U. S. DEPARTMENT OF ENERGY

SAVANNAH RIVER SITE

Integrated Mission Completion Contract (IMCC)
Ten-Year End State Strategic Task Order Plan,
Revision 1

SAVANNAH RIVER MISSION COMPLETION UNDER CONTRACT NO. 89303322DEM000068

Prepared by the
US Department of Energy – Savannah River Operations Office (DOE-SR)

Integrated Mission Completion Contract (IMCC)
Ten-Year End State Strategic Task Order Plan,
REVISION 1

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Acronyms and Abbreviations

ABD	Accelerated Basin De-inventory
CERCLA	Comprehensive Environmental Response, Compensation and Liability Act
CO	Contracting Officer
CPAF	Cost-Plus-Award-Fee
CPFF	Cost-Plus-Fixed-Fee
CPIF	Cost-Plus-Incentive-Fee
CR	Cost-Reimbursement
DOE	Department of Energy
DSS	Decontaminated Salt Solution
DWPF	Defense Waste Processing Facility
EPA	Environmental Protection Agency
EM	Environmental Management
ETF	Effluent Treatment Facility
FFA	Federal Facility Agreement
FFP	Firm-Fixed-Price
FP	Fixed-Price
FY	Fiscal Year
GWSB	Glass Waste Storage Buildings
HLW	High Level Waste
IDIQ	Indefinite Delivery/Indefinite Quantity
iTOP	Integrated Task Order Process
IMCC	Integrated Mission Completion Contract
LW	Liquid Waste
LWSP	Liquid Waste System Plan
NGS	Next Generation Solvent
PEMP	Performance Evaluation Management Plan
PWS	Performance Work Statement
RCRA	Resource Conservation Recovery Act
SCDHEC	South Carolina Department of Health and Environmental Control
SDF	Saltstone Disposal Facility
SDU	Saltstone Disposal Unit
SME	Slurry Mix Evaporator
SPF	Saltstone Production Facility
SR	Savannah River
SRMC	Savannah River Mission Completion, LLC
SRS	Savannah River Site
STP	Site Treatment Plan
SWPF	Salt Waste Processing Facility
TCCR	Tank Closure Cesium Removal
TF	F-Area and H-Area Tank Farms
TO	Task Order
WD	Waste Determination

A. Background

A.1 10-Year Task Order Strategy Introduction

This plan is focused on the Department of Energy (DOE), Savannah River Site (SRS) strategy approach for DOE-EM Risk and Liability Reduction involving the Liquid Waste (LW) Mission at the SRS across fiscal years (FY) 2022-2032 and potentially through FY 2037 (last TO ordering period). SRS currently stores approximately 35 million gallons of liquid radioactive waste (primarily from legacy production and operations) in aging underground tanks. The mission of LW Operations is to receive, store, treat, and dispose of radioactive liquid waste in underground storage tanks; remove, treat and disposition the low activity waste fraction as a Saltstone waste form in concrete Saltstone Disposal Units (SDUs); vitrify the higher activity waste at the Defense Waste Processing Facility (DWPF); store the vitrified waste in stainless steel canisters until permanent disposition; and complete operational closure of all underground storage tanks and ancillary structures. The DOE-SR awarded the Savannah River Mission Completion, LLC, (SRMC) comprised of BWXT, Fluor, and Amentum the Integrated Mission Completion Contract (IMCC) (an EM End State Contract), on October 27th, 2021, to proactively progress this mission. The goal of the IMCC is to achieve significant risk and financial liability reduction that provides the best overall optimal solution to the SRS accelerated completion and closure.

The DOE-SR and SRMC have worked in close cooperation to initially propose ten (10) Base Period task orders (TOs) plus two (2) Option Period TOs, that will focus the execution of the IMCC Master Indefinite Delivery/Indefinite Quantity contract over the next ten to fifteen years shown in **Attachment C - SRMC 10-Year Task Order Schedule** and **Attachment D - SRMC 5-Year Option Period Task Order Schedule**. Following the Transition TO (TO1), the TOs beginning in FY 2022 are broken down as follows:

- Definitized TOs:
  - TO2 (120-day Implementation period)
  - TO3 (15-month LW Operations)
  - TO4 (SDUs 8 & 9)
  - TO5 (SDUs 10-12)
- Preliminary Proposed TOs (these are considered preliminary proposed TOs as DOE and the Contractor need to proactively manage these TOs as more is learned through modeling, developing continued improvements and solutions to accelerate and more efficiently complete cleanup work):
  - TO6 (Base Period) and TO8 (Option Period) addressing LW Operations which also includes project-focused sub-tasks for:
    - Failed Equipment Storage Vaults 3&4
    - Glass Waste Storage Building #2 Double Stack
    - Melter Storage Boxes #4 and #5
    - Melter 5 Construction
  - TO7 (Base Period) and TO9 (Option Period) with subtasks attentive to Waste Retrieval and Tank Closure which include:
    - Bulk Waste Removal mods
    - Heel Removal
    - Cooling Coil Flushing mods
    - Annulus Cleaning mods
    - Isolation, Stabilization, and Grouting the remaining Waste Tanks, and ancillary structures
  - Task Order 10: Tank 42 Conversion – Quadvolute Pump Procurement
  - Task Order 11: Support Accelerated Basin De-Inventory (ABD) – Tank 42 Conversion to Sludge Tank
  - Task Order 12: Support Accelerated Basin De-Inventory (ABD) – Fast Critical Assembly Modifications

Other Factors to consider in the development of preliminary proposed TOs:

- The new LW Contractor, SRMC assumed full responsibility on February 27, 2022 and utilized Liquid Waste System Plan (LWSP) 22 (developed by the former LW Contractor, Savannah River Remediation) which will guide operational planning until SRMC develops LWSP 23, forecasted to be complete in December 2022. LWSP 22 was briefed to the Regulators as discussed under Section B to begin discussions for the negotiation of new LW milestones.
- The SRMC will submit a *Graded Approach for Implementation of Contract Requirements Plan* for DOE approval to streamline processes, apply a graded approach, and identify efficiencies and performance improvements.
- Implementation of SRMC's *LW Optimization Improvement Initiatives* to accelerate LW operations as informed by DBD Modeling.

These factors, to include partnering with the regulating agencies and other site contractors will continue to mature the preliminary proposed TOs for FY24 and beyond.

These TOs have been jointly derived between DOE and SRMC and will go through the End State negotiation path as part of the IDIQ contract process. The definitized TOs in this plan will include more detail than the preliminary proposed TOs for FY24 and beyond.

It should be noted that two basic types of TOs are envisioned at this time:

- LW Program and/or Operations – TOs focused on continuity and improvement of LW Operations to support DOE-EM Risk and Liability reduction by processing waste and reducing curies in the High Level Waste (HLW) tanks.
- Project focused – TOs focused on specific projects moving towards completion or focused on completion of specific End States.

This plan is a living document to be updated annually to address emerging DOE priorities, changes in direction, results of additional modeling, new task orders within the base scope of the contract, or if any other significant changes occur that necessitate a revision.

A.2 IMCC Background

The purpose of the IMCC is to achieve significant risk and financial liability reduction that provides the best overall optimal solution to Site accelerated completion and closure. Ultimately, the tasks, including the End States associated with the tasks, to be performed during the Contract ordering period will be defined in the Task Orders discussed in this Strategy. The term "End State" is defined as the specified situation, including accomplishment of completion criteria, for an environmental cleanup activity at the end of the Task Order period of performance (POP). The primary goal of IMCC is to reach the end state of the SRS Liquid Waste Mission, as defined in the LWSP, within the 10-year ordering period + 5-year optional end state Task Order ordering period. The end state goal of the SRS Liquid Waste Mission includes Completion of SDU Construction and Closure of 51 of 51 HLW tanks as shown in **Attachment A - SRMC End State Flowchart – TO4 and TO5** and ***Attachment B – TO6 and TO7 Task Order End-State Flowchart and Completions***. Additionally, IMCC will continue to implement optimizations and utilize DBD modeling to accelerate tank closures with the goal of achieving 22 of 51 Tanks closed in 10 years, as stated in DOE-EM's 10-Year Strategic Plan.

The LW facilities include the F-Area and H-Area Tank Farms (TF), Salt Waste Processing Facility (SWPF), Defense Waste Processing Facility (DWPF), Glass Waste Storage Buildings (GWSB), Saltstone Production Facility (SPF), Saltstone Disposal Units (SDU) and Effluent Treatment Facility (ETF).

The IMCC is an IDIQ End State completion contract with an estimated contract ceiling of approximately $21 billion over a 10-year ordering period, with an option for award of End State TOs for up to an additional five (5) years. This cost estimate is based on the DOE-SR federal life-cycle baseline of the SRS IMCC scope over 15 years. This funding will be provided incrementally over the period of performance.

The planned funding profile per the Government FY is shown below. This funding is subject to Congressional and Departmental funding authorization.

	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
PBS 14-C Liquid Tank Waste	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	900,000	900,000
Total	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	900,000	900,000

**The dollar amounts are requested in ($1000's). The provided funding profile represents the Government's estimated future funding. The assumed funding is not a guarantee of available funds. Actual funding may be greater or less than these estimated. Available funds depend on Congressional appropriations and priorities within DOE.*

Note: There is a potential of additional funding from other sources than PBS 14-C.

The IMCC IDIQ Contract will have Cost-Reimbursement (CR) and/or Fixed Price (FP) TOs. CR TOs can include, but are not limited to, CR no fee, Cost-Plus-Incentive-Fee (CPIF), Cost-Plus-Award-Fee (CPAF), and Cost-Plus-Fixed-Fee (CPFF) TOs. FF TOs can include, but are not limited to, Firm-Fixed-Price (FFP) TOs. The preference is CPIF and FFP TOs. Please see Section B.5 of the IMCC for discussions on TO Fee/Profit Ceilings.

B. Regulatory Milestones, Life-Cycle Baseline, and Office of Environmental Management (EM) Goals and Priorities

B.1 Regulatory Milestones

The IMCC work scope is subject to multiple Federal and state environmental regulations that require consultation and/or approval from DOE and other Federal and state agencies. Specifically, the majority of EM's cleanup work within the LW Program at SRS is driven by regulatory compliance agreements. Two key agreements, the Federal Facility Agreement (FFA) and the Site Treatment Plan (STP), facilitate the accelerated cleanup of the site. The FFA is a tri-party agreement between the DOE, South Carolina Department of Health and Environmental Control (SCDHEC) and Environmental Protection Agency (EPA) that governs the environmental remediation and LW disposition programs. It establishes the foundation for timely remediation under both the Resource Conservation Recovery Act (RCRA) and the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA). The STP requires mixed (hazardous and radioactive) waste to be treated under the hazardous waste standards with an agreed-upon schedule. The STP is enforceable by a Consent Order signed by both DOE and SCHDEC.

Other key regulatory drivers that affect the IMCC TOs include:

- DOE M 435.1-1, *Radioactive Waste Management Manual*;
- Dispute Resolution Agreement for Alleged Violations of Class 3 Industrial Solid Waste Landfill Permit Facility, Facility ID #025500-1603, US DOE between DOE and SCDHEC;
- Operating permits issued by SCDHEC; and,
- Section 3116 of the Ronald W. Reagan National Defense Authorization Act for FY 2005 (NDAA Section 3116).

Some specifics of IMCC regulatory milestones include:

- The Consolidated General Closure Plan for F & H Area Tank Farms approved by SCHDEC on May 22, 2017, is to be utilized in the future closure actions for waste tanks and ancillary structures in both the F-Area and H-Area Tank Farms
- The *2019 Suspension Agreement on Federal Facility Agreement (FFA) High Level Waste (HLW)Tank Milestones*, signed April 2019, suspended Appendix L, Items 6 – 8 (remaining Bulk Waste Removal Efforts milestones) and Items 12 – 15 (remaining Operational Closure of Old-Style Tanks milestones) and added new SRS milestones including the operational closure of F-Area Diversion Boxes (FDB)-5 and -6 by December 31, 2022.
- Based on delayed SWPF startup, the STP milestone stating "Upon the beginning of full operations, DWPF will maintain canister production sufficient to meet the commitment for the removal of the backlogged and currently generated waste inventory by 2028" cannot be met. Therefore, this commitment must be renegotiated with SCDHEC.
- DOE agreed to perform Supplemental Tank Closure activities:
    - Tank Closure Cesium Removal Unit 2 (note: a report is being prepared on technical/cost feasibility due to SCHDEC on May 1, 2022)
    - Deploy Next Generation Solvent (NGS) in SWPF within 28 months after initiating radioactive operations (note: Hot Operations commenced on January 18, 2021; therefore, the commitment date is May 2023)
- Process 36.75 million gallons of salt waste beginning on October 31, 2016.

Revision 22 of the LWSP was briefed to SCDHEC and EPA on December 14, 2021, meeting the commitment to start discussions for the negotiation of new LW milestones within 30 days of Notice to Proceed for the IMCC. The next revision to the LWSP, Revision 23, will be the first LWSP that incorporates input by SRMC. The results of this planning process will inform future IMCC TOs and this Plan will be briefed to the regulating agencies once completed and approved by DOE.

B.2 Life-Cycle Baseline

Currently, the baseline for the Liquid Waste life cycle is limited to September 30, 2023 which is the end of TO3. The baseline will next be extended through the end of the Base Period using TO6 and TO7 once they are developed, negotiated, and placed on contract. The Life-Cycle will then be completely baselined through the end of the Liquid Waste mission using TO8 and TO9. The Life-Cycle baselines for the SDU Construction scope have been definitized under TO4 (SDU8&9) and TO5 (SDU10-12).

