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1	1	Cog. Eng. V. F. FitzPatrick		4/15/98	H6-12	1	1	Sr. Records Mgmt.		4/15/98	H7-08
1	1	Cog. Eng. J. A. Yount		4/15/98	H6-12	1	1	T. H. May		4/16/98	H5-61
1	1	Cog. Mgr. L. B. McDaniel		4/15/98	H6-12						
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IMPLEMENTATION GUIDE FOR HANFORD TANKS INITIATIVE C-106 HEEL RETRIEVAL CONTRACT MANAGEMENT HNF-2511

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Abstract: Implementation Guide for Hanford Tanks Initiative C-106 heel retrieval contract management HNF-2511 to provide a set of uniform instructions for managing the two contractors selected. The primary objective is to produce the necessary deliverables and services for the HTI project within schedule and budget.

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Release Approval

Date

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Approved for Public Release

**Implementation Guide for Hanford Tanks Initiative
C-106 Heel Retrieval Contract Management**

HNF-2511
Revision 0

April 17, 1998

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Implementation Guide for Hanford Tanks Initiative C-106 Heel Retrieval Contract Management

1 Objectives

The objectives of this guide are to provide a set of uniform instructions for managing the two contractors selected for Task 1. The primary objective is to produce the necessary deliverables and services for the HTI project, within the schedule and budget. The guide will also help to: a) prevent scope creep or other actions which might adversely impact performance under the contract; b) protect the contractor's proprietary information; and c) avoid inadvertent transfer of information from one contractor to the other contractor.

This document is consistent with other HTI procedures that are applicable to the C-106 Heel Retrieval sub-project and provides a lower level of instructions which will be used for day-to-day interfacing with the contractor. This is a living document and will be updated as necessary to provide effective management, transfer of information and communications.

Applicability: all C-106 Heel Retrieval project and supporting personnel are required to understand and participate in the implementation of this guide.

2 Project Organization and Personnel

The HTI management team, in conjunction with Lockheed Martin Hanford Corporation (LMHC) Procurement has designated the following personnel as primary contacts for the contractors:

Contract Administrator	Judy Gustafson	376-8236
Buyer's Technical Representatives (BTRs)	Vincent FitzPatrick	376-5602
	Jim Yount	376-3284
Interface Control Coordinator	Tom May	372-2493
Safety and Permitting	John Bloom	376-3474
Hazards Analysis and Basis for		
Interim Operations (BIO) Considerations	Bill Grams	373-7308
HTI Management and Oversight	Larry McDaniel	372-0305
Operations	Jeff Andrews	373-7360
Quality Assurance	Jeff Huston	373-5967
Records Management	Finette Wickstrand	373-7346

The personnel listed above will have the primary interface with the contractors in their designated areas and will manage day-to-day communications in those areas. If there is a concern that some technical communication could result in a potential violation of the objectives set forth above, the matter will be referred to the BTRs. If the BTRs are unable to provide a satisfactory resolution, the matter will be referred to the Contracting Officer for disposition.

Both contractors have long established working relationships at Hanford. The respective contractor project managers will be informed in writing of the official communication channels. Communication to other Hanford contacts outside these channels are pursued at the contractors' own risk. Contractor actions based on informal information/communications will not be an allowable basis for changes to the contract.

2.1 Buyer's Technical Representative

The Buyer's Technical Representatives' (BTRs') responsibilities and duties will be in accordance with HNF-PRO-192 *Assignment and Duties of the Buyer's Technical Representative (BTR)* with the following additional requirement:

Completion of major milestones will require the concurrence of HTI Project Management. This concurrence will be documented and a copy sent to the contract administrator.

The BTRs' primary function is technical administration of the contract to ensure that the work is accomplished in accordance with the Statement of Work (SOW) and Specification and the contract produces the required services on schedule and within budget. It is essential that all supporting personnel understand the responsibility and support their goals.

Specific BTR responsibilities include:

- Day to day technical management and administration of the contract
- Review and technical approval of vendor invoices
- Maintenance of contract technical files
- Prevention of inadvertent disclosure of vendor data
- Signature authority for all technical communication to vendors
- Periodic reviews of adequacy of handling vendor data
- Technical clarifications to help resolve concerns
- Review and approve technical information submitted by the contractor

The procedure is located on the Intranet at:

<http://docs.rl.gov/php/index.htm>

Additional information on the Project Hanford Management Contract (PHMC) Acquisition Policies and Procedures can be located at the following address:

<http://www.rl.gov:1050/pmm/internal/toc.htm>.

