The Contractor shall, in concert with Bechtel Hanford Incorporated and DOE, establish end-point criteria for the transition of facilities into the Environmental Restoration Program for Decontamination and Decommissioning. To the extent practicable, existing facilities shall be evaluated for reuse for long-term storage and/or disposal.

(2) **PUREX Project.** The Contractor shall manage PUREX to a condition ready for disposition. This includes stabilization and disposition of nuclear and hazardous materials and deactivation to reduce risk and attain the lowest surveillance and maintenance cost. The Contractor shall complete stabilization and deactivation of the PUREX facility and associated structures and systems.

(3) **Plutonium Finishing Plant (PFP) Project.** The Contractor shall manage PFP to a condition ready for process facility disposition. This includes the storage of residual special nuclear material (SNM) stored in PFP vaults, and stabilization and deactivation of the former process facility, in order to reduce

risk and attain the lowest surveillance and maintenance cost. A primary stabilization activity is the conversion of SNM to a safe form suitable for long-term storage. The Contractor shall complete the mitigation of all the high risk plutonium vulnerability items identified in the *Implementation Plan in Response to Defense Nuclear Facilities Safety Board Recommendation 94-1*. This involves stabilizing all the plutonium material and safely storing it. The Contractor shall develop and submit for DOE approval a plan that will complete PFP processing and support facilities stabilization and deactivation prior to 2007.

(4) **Fast Flux Test Facility (FFTF)/Legacy Facilities/Special Initiatives Project.**

(a) The Contractor shall manage the stabilization/disposition of nuclear material, fuel, and hazardous materials, and the deactivation of the FFTF and associated systems to a condition ready for final disposition, reducing the risk and attain the lowest surveillance and maintenance cost. The Contractor shall complete the sodium removal, wash the fuel elements, and place the cleaned elements in dry casks for storage. The Contractor shall complete the deactivation of FFTF.

(b) The Contractor shall provide services to DOE supporting DOE initiatives, including Space Power Programs, Radioisotope Thermoelectric Generator (RTG) Transportation program, isotope production and distribution efforts, international activities, Power Reactor and Nuclear Fuels Corporation of Japan (PNC) Fuels and Materials Specific Memorandum of Agreement and Operational Reliability Testing, and other specialty research and consulting program areas.

(5) **B Plant/Waste Encapsulation and Storage Facility Project.** The Contractor shall safely and efficiently manage the deactivation of B Plant to reduce risk and attain the lowest surveillance and maintenance cost to a condition ready for final disposition. The Contractor shall safely and efficiently manage the Waste Encapsulation and Storage Facility (WESF), where 73 million curies of cesium and strontium contained in capsules are stored. The capsule storage systems shall be maintained until the capsules are transferred out of WESF. Alternatives for capsule storage and disposal shall be evaluated.

The Contractor shall assess ways to decouple B plant from WESF to accelerate the deactivation of B Plant, identify those activities with highest risk reduction and economic payback, and complete the deactivation of B-plant.

(6) **300 Area Project.**

(a) The Contractor shall safely and efficiently manage the deactivation of facilities in the 300 Area whose mission was the manufacture of fuels and test assemblies for the plutonium production, space power, and advanced reactor programs. The facilities include among others, the 308, 309, 333 Buildings, and associated facilities. The program will disposition nuclear material stored in these facilities. As the material is removed, each facility will be deactivated to reduce risk and attain the lowest surveillance and maintenance cost to a condition ready for disposition.

(b) The Contractor shall complete removal of the TRIGA test reactor nuclear fuel and shut down the 308 Building. The contractor shall clean-up the nuclear waste and stabilize the 309 Building and surrounding area such that the closure of the 309 Building can be accomplished.

(c) The Contractor may, at the Government's option, be given the responsibility to manage until completion of mission, other facilities in the 300 Area (for example 324 and 327) which are presently operated by the Pacific Northwest National Laboratory.

(7) **324/327 Project.**

The Contractor shall manage Buildings 324/327 and associated structures and systems to a condition ready for disposition. This includes stabilization and disposition of nuclear and hazardous materials, close-out of programmatic activities, and deactivation to reduce risk and attain the lowest surveillance and maintenance cost. Primary activities include cesium legacy material and 327 Building capsule disposition, disposition of Light Water Reactor and DOE spent fuel from 324 and 327 Buildings, B-Cell cleanout, legacy radioactive waste removal, Federal Republic of Germany radioactive source disposition, and closure of 324 Building non-permitted TSD Unit per TPA consent agreement.