The life-cycle Scope, Cost, and Schedule for the Liquid Waste Mission is developed based on the LWSP. The life cycle cost is documented as the **Integrated Lifecycle Estimate (ILCE).** The LW ILCE is updated based on the results of LWSP revisions and it is approved and documented in the Integrated Planning, Accountability, and Budgeting System (IPABS) liability module. The FY2022 ILCE is based on LWSP Revision 22 (developed by the previous liquid waste contractor), which has a mission completion date of 2041. Using optimizations, modeling, and updates to the LWSP, SRMC, in partnership with DOE-SR and collaboration with regulators, will work to close the gap between mission completion in 15 years (2037) and the previous contractor's LWSP projected completion date of 2041.

B.3 Office of Environmental Management (EM) Goals and Priorities

The DOE's goal is to efficiently optimize the scope, cost, and schedule associated with performance of all work while ensuring quality, protecting the safety of the workers, environment, and the public, to reduce EM's environmental liabilities.

The DOE EM stated priorities for CY 2022 are as follows:

- Priority #1: Achieve Significant Construction Milestones
- Priority #2: Execute Key Cleanup Projects
- Priority #3: Reduce the EM Footprint
- Priority #4: Award Contracts That Enable Accelerated Progress
- Priority #5: Drive Innovation and Sustainability and Improved Performance

EM has identified the following CY 2022 priorities specific to the IMCC for the SRS:

- Under Priority #1:
    - Complete all concrete placements for Saltstone Disposal Unit-9 at Savannah River
- Under Priority #2:
    - Treat 4 million gallons of tank waste at the Savannah River Site

These priorities are reviewed, and alignment is ensured in the development of IMCC TOs.

C. Task Order (TO) Discussion

The IMCC will be focused on an accelerated pace of End States to achieve the maximum amount of Cleanup over the contract period. This will be delivered using a prioritized set of TO scopes that are focused, robust, and schedule driven. These TOs will be cohesive in nature and will provide maximum simplicity and flexibility to the Task Ordering process.

DOE will partner with the Contractor in their use of the integrated TO process (defined as iTOP), to continue to rapidly sequence work scopes to help provide a clear visual assessment of End State options and impacts and enable priorities. DOE will ensure a vigorous process for integrative management across the TOs. A quick reference of the definitized and preliminary proposed (require refinement) TOs are shown in the ***SRS End State Task Order Contract Strategy Table*** on the following page. These TOs have been aligned between DOE and the Contractor through partnering discussions in the development of a shared strategic vision in delivering LW Operations with optimized TO sequencing. DOE-SR and SRMC have established a plan for ten (10) Base Period TOs plus two (2) Option Period TOs that will drive the execution of this Master IDIQ contract as shown in **Attachment A - SRMC 10-Year Task Order Schedule** and **Attachment B - SRMC 5-Year Option Period Task Order Schedule.** Following the Transition TO (TO1), the next two TOs (TO2 and TO3) are focused on maintaining continuity of operations and providing core programs that support reliable and safe delivery throughout the contract duration. Additionally, the goal of TO3 is to reduce the overall DOE-EM Risk and Liability by processing salt waste from Tank 49 (Salt Feed) through SWPF. TO4 and TO5 are focused on separating the SDU Capital Line-Item Projects from the other Liquid Waste scopes. Both SDU Capital Line-Item Projects have DOE approved Critical Decision (CD) 2-3 and will be managed as TOs separate from the remaining LW scope until the projects are complete. TO10-TO12 are being developed to support the Accelerated Basin De-Inventory scope. The remaining two TOs (TO6 and TO7) for the Base Period and two TOs for the Option Period are End State focused and will drive the development of specific TOs aimed at LW management and disposition; facility management; and Waste Retrieval and Tank Closure scopes. The joint strategy for achieving each End State has been developed to include specific objectives for successful project execution and metrics for measuring and demonstrating progress against the overall goals of IMCC.

Specific End-States during IMCC

1. DOE-EM Risk and Liability reduction by Curie Disposition
2. Operational Closure of HLW Tanks
3. SDU Construction

This Plan is a living document that will be managed and updated at least annually to address changes in DOE priorities, emerging imperatives, or changes to LWSP as informed by DBD Modeling. Following the ***SRS End State Task Order Strategy Table***, a more detailed discussion of each TO is offered. Keep in mind, that the proposed preliminary TOs, with time in the process, additional modeling, continued strategic thinking, may be replaced with more definitive TOs. In addition, all TOs will be managed based on their contract type, with a concise process for performance measurement, and agreed upon End States.

SRS End State Task Order Contract Strategy Table

TO	Status	Title	Activity	Period of Performance	Contract Type	Cost w/o Fee
TO2	Definitized	Implementation Period Task Order	120-Day Period of LW Operations	120 Day (FY22)	CPFF	$262.5M
TO3	Definitized	15 Months – LW Program Operations	Uninterrupted LW Program Operations w/exception of SDUs	15 Months (FY22–FY23)	CPIF	$901.7M
TO4	Definitized	SDUs 8 & 9 Capital Line-Item Project	Design, Procurement, Installation, Construction, Testing, and Turnover of SDUs 8 & 9	(FY22–FY24)	CPAF	$88.7M
TO5	Definitized	SDUs 10-12 Capital Line-Item Project	Design, Procurement, Installation, Construction, Testing, and Turnover of SDUs 10-12	(FY22–FY30)	CPIF	$410.2M
TO6 – Base TO8 – Option	Preliminary Proposed	LW Operations – DOE-EM Risk and Liability Reduction End-State TO	Operations of SRS-LW Facilities Including F and H Tank Farms, ETF, DWPF, Saltstone, and SWPF	TO6: FY24 to End of IDIQ Base Period TO8: Option Period	CPIF and FFP	TBD
TO7 – Base TO9 – Option	Preliminary Proposed	Waste Retrieval and Tank Closure	Waste Removal, Chemical Cleaning, and Tank Closure of Remaining SRS-LW Waste Tanks	TO7: FY24 to End of IDIQ Base Period TO9: Option Period	CPAF and FFP	TBD

			in F and H Tank Farm			
TO10	Preliminary Proposed	Tank 42 Conversion Quadvolute Pump Procurement	Procure six (6) Quadvolute Mixing Pumps to support Tank 42 Conversion	FY22 to FY24	FFP	TBD
TO11	Preliminary Proposed	Support Accelerated Basin De-Inventory (ABD) - Tank 42 Conversion to Sludge Tank	Tank 42 Conversion to a Sludge Tank to support the Accelerated Basin De-Inventory scope	FY22 to FY25	CPAF	~ $35M
TO12	Preliminary Proposed	Support Accelerated Basin De-Inventory (ABD) – Fast Critical Assembly Modifications	System modifications required to allow acceptance of FCA materials.	TBD to End of IDIQ Base Period	CPIF or CPAF	TBD
TO-TBD	Future Use	TBD	Scope TBD	TBD	TBD	TBD

C.1 Definitized – Task Order 2: Implementation Period

Definitized – Task Order 2: Implementation Period	
Scope	Contract Implementation
Period of Performance	February 27, 2022 – June 26, 2022
Rationale	Uninterrupted Continuity of Operations
Estimated Cost	$262.5 Million
Contract Type	CPFF
Completion Definition	Continuity of Operations

The Implementation Period TO is not an End State TO. The Implementation period is a 120- day period that will provide continued, uninterrupted LW operations while allowing DOE-SR and SRMC to further define strategies and details for project execution.

C.1.1 Rationale for TO Selection

This TO is stipulated in the IMCC IDIQ contract.

C.1.2 Scope and Period of Performance

The contract implementation period represents the 120-day period immediately following the estimated ninety (90) day transition period. On day one (1) of the Implementation period, SRMC assumed full responsibility for performance of the Master IDIQ Performance Work Statement (PWS). During the Implementation period, uninterrupted LW Program operations continued. Additionally, DOE-SR and SRMC developed, negotiated, and definitized TO3/TO4/TO5.

During the Implementation Period, project planning was performed, risks were identified and quantified, and scopes were evaluated to confirm timing for future task orders. During the detailed planning process, TO3/TO4/TO5 contract types were evaluated and refined. This included evaluating opportunities for movement of additional work scope into End State TOs and incentivizing accelerated DOE-EM risk reduction.

The Implementation TO began February 27, 2022 and ended June 26, 2022.

C.1.3 Estimated Cost

The estimated cost of this TO is $262.5 million. This cost represents the estimated/project costs for funding but does not include fee.

To establish the estimated costs for the period of performance, SRMC adopted the incumbents scope, cost, and schedule that was previously approved by DOE.

C.1.4 Contract Type

The Implementation Period TO was managed as a CPFF contract as stipulated in the IMCC IDIQ contract.

C.1.5 Incentives

TO2 did not include any incentives and was definitized as a CPFF with a 3.75% fixed fee value.

C.1.6 Workforce

The workforce optimization strategy for TO2 involved using dedicated workforces for Liquid Waste Operations, Waste Retrieval and Tank Closure, and SDU Construction Scopes. This workforce's experience from similar scopes was applied to promote efficiencies as the scope in TO2 was performed. Additionally, new members of the workforce have been trained in accordance with SRMC Training Procedures with a focus on specific Liquid Waste Operations, WR&TC, or SDU Construction activities. This allowed SRMC to maintain the dedicated Liquid Waste Operations workforces to prepare for TO3, TO4, TO5, TO6, and TO7.

C.1.7 Integration

TO2 was the only active TO during the TO2 Period of Performance. At the completion of the TO2 Period of Performance, the TO2 scope was split into 3 TOs (TO3; TO4; and TO5.

C.1.8 Internal Controls

IMCC was managed in accordance with Contract requirements and SR-LW processes and procedures for project controls, accounting, and procurement and implemented a modified approach to effectively segregate, track, and account for costs across TOs. Additionally, SRMC adopted and maintained all required and associated documents for managing TO2 under the requirements of DOE 413.3B.

TO2 was managed under the requirements of EVMS in accordance with Electronic Industries Alliance Standard 748 (EIA-748). The EVMS was linked to and supported by SRMC's various management systems including work definition, planning and scheduling, work authorization and budgeting, performance measurement and analysis, change management, materials and subcontract management, cost estimating, accounting, and risk management.

To ensure segregation of costs across TOs, a set of Project IDs (charge codes) were developed specific to TO2. These specific Project IDs were used by the workforce and labor subcontractors to populate timesheets based on which TO and activity work was performed. Additionally, procurement assigned TO2 specific IDs to all purchase order (PO) and split POs by TO period of performance as needed.

The TO specific Project IDs allowed accounting to segregate costs by TO and ultimately invoice the DOE by TO.

Project Controls developed TO specific work packages under existing Control Accounts to allow flexibility in reporting by TO or overall IMCC Contract. The baseline schedule also includes additional code fields to distinguish baseline activities by TO.

To communicate TO and overall status, SRMC submitted Monthly Performance Reports to the DOE Contracting Officer that included significant accomplishments, major issues and action items, funding analysis, variance

analysis, safety and quality matters, EVMS information using Contract Performance Report formats, baseline level summary from applicable TO and PMB sections. Additionally, SRMC met the requirements of IPABS.

C.1.9 Completion Definition

The completion definition of TO2 was completion of the first 120- days of operations under IMCC Contract and reaching definitization of TO3, TO4, and TO5 which began June 27, 2022

C.2 Definitized – Task Order 3: 15 Months – LW Program Operations

Definitized – Task Order 3 – 15 Months LW Program Operations	
Scope	15 Months – LW Program Operations
Period of Performance	June 27, 2022 – September 30, 2023
Rationale	Task Order 3 Draft RTP as stipulated in the SRMC Master IDIQ
Estimated Cost	$901.7M
Contract Type	CPIF
Completion Definition	Pre-Determined Gallons Processed out of Tank 49 (Salt Feed)

The 15 months LW Program Operations TO3 is an End State TO. TO3 is a 15-Month TO (extended from the one-year draft TO as defined in the IMCC contract) that will provide continued, uninterrupted Savannah River LW operations while allowing DOE-SR further define strategies and details for project execution. The goal of this TO is to reduce the overall DOE-EM Risk and Liability by processing gallons out of Tank 49 (Salt Feed). SRMC proposed a CPIF Model with the Completion Criteria and Target Cost based on predetermined number of gallons processed out of Tank 49 (Salt Feed). This CPIF model was approved and definitized as shown below in section C.2.5 – Incentives.

C.2.1 Rationale for TO Selection

This TO is stipulated in the IMCC IDIQ contract. TO3 was initially prescribed as a 12-month TO but was extended to 15-months to align the fiscal years for the end of TO3 and the beginning of TO6 and TO7. This is beneficial for project controls, accounting, and funds management as each of these groups uses the fiscal year for much of their planning efforts (e.g. Escalation, Labor Rates, Funding Profiles).

C.2.2 Scope and Period of Performance

During TO3, full responsibility for performance of the Master IDIQ PWS will be maintained. During this 15-Month Period, continued, uninterrupted LW Program operations will be performed, except for the SDU Capital Line-Item Projects, which is being performed in parallel in TO4 and TO5.

The following scope is being performed to support achieving the target number of gallons processed out of Tank 49 (Salt Feed)

a) Operate Tank Farms (TF) and Effluent Treatment Facility (ETF) to support Sludge and Salt Processing including:
   - Complete Sludge Batch 10, Qualification Report, and declare readiness for feed to Defense Waste Processing Facility (DWPF).
   - Continue Sludge Batch 11 compilation and Low Temperature Aluminum Dissolution (LTAD).
   - Continue salt batch preparation to support the Salt Waste Processing Facility (SWPF) salt waste processing rate.