2.2 Other LMHC Interfaces/Approval

Contributions, interfaces, responsibilities and approval authority for actions affecting this procurement are described in HNF-SD-HTI-PEP-001, Rev. 0, Hanford Tanks Initiative Retrieval Demonstration Project Execution Plan. Specific functions and approvals are described in detail in Section 4 and Table 1 of the subject document.

2.3 Foster Wheeler Team

The primary contact is the FW project manager, Mr. Randal J. Roberts. Mr. Roberts may be reached at the Richland, WA, FW office on (509) 372-5812. The scope of performance responsibilities for the FW team during Task 1 are defined in attachments 1 and 2 of the LMHC/FW contract, which are the Statement of Work and the Specification, respectively.

The FW project manager resides in Richland, WA, however, the majority of the FW design work will be performed in the Bellevue, WA office. Key design and testing by other FW team members will be performed at their own facilities. Travel to the Bellevue office and facilities of the FW team members will require the concurrence of the FW project manager and Larry McDaniel.

2.4 Los Alamos Technical Associates, Inc. (LATA) Team

The primary contact is the LATA project manager, Ms. M. M. (Peggy) McCarthy, Ph.D. Ms. McCarthy may be reached at the Richland, WA LATA office, located at 309 Bradley Boulevard, Richland, WA 99352; by phone on (509) 946-2987. The scope of performance responsibilities for the LATA team during Task 1 are defined in attachments 1 and 2 of the LMHC LATA contract, which are the Statement of Work and the Specification, respectively.

The LATA project manager resides in Richland, WA, however, the design work and critical testing will be performed at Environmental Specialties Group, L.L.C. (ESG)'s facility in Holden, LA. Engineering work associated with the Hazard Identification and Evaluation (HI&E), draft qualification test plan and other deliverables will be performed in the LATA offices in Richland, WA. Travel to the ESG facility will require the concurrence of the LATA project manager and Larry McDaniel.

3 Data Management

HTI has established a Document Control System (DCS) to collect, distribute, store, and control all documents and technical communications generated and/or received in support of the HTI project, C-106 Waste Retrieval Services contract. This includes all letters, reports, action item lists, telephone communication notes, etc. It also includes documentation produced within the project, as well as materials submitted to the project from outside sources. Attachment 1 provides a standardized index for organizing project files.

The HTI project uses Lockheed Martin Services, Inc., Documentation and Records Management group resources for document control, including processing incoming documents and maintaining HTI project files. Other services include document scanning, indexing, document release, document clearance, distribution, and storage, as required. The HTI Project File, located in Richland, WA, 2440 Stevens Center, Room 1512, is supported by an assigned HTI Records Management person located in Room 1310. An "in basket" has been set up in room 1208 for team members to place documents for file maintenance and copying for their own working file as they designate.

The data management activities comply with HNF-1816, Hanford Tanks Initiative Configuration Management Process Guide, and are conducted in accordance with the applicable Hanford Procedures. Because of the need to ensure confidentiality of each seller's proprietary information, especially in the first task where the two vendors are competing, additional data distribution restrictions have been applied to the Hanford Procedures. The BTRs have been designated as Gatekeepers, with responsibility and authority for determining file categories, access, distribution of documents, and promotion of files from Working to Project directories, and as cognizant engineers for the contract. The latter allows Engineering Data Transmittal (EDT) distribution to be limited to the contract management team.

Note that HNF-PRO-227, Engineering Document Identification, is NOT invoked by the vendors' contracts. Documentation that the vendors produce will therefore not conform to Project Hanford (PH) format, since the equipment provided by the vendors will not be owned by the PHMC, but will be utilized by the vendor as part of the service contract.

The BTRs and Record Management have defined the same file structure to be used for both hard copy and electronic files. The latter are stored on a secured shared network drive. Electronic File directories can be designated no access, read-only or read-write for each project participant who has access to the secure area. Using this feature, electronic files for transmittal documents can be viewed, but not changed. Separate

directories have been designated for working files for the project team; LMSI will back up the drive on a nightly basis.