**E. ENVIRONMENTAL RESTORATION PROJECT**

(1) *Bechtel Hanford Incorporated (BHI) is currently under prime contract to DOE to perform Environmental Restoration work. This contract runs through 1999, with an option for three additional years.*

(2) *Environmental Restoration work includes removal of contamination in soils and groundwater, Decontamination and Decommissioning (D&D) of site facilities, exhuming of buried waste, installation of environmental barriers, where appropriate, and the support activities required to accomplish this work. Operation of the Environmental Restoration Disposal Facility for disposal of ER wastes is included within the BHI workscope. BHI also has responsibility for*

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*the management and coordination of the sitewide groundwater monitoring activities, sitewide asbestos removal program, and underground tank removal.*

(3) The Contractor shall integrate data generated and provided by BHI for the Environmental Restoration program into the overall Hanford Site data systems, including the Sitewide Baseline. Examples of such data include cost, schedule, milestone data, and any such other data requested by DOE. At this time, DOE intends to leave the BHI contract as a separate prime contract. The management and integration Contractor is solely responsible for integrating data and planning information from BHI into sitewide planning and reporting systems, and is not responsible for management of or accomplishing any of the workscope within the BHI contract.

#### **C.4. INFRASTRUCTURE**

**(The Contractor shall be responsible for the accomplishment of all work in this section. The workscope in Section C.4 below is expected to be accomplished by subcontractors considered among the "best in class" for the work involved. The Contractor shall execute transition or ancillary agreements with incumbent site contractors and future DOE-prime contractors (as may be awarded) as necessary to define the infrastructure requirements to be provided. DOE approval must be obtained prior to execution by the Contractor.)**

##### **A. GENERAL SCOPE OF INFRASTRUCTURE WORK**

The overall objective of the DOE is to reduce its infrastructure to the minimum necessary consistent with current and anticipated mission assignment, prudent business practices, and strategic plans. The Contractor is expected to use innovative approaches, new technology, and other appropriate creative ideas to reduce the overall site infrastructure inventory. DOE is especially concerned that, although there may be increased infrastructure needs for certain periods, the infrastructure support to facilities be "ramped down" in a timely manner commensurate with the declining mission and infrastructure needs of site facilities. The Contractor shall aggressively pursue opportunities advantageous

to the Government to subcontract and outsource infrastructure work on a competitive, fixed- or fixed-unit-priced basis.

The Contractor shall:

- (1) Ensure there is an adequate and appropriate infrastructure in place to support the site mission and that least-cost alternatives for providing that support are fully explored and presented to DOE for consideration. This includes management of capital-type expenditures. This work will be accomplished by the Contractor or its subcontractors or by administering such DOE-held contracts as are assigned to the Contractor.
- (2) Ensure, and demonstrate to DOE, that all such infrastructure requirements are derived from and support the mission requirements at the site.
- (3) Provide all essential infrastructure services in a safe, secure, environmentally sound, and cost-effective manner, optimizing site infrastructure as a whole. The types of services in this area include:
  - (a) Maintenance and operations of facilities at Hanford.
  - (b) Utilities - Electrical, water, sanitary sewer, process sewer, fire protection, and central steam systems. (See special consideration for the 100, 200, and 300 areas below.)
  - (c) Roads, and other transportation infrastructure, excluding railroads. (See special consideration for railroads below).
  - (d) Site transportation services, courier service, Government owned/leased vehicles/equipment management and maintenance.
  - (e) Janitorial services, fabrication shops, pesticide and herbicide programs.
  - (f) Municipal solid waste disposal service.
  - (g) Inventory, warehousing, and material management.
  - (h) Investment recovery program for excess/surplus materials.
  - (i) Real property management.
  - (j) Calibration and engineering laboratories.
  - (k) Land use planning and management.
  - (l) Demolition of excess general purpose facilities.
  - (m) Provision of stores.
  - (n) Information Resources Management (IRM) Support
  - (o) Computer, Local Area Network, and data network operations.
  - (p) End-user computer support.
  - (q) Information systems, telecommunications, and multi-media services.

(4) The Contractor shall review existing services, and make recommendations which allow DOE to make informed decisions on service levels necessary for each and in what manner they should be provided. Recommendations for deletion of or alternative approaches to existing services should be accompanied by a proposed impact and transition plan. The Contractor shall reach agreements with other primes on the site (BHI, PNNL, TWRS privatization contractors) providing for their infrastructure needs.

