



# LINK RESOURCES INC.

## DOE Experience

The following are examples of Link's experience for DOE, DOE Labs, or major DOE contractors:

### Los Alamos National Lab (LANL)

#### Scope: Formality of Operations Support in the NMSM-SMF Program Office

Provided support in the NMSM-SMF Program Office in the Formality of Operations programs at all Stockpile Management Facilities (CMR, TA-55, TA-18, WETF, and SIGMA). Work included support of the CMR resumption activities, Operability Assessments development of Corrective Action Plans, and implementation. Supported the following areas:

LINK ACTIVITIES	IN THE FOLLOWING PROGRAMS
• Analysis and Assessment	• Quality Management Systems
• Planning & Reviews	• Safety Systems
• Training	• <u>Facility Safety Basis</u>
• <u>ISM Implementation</u>	• Work Authorization
• Reporting and Issue Resolution	• Work Control
• Developing/Using Quality Management System Tools	• <u>Conduct of Operations</u>

Activities also included support of Readiness Assessments, Operational Readiness Reviews, Performance Assurance, Corrective Action Planning and Implementation assurance, and support to Program Management processes including DOE interface, prioritization of activities and problem resolution. Prepared draft materials and stand-alone reports to support CMR resumption activities and Operability Assessments. In addition, deliverables defined by LANL included analyses, calculations, review comments, monthly status reports, and participation in LANL meetings and processes such as quality improvement teams. Assisted or developed and implemented specific training packages as requested. Assisted in the development of the Safety Assessment Plan for CMR Facility Operations.

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# Idaho Nuclear Technology and Engineering Center (INTEC)

## Scope: Technical Service Support for INTEC Compliance

### 1. Introduction

The Idaho Nuclear Technology and Engineering Center (INTEC) required technical experts to assess/verify Conduct of Operations and compliance issues at INTEC. Link evaluated Conduct of Operations implementation and Procedure Compliance to define areas for improvement and readiness for ISMS Phase II verification. Also evaluated the necessary organizational and/or cultural changes that needed to take place to ensure INTEC operated efficiently and in compliance with applicable laws, regulations, and DOE Orders.

### 2. Scope/Technical Requirements

Link provided support to the INTEC Site Area Director, Site Area Deputy Director, and supporting managers. Link efforts included the following task areas:

- Monitored operations at INTEC with the intent to provide guidance for improvements to Conduct of Operations, communication, compliance, safety, quality, and efficiency.
- Interfaced with BBWI management at INTEC regarding interpretation, effectiveness, and degree of compliance with respect to procedure requirements and other directives.
- Reviewed work at INTEC for compliance, and verify status and completion of performance agreements, corrective actions, and procedure compliance.
- Provided oversight of work scope at INTEC and monitor performance.
- Selected Oversight Responsibilities will be delegated by the INTEC SAD.

### 3. Deliverables:

Link provided INTEC with the following:

- On-site subject matter participation, as requested by the INTEC Site Area Director.
- Monthly compliance status reports to include identification of issues, recommended action plans, and final issue resolution.



## Fluor

### **Scope: Technical Support as SNF Project Coach/Mentor for Operational Readiness Review**

1. Provided support for the FH SNF for Operational Readiness Review (ORR) support as the Coach Mentor.
2. Provided technical support services to the FH Office of the President in determining the effectiveness and the degree of compliance by the Spent Nuclear Fuels Project with applicable laws, regulations, and DOE Orders contained in FH manuals. The work was performed through the following task areas:
  - Monitored the routine project operations with the intent to provide guidance for improvements to safety, quality, and efficiency. Support IS also provided for planning and conducting non-routine activities as necessary.
  - Interfaced with DOE-RL and project management regarding interpretation and implementation of regulatory commitments and other directives.
  - Reviewed the project work for compliance, and verify status and completion of performance agreements, Corrective Actions, and milestones.
  - Provided Oversight of work scope and Performance Monitoring. Select oversight responsibilities may be delegated from the FH Project Support Vice President.
  - Integrated subproject activities within project by facilitating effective communications and resolving issues among projects, ES&H, PHMC support organizations, management, and DOE-RL clients.
  - Provided the FH Office of the President with a field presence for project activities and processes related to maintenance, operation, startup, and shutdown,
  - Notified the FH Office of the President of any activities or practices requiring either immediate or long-term corrective actions. Prepare periodic reports of field monitoring and oversight activities as required by the FH Chief Operating Officer
  - Readiness Support: Provide Coach/Mentoring to the facility for pre-ORR preparations.