3.1 Duties

HTI Records Management:

- Processes incoming and outgoing documents as necessary, according to the Document Control and Records Management Manual (LMSI-IP-0687)
- Distributes released documents per the distribution list provided
- Sorts and files by vendor and subcategory
- Processes electronic files
- Maintains files
- Sets file names and locations
- Controls access to files
- Ensures password protection
- Indexes files
- Ensures virus free files by scanning all incoming files
- Enters electronic files into the secured shared drive
- Provides copies as requested
- Maintains/updates designated files on the secured drive.

3.2 Documentation Requirements and Guidelines

3.2.1 Controlled Distribution

Records Management shall distribute project documentation per the standard distribution lists unless the document originator requests a different distribution. It is HTI's intent to minimize the number of hard copies that are generated and distributed by the project. The original of documents received from the contractors will be placed in room 1312 and the remainder in working files in room 1208 for use by the technical staff. When controlled distribution is requested outside those locations, the Controlled Distribution Instructions (CDI) will be followed. Controlled Distribution must be approved by the BTRs.

3.2.2 Electronic Files

HTI electronic files will have a parallel structure to the hard file list in Attachment 1, and will be stored in three levels: Project Archive, Project working, and individual working files. Electronic files will be stored on a secure shared drive designated for HTI Retrieval contract work. Higher level files will be password protected, and available to HTI participants as read only. File custodians, as described in Section 5.0 of HNF 1816 will have a read-write capability on these directories. Electronic media to be stored and

controlled include photo CDs, Zip drives, videos, as well as more conventional shared drive access to document files.

3.2.3 File structure, formats and naming conventions:

Per HNF-1816, Electronic file and hard copy file storage shall use identical structures, so that drawer and folder names parallel the names for directories and their structure on the secure network drive. This requires the use of operating systems and software compatible with long file names (WIN95 or NT 4.0). Due to known bugs with WordPerfect 6.1 and long file names, project participants will be required to install and use Word97 or later, and WordPerfect 8.0 or later. Both products are required so that vendor submittals can be viewed without reformatting and loss of data. Project participants are encouraged to use descriptive filenames and avoid cryptic or numeric systems that are not understood by others. Project participants are required to use Windows standard suffixes (.wp for WordPerfect 5.1, .wpd for WordPerfect 6 through 8, .doc for MS Word, .xls for Excel, and etc.) so that others can readily identify the generating application when viewing a directory's contents.

4 Project Communications

Communications between the project and the contractors must be managed to protect the contractors' proprietary information. The contractors are in direct competition throughout Task 1 and data from one contractor must not be shared with the other contractor. Since most of the routine communications will be electronic, special procedures will be employed to limit further dissemination. Electronic data will be stored on a secured, shared network drive, with limited access.

The contractors' data needs to be protected from inadvertent disclosure. *HTI participants must guard against any release of proprietary data outside of the project team. For example, while other TWRS engineering functions may have interest in the data, they may not have a need to know. Personnel need to be aware that "hall talk", telephone conversations, and open door meetings can lead to innocent but unauthorized dissemination.* Since telephone conversations could potentially disclose proprietary information, reasonable steps must be taken to assure that conversations are not overheard by individuals without a need to know.

Team members who have contractor data in their possession are personally responsible for protection of the data. This will require locked storage during non-business hours and positive control during normal working hours.

The BTRs must control the information that is provided to project support functions such as FDNW and safety, as well as monitor and review their performance in controlling the data. Reviews will consist of a range of activities, including

unannounced "walk throughs" early in the effort to assure that these guidelines are followed.

A dedicated working area in room 1208 of 2440 Stevens Center, Richland, WA has been established. Room 1208 will contain key project data and will be maintained for utilization by C-106 team members and project support personnel. Control of the key distribution for room 1208 will be maintained using established key distribution systems. The office door for 1208 will be locked at all times when the room is not in use; individuals with approved access to the room are designated in a posted list. Individual members of the C-106 team may choose to utilize the resources in the dedicated working area rather than maintain individual files. This approach does not relieve the team member from providing positive control over access to their computer and data on the shared drive. Control systems are designed to minimize the potential for *inadvertent disclosure* of data; the operative assumption is the contractors will perform professionally and in good faith, hence resources will not be utilized to prevent intentional unauthorized access to the data. The BTRs will conduct periodic reviews of C-106 retrieval demonstration team member compliance.