## B. INFRASTRUCTURE OPERATIONS AND MAINTENANCE

The Contractor shall:

(1) Develop, acquire, operate, and dispose of facilities in accordance with DOE O 430.1, *Life-Cycle Asset Management*. These facilities include all Hanford operating site facilities, both project and general purpose, and existing, non-operating buildings. Facilities and buildings that do not meet the general purpose definition shall be the responsibility of the tenant for operations and maintenance. General purpose facilities are those facilities in which no one program (e.g., Waste Management) occupies more than 60% of the square footage.

(2) Provide **general purpose space** (e.g., office, warehouse, laboratory, and training) for the execution of this contract. Recommend to DOE the amount of private space versus Government-owned space to be used. Net cost to the Government should be the primary criterion, except for the GSA long-term leased space discussed below.

(a) GSA-Leased Property. The Contractor shall use as the first priority the available space in facilities that RL leases from the General Services Administration. (The Contractor shall be responsible for the lease payment for space used in these facilities.)

(i) The tower portion of the Federal Office Building located at 825 Jadwin Ave, Richland, WA, 99352.

- (ii) The Stevens Center Complex, Richland, Washington
- (iii) The Consolidated Information Center (CIC), at the Tri-Cities Branch Campus of Washington State University, Richland, WA.

(b) Government-Owned Facilities The Contractor may use for its own or subcontractor needs, Government-owned facilities at Hanford. The Contractor shall be responsible for the maintenance, operations, surveillance, and disposition of Government-owned general purpose facilities (approximately 420 facilities comprising 1.7 to 2.2 million square feet). It is expected that 139 of these facilities will be vacant by the end of FY 1996.

(c) Privately Owned Facilities The Contractor may use privately owned space. The Contractor shall be responsible for negotiating the price, terms, and conditions for privately owned space. The Contractor shall be responsible for processing any payments for privately owned space.

- (3) 100 and 200 Area Utilities. Provide all necessary utility services as listed in C.4.A(3)(b) above with the following exceptions/considerations:
- (a) It is expected that a DOE contract (Energy Savings Performance Contract) for alternative source of steam supply (which will eliminate the need for the Central Boiler Facility) will be in place by October 1996. The Contractor may be required to operate the central boiler plant for a period until the alternative (package boilers) are in place and operating.
  - (b) The high voltage electrical transmission system including substations and some portion, if not all, of the 13.8KV distribution service will be provided by service agreements with offsite utility companies.

Note: Contracts for the above services awarded by DOE prior to the effective date of this contract will be assigned to the Contractor for management and integration.

- (4) 300 Area Utilities. Provide all necessary utility services as listed in C.4.A(3)(b) above with the following additional considerations:
- (a) It is expected that the following utilities will be obtained through DOE service agreements with local suppliers by October 1996: electrical, water, sanitary sewer.
  - (b) The Contractor shall manage process sewer services.
  - (c) Steam will be supplied under a contract placed by DOE prior to October 1996, as outlined in (2) above.

Note: Contracts for the above services awarded by DOE prior to the effective date of this contract will be assigned to the Contractor for management and integration.

- (5) Transportation Infrastructure. Provide for highway maintenance and upgrades.

“Note: The southern portion (from Horn Rapids Road South) of the Hanford Railroad has been conveyed to the Port of Benton. The Port of Benton has contracted with Livingston Rebuild Center to operate and maintain the railroad. DOE has reserved a license providing access to the railroad, and may require the Contractor, when directed, to load/offload railcars, and provide other miscellaneous support to DOE associated with railroad operations.”

- (6) Site Transportation Services. Provide for operations and maintenance of GSA-leased and DOE-owned equipment of all types. There is a significant effort underway to reduce the inventory of equipment. The Contractor is encouraged to be innovative in approaching "how" to meet site transportation and equipment requirements. The Contractor is not to assume that DOE desires to maintain this service area as either a central or onsite function and should work to reduce this costly overhead service on a sitewide basis while continuing to meet mission requirements.

- (7) Fire Department and emergency response services. Provide fire protection engineering services and related fire department emergency response services for fire suppression, rescue, emergency medical and ambulance, hazardous material responses, fire system inspection and maintenance, and fire prevention. Provide the capability to deal with and terminate emergency situations that could threaten the operations, employees, environment, or property of the Hanford Site.

- (8) Provide janitorial services, fabrication shops, and pest (including plant and animal) programs.