- Maintain liquid tank waste system operational to receive and process 300,000 gallons per year of H-Canyon waste.

b) Continue and/or initiate Waste Removal for Salt Tanks (2, 3, 9, 10, 27, 28, 29, 31, 32, 41, 44, 46, 47) and Sludge Tanks (11, 14, 15, 26, 33, 34, 35, 36, 39) needed to supply feed to DWPF, Tank Closure Cesium Removal (TCCR) and SWPF. Continue technology development efforts such as Enhanced Commercial Submersible Mixing Pumps (ECSMPs) and Enhanced Low Volume Mixing Jets (ELVMJs).

c) Perform heel removal in Tank 15, perform annulus cleaning design and modifications as required and initiate regulatory documentation process. Include technology development efforts to minimize the need for future heel sampling.

d) Complete operational closure activities of F-Tank Farm (FTF), ancillary structures specifically Diversion Boxes 5 and 6 (DB 5&6) in FTF to meet Federal Facility Agreement (FFA) milestone of complete operational closure by 12/30/2022.

e) Continue regulatory documentation process and any needed closure activities for the 1F Evaporator and Concentrate Transfer System (CTS).

f) Continue Tank 9 TCCR operation.

g) Operate DWPF, the Saltstone Production Facility (SPF), and the Saltstone Disposal Facility (SDF) in a manner that supports the SWPF salt waste processing rate.

h) Complete implementation of the glycolic acid flowsheet in the DWPF.

i) Continue to perform Glass Waste Storage Building-1 (GWSB #1) canister double stacking activities and increase the number of available double stack canister spaces.

j) Operate the Salt Waste Processing Facility in a manner that maximizes waste processing throughput.

k) Implement the Next Generation Solvent (NGS) into SWPF when needed to support regulatory commitments and/or achieve processing objectives.

l) Complete necessary DWPF, Saltstone, SWPF and Tank Farm modifications and optimizations required to achieve maximum processing throughput.

- Continue East Hill Utilities Upgrades work.

m) Continue activities to provide additional storage for failed melters in DWPF as needed.

n) Continue activities to determine a path forward for the treatment and disposition of Tank 48H waste.

o) Complete modeling needed to support development of the LWSP Revision 23.

p) Assume responsibility for the SRS Composite Analysis and Annual Summary Review activities starting with the FY22 data.

TO3 will begin June 27, 2022, and end September 30, 2023.

C.2.3 Estimated Cost

The TO3 value is $901.7 million. This cost represents the estimated/project costs for funding but does not include fee.

The following Estimating Methodology was used to develop the Estimated Costs for TO3:

1. Establish an integrated Proposal Team consisting of:
    a. Project Team, including the CAM responsible for the work and supporting Project Team, Contract Administration, PC members, and a Cost Estimator.

2. Identify the Discrete Activities to be performed to accomplish the work at the terminal level of the WBS. Assign the equivalent WBS element code to the WPs to be used in developing both Project Schedules and Cost Estimates.
3. Define Assumptions and Estimating parameters where applicable.
4. Develop the Estimate for the scope, for the period 06/27/22 through 09/30/23; Steps 5 through 12 below.
5. Establish labor skill mix and labor hour requirements necessary to accomplish work within each terminal level WBS element. Develop supporting Task Analyses to assist in determining labor hour requirements.
6. Identify equipment needs and material requirements necessary to accomplish work within each Level 5 (L5) WBS element (or CA).
7. Use the best available pricing for this proposal.
8. The specific estimating techniques used are identified in the CAs PSDs in Section 7.0. SRMC prepared the estimates using SRMC's estimating system, SuccessEstimator© (SUCCESS) and other standard estimating techniques including escalating actuals to present value (FY21), performing a Task Analysis, parametrics, or by best available estimate.
    a. Best available estimates were primarily developed from historical costs (FY21 Actuals) in Base Operations, DWPF/Saltstone Facilities, TC, and SWPF Operations. In a few cases, current FY22 actuals were utilized but de-escalated to FY21 for P6 input.
    b. TC also utilized parametrics of comparable tanks (i.e., Tank 3, Tank 31, Tank 35) for similar scopes of work such as RA, Startup Testing, Construction Project Support, Installation, etc.
9. Review the estimates using a rigorous process involving independent reviewers comprised of Senior Executives and the respective Project Teams.
10. Load the estimate in Primavera V19.12, Primavera P6 schedule software schedule, using Activity Identification (ID) numbers for the purpose of distributing resources over the schedule, and produce supporting cost reports and schedules.
11. Input the P6 information to the COBRA V8.4 program and determine pricing based on the appropriate labor rates and escalation
12. The information from COBRA is then used to develop the FAR Table 15-2.

C.2.4 Contract Type

TO3 is being managed as a CPIF with a completion criteria and Target Fee based on predetermined number of gallons processed out of Tank 49 (Salt Feed).

C.2.5 Incentives

The TO3 fee structure is based on the following:

Target Deliverable – 4.5M Gallons (7.5% fee)

Stretch Deliverable – 6.5M gallons (2% additional incentive fee)

Target Measurement Point:

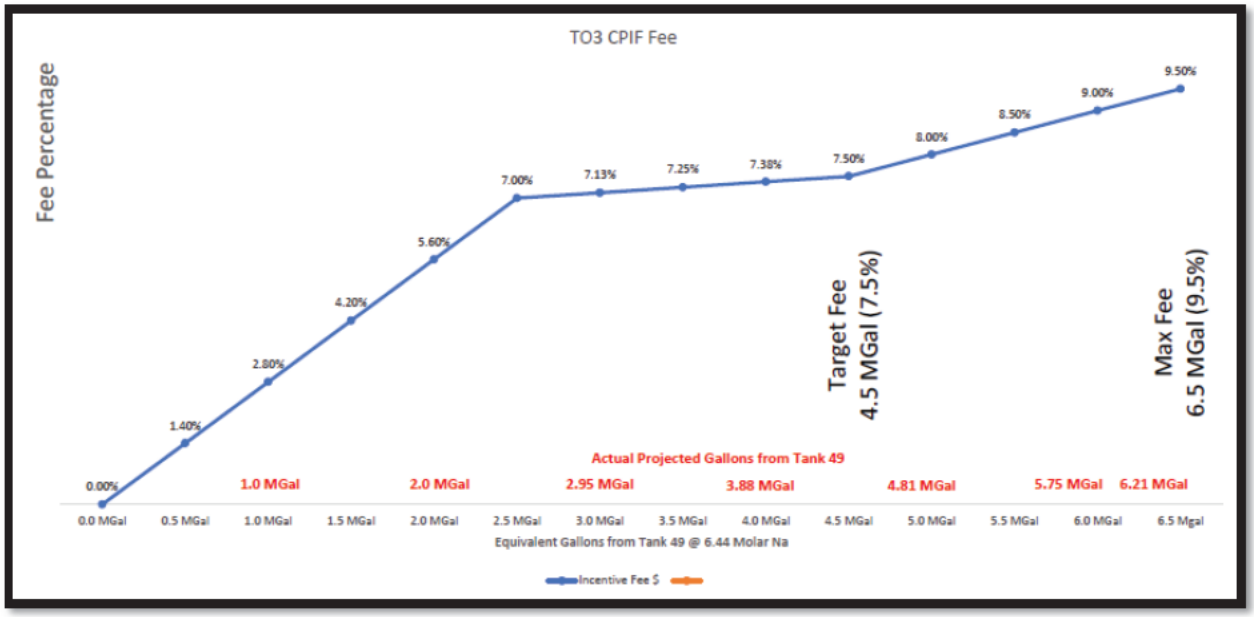
- Gallons Processed out of Tank 49 (Salt Feed)
- Salt Batch Molarity: 6.44M
- Equivalent gallons will be utilized if sodium molarity is increased beyond 6.44M

Incentive Fee Structure (linear sliding curve as shown below in **Figure 1 – TO3 CPIF Fee**):

- 0 Mgal to 2.5 Mgal @ $25.2488/gallon (2.5Mgal @ 7% fee)
- 2.5Mgal to 4.5Mgal @ $2.25/gallon (4.5Mgal @ 7.5% fee)

- 4.5Mgal to 6.5Mgal @ $9.02/gallon (6.5Mgal @ 9.5% fee)

Figure 1 – TO3 CPIF Fee:



C.2.6 Workforce

The workforce optimization strategy for TO3 involves using dedicated workforces for both Liquid Waste Operations and Waste Retrieval and Tank Closure Scopes. This workforce's experience from similar operations and WR&TC scopes is being applied to promote efficiencies as the scope in TO3 is performed. Additionally, new members of the workforce are being trained in accordance with Training Procedures with a focus on specific Liquid Waste Operations activities. This will allow dedicated the Liquid Waste Operations workforce to facilitate maximum DOE-EM Environmental Liability reduction via waste processing during TO3.

C.2.7 Integration

TO3 is the only active TO for LW Operations. TO3 is being managed in parallel with TO4 (SDU8&9) and TO5 (SDUs 10-12), but there is no direct integration between the three TOs as TO4 and TO5 are independent Capital Line-Item TOs; however, there is operational integration required between the SDUs, SWPF, and Saltstone Production Facility. At the completion of TO3, the LW Operations scope will be split into two separate TOs (TO6 and TO7).

C.2.8 Internal Controls

IMCC is being managed in accordance with Contract requirements and SR-LW processes and procedures for project controls, accounting, and procurement; but will implement a modified approach to effectively segregate, track, and account for costs across TOs.

TO3 is being managed under the requirements of EVMS in accordance with Electronic Industries Alliance Standard 748 (EIA-748). The EVMS is linked to and supported by various management systems including work definition, planning and scheduling, work authorization and budgeting, performance measurement and analysis, change management, materials and subcontract management, cost estimating, accounting, and risk management.

To ensure segregation of costs across TOs, a set of Project IDs (charge codes) specific to each TO have been developed. These TO specific Project IDs are being used by the workforce and labor subcontractors to populate timesheets based on which TO and activity work was performed. Additionally, procurement will assign a TO specific ID to all purchase order (PO) and will split POs by TO period of performance as needed.

The TO specific Project IDs will allow accounting to segregate costs by TO and ultimately invoice the DOE by TO.

Project Controls has developed TO specific work packages under existing Control Accounts to allow flexibility in reporting by TO or overall IMCC Contract. The baseline schedule also includes additional code fields to distinguish baseline activities by TO.

To communicate TO and overall Contractor status, SRMC will submit a Monthly Performance Report to the DOE Contracting Officer that includes significant accomplishments, major issues and action items, funding analysis, variance analysis, safety and quality matters, EVMS information using Contract Performance Report formats, baseline level summary from applicable TO and PMB sections. Additionally, SRMC will meet the requirements of Integrated Planning, Accountability, and Budgeting System (IPABS).

C.2.9 Completion Definition
The completion definition for TO3 based on the number of gallons processed out of Tank 49 (Salt Feed) prior to the September 30, 2023.

C.3 Definitized - Task Order 4: SDUs 8 & 9 Capital Line-Item Project

Task Order 4: SDUs 8 & 9 Capital Line-Item Project is an End State TO. It has a Congressionally approved CD-2/3 Baseline that has been adopted by SRMC. This scope will be managed as Capital Line-Item project under the requirements of DOE Order 413.3b.

Definitized - Task Order 4: SDUs 8 & 9	
Scope	Design, Procurement, Fabrication, Installation, Construction, Testing, and Turnover of SDUs 8 & 9
Period of Performance	June 27, 2022 – September 30, 2024
Rationale	Provide additional disposal capacity for Decontaminated Salt Solution (DSS) from the Salt Waste Processing Facility (SWPF)
Estimated Cost	$88.7M
Contract Type	Cost Plus Award Fee
Completion Definition	CD-4 Approval

C.3.1 Rationale for TO Selection
SDUs 8 & 9 are being constructed to provide additional disposal grout capacity from DSS and SWPF.

C.3.2 Scope and Period of Performance
The Saltstone Disposal Unit 8 & 9 Project will provide additional disposal capacity for Decontaminated Salt Solution (DSS) from the SWPF in the form of Saltstone Grout. The project will provide two SDUs with a minimum capacity of no less than 30 million gallons (Mgal). The scope of the project includes Design, Procurement, Fabrication, Installation, Construction, Testing, and Turnover of SDUs 8 & 9.

The SDU 8&9 Project contains the following key elements of scope:

1. Design (Conceptual, Site-Prep, Cell & Balance of Plant)

2. Site Prep Construction (Potentially proposed as TO5)
3. Mud Mat Installation
4. Geosynthetic Clay Layer and High-Density Polyethylene (HDPE) Liner Installation
5. Cell Construction
6. Interior Liner Installation
7. Balance of Plant Construction
8. Technical Requirements / Start-up

Additionally, Project Support and Construction Management will be provided to support each of the scope elements.

TO4 began June 27, 2022, and end September 30, 2024.

C.3.3 Estimated Cost

Estimated costs for TO4 are $88.7M which does not include Fee. The DOE-approved CD-2/3 Baseline was adopted as the basis for the Estimated Costs.

C.3.4 Contract Type

TO4 is being managed as a CPAF Model with the available fee as negotiated as part of TO4. CD-4 approval of SDU8 and SDU9 will be used as the performance objective. Additionally, a subjective element of the fee has been included and is based on specific evaluation criteria.

The total available fee for TO4 is $5.04M.