4.1 Distribution Lists

Standard Distribution lists covering written and electronic project communications have been established and will be maintained by the Records Management person. All communications with the contractors shall utilize the distribution lists. Routine E-Mail messages shall be copied to the ^Hanford Tanks Initiative mailbox, so that the Records Management person can store the file. Technical transmittals received from the contractors shall use the Engineering Data Transmittal (EDT), with restrictions in data distribution that are in accordance with the protection of the contractors' proprietary data.

4.2 Correspondence to Foster Wheeler

Letters and written transmittals to Foster Wheeler shall be addressed as follows:

Mr. R. J. Roberts, Regional Program Director
The Foster Wheeler Environmental Corporation
3200 George Washington Way Suite G
Richland, Washington 99352

E mail to Foster Wheeler shall be addressed as follows:

rroberts@fwenc.com With a copy to:
dtulberg@fwenc.com

4.3 Correspondence to LATA

Letters and written transmittals to LATA shall be addressed as follows:

Ms. M. M. McCarthy, Assistant Vice President
Los Alamos Technical Associates, Inc. (LATA)
309 Bradley Boulevard
Richland, Washington, 99352

E mail to LATA shall be addressed as follows:

mmccarthy@lata.com

4.4 Written Correspondence Identification

All written correspondence will use an identification number in the title or subject of the letter. The records management person assigns sequential numbers preceded by "F" for Foster Wheeler and "L" for LATA and maintains these in the correspondence log for each contractor. Internal LMHC letters will be handled by the HTI and/or procurement secretarial staff, and adhere to initiating organization policies and procedures. Records Management will be put on distribution for internal letters and these will be maintained as part of the project file.

4.4.1 Electronic Correspondence

All electronic correspondence will have subject specific titles for ease of identification and will be logged on the shared drive. Electronic correspondence does not (at this time) require use of an identification number. The standard distribution list will be used for all electronic correspondence to ensure completeness of project files.

4.5 Data Transmittals

All data transmittals to contractors must be formalized, and transmitted in hard copy form, signed off by a BTR. Electronic data transmittals may be used, however, they must be followed up within one working day by a formal transmittal to the contractor's project manager. All data transmitted to the contractor(s) will be identified by a consecutively numbered transmittal and logged by the Records Management person. The correspondence and data logs will be maintained current. Hard copies of all data sent to and received from the contractors will be maintained in the Records Management file and key data will also be kept in the dedicated working area. Key data will be identified by the BTRs. These files can not be removed from the dedicated working area except for copying. If copies are made of contractor data, the control responsibilities described in Section 3.0 above apply.

Data may be transmitted to a contractor in response to a specific request. The same data may be transmitted to the other contractor with the approval of the BTRs. However, this additional transmittal will be on a case-by-case basis.

All documents sent and received from the contractor will be identified by contract number, the contractor and the date. This includes attachments to transmittal letters. This will be accomplished by use of standard footers. Documents that are not properly identified will be returned to the contractor by the Records Management person.

To the extent practical, routine data transmittals from the contractors, such as monthly progress reports will be maintained in an electronic format on the shared drive, and hard copies will not be distributed.

4.6 Telephone Communications

All significant telephone conversations with the contractors are documented by the contractor using the contractor's standard telephone documentation. These documents will be prepared by the contractors and submitted (electronically) for information. Contractor telecons will be checked by the C-106 team members to ensure accuracy and completeness. Differences will be promptly identified and brought to the attention of the BTRs for resolution. A revised telecon record will be issued if required. Records Management person will be put on distribution for including the telecon in the project file.

4.7 Documenting Contractor Interactions

Routine interactions with the contractors may result in situations where HTI staff comments and observations could be interpreted as technical direction. This risk will be partially mitigated by mandatory training in Constructive Change. A second method for mitigating the risk is to document the agreements, commitments, and understandings reached during working sessions with the contractors. All agreement, understanding, and commitments documents will contain the following standard phrase: "If (the contractor) believes any portion of the above agreement, understandings and commitments are not within the approved scope of work and funding, (the contractor) is to notify both the BTRs and the Contracting Officer to obtain resolution prior to initiating action." The documents will be signed by both the C-106 team member and a representative from the contractors organization. If it is determined the item in question is not within the approved scope of work, then work shall not proceed without approved modification to the contract. If the working session is at the contractor's facility, the session is two days or longer, and the person making the visit is not a BTR, the agreement, understandings, and commitments will be faxed to the BTRs for review and concurrence prior to leaving the contractors facility.