(9) Oversee program(s) for disposal of municipal type solid waste at location(s) as directed by the Contracting Officer. The Contractor shall also manage the other types of waste disposal (asbestos, drum, medical).

(10) Lease or procure a timely and continuous supply of clothing, including personal protective clothing and equipment, e.g., respirators and related parts/supplies for all Project Hanford Management Contract users. The Contractor shall collect, maintain and furnish to RL, as requested, information related to the use and service of such items. The contractor shall utilize the RL specified laundry contractor for laundry and respirator cleaning services.

### C. REAL ESTATE & PROPERTY MANAGEMENT

The Contractor shall manage the following:

(1) **Inventory, warehousing, and material management** for all high-risk, scrap, and other property (over 60,000 items valued at over \$300 million). Procure, receive, accept, maintain, and operate stores inventory for the benefit of DOE and site tenants.

Aggressively evaluate needs and reduce onsite inventories, warehousing requirements, and associated cost. Seek ways to minimize shipping, receiving, and distribution functions at the site; take full advantage of vendor storage and rapid delivery capabilities; eliminate redundant quality assurance steps involved in receipt of supplies. Propose alternative courses of action to decentralize or streamline receipt of supplies, and obtain a more direct path from the vendors to the end-user.

(2) **Investment recovery program** for excess/surplus materials/property.

(3) **Real property management** through execution of leases, permits, easements, and land disposition. This task excludes the leasing of commercial office space which is a task included in the Management and Maintenance of General Purpose Office Space. (See Section C.4.B(2)(c) above.)

(4) **Calibration and Engineering Laboratories** for program support. Challenge the need for this capability to be onsite and where appropriate, recommend alternatives that are more cost effective.

(5) **Land-use Planning and Management.** Support DOE in making determinations about present and future land use at the Hanford Site.

(6) Disposition of **excess general purpose facilities.** Propose plans for demolishing, turning over facilities to others, or more cost-effective maintenance of excess general purpose facilities. The number of excess facilities is expected to double in the next several years. The Contractor should assume that these structures in the Landlord Program are not radiologically contaminated.

#### **D. INFORMATION AND COMMUNICATION**

(1) **Information Resources Management (IRM) Support.** The current site system consists of a centralized TCP/IP computer network and telephone service (AT&T #5ESS). The Contractor is to maintain the central computer and telecommunication infrastructure as a minimum communication capability.

(2) The Contractor shall provide a sitewide computer network and basic central telecommunication services to the site, but should challenge the approach, cost effectiveness of, and need for existing services and contracting practices for all IRM services. The FY 1996 workscope of the existing IRM subcontract is described in document WHC-SP-1103, *Information Management Fiscal Year 1996 Site Support Program Plan WBS 6.4* and is available in the DOE Public Reading Room.

(3) The contractor shall provide IRM services to the Hanford Site in accordance with applicable DOE Orders and the *Office of Management and Budget (OMB) A-130 Circular, Management of Federal Information Resources*. The workscope includes IRM planning, development, and operations that support the Hanford Mission.

(4) **Information Management** - The contractor shall maintain management and technical frameworks (an Information Architecture) for information requirements and resources that document linkages between mission needs, information content, and information technology capabilities. These frameworks should guide both strategic and operational IRM planning, and address the steps necessary to create an open systems environment. The contractor shall:

- (a) Acquire or develop information systems in a manner that facilitates necessary interoperability, application portability, and scalability of computerized applications across networks of heterogeneous hardware, software, and communications platforms. The Contractor shall buy and use commercial-off-the-shelf (COTS) software whenever possible.
  - (b) Ensure that improvements to existing information systems and the development of planned information systems do not unnecessarily duplicate information systems available within the site, from other DOE sites, or from the private sector.
  - (c) Establish a level of security for all information systems that is commensurate with the risk and magnitude of the harm resulting from the loss, misuse, or unauthorized access to or modification of the information contained in these information systems.
- (5) **IRM Planning.** The contractor shall establish management processes that ensure:
- (a) IRM planning is coordinated with the Hanford Site planning processes including strategic, program, infrastructure, and financial plans.
  - (b) IRM planning links information technology requirements to anticipated program and mission needs, reflects budget constraints, and forms the basis for budget requests.
  - (c) The cost of each information system is known and managed throughout the life cycle of the information system.
- (6) **Data Management** - The contractor shall define data interface and system/network interoperability standards for all sitewide information systems and be responsible for the definition, creation, management, and dissemination of necessary shared Hanford Site data to ensure data consistency across information systems. These data sets are to include that data which is both Hanford Site data and necessary shared data. Examples of these data sets

include facility identifiers and names, person identifiers and names, work element identifiers, Waste Type codes and names, constituent codes and names.