## BWXT Y-12

### **Scope: Restart of Enriched Uranium Operations**

Link provided support to the restart of Enriched Uranium Operations (EUO) for Environmental Safety & Health (ESH) disciplines with specific emphasis in areas of Conduct of Operations (COO) and Operational Readiness (OR). This support encompassed Facility Safety, Fire Protection, Criticality Safety, Industrial Safety and Radiological Controls that was effective and integrated into the Restart Planning for EUO. Link evaluated existing plans and modified to specifically delineate needed controls, including activity-based startup processes.

- Monthly summary reports of progress and issues
  - Written report of findings relative to the restart plans for EUO as the plans address ESH
  - Written report of recommendations for inclusion in restart plans
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## Fluor Hanford

### Scope: Operational Readiness and Review Support- W-460 Project

Provided Operational Readiness Review support as required by the SRID team member and assistant Team Leader for the Fluor Hanford (FH) Material Packaging Project.

Provided technical support services to the FH Materials Packaging Project in determining the Readiness to Start Up the W-460 Plutonium Stabilization, Handling and Packaging Project by the Plutonium Finishing Plant (PFP). The work performed included the following task areas:

- Reviewed assigned functional areas contained in the Plan of Action.
- Assessed Organizational Effectiveness in establishing and implementing programs that achieved compliance with applicable laws, regulations, DOE Orders, and FH requirements.
- Prepared documentation of Identified Adverse Conditions, and assist in the preparation and issuance of the Formal Assessment Reports.
- Provided other general support as requested.
- Provided Cost Estimating and Support Scheduling for the work scope.

The deliverables included:

1. Assisted ORR Team Leader in preparing for review,
2. Operational review (maximum 5 days in the field)
3. Preparation of final report,
4. Preparation and presentation of readiness post-review briefings as requested and as needed to support required presentation schedules as determined by FH Material Packaging Project.
5. Project support. Any comments incorporated into the final deliverable.

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## BWXT Y-12

### Scope: Infrastructure Reduction

Provided support for Infrastructure Reduction for activities associated with the readiness to complete the Argon Glovebox activities. Provided a senior readiness team to the project manager to ensure 9206 is ready to declare go-ahead for an Operational Readiness Review (ORR) that was required by the National Nuclear Security Administration (NNSA). Developed an Activity-based Readiness Process to ensure that 9206 is ready in all aspects.

Supported development and institutionalization of the Y-12 site-wide readiness process (this was the same process that is being utilized in 9206). Provided senior advisor team for the readiness activities associated with Beta 2E and the actions to recover from the unsuccessful Readiness Assessment. Status and progress reports provided to the project managers for these activities.

Provided procedures and other documentation to institutionalize the processes.

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## Los Alamos National Labs (LANL)

### Scope: Conduct of Operations

LANL was Implementing Conduct of Operations (DOE O 5480.19) in accordance with *Conduct*

*of Operations Implementation Plan - Los Alamos National Laboratory (FWO-DO:01-100)*, to support implementation of this effort, LANL/FWO requested and Link provided the following technical support for FY02.

Assisted the effort to Implement Conduct of Operations (COO) at LANL in accordance with the ambitious schedule in the Implementation Plan (IP), as specified below:

1. Provided Technical Assistance to Facilities in conducting the Gap Analysis and Implementation Verification (COO IP WBS 2.2) as specified by the OIC for COO Implementation through the UTR.
2. Provided Technical Assistance to the OIC in completing the Institutional Gap Analysis (COO IP WBS 1.8) as specified by the OIC for COO Implementation through the UTR.
3. Provided Technical Assistance in formulating specific Corrective Action Plans (CAPs) for gaps in the institutional implementation of COO for entry into ITRAC (COO IP WBS 1.9) as specified by the OIC for COO Implementation through the UTR
4. Provided Technical Assistance to the OIC in the Institutional Analysis of Facility Level Implementation (Step 5 of the COO Implementation Notice dtd July 17, 2001) (COO IP WBS x.y) as specified by the OIC for COO Implementation through the UTR.

## Fluor Hanford

### Scope: **Technical Support to SNF Construction Projects, including ORR**

The contract supported the SNF Construction Projects, Project Director in the conduct of the Operational Readiness Review as required by DOE Orders, including DOE 0 5480.31 and DOE 0 425.1, and guided by the associated DOE-STD-306-95. The contractor was required to provide personnel with the technical knowledge, required security clearances, and experience to meet the qualification requirements specified in DOE Order 5480.31 and DOE 0 425.1 for subject matter technical experts and senior members.

The contractor provided support to prepare the facility to complete their Operational Readiness Review that complied with DOE policy that readiness reviews be conducted prior to the startup or restart of DOE nuclear facilities. Provided additional technical support services to the SNF Construction Projects and as deemed necessary by the Project Director, SNF Construction Projects, in determining the effectiveness and the degree of compliance with applicable laws, regulations, and DOE Orders contained in FH manuals. The work included the following task areas:

- A. Monitored the routine project operations with the intent to provide guidance for improvements to safety, quality, and efficiency. Support is also provided for planning and conducting nonroutine activities as necessary.