4.8 Trip Reports

All project related travel will be documented by issuance of a timely trip report. Completeness, with brevity will be the standard approach. The Records Management person will be put on distribution for inclusion of the trip report in the project file.

Trip reports will contain a separate listing of any data provided to the contractor. Trip reports will also contain a separate document of the agreements, understandings, and commitments reached as a result of the meeting(s) with the contractor.

HTI team members that may be on site at a vendor's facility for an extended period of time are expected to conduct regular telecons, with follow up documentation, of the work in progress. That documentation may include photos and video footage, with permission of the vendor project manager. A laptop computer and video/still camera are available for this purpose. The telecons will be on an as-needed basis, but as a minimum are required every second business day.

4.9 Receipt of Project Mail and Distribution and Action

Project mail will be received by the Records Management person at the following address:

Mrs. F. E. Wickstrand, Records Management
Lockheed Martin Hanford Corporation
HTI C-106 Heel Retrieval Project, H6-16
2440 Stevens, Room 1310
Richland, WA 99352

Electronic Mail will be received by Records Management person at the following address:

finette_e_wickstrand@rl.gov, with electronic copies to
v_f_vince_fitpatrick@rl.gov and
james.yount@pnl.gov

A secure Internet file transfer protocol (ftp) address has been established for each vendor for transmittal of larger, formatted files. Procedures for using the ftp addresses will be established by the BTRs. The contractor will notify Records Management of the arrival of new files within 24 hours of their placement on the site.

Incoming mail will be reviewed by the Records Management person and a BTR to determine if action is required. Mail not requiring action will be immediately posted on

the shared drive for information to all project participants. For mail requiring action, the BTRs will verify the validity of the action and identify the person responsible for the action. Distribution will be in accordance with established project distribution lists.

5. Commitment Control

A commitment is an agreement or request for which an authorized C-106 representative has accepted or been assigned responsibility that requires action or response. All actions will be tracked by the project commitment list maintained by Records Management. If the action will require management attention, the action/commitment and responsible party will also be added to the Tank Waste Retrieval Commitment Tracking System. All actions will carry the "F" or "L" prefix to maintain the contractor designation.

A hard copy of the commitment will be routed by Records Management to the responsible person, the BTRs, Larry McDaniel and the Contract Administrator using the modified EDT, see Attachment 2. Actions assigned to an individual are noted in the appropriate column, and any details of the action are noted in the appropriate block.

A date when the action is due, and to whom, is noted in the designated action block.

A current copy of the C-106 commitment tracking log will be issued weekly by Records Management to the BTRs and Larry McDaniel for review. The BTRs will follow up on the progress on commitments.

Unless a different date is requested in the transmittal, the standard action times after receipt for the C-106 project are:

Concurrence	5 working days*
Approval	10 working days*
Review and Comments	10 working days*
Information	No reply required unless comments are necessary/ appropriate, which are to be supplied in 10 working days
Design Review	21 Calendar days

*Note that these times are shorter than the 21 calendar days specified in the SOW.

The response to any commitment, after appropriate approvals are received, will be transmitted back to the contractor by the Record Management person, and logged appropriately. The Record Management person will update the action/commitment log to show the action is complete. The response will be posted on the appropriate place on the shared drive.

6 Project Administration

The basic technical exchange will be between the BTRs and the contractors' project manager. The day-to-day administration of work will require direct contact between these parties. Other technical exchanges between PHMC approved contact and the contractors' technical team will occur on as as needed basis. The BTRs will monitor and evaluate the results of these meetings. It is the responsibility of the BTRs to immediately notify the Contract Administrator of any information affecting the project cost, schedule and approved scope. Any changes to scope, schedule or budget will require an approved contract modification prior to work being initiated.

6.1 Meetings

Monthly meetings will be held between the BTRs and each contractor project manager to review project status, issues, and short and long term plans. To the extent practicable these meetings will be held shortly after the monthly report has been received from the contractor. The monthly review meeting will also be used as a working meeting, if the monthly meeting is held somewhere other than Richland. The Contract Administrator shall be notified of all monthly meetings, and provided the option to attend.