(7) **IRM Operations and Support Services** - The contractor shall:

(a) Assume responsibility for existing sitewide and mission critical information systems until, with proper evaluation and planning, it is deemed that replacement or disposition is appropriate. Current network and systems operations include over 650 computer systems, 650 network file servers, and 12,000 work stations, plus the telecommunications infrastructure. The Contractor shall challenge the existing capabilities of these systems/databases as necessary and sufficient to accomplishing the mission at Hanford, and their cost effectiveness. A Hanford Site inventory of information systems is available in the DOE Public Reading Room.

(b) Provide information systems development, operations, and other support services that are obtained through open competition and meet customer needs. This includes the development and implementation of information systems that support the Hanford Site mission, providing computer customer support ("Help Desk"), operations and maintenance of the telecommunications and computing infrastructure, and providing document, records management, graphics, telephone, and teleconferencing, videoconferencing, and mail services.

(c) Manage and integrate the total IRM support services to provide only those necessary and sufficient IRM services required to support Hanford mission requirements at a competitive cost, consolidating where appropriate, and outsourcing where to the advantage of the Government.

(8) **Records Management.** The Contractor shall implement a cost-effective records management program that provides adequate and proper documentation of the contractor's activities at the Hanford Site. This includes ensuring that records are readily accessible regardless of form or medium, preserving sufficient data and information to ensure the management and accountability of Hanford activities and protecting the legal and financial rights of the Contractor and the Federal Government.

(9) **Information Locator Service** - The contractor shall maintain and implement a management system for all information products (publications, records, photography, videos, etc.) used on the site, establish and maintain inventories of Hanford Site information products, develop aids to locating Hanford information products, and develop and maintain a sitewide Information Locator Service for use by internal and external customers and stakeholders, in accordance with Section H.22, *Information Resources*.

(10) **Electronic Commerce** - The Contractor shall implement appropriate technologies and systems to enable the use of electronic commerce for the conduct of site business.

### **C.5. OTHER CROSSCUTTING SERVICES**

**(The Contractor shall be responsible for the accomplishment of all work in this section. The workscope in Section C.5 below is expected to be accomplished by subcontractors considered among the "best in class" for the work involved or may be done by the Contractor. The Contractor shall execute transition or ancillary agreements with present and future DOE prime contractors (as may be awarded) as necessary to define the crosscutting services to be provided.)**

#### **A. SAFEGUARDS AND SECURITY**

The Contractor shall:

(1) Manage, operate, and integrate all Safeguards and Security services of the Hanford Site, except the Pacific Northwest National Laboratory (PNNL). For the areas of the 324 Building which PNNL will continue to occupy after the transfer of the facilities to FDH, FDH shall manage, operate, and integrate all the Safeguards and Security services to the facility and PNNL will perform their work in accordance with the FDH Safeguards and Security requirements. This includes Material Control and Accountability, physical security, personnel security, information security, and the Hanford Patrol. Hanford Patrol provides sitewide protective force services, including for Government assets of the PNNL. A cost-effective, risk-based approach shall be used to provide for adequate protection of safeguards and security interests involving the use,

possession, receipt, shipment, or storage of special nuclear material, classified material, and Government property. These services must interface directly with the Safeguards and Security Division of RL, and in the event of an emergency involving the site Safeguards and Security Forces, RL will assume command and control of the Forces and the event, once the Emergency Operations Center

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is activated. Selection of the Contractor's Director of Safeguards and Security, and the Chief of the Hanford Patrol will be subject to DOE-RL approval.

(2) Ensure that all information or equipment originated or generated under this contract in a classified or potentially classified subject area shall be reviewed in accordance with classification regulations, and that the same shall be true for any subcontract or purchase order issued under this contract.

**B. HANFORD ANALYTICAL SERVICES PROGRAM.**

The Contractor shall:

(1) Manage and integrate the Hanford Analytical Services Program (HASP) to provide analytical, field support, process development services, and optimize the use of a combination of onsite and offsite analytical laboratories. Support and assist Hanford programs and projects in determining and consolidating requirements for analytical services; provide guidance on analytical capabilities and limitations; facilitate the use of Data Quality Objectives; ensure user data quality requirements are met; and provide guidance in interpretation and evaluation of analytical results.

