

## 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: 8/29/2012 – 2/28/2013

Award Fee Available: \$327,427.00 Award Fee Earned: \$100,000.00 (60%)

Award Fee Adjectival Rating:

Safety and Health – Very Good - 3

Quality Management – Good – 2

Business Management – Good – 2

Project Management – Good – 2

Environmental & Regulatory Strategy – Very Good – 3

The Contractor met/did not meet the majority of performance goals and objectives for the period.

Significant Achievements: None

Significant Deficiencies: None

Safety and Health - Factors that led to this assessment and that positively influenced the evaluation for this period include managements persistent efforts to positively change the WVDP safety culture including CHBWW's successful completion of the Integrated Safety Management Phase II assessment, the superior Beyond Target Zero training provided to DOE-WVDP staff, the appropriate responses to injuries/incidents and development of lessons-learned, proactive severe weather preparations and response actions and continued pro-active engagement of workers on safety issues. Some factors which negatively influenced the evaluation include less than expected field implementation of Conduct of Operations and Fire Protection requirements.

Quality - The primary factors that positively influenced the evaluation for this period include continuous improvement efforts that have produced enhancements to program implementing documents and have emphasized requirements to self-identify and manage issues/deficiencies and implement corrective actions. However, compliant

implementation of these initiatives have not yet achieved full effectiveness in the prevention/minimization of procedural non-compliances and repeated deficiencies.

**Business Management** - The primary factors that led to this assessment are the improved quality of contract and proposal changes along with timely submittals of Contract deliverables and data calls, the management of property, implementation of Map-21 for pension contributions and supporting the EVMS Certification Review. However, improvements need to be addressed in the area of schedule development and maintenance and performing Earned Value Management according to the approved System Description. In addition telecommunication changes have caused several disruptions and CHBWV continues to struggle with cyber security implementation.

**Project Management** - The primary factors that led to this assessment were the submittal of the Programmatic Risk Management Plan and the resultant improvement in risk management leading to improved project management. Successful work planning and control as demonstrated by coordination across projects – notably, Building 01-14 demolition, waste packaging and shipping. In addition good partnering support was provided assisting the DOE counterparts in quickly separating OH-WV-0040.C2 scope into deactivation and demolition activities. However, CHBWV also made several internal baseline changes. Two of these internal baseline changes, CHBWV did not follow their Earned Value Management System Description (EVMSD). CHBWV rescheduled work planned in the past and moved this work into the future creating the impression of marked improvement in earned value performance work; however, CHBWV's EVMSD prohibits this practice.

**Environmental & Regulatory Strategy** – The primary factors that led to this assessment were CHBWV's efforts to support sustainability goals, holding a partnering session to discuss soil disposition, being pro-active in communicating with regulators on several different topics, and avoiding a potential permit exceedance. Although documents were provided in a timely manner the quality of documents need improvement. Several errors were found and inclusion of corrections had not adequately been incorporated into the documents.

The DOE-WVDP evaluation is consistent with the PEMP, and the evaluation would result in CHBWV earning \$65,485.40 fee for this period. However, I believe there are other mitigating factors that I, as the Fee Determining Official have considered in making a final fee determination.

1. CHBWV continues to improve the nuclear safety culture at WVDP. CHBWV's

“Beyond Target Zero” Teams are making notable improvements in safety, with over 130 safety improvement actions taken to date. The BTZ Teams are proactively engaging workers on safety issues and improving communication between the workers and management on safety-related issues. While the first aid numbers have increased, this may be as a result of more rigorous reporting. When injuries or incidents have occurred, CHBWV’s responses have been timely and appropriate, addressing not only the event, but also addressing extent of condition. CHBWV continues to improve on the rigor in the Conduct of Operations program.

2. CHBWV continues to demonstrated improvement in the functional areas evaluated in the PEMP. CHBWV increased their performance in Project Management from “Meets Minimum Standards” to “Meets Expectation,” and improved Safety and Health from “Meets Expectation” to “Exceeds Expectation.”
3. CHBWV continues to use corporate “reach back” to provide additional resources for the site. This is indication of CHBWV’s ongoing commitment to improve performance at WVDP.

In light of these factors, I have determined that an award fee of \$100,000 has been earned for the period of performance of September 30, 2012 through February 28, 2013.

The PEMP for this contract is available at: [EMCBC.DOE.GOV](http://EMCBC.DOE.GOV)