C.3.5 Incentives

TO4 is being performed as a CPAF contract with the incentive strategy based on achieving CD-4 Approval for both SDU8 and SDU9. The CD-4 approvals for SDU8 and SDU9 will make up 95% of the available fee pool. The remaining 5% will be subjective based on specific evaluation criteria as discussed in the U.S. Department of Energy Savannah River Operations Office – Performance Evaluation and Measurement Plan for Task Order 4.

C.3.6 Workforce

The SDU Program is performed using a dedicated workforce specific to the design and construction of the SDUs. The design for SDU8 and SDU9 is nearly identical to previously completed SDU6 and SDU7, which allows the workforce to apply lessons learned to gain efficiencies in the performance of the TO4 scope. Additionally, the work schedule has been developed to allow specific groups to complete scope on SDU8 and then immediately begin work on SDU9. For example, the Site Preparation team completed the SDU8 scope and immediately began performance on the SDU9 site prep activities. This allowed the team to remain mobilized and avoid staff turnover and additional costs typically caused by demobilization. Upon completion of the SDU9 site prep activities, this team will move to SDU10 which is captured in TO5 scopes of work. This work schedule philosophy will be applied for TO4 and TO5 until the end-states of each TO are achieved.

C.3.7 Integration

TO4 is a Capital Line-Item project and is being performed as a stand-alone TO with no direct ties to other TOs; however, there is operational integration required between the SDUs, SWPF, and Saltstone Production Facility.

C.3.8 Internal Controls

IMCC is being managed in accordance with Contract requirements and SR-LW processes and procedures for project controls, accounting, and procurement; but will implement a modified approach to effectively segregate, track, and account for costs across TOs. Additionally, SRMC will adopt and maintain all required and associated documents for managing TO4 under the requirements of DOE 413.3B.

TO4 will be managed under the requirements of EVMS in accordance with Electronic Industries Alliance Standard 748 (EIA-748). The EVMS will be linked to and supported by various management systems including work definition, planning and scheduling, work authorization and budgeting, performance measurement and analysis, change management, materials and subcontract management, cost estimating, accounting, and risk management.

To ensure segregation of costs across TOs, a set of Project IDs (charge codes) specific to each TO have been developed. These TO specific Project IDs are being used by the workforce and labor subcontractors to populate timesheets based on which TO and activity work was performed. Additionally, procurement will assign a TO specific ID to all purchase order (PO) and will split POs by TO period of performance as needed.

The TO specific Project IDs will allow accounting to segregate costs by TO and ultimately invoice the DOE by TO.

Project Controls has developed TO specific work packages under existing Control Accounts to allow flexibility in reporting by TO or overall IMCC Contract. The baseline schedule also includes additional code fields to distinguish baseline activities by TO.

To communicate TO and overall Contractor status, SRMC will submit a Monthly Performance Report to the DOE Contracting Officer that includes significant accomplishments, major issues and action items, funding analysis, variance analysis, safety and quality matters, EVMS information using Contract Performance Report formats, baseline level summary from applicable TO and PMB sections. Additionally, SRMC will meet the requirements of Integrated Planning, Accountability, and Budgeting System (IPABS). Additionally, SRMC will meet the requirements of Integrated Planning, Accountability, and Budgeting System (IPABS). Further, SRMC will submit data for all TO4 scope into Project Assessment and Reporting System (PARS II).

C.3.9 Completion Definition
TO4 Completion Definition is CD-4 Approval of SDU8 and SDU9.

C.4 Definitized - Task Order 5: SDUs 10-12 Capital Line-Item Project

Task Order 5: SDUs 10-12 Capital Line-Item Project is an End State TO. It has a Congressionally approved CD-2/3 Baseline that has been adopted by SRMC. This scope will be managed as Capital Line-Item project under the requirements of DOE Order 413.3b.

C.4.1 Rationale for TO Selection
SDUs 10-12 are being constructed to provide additional disposal capacity of grout from DSS and SWPF.

C.4.2 Scope and Period of Performance
The Saltstone Disposal Unit 10-12 Project will provide additional disposal capacity for

Definitized - Task Order 5: SDUs 10-12	
Scope	Design, Procurement, Fabrication, Installation, Construction, Testing, and Turnover of SDUs 10-12
Period of Performance	June 27, 2022 – August 31, 2030
Rationale	Provide additional disposal capacity for Decontaminated Salt Solution (DSS) from the Salt Waste Processing Facility (SWPF)
Estimated Cost	$410.2M
Contract Type	Cost Plus Incentive Fee
Completion Definition	CD-4 Approval

Decontaminated Salt Solution (DSS) from the Salt Waste Processing Facility (SWPF) in the form of Saltstone Grout. The project will provide two Saltstone Disposal Units (SDUs) with a minimum capacity of no less than 30 million gallons (Mgal). The scope of the project includes Design, Procurement, Fabrication, Installation, Construction, Testing, and Turnover of SDUs 10-12.

The SDU 10-12 Project will contain the following key elements of scope:

1. Design (Conceptual, Site-Prep, Cell & Balance of Plant)
2. Site Prep Construction
3. Mud Mat Installation
4. Geosynthetic Clay Layer and HDPE Liner Installation
5. Cell Construction
6. Interior Liner Installation
7. Balance of Plant Construction
8. Technical Requirements / Start-up

Additionally, Project Support and Construction Management will be provided to support each of the scope elements.

TO5 began June 27, 2022, and end August 31, 2030.

C.4.3 Estimated Cost

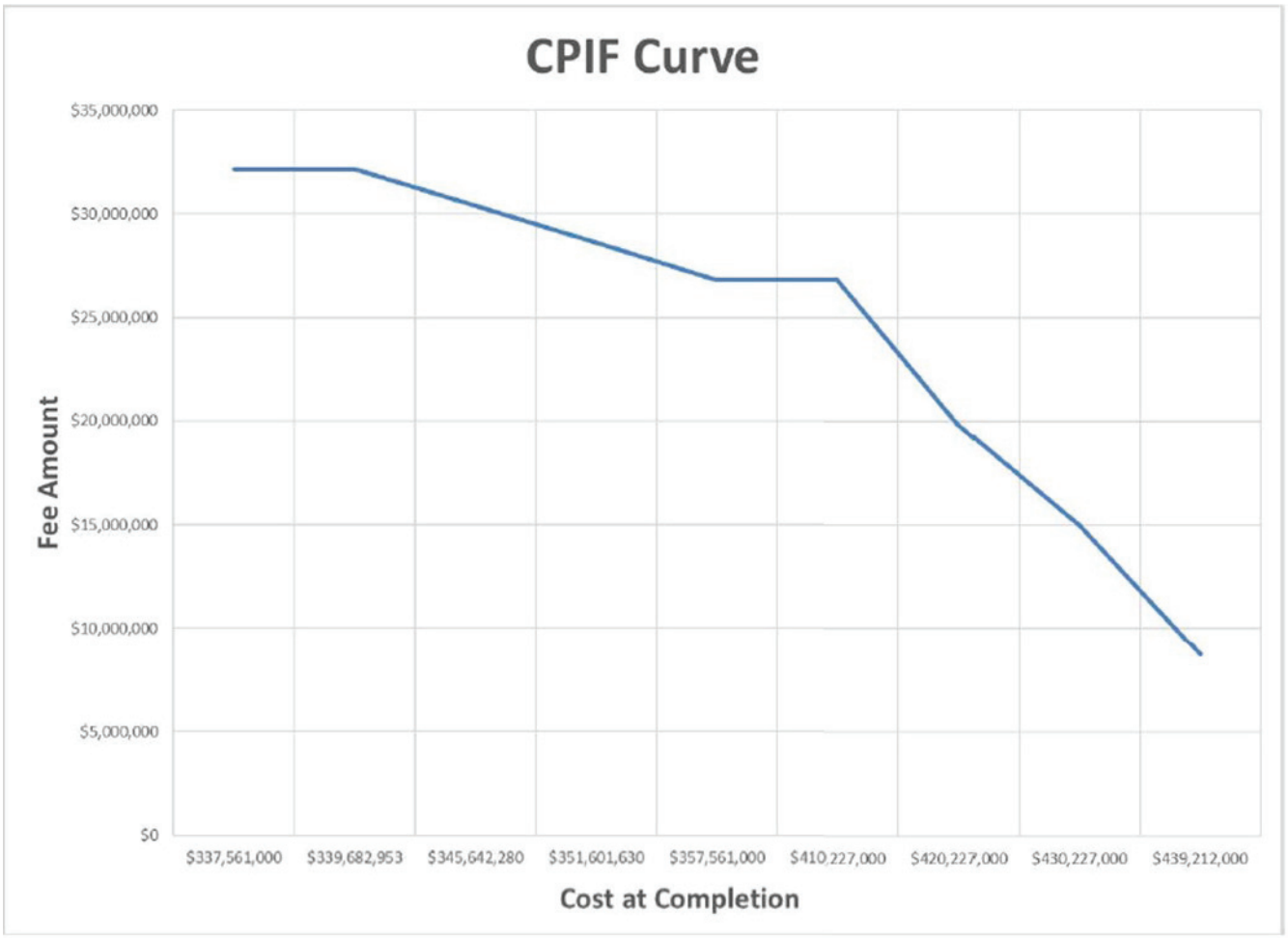
Estimated cost for TO5 is $410.2M which does not include Fee. SRMC adopted the DOE approved CD-2/3 Baseline as the basis for the Estimated Costs.

C.4.4 Contract Type

TO5 is being managed as a CPIF Model based on cost savings against the target costs.

C.4.5 Incentives

SRMC is incentivized to obtain CD-4 approval for SDU10, SDU11, and SDU12 on schedule and under budget. TO5 has been developed to directly incentivize cost savings against the Target Cost. A Target Fee of 7.5% of the Target Cost has been set with opportunities to increase the fee if cost savings are realized. SRMC would receive 30 cents per dollar saved against the target cost, with a maximum available fee of 9%. If the costs exceed the Target Cost range, the fee will be reduced by 30 cents per dollar with a minimum fee value of 0%. The Fee curve based on cost savings can been seen below in the **Figure 2 – TO5 CPIF Curve**



Cost at Completion	$337,561,000	$339,682,953	$345,642,280	$351,601,630	$357,561,000	$410,227,000	$420,227,000	$430,227,000	$439,212,000
Fee Owed	$32,180,483	$32,180,483	$30,392,685	$28,604,880	$26,817,069	$26,817,069	$19,817,069	$12,817,069	$6,527,569

Figure 2 – TO5 CPIF Curve

C.4.6 Workforce

The SDU Program is performed using a dedicated workforce specific to the design and construction of the SDUs. The design for SDU10, SDU11, and SDU12 is nearly identical to previously completed SDU6 and SDU7, which allows the workforce to apply lessons learned to gain efficiencies in the performance of the TO4 scope. Additionally, the work schedule has been developed to allow specific groups to complete scope on SDU8 and SDU9, then immediately begin work on SDU10. For example, the Site Preparation team will complete the SDU9 scope and immediately began performance on the SDU10 site prep activities. This allows the team to remain mobilized and avoid staff turnover and additional costs typically caused by demobilization. Upon completion of the SDU9 site prep activities, this team will move to SDU10 and ultimately SDU11 and SDU12. This work schedule philosophy will be applied for TO4 and TO5 until the end-states of each TO are achieved.

C.4.7 Integration

TO5 is a Capital Line-Item project and is being performed as a stand-alone TO with no direct ties to other TOs; however, there is operational integration required between the SDUs, SWPF, and Saltstone

Production Facility.

C.4.8 Internal Controls

IMCC is being managed in accordance with Contract requirements and SR-LW processes and procedures for project controls, accounting, and procurement; but will implement a modified approach to effectively segregate, track, and account for costs across TOs. Additionally, SRMC will adopt and maintain all required and associated documents for managing TO4 under the requirements of DOE 413.3B.

TO4 will be managed under the requirements of EVMS in accordance with Electronic Industries Alliance Standard 748 (EIA-748). The EVMS will be linked to and supported by various management systems including work definition, planning and scheduling, work authorization and budgeting, performance measurement and analysis, change management, materials and subcontract management, cost estimating, accounting, and risk management.

To ensure segregation of costs across TOs, a set of Project IDs (charge codes) specific to each TO have been developed. These TO specific Project IDs are being used by the workforce and labor subcontractors to populate timesheets based on which TO and activity work was performed. Additionally, procurement will assign a TO specific ID to all purchase order (PO) and will split POs by TO period of performance as needed.

The TO specific Project IDs will allow accounting to segregate costs by TO and ultimately invoice the DOE by TO.

Project Controls has developed TO specific work packages under existing Control Accounts to allow flexibility in reporting by TO or overall IMCC Contract. The baseline schedule also includes additional code fields to distinguish baseline activities by TO.

To communicate TO and overall Contractor status, SRMC will submit a Monthly Performance Report to the DOE Contracting Officer that includes significant accomplishments, major issues and action items, funding analysis, variance analysis, safety and quality matters, EVMS information using Contract Performance Report formats, baseline level summary from applicable TO and PMB sections. Additionally, SRMC will meet the requirements of Integrated Planning, Accountability, and Budgeting System (IPABS). Additionally, SRMC will meet the requirements of Integrated Planning, Accountability, and Budgeting System (IPABS). Further, SRMC will submit data for all TO4 scope into Project Assessment and Reporting System (PARS II).

C.4.9 Completion Definition

TO5 Completion Definition is CD-4 Approval for SDU10, SDU11, and SDU12.