(2) Consolidate sample management and evaluate forecasted sitewide analytical requirements to assure laboratory core competencies, capabilities, and capacities are maintained and available to meet program needs. The management and evaluation function shall be independent of the administration of the onsite laboratories and of the administration of contracts with offsite laboratories. Oversee analytical laboratory operations to assure safe and effective use of resources, conformance to conduct of operations requirements, and sound environmental practices.

(3) Conduct a self-assessment program using performance measurements and customer feedback to measure the quality, timeliness, and cost effectiveness of analytical services support, and to provide the basis for continued improvements in services.

(4) Provide site-wide integration in the development and adoption of Data Quality Objectives (DQO) methodology to determine sampling and analytical requirements for characterization of wastes, facility processing data, and environmental monitoring. Obtain regulator approval of DQO methodology where necessary to demonstrate compliance with legal requirements to provide physical and chemical properties necessary for project execution.

**C. CONTRACTOR SITE TRAFFIC MANAGER**

(1) Serve as the Contractor Site Traffic Manager by coordinating onsite and offsite shipments. Serve as the agent for the Government as designated shipper for the site; inspect and sign for outbound hazardous materials to ensure they meet federal, state and local regulations, and inspect inbound shipments to ensure no problems come into the site. Identify or develop transport containers (casks, etc.) to meet site needs; provide customers with transportation options for shipment either off or onsite; manage the Department of Transportation program (DOT-7A) for DOE; relocate household goods for site personnel related to the work performed by the Contractor and Major Subcontractors under this contract; manage the overnight small package delivery; manage export/ import services with U.S. Customs and freight rate negotiations with carriers; and interface with DOT/NRC/DOE on containers needing certification.

(2) Manage RL portion of the DOE Headquarters EM-directed transportation program, including services/activities that are used across the DOE complex such as, container needs assessment, packaging criteria and testing, training, stakeholder forums, and providing audit teams.

**D. ARCHITECT ENGINEER/CONSTRUCTION MANAGEMENT**

The Contractor shall provide, on an as-needed/when-needed basis, architect/engineering/construction management services. Furnish only such labor, material, management, and supervision as is necessary for the performance of construction management and other construction services relating to management of projects during the pre-design, design, and/or construction phases in a safe, cost-effective manner.

## E. ENVIRONMENTAL MONITORING

The Hanford Site has three major entities monitoring groundwater and the environment. They are RCRA Operational Monitoring (presently done by Westinghouse Hanford Company), Groundwater Surveillance Project (presently done by PNNL), and Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) monitoring (presently done by BHI). Presently management and integration of groundwater monitoring activities for the entire site are within the scope of the BHI contract under the RL Assistant Manager for Environmental Restoration. The Contractor shall be responsible for applying the data collected by these activities for sitewide integration and shall work with BHI and PNNL to clarify, integrate, and streamline the accomplishment of the Environmental Monitoring workscope. The work ongoing is described below:

(1) **RCRA Operational Monitoring.** *Provide monitoring services for groundwater, liquid effluents, air, seismic, and land surface to satisfy safety and regulatory requirements for operations to ensure compliance with RCRA, NESHAPS, Washington Department Of Ecology (Ecology) Permits, and regulations for the Hanford Site, and with air and surface monitoring requirements to ensure health and safety.*

(2) **CERCLA Monitoring.** *Groundwater characterization and monitoring services are conducted by BHI to support investigations under the CERCLA program. CERCLA investigations are underway for a number of areas where known or suspected environmental contamination may have resulted from past site activities. The CERCLA groundwater data have been integrated into the PNNL GWSP reporting (see below).*

(3) **Groundwater Surveillance Monitoring Project (GWSP).** *PNNL monitors and documents the distribution of radionuclides and other hazardous materials in groundwater at the Hanford Site. This program is conducted to monitor the effects, if any, to onsite and offsite environment and natural resources or to the public. This work is performed to meet those requirements that apply to environmental surveillance and groundwater monitoring for DOE oversight.*

**F. POLLUTION PREVENTION/WASTE MINIMIZATION**

The Contractor shall:

(1) Minimize pollution and the generation of wastes by implementing a DOE-approved pollution prevention and waste minimization program at the Hanford Site. This program shall ensure that waste generators will bear the disposal costs associated with their newly generated wastes. The program shall be designed within the Project Hanford structure, and address wastes which remain within the realm of a specific project in this structure, as well as wastes which move from one project to another. There shall be a mechanism to ensure that Pollution Prevention Opportunity Assessments are developed and fully considered.