Under no circumstances will both contractors be present in the same monthly review meeting. In general the BTRs should plan on conducting the meetings at the contractor's facility to avoid the potential for inadvertent release of information. If a meeting must be held at PHMC facilities, a suitable conference room in either 2430 or 2440 is acceptable. Under no circumstances will contractor meetings be conducted in the dedicated working area during Task 1, since information from both contractors will be stored in that room.

Working meetings will be held on an as needed basis, with staff appropriate to achieve the goal of the meeting. When this requires travel to contractor offices outside Richland, travel approvals described in Sections 2.2 and 2.3 apply. To the extent practicable working meetings such as informal design reviews and safety reviews will be scheduled well in advance, and reflected in the project management control plan. The results from working meetings will be documented and signed off as agreement, understandings and commitments as described in Section 4.7. The Contracting Officer shall be notified of all working meetings, and provided the option to attend.

The kick off meeting with each contractor will be conducted on the basis of mutual agreement between the BTRs and the contractor's project manager. The Contract Administrator shall be invited to the kick off meeting.

Meeting minutes will be prepared by the contractor and submitted electronically for information. Contractor meeting minutes will be checked by the appropriate C-106 team members to ensure accuracy and completeness.

6.2 Reports

Routine biweekly reports will be provided by the BTRs to the HTI project per normal schedules.

Contractor Monthly Reports

A monthly report shall be provided by each contractor in both hard copy and electronic format. The report will be placed on the shared drive for those with access/authority. The contractor's monthly report shall be a narrative highlighting accomplishments and their significance. The report shall document any outstanding action items and commitments, as well as provide the due date. Monthly costs will be reported in a manner to document earned value reporting. Microsoft Project 98 is the preferred report technique for costs and earned value reporting. To the extent practicable, earned value reporting will utilize objective measures for evaluating actual progress.

The BTRs will assess the reasonableness of reported contractor cost and apprise the Contract Administrator of the results.

6.3 Deliverables/Products

The deliverables and products for Task 1, as defined in the Statement of Work, are accompanied by the designation of whether the product is submitted for information or approval. Given the nature of this contract, very few of the products are submitted for approval. It is the responsibility of the BTRs to convene the necessary meetings for deliverable/product review. During the review of deliverables, an important BTR responsibility will be to distinguish between comments based on the design or approach not meeting requirements, and TWRS preferences or choices. Passing preferences or choices on to contractors could result in change orders. The BTRs will determine what comments, if any, will be forwarded to the contractors, with concurrence from HTI management.

The disposition of comments will be tracked using project specific forms. Given the "service" nature of this contract, agreement on disposition of comments which are LMHC preferences or choices will not be required. In the interest of long term success, every effort will be made to achieve equitable agreement on comment disposition by the BTRs, however, reviewer approval of comment disposition is not mandatory for this contract.

6.4 Inadvertent Disclosure

There is a possibility that information may be inadvertently transferred from one contractor to the other contractor. If this happens, the incident will be documented and brought to the attention of the BTRs and the Contract Administrator for resolution. Under no circumstances will hiding or attempting to cover up the incident be tolerated. It is expected the Contract Administrator will seek the advice and counsel of the BTRs, Larry McDaniel and Bill Root in the resolution of the situation, should such an event occur.

6.5 Quality Assurance (QA)

All project records, actions, and expectations will be consistent with the letter and spirit of the TWRS quality program, and the C-106 project staff will strive for continuous improvement. Specific quality assurance requirements are documented in the FDH, Inc. Project Hanford Quality Assurance Program Description, HNF-MP-599. The BTRs are responsible for implementation of QA plan for the C-106 project.

The contractor's quality assurance plans were submitted for approval as part of the proposal, and it shall be the responsibility of the contractor's project manager to ensure the contractor and their subcontractors comply with the approved QA plans.

The BTRs will keep HTI quality assurance representatives apprised of C-106 project activities to facilitate performance of QA responsibilities.

7 Drawing Control

All drawings for the Balance of Plant (BOP) shall be developed, maintained, and controlled in accordance with LMHC and TWRS procedures. All drawings for the contractor's will be developed, maintained, and controlled in accordance with their procedures and Quality assurance requirements.

Contractor drawings will be used for installation of Contractor equipment, and will not be converted to H-2 drawings; the design of the equipment is the property of the Contractor. Since the equipment is part of a demonstration and is owned by the Contractor, Contractor drawings will not be submitted to the Certified Vendor Information (CVI) files. If, at the end of the contract, LMHC takes possession of some of the equipment, appropriate Contractor drawings will be submitted to the CVI file at that time. The Records Management person will maintain a current listing and copy of Contractor drawings. Additional copies of Contractor drawings will be maintained in the dedicated working area.

