

Award Fee Determination Scorecard Format

Contractor: CH2M Hill B&W West Valley LLC

Contract: Phase 1 Decommissioning - Facility Disposition

Contract Number: DE-EM0001529

Award Period: 06-29-2011 – 4/08/2019

Basis of Evaluation: Performance and Evaluation Plan (PEMP) for Period: 3/01/2014 – 8/28/2014

Award Fee Available: \$288,924.00 Award Fee Earned: \$175,000.00

Award Fee Adjectival Rating:

Safety, Health and Quality Management – Excellent - 4

Business Management – Good – 2

Project Management – Satisfactory – 1

Environmental & Regulatory Strategy – Very Good – 3

The Contractor met the majority of performance goals and objectives for the period.

Significant Achievements: None

Significant Deficiencies: None

Safety, Health and Quality Management - Factors positively influencing the rating include attainment of one million safe work hours; effective use of “step backs,” fact finding meetings, and response to off-normal events or changed conditions to control the escalation of potential hazards; continued excellent coordination and partnering efforts; and excellent demonstration of commitment to safety excellence.

Business Management – The primary factors that led to this assessment are the continuous support in all functional areas regarding quality and timely submittals of Contract deliverables and data calls. Improvements need to be addressed in the area of Cyber Security and management of personnel property. Also CHBWV continues to use the DOE Strategic Sourcing process to generate cost savings.

Project Management – The primary factors that led to this assessment are the significant weaknesses in the implementation of the Earned Value Management System (EVMS) Description, resulting in the failure to achieve certification of the EVMS, weaknesses in work planning and control, and struggles with management of engineering resources and subcontractor performance balanced by excellent partnering efforts in the area of Project Management. Also, CHBWV began to make positive changes in their schedule traceability to synchronize field work schedules with the performance measurement baseline.

Environmental & Regulatory Strategy – The primary factors that led to this assessment were: CHBWV's success in obtaining the NYSDEC Permit and the US Army Corp approvals for the Spillway and Lake 2 dam repairs and the EPA conditional approval for the installation of the replacement ventilation units (RVUs) in the Main Plant Process Building. All routine reports were submitted on time and were of high quality. (The Annual Site Environmental Report was an example of very good quality). Throughout this rating period, regulatory work activities relative to the project implementation, contractor interface with DOE, liaison work with regulators and stakeholder involvement were very strong.

The DOE evaluation is consistent with the Performance Evaluation and Measurement Plan (PEMP), and this score results in CHBWV earning in the range of \$147,351 to \$216,693 of the possible \$288,924 of award fee for this period. In determining the award fee for this period, DOE considered mitigating factors along with an emphasis on the expectation that CHBWV will be in full compliance with the requirements of the contract as a minimum. CHBWV supported the Earned Value Management System Certification Review, during this rating period that was performed jointly by the Office of Acquisition and Project Management and the office of Project Assessment. The review team identified 35 Corrective Action Requests (CAR's) and 5 Continuous Improvement Opportunities (CIO's). The contract requires CHBWV to obtain EVMS Certification within twelve (12) months of the contract award date. The number of CAR's, after almost three years since contract award, further confirms the concern that there are major compliance issues, especially in the areas of scheduling and change control.

The issues in the area of Project Management is still one extenuating factor that must be weighed in making a final fee determination. Based solely upon the results to date the determination for Award Fee would be \$150,000. However, taking into consideration the excellent rating in Safety, Health and Quality and the significant effort CHBWV is making to try to improve Project Management, DOE concluded the Award Fee evaluation resulted in an Award Fee of \$175,000.

In light of these factors, DOE determined that an award fee of \$175,000 has been earned for the period of performance of March 01, 2014 through August 28, 2014.

The PEMP for this contract is available at: EMCBC.DOE.GOV