

2019 FEE DETERMINATION SCORECARD

Contractor: Bechtel National, Inc.

Contract: DE-AC27-01RV14136

Award Period: January 1 through December 31, 2019

Basis of Evaluation: Performance Evaluation and Measurement Plan for 2019

The 2018 Performance Evaluation and Measurement Plan for this contract is available on the Hanford Site website at <https://www.hanford.gov/index.cfm?page=713>

Award Fee Scorecard:

Subjective Fee (Award Fee) Criteria Summary Table

Award Fee Objective	Maximum Available Fee	Adjectival Rating	Fee Determined from Adjectival Ratings	
			Percentage	Fee Amount
1.0 Project Performance (Cost, Schedule, and Efficiencies)	\$2,000,000	Satisfactory	45%	\$900,000
2.0 Environmental, Safety, Health, and Quality Assurance	\$2,100,000	Very Good	76%	\$1,596,000
3.0 One System – Direct-Feed Low-Activity Waste Integration	\$272,603	Very Good	76%	*\$207,178
4.0 Engineering, Procurement, and Construction	\$1,000,000	Good	60%	\$600,000
5.0 Startup and Commissioning	\$2,000,000	Good	65%	\$1,300,000
6.0 High-Level Waste and Pretreatment	\$500,000	Very Good	80%	\$400,000
Total	\$7,872,603	Good (averaged score)	63.6%	*\$5,003,178

*Figures rounded to the nearest whole number

Achievements:

- Bechtel National, Inc. (BNI) developed and implemented a schedule recovery plan resulting in improvements in schedule performance in the second half of 2019.
- BNI improved its quality assurance (QA) program and resolved longstanding quality assurance (QA) issues. The Excellence in Quality Initiative has improved the overall culture and timely resolution of issues.
- BNI addressed chemical hazard controls for low-activity waste (LAW) by revising the Documented Safety Analysis and making changes to the Chemical Safety Management and QA programs in accordance with DOE-STD-1228, *Preparation of Documented Safety Analysis for Hazard Category 3 DOE Nuclear Facilities*.

- BNI continued building constructive working relationships with key interfacing organizations to prepare to treat tank waste by mixing it with glass using the Direct-Feed Low-Activity Waste (DFLAW) program, which is currently a high priority at Hanford.
- BNI continued to establish and maintain tools for identifying, tracking, and communicating mitigation of DFLAW project threats, risks, opportunities, and barriers necessary to meet the contractual dates for startup and commissioning of the LAW Facility.
- BNI's commitment to barrier identification and removal in the areas of QA, requirements management, commissioning process, issues management, and startup processes has resulted in both cost savings and improved efficiency.

Areas for improvement include the following:

- In order to increase the project pace, BNI drove up overtime costs. Going forward, process and performance improvements will be needed to reduce costs to complete the project on budget.
- The risk management program provides a high level of information but needs to be more effective in mitigating risk.
- The pace of implementing environmental, safety and health programs to support the plant commissioning schedule needs to increase.
- The pace of closing open actions and resolving emerging issues needs to increase to support commissioning activities.
- BNI needs to increase the development of plant operating and alarm procedures to support commissioning activities.