(2) Develop this program using available data and resources to the extent practicable, including draft Pollution Prevention Program Integration Guidance, waste generation reports produced by the Office of Pollution Prevention within the Environmental Management program, and the "Sitewide Systems Analysis" required by milestone M-33 of the Tri-Party Agreement. Source reduction shall be first priority, followed by environmentally safe recycling. Treatment to reduce quantity, toxicity, and/or mobility will be considered only when prevention or recycling are not possible or practical. Environmentally safe disposal is the last option.

**G. EXTERNAL/INTERNAL COMMUNICATIONS**

(1) The Contractor shall establish a program to support RL External/Internal Communications requirements to ensure that the full range of stakeholders receive information in a timely, accurate, complete, and business-like manner. The Contractor's program shall be approved by DOE and shall comply with DOE's Openness Initiatives and Public Involvement Policy.

(2) The Contractor shall develop and, when approved by DOE, implement an Integrated Hanford Communications Plan (See Section J, Appendix E, Paragraph K) using a consolidated professional communications staff entirely dedicated to integration and coordination of External/Internal Communications efforts related directly to the work performed by the Contractor and Major Subcontractors under this contract. The Contractor shall work with DOE to

ensure that External/Internal Communications activities represent a singular and consistent DOE source of information about the Hanford Site and Mission.

(3) Contractor External/Internal Communications efforts and/or corporate communications not directly related to the DOE Mission at Hanford, and/or approved by DOE, are not allowable costs under this contract.

(4) The Contractor shall, when approved by DOE, keep the Hanford Site workforce related directly to the work performed by the Contractor and Major Subcontractors under this contract informed in a timely manner of all significant issues that could impact those workers.

(5) At DOE's direction, the Contractor shall:

- (a) Provide timely and consistent support for inter-Governmental liaison activities, including activities with Federal, state, local and Native American Governments.
- (b) Provide logistical support for the Hanford Advisory Board and other public meeting.
- (c) Respond in a timely fashion with information as requested by DOE in support of Freedom of Information Act and/or Privacy Act requests.

(6) External/Internal Communications activities shall include, but not be limited to:

- (a) Public Information
- (b) Public Involvement
- (c) Emergency Communications Activities
- (d) Media Relations
- (e) Site Tours, including transportation for tours
- (f) Preparation/Maintenance of public information Audio/Video Products and Printed Materials

(7) The Contractor shall obtain written DOE approval prior to implementing any External/Internal Communications activities unless otherwise directed by DOE.

(8) The Contractor shall provide a portion of the cost support for the Hanford Technical Library run by PNNL. The exact amount will be determined annually by DOE.

## H. TRAINING

The Contractor shall:

(1) Develop, implement, and manage a **site training program** that maintains a qualified workforce in sufficient numbers and skill levels to meet the site requirements and that fulfills the *DOE Implementation Plan for Defense Nuclear Facilities Safety Board Recommendation 93-3* (DOE Public Reading Room). Work scope includes identification of known requirements, definition of training standards, implementation of program training classes, certification of required skills, and verification of ongoing job qualifications. Integrate the training data base into the sitewide human resources system "People Soft."

(2) Manage the Richland Emergency Management Training and Education Center (commonly known as: Hazardous Materials Management and Emergency Response ["HAMMER"]) to provide training and education programs for hazardous material, waste management, and emergency response. This training is provided to Hanford workers as a first priority but is also for workers nationwide. The facility hosts, brokers, and integrates the capabilities of its partnering organizations to ensure the delivery of state-of-the-art training and educational curricula.

(3) Maintain the Quality Training and Resource Center (QTRC). The QTRC is a sitewide training resource center that links Hanford contractor training and educational organizations, local educational institutions, and DOE-RL. The Contractor shall develop and deliver Hanford and other training resources and technologies, eliminate duplicate and redundant training programs, and provide service that augments and complements training being performed by other Hanford contractors.

## **I. EMERGENCY PREPAREDNESS**

Provide technical and administrative emergency management services to ensure RL and all Site contractors meet the Department of Energy Emergency Management Requirements, as outlined in Emergency Management Order Series 5500. The work scope includes maintaining the Hanford Emergency Response Plan and Implementing procedures, manage the Hanford Site Emergency Exercise Program, maintain the Site emergency response organization and facilities, train Site emergency response organization members, manage the Radiological Assistance Program, assist RL in program management and Hanford Contractor Overview, assist in the off-site interface program, and assist with the emergency public information program."