C.5 Preliminary Proposed - Task Order 6: LW Operations – DOE-EM Risk and Liability Reduction End-State TO

Preliminary Proposed - Task Order 6 & 8: LW Operations – DOE-EM Risk and Liability Reduction End-State TO	
Scope	Operations of SRS-LW Facilities including F and H Tank Farms, ETF, DWPF, Saltstone, and SWPF
Period of Performance	TO6: FY24 – End of IDIQ Base Contract TO8: IMCC Option Period
Rationale	Operation and Maintenance of the LW Facilities will be performed to support reduction of EM-Liability as the primary purpose of the IMCC Contract.
Estimated Cost	TBD – Will be addressed in TO proposal development
Contract Type	CPIF with FFP Subtasks
Completion Definition	Varies for each Subtask

The mission of LW Operations is to receive, store, treat, and dispose of radioactive liquid waste. The LW Operations are highly integrated involving safely storing liquid radioactive waste in underground storage tanks; removing, treating, and dispositioning the low activity waste fraction as a Saltstone waste form in concrete SDUs; vitrifying the higher activity waste at DWPF; storing the vitrified waste in stainless steel canisters until permanent disposition; and completing operational closure of all underground storage tanks and ancillary equipment. LW Operations includes F and H Tank Farms, ETF, DWPF, Saltstone Facilities, and SWPF. TO6 will include all LW Operations activities and may be awarded as a CPIF Model with the Completion Criteria and Target Cost based on DOE-EM Risk and Liability reduction by processing waste and reducing curies in the HLW Tanks. The number of curies dispositioned for TO6 could be included as part of the TO6 award. The number of curies dispositioned could then be assigned to yearly "Curie Reduction" deliverables, which can be re-negotiated on a year-by-year basis. Alternatively, the number of gallons process out of Tank 49 (Salt Feed) could be used as the metric to determine fee. Additionally, specific project-based subtasks in TO6 may be proposed as FFP. Scope acceleration or deceleration would be managed via Baseline Change Control Processes. If scope is added or removed from this TO, the Task Ordering Process (RTP and Proposal) will be required to execute the changes.

C.5.1 Rationale for TO Selection

Operation and Maintenance of the LW Facilities will be performed to support reduction of DOE-EM Risk and Liability reduction by processing waste and reducing curies in the HLW Tanks.

C.5.2 Scope and Period of Performance

<u>Tank Farms and ETF:</u>

The Tank Farms will be operated to receive, concentrate, and store liquid radioactive wastes in support of ongoing Site activities and ensure the continued operability and structural integrity of the liquid radioactive waste tanks and ancillary structures. Effective Tank Space Management, Salt Feed Preparation, Sludge Feed Preparation, Bulk Waste Removal/Retrieval, and Management of the ETF will be required.

DWPF

DWPF will be operated to optimize the processing of the sludge and high activity feed streams from salt processing into a vitrified waste form that meets or exceeds all requirements for interim storage at SRS and all requirements regarding the acceptability of the vitrified waste form for disposal in a licensed Federal Repository.

Saltstone Facilities

The SPF will be operated and optimized to support processing of low activity liquid waste, including DSS, for disposal in the SDF. SDF operations and readiness will be maintained for receipt of Saltstone grout except during a planned outage. Operations include filling the SDUs, maintaining the Saltstone grout and transfer lines operational, maintenance and repair/replacement of valves, and maintaining SDU capacity available for operations.

SWPF

The SWPF will be operated and maintained to process the salt waste feed stream resulting from tank waste removal operations to produce:

1. Two high-activity waste feed streams for processing at the DWPF which meet all DWPF waste acceptance criteria.
2. A low-activity waste feed stream for processing at the SPF, which meets all SPF waste acceptance criteria.

Additional Subtasks

Subtasks may be proposed within TO6 to support LW Operations. The subtasks being considered for Firm Fixed Price for this period of performance include, but are not limited to the following:

- Failed Equipment Storage Vaults 3&4
- Glass Waste Storage Building #2 Double Stack
- Melter Storage Boxes #4 and #5
- Melter 5 Construction

The expected period of performance for TO6 will be from FY24 to the end of the IMCC IDIQ Contract. If the IMCC Option period is exercised, this scope will be proposed as TO8.

C.5.3 Estimated Cost

Estimated costs for this TO will be determined as part of SRMC's proposal and negotiated with DOE for TO6. Initial projections for Firm Fixed Price Scope for this Task Order include the following:

- Failed Equipment Storage Vaults 3&4 – ***Approximate Projected Cost:*** **$15M**
- Glass Waste Storage Building #2 Double Stack – ***Approximate Projected Cost:*** **$28M**
- Melter Storage Boxes #4 and #5 - ***Approximate Projected Cost:*** **$48M**
- Melter 5 Construction - ***Approximate Projected Cost:*** **$24M**

C.5.4 Contract Type

TO6 may include a combination of CPIF and FFP. TO6 will primarily be managed as a CPIF with a completion criteria and Target Cost based on the number of curies dispositioned from the SRS High Level Waste Tanks. The number of curies dispositioned will be yearly deliverables and negotiated on a year-by-year basis. Alternatively, the number of gallons processed out of Tank 49 (Salt Feed)

could be used as the fee determining metric. Additionally, specific end-state subtasks may be proposed as FFP.

C.5.5 Incentives

SRMC will be incentivized to accelerate curie reduction and/or processing of Salt Feed. Like TO3, a sliding scale fee curve will be developed that is based on the metric agreed to by DOE-EM and SRMC. The details of these metrics will be included in SRMC's proposal for TO6 and subsequently negotiated annually to determine the yearly fee curve.

C.5.6 Workforce

The workforce optimization strategy will continue from TO3 into TO6. SRMC will use a dedicated Liquid Waste Operations work force to perform the TO6 scope. This workforce's experience from similar operations scopes can be applied to promote efficiencies as the scope in TO6 is performed. Additionally, new members of the workforce will be trained in accordance with SRMC Training Procedures with a focus on Liquid Waste Operations activities. This will allow SRMC to maintain the dedicated Liquid Waste Operations workforce to facilitate maximum DOE-EM Environmental Liability reduction via waste processing and/or curie reduction.

C.5.7 Integration

TO6 will be managed in parallel with TO4, TO5, and TO7. There are no direct ties to TO4 and TO5. TO6 and TO7 will require direct integration as the processing of waste out of the HLW will lead to tank closures. An integrated project schedule will be developed as part of the TO6 and TO7 submittal based on the results of latest LWSP revision, Optimizations, and modeling performed by DBD. Additionally, weekly integration meetings will be conducted to ensure the integrated project schedule remains on schedule to meet DOE-EM and SRMC goals. Further, the TO6 and TO7 baseline, forecast, and field schedules will contain logic ties between the TOs to facilitate integration between the two baselines.

C.5.8 Internal Controls

IMCC will be managed in accordance with Contract requirements and SR-LW processes and procedures for project controls, accounting, and procurement; but will implement a modified approach to effectively segregate, track, and account for costs across TOs.

TO6 and TO8 will be managed under the requirements of EVMS in accordance with Electronic Industries Alliance Standard 748 (EIA-748). The EVMS will be linked to and supported by SRMC's various management systems including work definition, planning and scheduling, work authorization and budgeting, performance measurement and analysis, change management, materials and subcontract management, cost estimating, accounting, and risk management.

To ensure segregation of costs across TOs, a set of Project IDs (charge codes) will be developed for specific to each TO. These TO specific Project IDs will be used by the workforce and labor subcontractors to populate timesheets based on which TO and activity work was performed. Additionally, procurement will assign a TO specific ID to all purchase order (PO) and will split POs by TO period of performance as needed.

The TO specific Project IDs will allow accounting to segregate costs by TO and ultimately invoice the DOE by TO.

Project Controls will develop TO specific work packages under existing Control Accounts to allow flexibility in reporting by TO or overall IMCC Contract. The baseline schedule also includes additional code fields to distinguish baseline activities by TO.

To communicate TO and overall status, SRMC will submit a Monthly Performance Report to the DOE Contracting Officer that includes significant accomplishments, major issues and action items, funding analysis, variance analysis, safety and quality matters, EVMS information using Contract Performance Report formats, baseline level summary from applicable TO and PMB sections. Additionally, SRMC will meet the requirements of Integrated Planning, Accountability, and Budgeting System (IPABS).

C.5.9 Completion Definition

The completion definition for TO6 will be based on the predetermined number of curiescuries dispositioned from the SRS High Level Waste Tanks and/or the number of gallons processed from the HLW tanks. Additionally, the completion of end-state subtasks which may be proposed for the TO6 Period of Performance.

C.6 Preliminary Proposed - Task Order 7: Waste Retrieval and Tank Closure

C.6.1 Rationale for TO Selection

Waste Retrieval and Tank Closure scope supports the overall goal of the IMCC Mission.

Preliminary Proposed - Task Order 7 & 9: Waste Retrieval and Tank Closure	
Scope	Waste Removal, Chemical Cleaning, and Tank Closure of remaining SRS-LW Waste Tanks in F and H Tank Farm
Period of Performance	TO7: FY24 – End of IDIQ Base Contract TO9: IMCC Option Period
Rationale	Waste Retrieval and Tank Closure scope supports the overall goal of the IMCC
Estimated Cost	TBD – Will be addressed in TO proposal development
Contract Type	CPAF with FFP Subtasks
Completion Definition	Varies for each Subtask

C.6.2 Scope and Period of Performance

This TO includes scope associated with closure of tanks meeting the requirements of the Waste Determination (WD) Basis documents for the F and H Tank Farms. The closure life cycle of tanks is defined in the following three phases: Waste Removal, Chemical Cleaning, and Tank Closure. This scope includes the procurement of common equipment used for multiple tanks and the development of the WD Basis documents for F and H Tank Farms. The following Subtasks are required for the closure of any given Tank (or group of tanks) in the F and H Tank Farms; however, some of the Subtasks are at various stages of completion:

1. Bulk Waste Removal Modifications
2. Heel Removal
3. Cooling Coil Flushing Modifications
4. Annulus Cleaning Modifications
5. Isolation and Residual Sampling – Potentially Proposed as FFP
6. Tank Stabilization (Grouting) – Potentially Proposed as FFP

TO7 scope also includes operational closure of ancillary structures as listed in the Consolidated General Closure Plan for F-Area & H-Area Waste Tank Systems.

Scope acceleration or deceleration would be managed via Baseline Change Control Processes. If

scope is added or removed from this TO, the Task Ordering Process (RTP and Proposal) will be required to execute the changes.

The expected period of performance for TO6 will be from FY24 to the end of the IMCC IDIQ Contract. IMCC Option period is exercise, this scope will be proposed as TO9.

C.6.3 Estimated Cost

Estimated costs for this TO will be determined as part of SRMC's proposal and negotiated with DOE for TO7. The FFP Scope for this Task Order includes Isolation, Residual Sampling, and Grouting of Tanks.

C.6.4 Contract Type

TO7 may include a combination of CPAF and FFP. TO7 will primarily be managed as a CPAF with specific end-state subtasks that may be proposed as FFP.

C.6.5 Incentives

SRMC will be incentivized to modify tanks to support waste retrieval and ultimately close tanks as an end-state. The tank modifications to support waste retrieval may be proposed as a CPAF with performance milestones as the majority fee metric. Additionally, a subjective portion of the available fee may be proposed. Further, SRMC may propose tank closure activities as a firm fixed price end-state sub-tasks. The fee values will be determined during proposal development and subsequent definitization.

C.6.6 Workforce

The workforce optimization strategy will continue from TO3 into TO7. A dedicated Waste Retrieval and Tank Closure work force will be used to perform the TO7 scope. This workforce's experience from similar WR&TC scopes can be applied to promote efficiencies as the scope in TO7 is performed. Additionally, new members of the workforce will be trained in accordance with SRMC Training Procedures with a focus on WR&TC activities. This will allow the dedicated WR&TC workforce to be maintained which would facilitate successful completion of the TO7 and TO9 end-state goals.

C.6.7 Integration

TO6 will be managed in parallel with TO4, TO5, and TO6. There are no direct ties to TO4 and TO5. TO6 and TO7 will require direct integration as the processing of waste out of the HLW will lead to tank closures. An integrated project schedule will be developed as part of the TO6 and TO7 submittal based on the results of latest LWSP revision, Optimizations, and modeling performed by DBD. Additionally, weekly integration meetings will be conducted to ensure the integrated project schedule remains on schedule to meet DOE-EM and SRMC goals. Further, the TO6 and TO7 baseline, forecast, and field schedules will contain logic ties between the TOs to facilitate integration between the two baselines.

C.6.8 Internal Controls

IMCC will be managed in accordance with Contract requirements and SR-LW processes and procedures for project controls, accounting, and procurement; but will implement a modified approach to effectively segregate, track, and account for costs across TOs. Additionally, SRMC will adopt and maintain all required and associated documents for managing TO4 under the requirements of DOE

413.3B.

TO7 and TO9 will be managed under the requirements of EVMS in accordance with Electronic Industries Alliance Standard 748 (EIA-748). The EVMS will be linked to and supported by SRMC's various management systems including work definition, planning and scheduling, work authorization and budgeting, performance measurement and analysis, change management, materials and subcontract management, cost estimating, accounting, and risk management.

To ensure segregation of costs across TOs, a set of Project IDs (charge codes) will be developed specific to each TO. These TO specific Project IDs will be used by the workforce and labor subcontractors to populate timesheets based on which TO and activity work was performed. Additionally, procurement will assign a TO specific ID to all purchase order (PO) and will split POs by TO period of performance as needed.

The TO specific Project IDs will allow accounting to segregate costs by TO and ultimately invoice the DOE by TO.

Project Controls will develop TO specific work packages under existing Control Accounts to allow flexibility in reporting by TO or overall IMCC Contract. The baseline schedule also includes additional code fields to distinguish baseline activities by TO.

