

## **PERFORMANCE WORK STATEMENT (PWS)**

### **1.0 INTRODUCTION**

The U. S. Nuclear Regulatory Commission (NRC), Office of Administration, Directorate for Space Planning and Consolidation, Three White Flint North (3WFN) building project has a need for Project Management; Construction Management; System Design, Engineering and Integration; and Specialized Technology Design and Relocation support services as described herein.

### **2.0 MISSION**

The NRC was established by the Energy Reorganization Act of 1974 as an independent regulatory agency. The mission of the NRC is to license and regulate the Nation's civilian use of byproduct, source, and special nuclear materials in order to protect public health and safety, promote the common defense and security, and protect the environment. The NRC's scope of responsibility includes regulation of commercial nuclear power plants; research, test, and training reactors; nuclear fuel cycle facilities; medical, academic, and industrial uses of radioactive materials; and, the transport, storage, and disposal of radioactive materials and waste. It also licenses the import and export of radioactive materials and works to enhance nuclear safety and security throughout the world.

### **3.0 BACKGROUND, PURPOSE, AND OBJECTIVES**

To support the NRC's Mission objectives for the future, the NRC requires an additional headquarters building near the existing headquarters complex to support consolidation of resources and operations. The NRC's goal is to provide flexible continuity of space that is compliant with Federal security guidelines and allows NRC to comply, to the maximum extent possible, with Executive Orders 13514-Federal Leadership in Environmental, Energy, and Economic Performance and 13423-Greening of the Government through Efficient Energy Management and Title IV of PL110-140 of the "Energy Independence and Security Act of 2007", and all other successor federal "green" legislation, Executive Orders and regulations.

The NRC, in partnership with the General Services Administration (GSA) has established a consolidation project team to manage and oversee all aspects of the building planning, design, construction, and occupancy for the Agency. The NRC and the General Services Administration (GSA) are seeking Professional Engineering Services (PES) to assist in the Project Management; Construction Management; System Design, Engineering & Integration; and Specialized Technology Design and Relocation.

The new 3WFN building will be fourteen stories with approximately three hundred and twenty thousand usable square feet of space. There will also be four levels of parking. The 3WFN building was designed as a Grade A, "plain vanilla" office building. The Government plans changes to the base-building design and build-out that will require close coordination with the developer/builder. The anticipated project schedule is as follows: ground breaking in second quarter of 2010 and phased occupancy in 2012.

### **4.0 SCOPE**

It is anticipated that there will be both "continuing/on-going" and "as requested" services as part of the support. The on-going services will be provided by contractor personnel located at an NRC facility, serving as part of the project team, executing the day to day activities described below. The as requested services will be provided at the most efficient location depending on the activities requested. The as requested services will be initiated through such means as specific task orders/work orders clearly identifying the scope, technical requirements and schedule.

#### Construction Management:

*Project Design Phase Services:* These services may include: design technical reviews; code compliance reviews; constructability reviews; analysis of Value Engineering proposals; preparation of cost estimates (including independent check estimates); cost analysis; cost control/monitoring; energy studies; utility studies; site investigations; site surveys; scheduling (including preparation of schedules and schedule reviews); review of design scope changes (including analysis of schedule impact); scheduling/conducting/documenting design related meetings; and performing market studies (material availability, contractor interest, etc.).

Enclosure

*Project Procurement Phase Services:* These services may include: providing assistance in contract procurement; answering bid/RFP questions; attending/participating in site visits; attending/participating in pre-bid conferences; preparing and issuing solicitation amendments for review and approval; and performing cost/bid/proposal analysis.

*Project Construction Phase Services.* These services may include: establishing temporary field offices; setting up job files, working folders, and record keeping systems; maintaining organized construction files; scheduling and conducting preconstruction meetings; documenting actions taken and decisions made, etc.; monitoring the submittal review process; review and monitoring of project schedules for construction progress with emphasis on milestone completion dates, phasing requirements, work flow, material deliveries, test dates, etc.; assisting in problem resolution and handling of disputed issues (including development of Government position); maintaining marked up sets of project plans and specifications for future as-built drawings; performing routine inspections of construction as work proceeds, taking action to identify work that does not conform to the contract requirements; compiling, through site inspections, lists of defects and omissions related to the work performed; review of construction contractor payment requests (including preparation of necessary forms for payment processing); monitoring project financial data and budgetary cost accounting; administration of construction contract change orders (issuing proposal requests, preparing cost estimates, reviewing cost proposals, assisting agency in negotiations, preparing change order packages for processing); scheduling, conducting, and documenting regular progress meetings with all interested parties to review project status, discuss problems, and resolve issues; scheduling, conducting, and documenting (prepare minutes, etc. for distribution) construction related project meetings; monitoring construction contractor compliance with established safety standards (note and report unsafe working conditions, failures to adhere to safety plan required by construction contract); monitoring construction contractor's compliance with contract labor standards; coordination of construction activities with customer Managers and occupying agency personnel; monitoring the design and construction clarification process and, when appropriate; participating in all "Partnering" activities during construction (workshops, meetings, etc.); preparing special reports and regular project status reports; providing for progress and/or final photographs of project work; perform site surveys; provide assistance in obtaining permits; perform hazardous material assessments and monitoring of hazardous material abatement work; and provide cost estimating assistance.