### **C.6. OTHER PRIME CONTRACTORS**

#### **A. PACIFIC NORTHWEST NATIONAL LABORATORY (PNNL)**

Battelle Memorial Institute, under a separate prime contract, operates the Pacific Northwest National Laboratory. PNNL is one of five Energy Research multi-program laboratories which conduct research and development activities under prime contract to DOE. Many of the programs conducted in the Laboratory are part of the Energy Research laboratory system and require no integration with Hanford's Environmental Management (EM) programs. DOE does not intend to assign this contract to the management and integration Contractor. The work presently funded by the National Technology Development Program will not be managed by the Contractor. The Contractor shall participate as a user in the national program.

Workscope in support of Hanford EM programs conducted by PNNL shall be integrated into site planning and sitewide program and project baselines. Work performed by the Contractor to support PNNL activities, and PNNL activities to support the contractor are to be acquired through a work order agreement between the Contractor and PNNL. Where PNNL uses Hanford Site infrastructure resources, the Contractor shall integrate PNNL's DOE infrastructure requirements into sitewide requirements.

**B. HANFORD ENVIRONMENTAL HEALTH FOUNDATION (HEHF)**

This work is currently performed by HEHF under a separate prime contract to DOE. The medical services contractor assists Hanford contractors and DOE in managing their workplace health and safety issues, and fulfilling workplace health monitoring requirements of laws and regulations. DOE intends to retain the HEHF contract as a separate prime to DOE after award of this contract. The activity shall be fully integrated into the required databases, although medical data and records under the HEHF contract shall be kept independent of the management and integrating Contractor or its designated representatives consistent with the HEHF contract terms and conditions.

**C.7 TRANSITION PERIOD**

- A. The Contractor is expected to assume full responsibility on October 1, 1996, for the conduct of work contained in Section C of this contract. (If the Contractor desires to take over part or all of the operations prior to October 1, 1996, the proposal should identify what and when.) During the transition period, that is, the period from award of the contract through October 1, 1996, the Contractor shall plan and prepare for an orderly transfer of responsibilities and accountability, to ensure accomplishment with no loss of continuity of essential operations and services. The Contractor shall provide to the Contracting Officer, for DOE approval, prior to signature, all draft transition agreements with the incumbent Contractor or with other site contractors, and assist DOE-RL in performing those activities which are necessary to close-out the previous M&O contract and subcontracts, including activities which continue beyond October 1, 1996.
- B. The Contractor shall implement the Transition Plan (submitted with its proposal, as modified during Oral Discussions). The Contractor shall:
- (1) Determine staffing needs, make offers to and transition incumbent employees, to the Contractor, Major Subcontractors, or other subcontractors.
  - (2) Complete all of specific milestones and accomplishments identified in the Transition Plan, that are to be achieved during the transition period.

- (3) Perform a complete inventory of all DOE-owned capital and sensitive property for accountability which will transfer to the Contractor.
- (4) Complete an inventory of all special nuclear material for which accountability will be transferred to the Contractor.
- (5) Complete and document assessment(s) of existing conditions of site and facilities and obtain DOE concurrence in the assessment(s). (See Clause H.3)
- (6) Execute any necessary transition or ancillary agreements with incumbent site contractors, including those necessary to define the infrastructure requirements. DOE approval must be obtained prior to execution by the Contractor.
- (7) Update and finalize the Management and Integration Plan submitted with the proposal to reflect results of negotiation including but not limited to a schedule for the implementation of the elements of the management system.
- (8) Develop and submit to DOE for approval by September 30, 1997, a final ISMS Plan for ES&H risk-based planning, which identifies how the contractor will fully integrate ES&H into budget recommendations, program execution, comprehensive self assessments, and all work activities.
- (9) Submit proposed billing rates for the FY-97 to DOE prior to September 1, 1996.
- (10) Submit for DOE approval by October 1, 1996, an acceptable Safeguards and Security Plan as required by Section J, Appendix E.
- (11) Work with RL and the incumbent site contractor to transition the FY-97 baseline which is already part of the FY-97 Budget to effect an orderly transition of required reporting and performance measurement. Work with RL and the incumbent contractor on the planning for the execution of the FY-98 Budget.

(12) Provide weekly reports on the progress of transition activities to the DOE Transition Manager (in the DOE-RL Office of Chief Counsel).

(13) Provide by August 15, 1996 a list of all current subcontracts and purchase orders where a transfer or assignment to the Contractor is not desired.