To communicate TO and overall status, SRMC will submit a Monthly Performance Report to the DOE Contracting Officer that includes significant accomplishments, major issues and action items, funding analysis, variance analysis, safety and quality matters, EVMS information using Contract Performance Report formats, baseline level summary from applicable TO and PMB sections. Additionally, SRMC will meet the requirements of Integrated Planning, Accountability, and Budgeting System (IPABS).

C.6.9 Completion Definition

TO7 completion will be determined by the completion of WR&TC subtasks.

C.7 Preliminary Proposed - Task Order 10: Tank 42 Conversion – Quadvolute Pump Procurement

Preliminary Proposed - Task Order 10: Tank 42 Conversion – Quadvolute Pump Procurement	
Scope	Tank 42 Conversion to support ABD and system modifications to support FCA scope
Period of Performance	TO10: FY22 – FY24
Rationale	Separate Task Order for procurement of pumps
Estimated Cost	TBD - Will be finalized in TO proposal development
Contract Type	FFP
Completion Definition	Receipt of six (6) Quadvolute Mixing Pumps

C.7.1 Rationale for TO Selection

Provides a separate task order for the Procurement of the Tank 42 Quadvolute Pumps.

C.7.2 Scope and Period of Performance

This Task Order includes the procurement of a long-lead procurement for six (6) high-flow Quadvolute mixing pumps. These pumps will be installed as part of the Tank 42 Conversion to Sludge Processing tank which supports the Accelerated Basin De-inventory scope.

The expected period of performance for TO10 will be from FY22 to FY25.

C.7.3 Estimated Cost

The estimated costs for this TO will be developed using vendor quotes and applying risk factors to determine the final Firm Fixed Price value. The current expected value of this TO is $15M but is subject to change based on risk factors that will be determined during TO development.

C.7.4 Contract Type

TO10 will likely be proposed as a FFP contract.

C.7.5 Incentives

SRMC will be incentivized to manage the Quadvolute vendor to ensure delivery of the Quadvolute pumps within the cost profile established during TO development. Additionally, SRMC will be incentivized to mitigate risks during the procurement of the pumps.

C.7.6 Workforce

The workforce optimization strategy will include a dedicated team of engineering, procurement, quality, project management, and test engineers to facilitate an on-schedule and on-budget delivery of the Quadvolute pumps.

C.7.7 Integration

TO10 will be managed in parallel with TO3, TO4, TO5, TO6, TO7, TO11, and TO12. There are no direct ties to TO4 and TO5. TO3, TO6, TO7, TO10, TO11, and TO12 will require direct integration. TO10, TO11, and TO12 will be directly integrated as they all support the Accelerated Basin De-Inventory Scope. For example, the pumps procured in TO10 will be used for the Tank 42 Conversion in TO11. Additionally, the design for the pumps in TO11 will be used for procurement of the pumps in TO11. An integrated project schedule will be developed as part of the TO10 submittal. Additionally, weekly integration meetings will be conducted to ensure the integrated project schedule remains on schedule to meet DOE-EM and SRMC goals. Further, baseline, forecast, and field schedules will contain logic ties between the TOs to facilitate integration between the two baselines.

C.7.8 Internal Controls

IMCC will be managed in accordance with Contract requirements and SR-LW processes and procedures for project controls, accounting, and procurement; but will implement a modified approach to effectively segregate, track, and account for costs across TOs. Additionally, SRMC will adopt and maintain all required and associated documents for managing TO4 under the requirements of DOE 413.3B.

TO10 will be managed under the requirements of EVMS in accordance with Electronic Industries Alliance Standard 748 (EIA-748). The EVMS will be linked to and supported by SRMC's various management systems including work definition, planning and scheduling, work authorization and budgeting, performance measurement and analysis, change management, materials and subcontract management, cost estimating, accounting, and risk management.

To ensure segregation of costs across TOs, a set of Project IDs (charge codes) will be developed specific to each TO. These TO specific Project IDs will be used by the workforce and labor subcontractors to populate timesheets based on which TO and activity work was performed. Additionally, procurement will assign a TO specific ID to all purchase order (PO) and will split POs by TO period of performance as needed.

The TO specific Project IDs will allow accounting to segregate costs by TO and ultimately invoice the DOE by TO.

Project Controls will develop TO specific work packages under existing Control Accounts to allow flexibility in reporting by TO or overall IMCC Contract. The baseline schedule also includes additional code fields to distinguish baseline activities by TO.

To communicate TO and overall status, SRMC will submit a Monthly Performance Report to the DOE Contracting Officer that includes significant accomplishments, major issues and action items, funding analysis, variance analysis, safety and quality matters, EVMS information using Contract Performance Report formats, baseline level summary from applicable TO and PMB sections. Additionally, SRMC will meet the requirements of Integrated Planning, Accountability, and Budgeting System (IPABS).

C.7.9 Completion Definition

TO10 completion will be determined by the delivery of six (6) Quadvolute pumps.

C.8 Preliminary Proposed - Task Order 11: Support Accelerated Basin De-Inventory (ABD) - Tank 42 Conversion to Sludge Tank

Preliminary Proposed - Task Order 11: Tank 42 Conversion to Sludge Tank	
Scope	Tank 42 Modifications to support ABD and system modifications to support FCA scope
Period of Performance	TO10: FY22 – FY25
Rationale	Separate Task Order for Tank 42 Conversion
Estimated Cost	Approximately $35M - Will be finalized in TO proposal development
Contract Type	CPAF
Completion Definition	Completion of Tank 42 Conversion

C.8.1 Rationale for TO Selection

Provides a separate task order for the Tank 42 Conversion to a Sludge Tank to support the Accelerated Basin De-Inventory scope.

C.8.2 Scope and Period of Performance

This TO includes the conversion of Tank 42 into a sludge preparation tank. Included in the conversion are the removal of existing slurry pumps, blend pump, submersible transfer pump, and steam spargers will be removed from Tank 42. The slurry pumps will be replaced with new Quadvolute mixer pumps which are being procured as part of TO10. Other equipment to be installed includes a new transfer pump, bearing water system modifications, temporary and permanent riser plugs, and thermocouple tube bundles.

The expected period of performance for TO10 will be from FY22 to FY25.

C.8.3 Estimated Cost

This TO will be estimated using SRMC's estimating process for proposals as detailed in section C.2.3 of this document. The approximate value for TO11 is estimated to be $35M.

C.8.4 Contract Type

TO11 will likely be proposed as CPAF contract.

C.8.5 Incentives

SRMC will be incentivized to modify Tank 42 to meet the mission need dates. The Tank 42 Conversion scope will likely be proposed as a CPAF with performance milestones as the majority fee metric. Additionally, a subjective portion of the available fee may be proposed. The fee values will be determined during proposal development and subsequent definitization.

C.8.6 Workforce

The workforce optimization strategy will include a dedicated team of resources to perform the Tank 42 Conversion scope. SRMC will use dedicated resources with tank modification experience to perform the ABD scope, as the ABD scope is very similar to the typical tank modification tasks routinely performed by SRMC. This experience will promote successful completion of the Tank 42 conversion scope.

C.8.7 Integration

TO11 will be managed in parallel with TO3, TO4, TO5, TO6, TO7, TO10, and TO12. There are no direct ties to TO4 and TO5. TO3, TO6, TO7, TO10, TO11, and TO12 will require direct integration. TO10, TO11, and TO12 will be directly integrated as they all support the Accelerated Basin De-Inventory Scope. For example, the pumps procured in TO10 will be used for the Tank 42 Conversion in TO11. Additionally, the design for the pumps in TO11 will be used for procurement of the pumps in TO11. An integrated project schedule will be developed as part of the TO11 submittal. Additionally, weekly integration meetings will be conducted to ensure the integrated project schedule remains on schedule to meet DOE-EM and

SRMC goals. Further, baseline, forecast, and field schedules will contain logic ties between the TOs to facilitate integration between the two baselines.

C.8.8 Internal Controls

IMCC will be managed in accordance with Contract requirements and SR-LW processes and procedures for project controls, accounting, and procurement; but will implement a modified approach to effectively segregate, track, and account for costs across TOs. Additionally, SRMC will adopt and maintain all required and associated documents for managing TO4 under the requirements of DOE 413.3B.

TO11 will be managed under the requirements of EVMS in accordance with Electronic Industries Alliance Standard 748 (EIA-748). The EVMS will be linked to and supported by SRMC's various management systems including work definition, planning and scheduling, work authorization and budgeting, performance measurement and analysis, change management, materials and subcontract management, cost estimating, accounting, and risk management.

To ensure segregation of costs across TOs, a set of Project IDs (charge codes) will be developed specific to each TO. These TO specific Project IDs will be used by the workforce and labor subcontractors to populate timesheets based on which TO and activity work was performed. Additionally, procurement will assign a TO specific ID to all purchase order (PO) and will split POs by TO period of performance as needed.

The TO specific Project IDs will allow accounting to segregate costs by TO and ultimately invoice the DOE by TO.

Project Controls will develop TO specific work packages under existing Control Accounts to allow flexibility in reporting by TO or overall IMCC Contract. The baseline schedule also includes additional code fields to distinguish baseline activities by TO.

To communicate TO and overall status, SRMC will submit a Monthly Performance Report to the DOE Contracting Officer that includes significant accomplishments, major issues and action items, funding analysis, variance analysis, safety and quality matters, EVMS information using Contract Performance Report formats, baseline level summary from applicable TO and PMB sections. Additionally, SRMC will meet the requirements of Integrated Planning, Accountability, and Budgeting System (IPABS).

C.8.9 Completion Definition

TO11 completion will be determined by the completion of the Tank 42 Conversion performance metrics.

C.9 Preliminary Proposed - Task Order 12: Support Accelerated Basin De-Inventory (ABD) – Fast Critical Assembly Modifications

Preliminary Proposed - Task Order 12: Fast Critical Assembly Modifications	
Scope	Support Accelerated Basin De-Inventory (ABD) – Fast Critical Assembly Modifications
Period of Performance	TO12: TBD (~FY25) – End of IDIQ Base Contract
Rationale	Separate Task Order FCA Modifications
Estimated Cost	Will be determined in TO proposal development
Contract Type	CPAF or CPIF
Completion Definition	Completion of system modifications to allow acceptance of FCA materials

C.9.1 Rationale for TO Selection

Provides a separate TO for the system modifications required to allow acceptance of FCA materials.

C.9.2 Scope and Period of Performance

This TO includes the system modifications required to accept FCA materials. To support this, the scope will include revisions to Waste Transfer Facility Nuclear Criticality Safety Evaluation (NCSE), revisions to the CSTF Documented Safety Analysis (DSA), implementation of revisions to CSTF DSA, revise the Tank Farm Waste Acceptance Criteria, and procurement of a new agitator for H-Pump Tank 5 or 6. This scope is still under development and is subject to change.

The expected period of performance for TO12 is TBD (anticipated to start around the beginning of FY25) until the end of the base IDIQ POP.

C.9.3 Estimated Cost

This TO will be estimated using SRMC's estimating process for proposals as detailed in section C.2.3 of this document. The approximate value for TO12 is unknown and will be determined during TO development.

C.9.4 Contract Type

TO12 will likely be proposed as CPAF or CPIF contract.

C.9.5 Incentives

SRMC will be incentivized to make modifications to allow acceptance of FCA materials by the anticipated start date of September 2025. This TO will likely be proposed as a CPAF with performance milestones as the majority fee metric. Additionally, a subjective portion of the available fee may be proposed. The fee values will be determined during proposal development and subsequent definitization.

C.9.6 Workforce

The workforce optimization strategy will include a dedicated team of resources to perform the system modifications. SRMC will use dedicated resources with liquid waste and tank farm experience, as the scope is similar to system modification tasks routinely performed at SRS-LW. This experience will promote successful completion of system modifications needed to accept FCA materials.

C.9.7 Integration

TO12 will be managed in parallel with TO3, TO4, TO5, TO6, TO7, TO10, and TO11. There are no direct ties to TO4 and TO5. TO3, TO6, TO7, TO10, TO11, and TO12 will require direct integration. An integrated project schedule will be developed as part of the TO11 submittal. TO10, TO11, and TO12 will be directly integrated as they all support the Accelerated Basin De-Inventory Scope. Additionally, weekly integration meetings will be conducted to ensure the integrated project schedule remains on schedule

to meet DOE-EM and SRMC goals. Further, baseline, forecast, and field schedules will contain logic ties between the TOs to facilitate integration between the two baselines.

C.9.8 Internal Controls

IMCC will be managed in accordance with Contract requirements and SR-LW processes and procedures for project controls, accounting, and procurement; but will implement a modified approach to effectively segregate, track, and account for costs across TOs. Additionally, SRMC will adopt and maintain all required and associated documents for managing TO4 under the requirements of DOE 413.3B.

TO12 will be managed under the requirements of EVMS in accordance with Electronic Industries Alliance Standard 748 (EIA-748). The EVMS will be linked to and supported by SRMC's various management systems including work definition, planning and scheduling, work authorization and budgeting, performance measurement and analysis, change management, materials and subcontract management, cost estimating, accounting, and risk management.

To ensure segregation of costs across TOs, a set of Project IDs (charge codes) will be developed specific to each TO. These TO specific Project IDs will be used by the workforce and labor subcontractors to populate timesheets based on which TO and activity work was performed. Additionally, procurement will assign a TO specific ID to all purchase order (PO) and will split POs by TO period of performance as needed.

The TO specific Project IDs will allow accounting to segregate costs by TO and ultimately invoice the DOE by TO.