8 Control of Physical Interfaces

The control of physical interfaces is described in HNF-SD-HTI-SEMP-001, *HTI Systems Engineering Management Plan*, Appendix A: Interface Control Plan.

Physical interfaces on the C-106 Heel Removal project will be identified and controlled through interactions between the HTI project and contractor. Each contractor is responsible for communicating and controlling these physical interfaces with their subcontractors and suppliers. The guiding principles for physical interfaces between the contractor are set forth in the Specification and SOW. The contractor owns and is responsible for all of their systems, sub-systems and connections between those systems. During Task 3 the HTI project will be responsible for installation, but the Contractor is responsible for maintenance and operation of the Contractor supplied equipment in Tasks 3-5.

The Interface Coordinator will be Tom May, and he shall be responsible for integration of the Contractor supplied system with the Balance of Plant. The interface requirements will be all inclusive, including such items as line and wire size, connector type, equipment outline, location of connection points for water, power and other PHMC supplied utilities, connections with safety systems, equipment weight, thermal loading and dome loading, etc. To ensure completeness and accuracy, both PHMC and the contractor will approve interface documents and drawings.

The PHMC shall be responsible for scheduling, preparing, and maintaining the interface documents and drawings with information supplied by the contractor for his system.

Interface requirement drawings will not be used for fabrication, inspection, or construction.

8.1 Review of Interface Documents and Drawings

Prior to completion of interface documents and drawings (at a point when it reflects sufficient data and information to identify the interfaces), HTI will issue the interface document/drawing to the contractor for review and comment. The contractor will confirm the interface data and will provide additional interface data currently available.

It is important that interface documents/drawings are thoroughly discussed and understood, since there are significant costs associated with various alternatives. HTI will make every effort to ensure the contractor understands the cost considerations associated with interface choices.

8.2 Interface Change Control

Either HTI or the contractor may propose changes to interface documents/drawings. A proposed change to an interface drawing is initiated as follows:

- a. The proponent of the change obtains concurrence from the interfacing contractor to ensure correctness and completeness of the altered interface requirements and the acceptability of accommodating the proposed change. This concurrence is to be documented by reference or attachment of the confirming communication, such as a letter, memorandum, FAX etc.
- b. A submittal describing the proposed interface document/drawing change will be transmitted by the originator to the BTRs who will evaluate and approve or comment on the proposed change. Changes affecting cost and/or schedule will be submitted to the Change Control Board.
- c. The HTI project will incorporate the approved changes directly into the interface drawing/documents and release it for project use. Changes to interface drawings will be in compliance with established PHPP ECNs.

8.3 Interface Meetings and Review Conferences

Meetings between the contractor and HTI to resolve interface problems may be called by either party. Notes of the meeting will be prepared by the contractor reflecting all agreement decisions made and a listing of unresolved items. Meeting notes will be transmitted to HTI for review and concurrence.

The following items may be discussed during these meetings:

- Recommended changes needed to establish a more effective interface control system.
- Review interface documents/drawings to ensure that all interfaces are identified.
- Monitor progress toward the goal of releasing all interface documents/drawings without "HOLDS" or "TBDs" and recommend action as required to support the project schedule.
- Identify interface problems and recommend action to resolve such problems.

9 Design Reviews

There are scheduled design reviews, as specified in the SOW and opportunities for in-progress reviews as agreed upon between the contractor and the BTRs. Both scheduled and in-progress design reviews will be reflected in the contractor's project management control plan.

9.1 Scheduled Design Review (Task 1)

The design reviews are currently to be conducted in August and September, 1998. The design review chairman and team will be nominated by the BTRs and confirmed by HTI management. The following actions are to be followed during Task 1 design reviews.

- a. The contractor will furnish 5 copies of the specified design review packages to the BTRs for distribution 10 days prior to the review meeting.
- b. The BTRs shall schedule the receipt of written comments and an HTI pre-design review meeting for LMHC participants. This meeting will differentiate between comments associated with meeting requirements and design choices.
- c. The BTRs will act as facilitators and secretary for the formal meeting. Each comment will be discussed and action taken. Project specific forms will be used to track and ensure incorporation of each comment agreed upon during the meeting.