- B. Interfaced with DOE-RL and FH project management regarding interpretation and implementation of regulatory commitments and other directives.
- C. Reviewed the SNF Construction Projects work for compliance, and verified status and completion of performance incentives.
- D. Provided oversight of work scope and performance monitoring as delegated from the SNF Construction Projects, Project Director
- E. Monitored vendors' performance at vendor's place of business, as directed by the SNF Construction Project, Project Director
- F. Notified the SNF Construction Projects, Project Director of any activities or practices requiring either immediate or long-term corrective actions.
- G. Prepared periodic reports of field monitoring and oversight activities as required by the SNF Construction Projects, Project Director.
- H. Provided coach/mentor technical support as needed by SNF Construction Projects.

## **Bechtel BWXT Idaho**

### **Scope: OU 7-10 GEM Project, Operations Readiness Technical Services**

The OU 7-10 Glovebox Excavator Method Project was breaking new ground in the early involvement of Operations. Part of the project's operational philosophy was that preparations for the Management Self-Assessment (MSA) and the Operational Readiness Review (ORR) should begin with the commencement of the project. In order to meet the objective of an expedited, effective MSA and ORR, Operations required the services of a subcontractor.

Link facilitated, augmented, and audited all preparations for an expedited MSA and ORR. The primary objective of this scope is to reduce operational risk and operational costs.

Link reported to and received direction from the Pit-9 (GEM) Operations Department Manager, providing expert level technical services in the following areas:

- Provided expertise in nuclear plant start-up, especially as coupled with CERCLA regulations.
- Conducted an extended, expert-level, independent audit of operational readiness to ensure consistent and adequate progress.
- Assisted in the development of a Plan of Action required by Bechtel BWXT Idaho, LLC (BBWI) MCP-2783.
- Assisted with managing MSA and ORR operational risks and document mitigating actions.
- Provided expertise to ensure that all MSA and ORR requirements are fulfilled, verified, objectively documented, organized and controlled in a manner that demonstrates accountability and supports an expedited MSA and ORR.
- Served as the ORR Team Leader, per appointment by the Pit-9 (GEM) Operations Manager.

Link provided level-of-effort technical services assistance in preparing all Operations MSA and ORR deliverables as directed by the Pit-9 (GEM) Operations Manager.



## Fluor

### **Scope: Startup Review Strategy for PFP Decommissioning**

- Reviewed and updated Accelerated Decommissioning Plan including scope of work and schedule.
- Reviewed current version of Startup Readiness (HNF-PRO-055).
- Develop and issue Startup Review Strategy for Accelerated PFP Decommissioning. The strategy will support the accelerated project plan and be in full compliance with HNF-PRO-055.
- The Startup Review Strategy will identify the type of review for a specific scope of work such that all Decommissioning work is covered.

#### DELIVERABLES / SCHEDULE OR OBJECTIVE ACCEPTANCE CRITERIA

- Startup Review Strategy due January 17, 2003
- Startup Notification Technical Description and Score sheet for each identified startup due January 17, 2003

## **LATA/Parallax Portsmouth, LLC (LPP)**

### **Scope: Proposal Assistance, Transition Planning, and Transition Implementation for the Portsmouth Gaseous Diffusion Facility**

#### **Background:**

The Portsmouth Gaseous Diffusion Plant (part of the Portsmouth site) is a uranium enrichment plant that was constructed in the mid 1950's and operated by the Department of Energy (DOE) and its predecessor agencies to supply both high-and low-enriched uranium for defense purposes and commercial nuclear fuel sales. The uranium enrichment program utilizing the gaseous diffusion process resulted in the generation of significant quantities of radioactive, hazardous, and mixed waste, which is referred to as legacy waste, and other contaminants. Waste and contaminants at the site include those regulated under the Resource Conservation and Recovery Act (RCRA), the Toxic Substances Control Act (TSCA), and the Atomic Energy Act (AEA), including construction debris, sanitary waste, hazardous waste (HW), radioactive low-level waste (LLW), and mixed low-level waste (MLLW).

LATA/Parallax Portsmouth developed and submitted a winning proposal to the Department of Energy in response to Request for Proposal to replace the Bechtel Jacobs Company whose contract was expiring. The Scope included the Clean Up and Remediation/Environmental Management Services at the Portsmouth Gaseous Diffusion Plant.

#### **Link Scope:**

In support of the requirements of LPP' efforts to respond to DOE's RFP and to execute the awarded contract:

- Link provided an estimate of all employee and labor related transition costs in sufficient detail to be included in the target cost of this contract. Provided support to LPP in determining other transition costs. Proposed costs were broken down by the following major cost elements: direct labor (including labor



categories, and labor hours in each category), relocation, travel, materials, supplies, subcontracts, and all other costs.