Project Controls will develop TO specific work packages under existing Control Accounts to allow flexibility in reporting by TO or overall IMCC Contract. The baseline schedule also includes additional code fields to distinguish baseline activities by TO.

To communicate TO and overall status, SRMC will submit a Monthly Performance Report to the DOE Contracting Officer that includes significant accomplishments, major issues and action items, funding analysis, variance analysis, safety and quality matters, EVMS information using Contract Performance Report formats, baseline level summary from applicable TO and PMB sections. Additionally, SRMC will meet the requirements of Integrated Planning, Accountability, and Budgeting System (IPABS).

C.9.9 Completion Definition

TO12 completion will be determined by the completion of the performance metrics tied to system modifications that support acceptance of FCA materials.

C.10 Future Additional Task Orders

During the IMCC Base and Option Ordering periods, there is a potential for additional TOs that aren't detailed in this strategy. These TOs could be for specific emergent scope that is within the bounds of the IMCC Contract – Section C but lend themselves to separate TOs. These TOs will be developed and approved using the task ordering process specified in the IMCC Contract.

D. End-State

The purpose of the IMCC is to achieve significant risk and financial liability reduction that provides the best overall optimal solution to Site accelerated completion and closure. Ultimately, the tasks, including the End States associated with the tasks, to be performed during the Contract ordering period will be defined in the Task Orders discussed in this Strategy. The term "End State" is defined as the specified situation, including accomplishment of completion criteria, for an environmental cleanup activity at the end of the Task Order period of performance (POP). The primary goal of IMCC is

to reach the end state of the SRS Liquid Waste Mission, as defined in the LWSP, within the 10-year ordering period + 5-year optional end state Task Order ordering period. The end state goal of the SRS Liquid Waste Mission includes Completion of SDU Construction and Closure of 51 of 51 HLW tanks as shown in **Attachment A - SRMC End State Flowchart – TO4 and TO5** and ***Attachment B – TO6 and TO7 Task Order End-State Flowchart and Completions***.

E. Partnering

The DOE-SR and SRMC are entering into a formal partnering agreement to help support a common vision with supporting goals, objectives, and expectations of the IMCC End State Contract. Partnering discussions have been held in the development of this IMCC Ten-Year End State Strategy Task Order Plan. This Plan represents an agreement between both the DOE-SR and SRMC on a shared vision going forward to the accelerated completion of this work. Partnering will be consistent with the DOE-EM End State Contract Model (ESCM) Policy Directive and the Department of Defense Integrated Procut and Process Development (IPPD) framework.

Both DOE-SR and SRMC understand the continued need to partner, mature this document, and ensure that the site continues to drive to per DOE's goal, efficiently optimize the scope, cost, and schedule associated with performance of all work while ensuring quality, protecting the safety of the workers, environment, and the public, to reduce EM's environmental liabilities. Both also understand that partnering with the Regulators in imperative and will ensure early engagement on all End State TOs. The partnering approach with the Regulators will be collaborative, transparent, open, and honest with timely communications.

Both entities also understand the need to be pro-active, innovative, and continually improve processes to achieve End States in the most expeditious way possible.

F. Schedule

The anticipated schedule for TO development and deployment is provided in the ***Attachment C - SRMC 10-Year End Task Order Schedule and Attachment D – IMCC 5-Year Option Period Task Order Schedule***.

G. Risk and Liability

The purpose of the IMCC is to achieve significant risk and financial liability reduction that provides the best overall optimal solution to Site accelerated completion and closure. Currently, there are 230MCi stored in High Level Waste Tanks in the F and H Tank Farms. The goal of IMCC is to treat and eliminate the 230MCi and subsequently grout and close the HLW Tanks. TO6 will be used to process waste from the HLW tanks and TO7 will be used to modify and ultimately close some of the HLW Tanks. TO8 and TO9 will continue the mission into the Option Period with the goal of completing elimination the 230MCi and closing the remaining HLW Tanks. As a result, the DOE-EM financial liability for the Liquid Waste mission will be reduced by approximately $12.97B as stated in the DOE-SR ILCE.

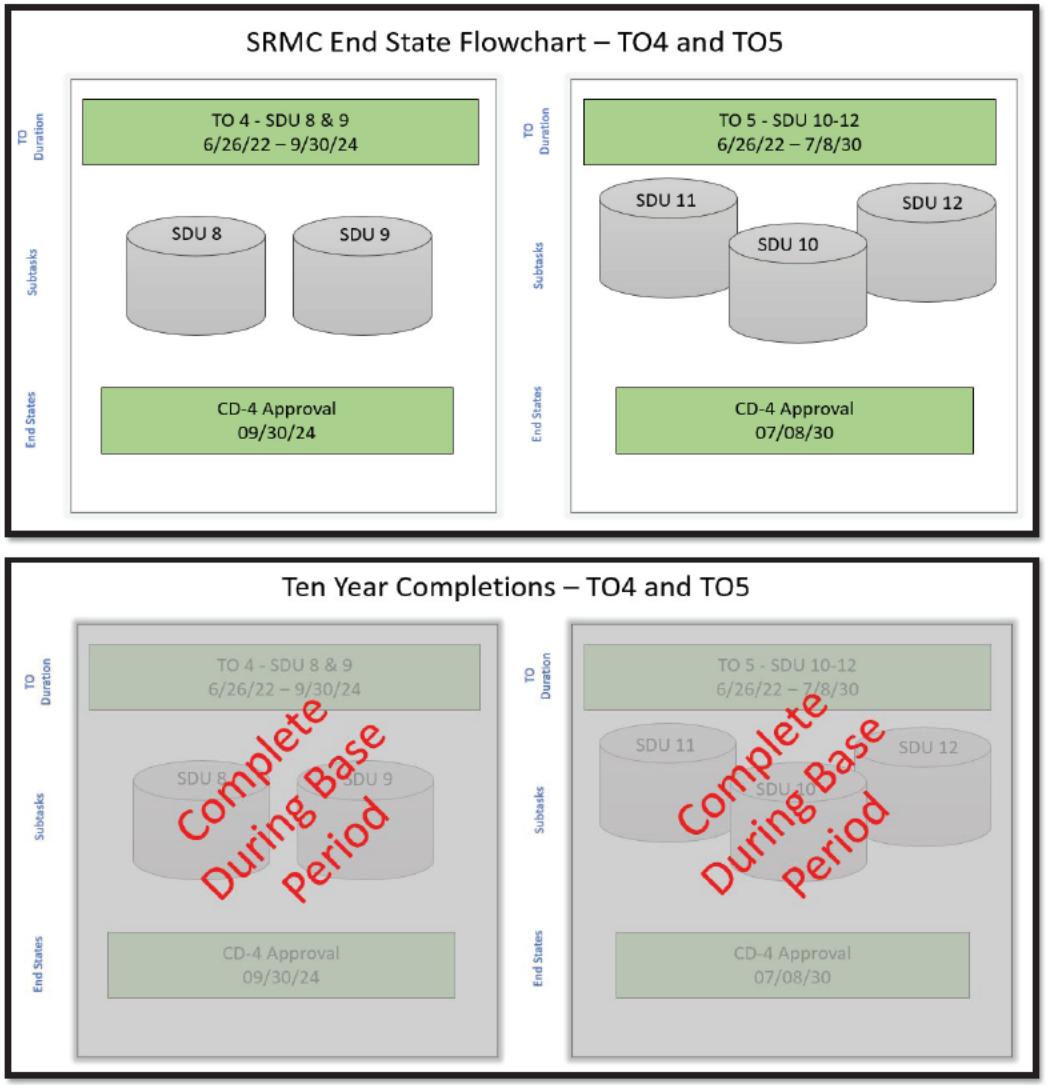
H. Metrics

DOE-SR and SRMC will use gallons processed out of Tank 49 **(*Attachment E – SRMC Task Order 3 SWPF Feed*)** and curies reduced **(*Attachment F – SRMC 4-Year Curie Workoff Curve*)** as the primary metrics to measure success against completion of the IMCC contract in 15 years.

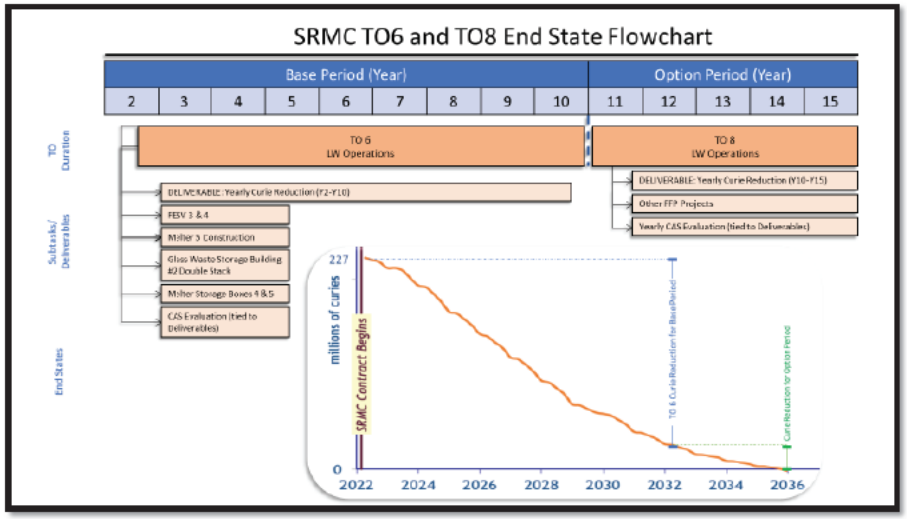
Upon completion of the LWSP Revision 23, the primary metrics will be updated to reflect finishing the IMCC mission in 15 years. The updated primary metrics will include curie reduction curves through 2037 and Tank Closures. These updated primary metrics will be included in the next revision of this 10-Year Task Order Strategy.

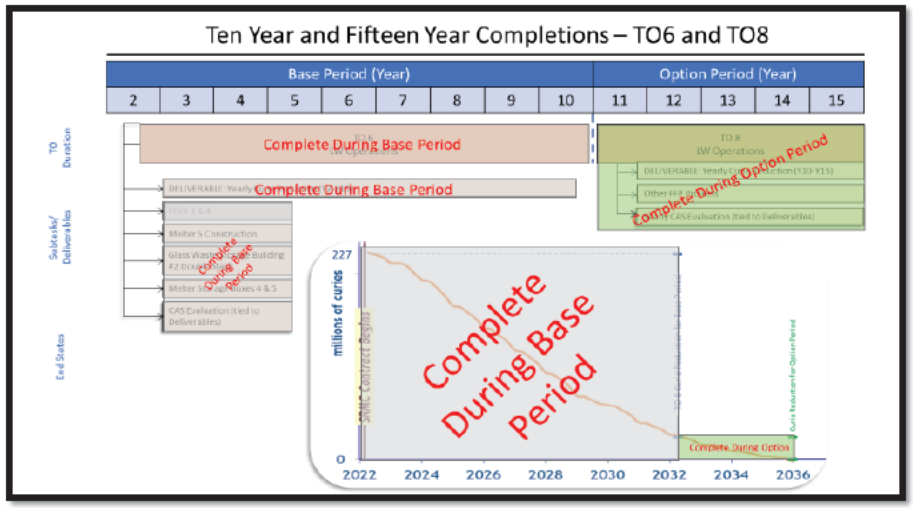
Additionally, the IMCC Contract will use Project Controls-EVMS metrics to monitor Task Order schedule and cost. The Schedule Performance Index (SPI) and Cost Performance Index (CPI) will be used monthly to monitor the progress of each TO.