*Commissioning Services.* These services shall include, but are not limited to, monitoring the execution of the commissioning activities.

*Claims Services.* The contractor may be tasked to provide Claims Services when and as required by the Government for specific projects. This may include review of disputes and claims from the A&E and/or construction contractor(s) and render all assistance that the Government may require, including, but not limited to, the following: furnishing reports with supporting information necessary to resolve disputes or defend against the claims; preparation and assembly of appeal files; participation in meetings or negotiations with claimants; appearance in legal proceedings; preparation of cost estimates for use in claims negotiations; preparation of risk assessments/analyses relative to claim exposures; preparation of findings of fact and any other documentation required by the Government.

*Post Construction Services.* At or near substantial completion of project construction, services may be requested such as: Performing Post Occupancy Evaluations (POEs); assisting Agency in the formulation of lessons learned; providing occupancy planning including development of move schedules, cost estimates, inventory lists, etc.; providing move coordination, relocation assistance, and/or furniture coordination; providing telecommunication and computer coordination.

#### Design Engineering Services:

*Design engineering services:* Provide architectural and engineering services, as requested, to develop, conceptual design studies, including coordinating input development meetings; preparing preliminary design documents through construction documents, including equipment specifications; coordinating all review processes and documenting comment resolution; providing responses to field questions and change requests, including revisions, clarifications and additions to design documents; field observation of construction, to include confirmation of implementation and providing a final "as – built" set of drawings, in hard copy, reproducible and electronic formats. The type of systems/areas to be designed may include an operational center, data center and energy efficiency system alternatives.

## 5.0 SUPPORT SERVICES

The Contractor shall be able to provide NRC with the following support:

### Continuing effort requirements:

- 1.0 Program of Requirements (POR) – base building and tenant improvement
  - 1.1 Maintain, update and modify POR, as required
  - 1.2 Ensure coordination between base building and tenant improvement (TI) requirements
  - 1.3 Review drawings and specifications (base building and TI) to validate compliance with POR
- 2.0 Develop and maintain an integrated master schedule
  - 2.1 Coordinate with developer/contractor base building schedule
  - 2.2 Coordinate with developer/contractor TI schedule
  - 2.3 Coordinate with master move/occupancy developer/contractor schedule
  - 2.4 Update and perform schedule analysis monthly.
- 3.0 Develop and maintain an integrated budget
  - 3.1 Develop and maintain a master budget and spending plan by categories
  - 3.2 Coordinate with NRC/GSA to track expenditures against Reimbursable Work Authorizations (RWAs)
  - 3.3 Track commitments, obligations and expenditures against spending plan and budget
  - 3.4 Update and perform budget analysis monthly
  - 3.5 Develop monthly (or more frequent) budget and spending plan reports
- 4.0 Develop and maintain a Change Order tracking process for base building and tenant improvement changes
  - 4.1 Maintain and update ‘log’
  - 4.2 Evaluate changes and provide recommendations
- 5.0 Cost estimating
  - 5.1 Evaluate cost estimates developed by contractor(s) and A/E(s)
  - 5.2 Provide estimates for internally or externally identified options and changes
  - 5.3 Develop a cost estimate tracking system
- 6.0 Reporting and communications
  - 6.1 Develop a communications plan
    - 6.1.1 Update and maintain
    - 6.1.2 Assist in implementation
  - 6.2 Provide weekly progress reports addressing;
    - 6.2.1 Budget, schedule, progress, concerns, potential and/or unresolved issues
    - 6.2.2 Analysis of above and recommendations
  - 6.3 Provide a monthly progress report (see weekly requirements)
  - 6.4 Develop and maintain a “status” web-site (or use existing electronic media) to keep NRC management, prospective occupants, and NRC general staff informed of status, progress, issues and events
    - 6.4.1 With pictures, progress, “look aheads”, answers to questions, etc.
    - 6.4.2 Update at least weekly
  - 6.5 Provide support of “issue management”
    - 6.5.1 Documentation, explanation, estimates, recommendations and reporting
    - 6.5.2 Tracking to conclusion
  - 6.6 FAQ process, such as;
    - 6.6.1 Web-site, “hand outs”, presentations
  - 6.7 Develop move information packages
  - 6.8 Support and/or conduct group move coordination meetings, as required
- 7.0 Attend and assist in meetings
  - 7.1 Including multiple regularly scheduled and emergent meetings
  - 7.2 Develop agenda, arrange location, invitations, etc.
  - 7.3 Develop meeting minutes for NRC review and issue
  - 7.4 Maintain “action item list” resulting from the meetings
- 8.0 Documentation (base building and TI)
  - 8.1 Develop/utilize documentation tracking system
  - 8.2 Track and manage all project correspondence
    - 8.2.1 Identify and track to completion required responses, closure activities, etc.