9.2 In-progress Design Reviews (Working Sessions)

The contractor may choose to have in-progress design reviews in conjunction with scheduled events, such as monthly meetings. These will be considered working meetings, and materials for the design review do not need to be sent out in advance of the meeting. However, to ensure the appropriateness of the review, the contractor's project manager needs to confirm that the meeting will be a working review. As working meetings, it is expected they would be interactive, and the engineer/designer would be present to explain the system, status, and answer technical questions.

As with other meetings, agreements, understandings, and commitments will be documented as part of the meeting record/minutes.

10 Change Control

It is not anticipated that Change Control will be necessary during Task 1, because the contractor will be modifying the design of existing retrieval equipment and developing

the preliminary design of supporting infrastructure. However, in order to be prepared, a Change Control Board (CCB) has been established. The CCB will control by approval of proposed changes to the contract and/or scope of work. The project baseline will be the proposal, including the responses to clarifications and observations, and BAFO materials for each contractor. The CCB is composed of four members for Task 1: the two BTRs; Tom May, representing BOP; and Larry McDaniel. Larry McDaniel shall have final approval authority on proposed actions by the CCB.

11 Safety Report

Safety will be an early and critical factor in Task 1. HTI Safety will coordinate preparation of a preliminary hazards analysis (PHA) shortly after the contract has been signed. All efforts will be made to ensure there is no inadvertent transfer of information from contractor to contractor during this activity. TWRS Operations and Project Safety Support will develop the PHA into a preliminary HI&E, and evaluate the hazards against the BIO. Limited distribution reports will be separately developed and shared with each contractor.

In addition, HTI Safety will coordinate working meetings between the contractors and appropriate members of the Flammable Gas Equipment Evaluation Board to ensure the contractors understand the intent of the Flammable Gas regulations. These meetings will also be conducted as soon as practicable after the contract has been signed.

As the design develops, the contractor will produce an HI&E report to be utilized in conjunction with the material from the design review to update the BIO analysis prior to down select.

12 Non-Disclosure Agreement

A non-disclosure agreement must be signed by all PHMC and PHMC support staff having access to contractors materials. A copy of executed non-disclosure agreements will be kept on file by the Records Management person.

13 Training

This guide includes ways of doing business that are different from standard Hanford practice; managing the contracts presents unusual contracting challenges. General training in this guide is, therefore, required before contract placement, and may be repeated as required during the course of the contract so that lessons learned can be shared with all participants. Any new personnel will be required to complete this initial training before access to the contractors or contractor data is allowed.

The contract's use of electronic files may require that team members receive additional training to improve computer literacy, manage secured shared drives, etc. Team members should identify these needs to their management. The BTRs will provide assistance in identifying appropriate courses.

At key points in the contract, such as receipt of the first monthly report, receipt of the first deliverable, etc, the BTRs will lead a self assessment in the team's compliance with this guide. Additional training may be required as a part of the results of that assessment.

14 Peer Review

In May, 1997, the Retrieval activities of HTI were reviewed by a national peer group. It is beneficial to the project to conduct a similar review after significant documents have been received from both vendors, probably very early in FY 1999. The purpose of the review is to advise HTI management of the feasibility and risks associated with the approach to down select and contract management for the balance of the Tasks 2-5. The peer reviewers will not participate in the down select process, but will provide additional oversight to assure that HTI's retrieval mission is on track and achievable. Two way communication will be sought from the vendors and the Contract Administrator so that the processes and products developed during Task 1 can be improved and streamlined for the balance of the work.

Timing and a chair for the review are TBD.

15 Publicity Releases

It is essential that the project and its goals be accurately represented to the public. It is also essential that the vendor teams be correctly described. For these reasons, all PHMC public releases involving this work will be provided to the vendors for a courtesy review. Vendors will be, in turn, asked to return the courtesy, and respect the points of view of the PHMC, its DOE client, and stakeholders in their releases.

DISTRIBUTION SHEET

To	From	Page 1 of 1
DISTRIBUTION	HTI C-106	Date 04-14-98
Project Title/Work Order		EDT No. 624426
IMPLEMENTATION GUIDE FOR HANFORD TANKS INITIATIVE C-106 HEEL RETRIEVAL CONTRACT MANAGEMENT HNF-2511 Rev 0		ECN No.

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