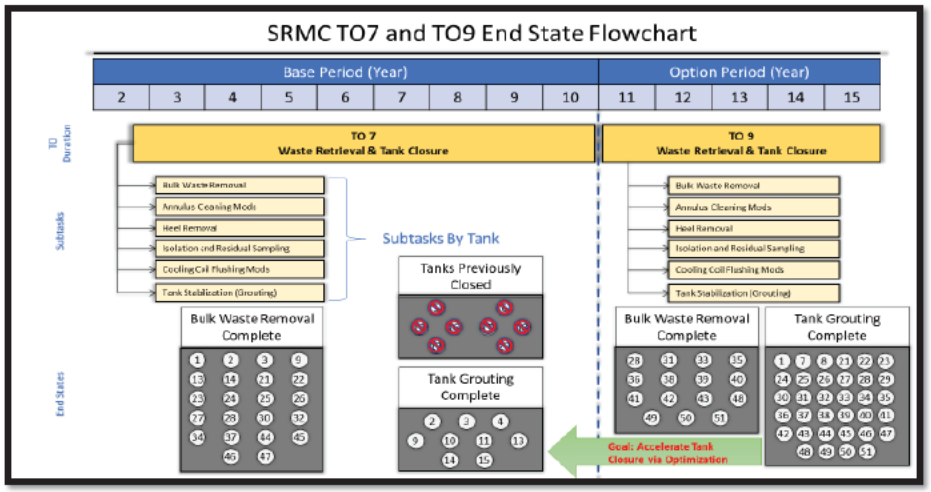
Attachment A

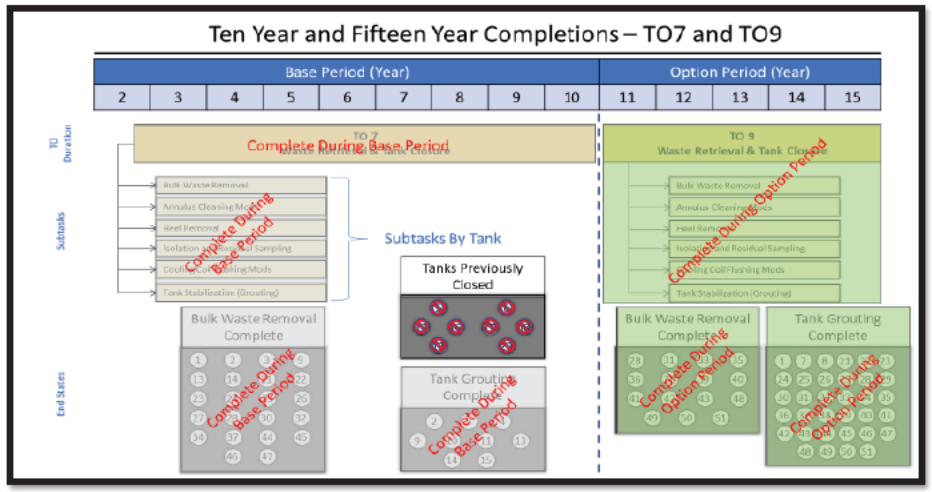


Attachment B

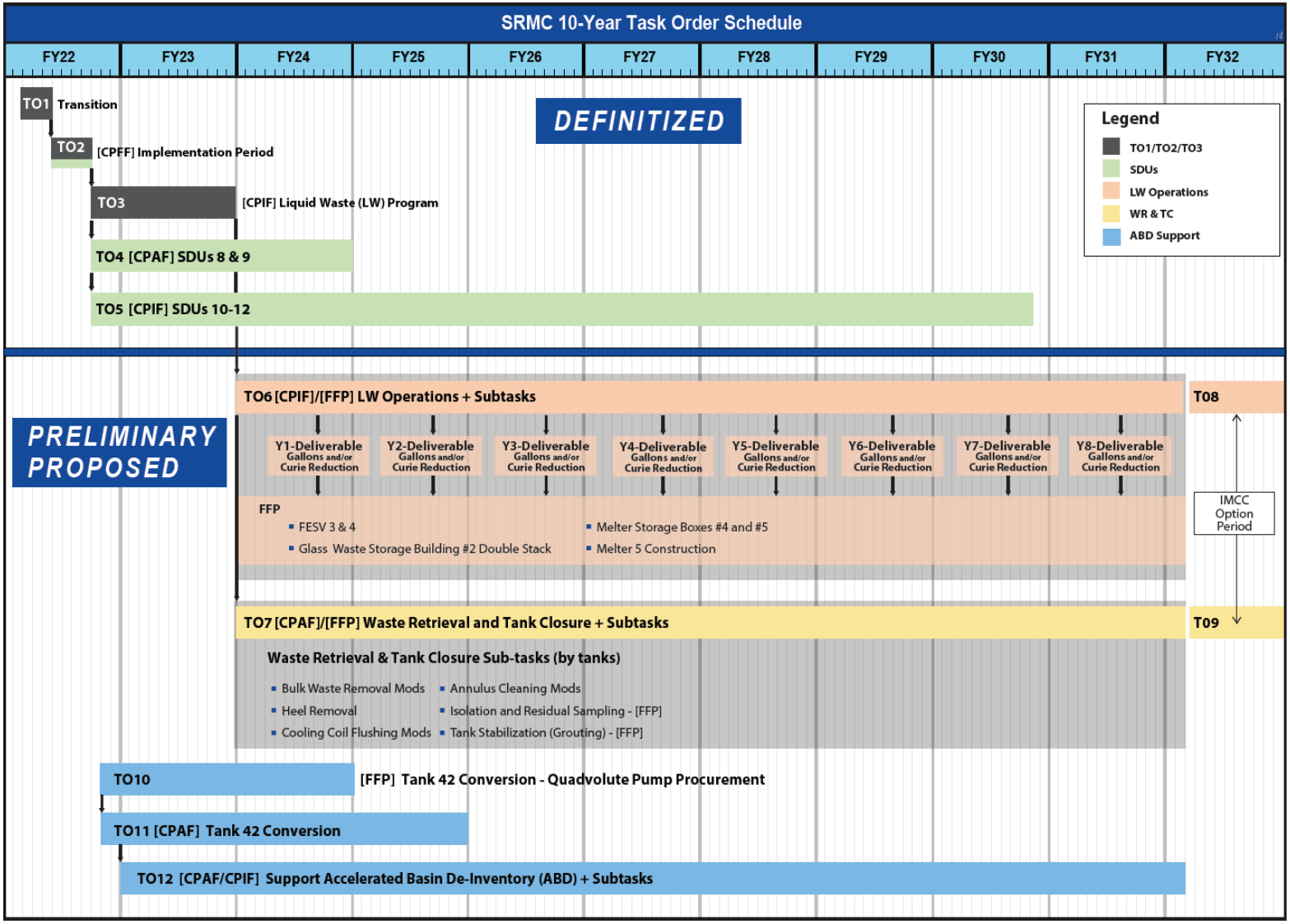








Attachment C



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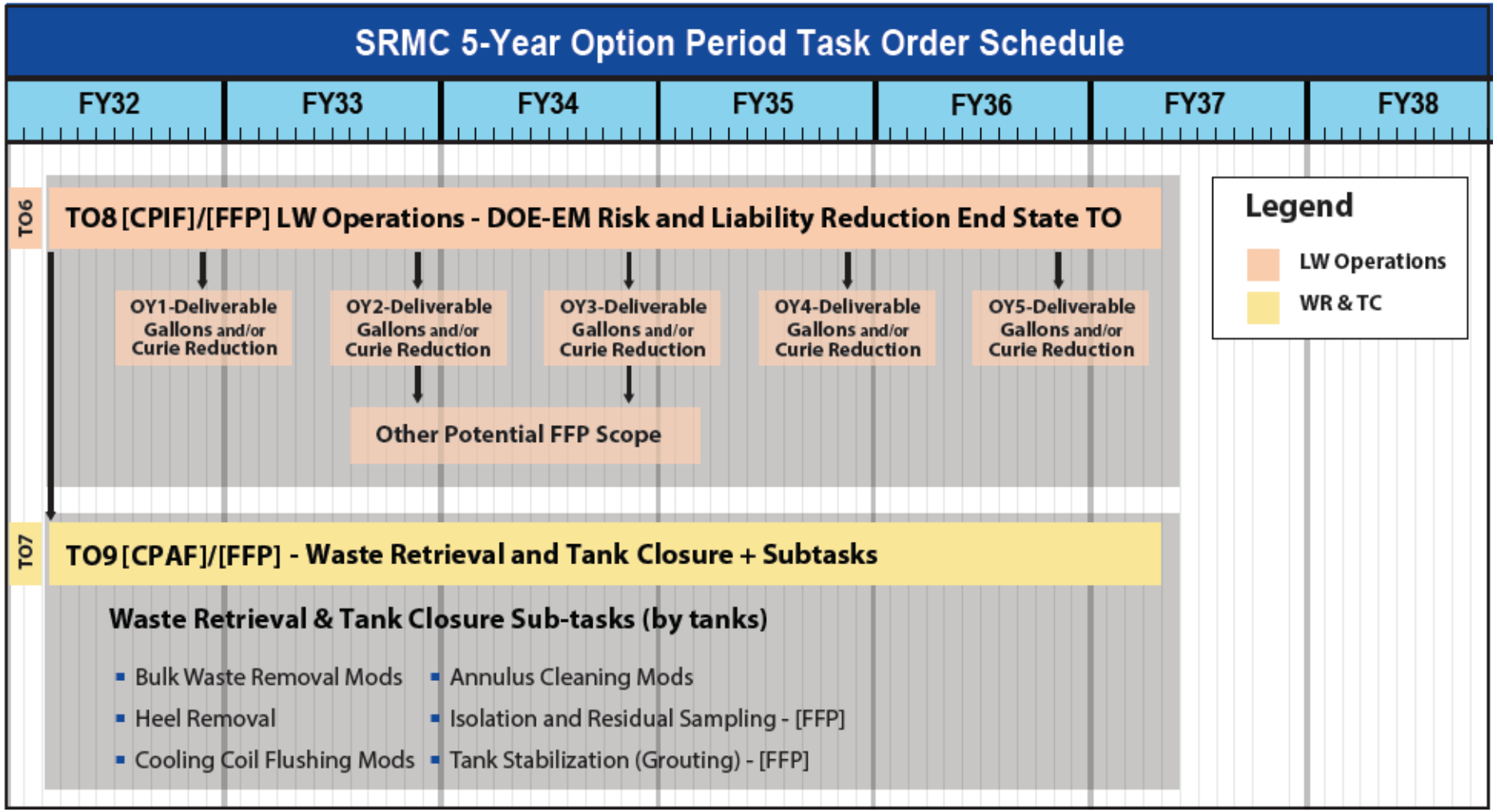
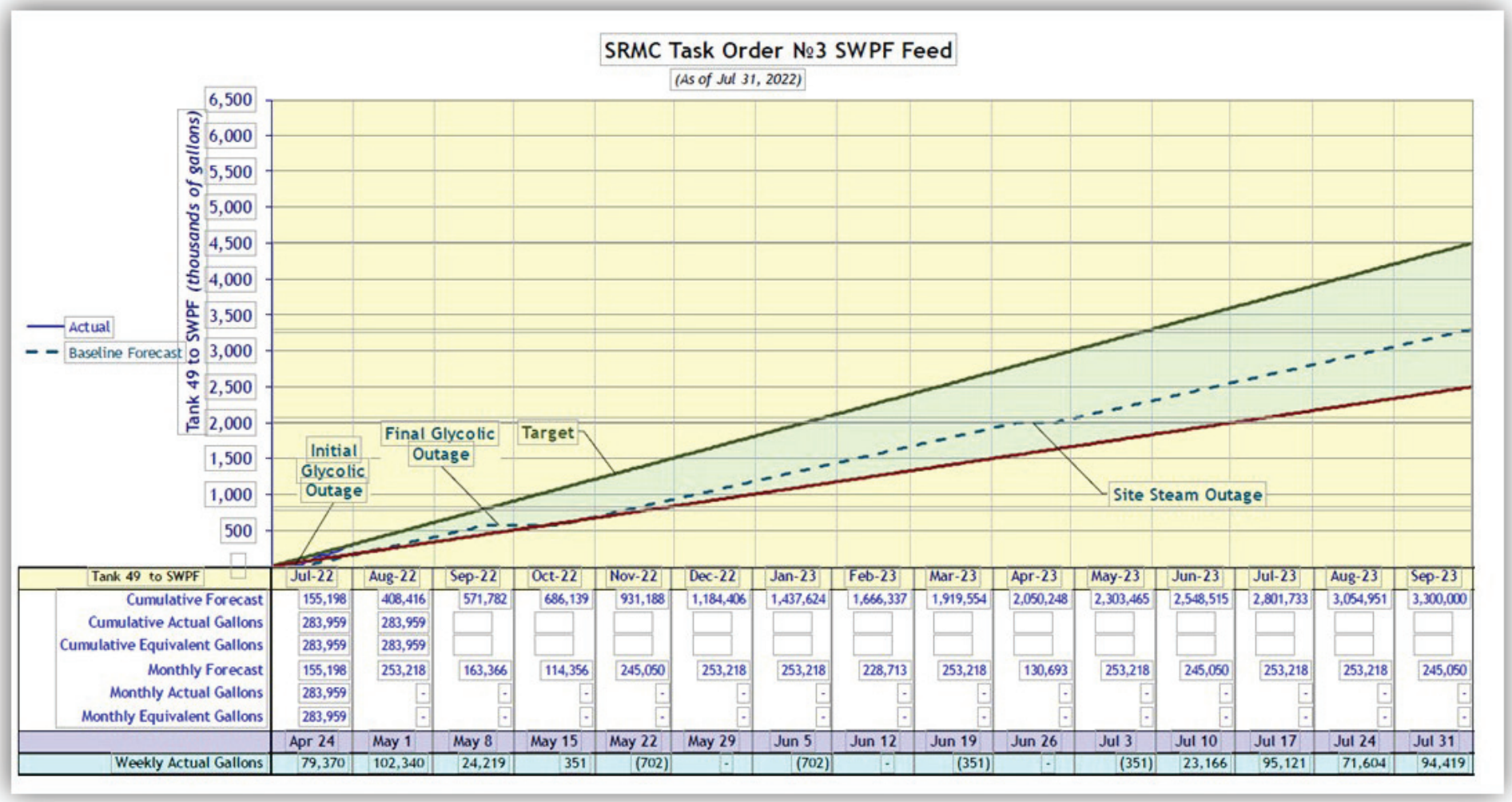


Attachment E



Tank 49 to SWPF	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Cumulative Forecast	155,198	408,416	571,782	686,139	931,188	1,184,406	1,437,624	1,666,337	1,919,554	2,050,248	2,303,465	2,548,515	2,801,733	3,054,951	3,300,000
Cumulative Actual Gallons	283,959	283,959													
Cumulative Equivalent Gallons	283,959	283,959													
Monthly Forecast	155,198	253,218	163,366	114,356	245,050	253,218	253,218	228,713	253,218	130,693	253,218	245,050	253,218	253,218	245,050
Monthly Actual Gallons	283,959	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Monthly Equivalent Gallons	283,959	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Apr 24	May 1	May 8	May 15	May 22	May 29	Jun 5	Jun 12	Jun 19	Jun 26	Jul 3	Jul 10	Jul 17	Jul 24	Jul 31
Weekly Actual Gallons	79,370	102,340	24,219	351	(702)	-	(702)	-	(351)	-	(351)	23,166	95,121	71,604	94,419

Attachment F