- 8.2.2 Assist in entering formal documentation into existing documents management system
  - 8.3 Maintain an “as-built” set of documents (e.g.: drawings, specifications, manuals, etc.)
  - 8.4 Manage the drawings, specifications and manuals
    - 8.4.1 Develop and maintain a tracking system
    - 8.4.2 Coordinate initial review
    - 8.4.3 Track comment resolution
    - 8.4.4 Receive and enter final documentation into the “system”
- 9.0 LEED support
  - 9.1 Verify LEED point conformance
  - 9.2 Identify LEED opportunities
  - 9.3 Assist in communicating LEED/green program and intent to NRC (especially occupants)
- 10.0 Support permit and public meetings
  - 10.1 Coordination
  - 10.2 Documentation and technical input
- 11.0 Assist in TI
  - 11.1 Programming and stacking coordination
  - 11.2 Furniture selection process through implementation
  - 11.3 Move
    - 11.3.1 Develop and maintain a detailed move schedule
      - 11.3.1.1 Update and analyze
      - 11.3.1.2 Division/group coordination/meetings/etc.
    - 11.3.2 Develop and maintain a detailed move budget
      - 11.3.2.1 Implement, update, analyze
    - 11.3.3 Assist in move implementation
      - 11.3.3.1 Scheduling
      - 11.3.3.2 Coordination
      - 11.3.3.3 Information
      - 11.3.3.4 Issue resolution
    - 11.3.4 Infrastructure coordination
      - 11.3.4.1 Phones, IT, etc.
    - 11.3.5 Vendor coordination
    - 11.3.6 Field issue resolution
- 12.0 Field activities (base building and TI)
  - 12.1 Inspections
    - 12.1.1 Status
    - 12.1.2 POR commitments
    - 12.1.3 Quality
    - 12.1.4 Workmanship
    - 12.1.5 Drawing and specification conformance
  - 12.2 Investigate change notices
  - 12.3 Document progress
    - 12.3.1 Schedule conformance
    - 12.3.2 Invoice consistency
    - 12.3.3 Delay issues
  - 12.4 Pictorial history
  - 12.5 Punch list
  - 12.6 Monitor commissioning activities
- 13.0 Quality Assurance
  - 13.1 Develop a plan to monitor and improve activity performance
  - 13.2 Provide a monthly report of the activities monitored, suggestions provided and performance

As requested basis requirements:

- 14.0 Provide technical input
  - 14.1 Evaluate base building and TI contractor and A/E recommendations, alternatives, options, etc.
  - 14.2 As requested, review design and provide analysis and recommendations
  - 14.3 As required, develop technical documentation packages for discussions, presentations, etc.
  - 14.4 LEED point - cost benefit analyses
- 15.0 Provide technical/coordination assistance

- 15.1 Assist in program over-sight
  - 15.1.1 Extensive GSA interface experience
  - 15.1.2 Familiar with NRC programs and processes
- 16.0 Provide architectural and engineering services, as requested,
  - 16.1 Develop, conceptual design studies, including coordinating input development meetings;
  - 16.2 Preparation of preliminary design documents through construction documents, including equipment specifications; coordination of all review processes and documentation of comment resolution;
  - 16.3 Providing responses to field questions and change requests, including revisions, clarifications and additions to design documents;
  - 16.4 Field observation of construction, to include confirmation of implementation
  - 16.5 Provide a final "as – built" set of drawings, in both hard copy, reproducible and electronic formats.
- 17.0 Provide technical/coordination assistance
  - 17.1 Assist in program over-sight
  - 17.2 Extensive GSA interface experience
  - 17.3 Familiar with NRC programs and processes

## **6.0 KEY PERSONNEL DESIGNATION**

Certain skilled experienced professional and/or technical personnel are essential for accomplishing the work detailed herein. These individuals are defined as "Key Personnel" and are those persons whose resumes were submitted and marked by the vendor as "Key Personnel". No substitutions shall be made of accepted key personnel except for sudden illness or death, or termination of employment. Substitutions shall only be accepted if in compliance with "Substitution of Key Personnel" provision identified below.