- Link led the development of a Transition Plan, supported LPP to allow submittal within 3 days after any award to LPP. Detail and scope had to be sufficient to meet the requirements of DOE. The objectives were: (1) achieve an orderly transition; (2) be fair to incumbent employees and maintain a productive and flexible work force; (3) minimize the cost of the transition and its impacts on other DOE programs; (4) promote those practices which will result in stable collective bargaining relationships; (5) adhere to DOE's Workforce Restructuring Plan for the facility; (6) integrate ES&H into the transition phase to ensure safety and regulatory compliance; and (7) ensure compliance with DOE's Request for Proposal. The Plan had to address LPP's approach, methods and processes for the integration and interfaces with other contactors and private corporations on site. This included LPP's organizational structure, strategy and understanding of respective site roles, methods of resolving disputes and addressing issues, and approach to transition including continuation of remediation activities, seamless transition of human resources, and strategy for assumption of the directed or any other subcontracts. It was also understood that Link's main focus and responsibility as it related to the Transition Plan was focused on employee and labor related transition activities.
- Link managed the Transition Team during the transition period to ensure all Transition Objectives were achieved while also ensuring transition costs incurred are allowable, allocable, and reasonable. Transition Objectives can be summarized as:
  - Informing incumbent employees about the transition and various stages of the review and hiring process through various means of communication
  - Engaging Union Labor leadership to achieve mutual understanding early in the transition
  - Achieving seamless transition of payroll and benefits
  - Initiating alignment with DOE (PPPO and POOG) and other site contractors through a series of meetings and MOUs to ensure clarity of interfaces, jurisdictions, protocols, and continuity of support
  - Maintaining tight accountability of nuclear material and the security of all site assets
  - Preparing to maintain safety envelope for all facilities and operations
  - Ensuring readiness to maintain compliance with DOE Orders, local, state, and federal regulations, and all remediation requirements
  - Transitioning ("blue-sheeting") all existing Policies & Procedures (several thousands) to ensure compliance while streamlining and adapting to a new culture
  - Setting the stage for future rejuvenation of people and processes to achieve DOE objectives.
- Link assisted LPP in conducting labor relations in accordance with applicable laws and DOE's intent that labor relations policies and practices reflect the best experience of American industry in aiming to achieve the stable labor-management relations essential to successful accomplishment of DOE's programs at reasonable cost. Link provided assistance in recruiting, interviewing, and selecting the LPP staff. Thereafter, Link provided ongoing labor relations and HR consultation and advice as needed.





## U.S. Department of Energy, Golden Field Office

### **Scope: Technical Support re: Recovery Act - Demonstration of Integrated Biorefinery Operations; Renewable Energy Research and Development**

#### **Background:**

The Department of Energy, Office of Energy Efficiency and Renewable Energy (EERE), announced a notice of availability of funding for financial assistance from the Office of the Biomass Program. DOE was funding biorefinery technology development projects to meet two of the EERE performance goals: 1) dramatically reduce, or even end, dependence on imported oil; and 2) spur the creation of the domestic bio-industry. DOE solicited participation from industry experts to review offerings from interested parties and select the technologies and companies who presented the most credible proposals for a path forward to commercially viable projects.

#### **Link Scope:**

Link was selected by DOE to review multiple and competing Proposals for the construction of pilot programs, demonstration projects, test plants, and/or commercial facilities that met the above performance goals. Link subsequently provided its conclusions and technical advice via participation in multi-disciplined teams chartered to select the winning offerings.

Link's experience in the following technologies and projects was critical to its award as well as the credibility of its technical advice during the project:

- Municipal Solid Waste (burning, gasification, and/or cellulosic conversion to ethanol)
- Vegetable oils (to biodiesel)
- Animal oils (to biodiesel),
- Forest floor waste (charcoal conversion),
- Wood chips/prunings (burning and gasification),
- Waste sludge from paper mills (ethanol conversion from cellulosic component),
- Lignin (burning),
- Sewage sludge (burning),
- Black/green liquor (boilers),
- Waste coal (burning and gasification),
- Low-grade petroleum products (boilers, turbines, and reciprocating engines),
- Biochemical Conversion/Processes such:
  - Transesterification of oils into biodiesel,
  - Cellulosic ethanol conversion (primarily strong/weak acid conversion, but some enzyme/bacterial),
  - Combustion in fluid bed and conventional boilers,
  - Pretreatment (including MSW sorting, washing, drying, acid treatment, deacidification, distillation, bleaching, storage, material handling, conveyance, etc.)



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