### **6.1 Substitution of Key Contractor Personnel**

All Contractor requests for approval of substitutions hereunder shall be submitted in writing to the Contracting Officer's Technical Representative (COTR) and the Contracting Officer at least twenty-five (25) calendar days in advance of the effective date, whenever possible, and shall provide a detailed explanation of the circumstances necessitating the proposed substitution, a complete resume for the proposed substitute, and any other information requested by the Contracting Officer necessary to approve or disapprove the proposed substitution. The COTR and the Contracting Officer will evaluate such requests and promptly notify the Contractor of approval or disapproval in writing.

### **6.2 Notification of Personnel Changes**

The Contractor shall notify the COTR and Contracting Officer via phone, fax, or electronic transmission, no later than one workday after any personnel changes occur. Written confirmation is required for phone notification. This includes, but is not limited to, name changes, resignations, terminations, and reassignments (i.e., to another contract).

The Contractor shall notify the COTR of any change in access requirements for its employees no later than one day after any personnel changes occur. This includes name changes, resignations, terminations, and transfers to other Contractors. The Contractor shall provide the following information to the COTR: full name, effective date, and reason for change.

## **7.0 REPORTING**

The Contractor shall provide NRC with a monthly progress report containing, at a minimum, a summary of the following information:

- a) Progress of the program to date
- b) Stage of execution of projects/tasks under the contract
- c) Any problems encountered and recommendations for corrective action
- d) Anticipated milestones and actions for next reporting period

The Contractor shall provide all briefing materials, charts, graphs, narratives, position papers as may be necessary to periodically inform NRC's senior management officials as to the status of the project.

## **8.0 WORK SITE AND SECURITY**

a) The majority of work executed under this contract shall be performed on-site at the NRC, located at the Twinbrook Building, 12300 Twinbrook Parkway, Rockville, MD 20852 and at the building site, located at 11601 Landsdown Street, next to the existing NRC building at 11555 Rockville Pike Rockville, MD 20852.

b) During the renovation, construction and/or relocation periods, the Contractor shall perform an increasing portion of the work on an active construction site.

c) NRC personnel are required to obtain a secret level security clearance. The working spaces are secure and guards control access. This is the environment in which the contractors will be working.

d) Personnel working on this project will be required to submit to a background security clearance with NRC. The Contractor shall submit the required information for all such personnel, employees or subcontractors, to NRC within ten (10) business days after award and shall not engage those persons on the project until receipt of written approval from NRC. There is no specific timeframe for completion of the NRC background security clearance process, but up to sixty (60) days may be required. The Contractor acknowledges and accepts the conditions of this timeframe.

## **9.0 GOVERNMENT FURNISHED PROPERTY AND DATA**

The Government will provide the following property:

- a) PIV (Personal Identification Verification Card) in addition to the Proximity Pass
- b) Laptop or Desktop
- c) Printer
- d) Workspace at NRC Facility

The Government will provide the Contractor with access to all available Government architectural drawings, plans and technical specifications and access to available NRC IT services as needed.

## **10.0 INSPECTION AND ACCEPTANCE**

Inspection and acceptance of all work performed under this contract will be conducted by the COTR and will be completed to ensure the Contractor remains in compliance with the established contract requirements and specifications. The COTR will further assess conformance with the performance standards contained in the Quality Assurance Surveillance Plan (QASP). When conducting inspection, the COTR will review the services performed to ensure the requirements are met in accordance with the QASP.

## **11.0 QUALITY CONTROL PLAN (QCP)**

The Contractor shall establish a complete QCP. The QCP shall be maintained to ensure the requirements of the established contract are met as specified in the QASP. The Contractor shall comply with the QASP during the period of performance of the contract. The Contractor shall be subject to the incentives/disincentives associated with the QASP. The Contractor shall maintain a QCP that will assist in the monitoring and correction of inadequate performance that provides for:

- a) Effective management of subcontractors and vendors cost effectiveness and service delivery;
- b) Prompt response to employee service requests, questions, and concerns that, in particular, requires the Contractor to demonstrate a high level of concern for, and understanding of, the relocating employee's personal concerns, time schedule, and desire for personalized assistance, and coordinate the various services selected for the employee;
- c) Prompt notification to the Government of problems, failure to meet required timeframes, and contract requirements and concerns;
- d) Information on how the Contractor plans to resolve problems, or work closely, with the COTR and employees to find an equitable resolution; and
- e) Suggestions that will enhance service and/or reduce cost.