

## Award Fee Determination Scorecard

**Contractor:** Mission Support Alliance, LLC (MSA)

**Contract:** Mission Support contract      **Contract Number:** DE-AC06-09RL14728

**Award Period:** October 2016 through September 2017

**Basis of Evaluation:** Performance Evaluation and Measurement Plan (PEMP)

**Award Fee Available:** \$21,688,537

**Award Fee Earned:** \$20,385,056

Objective: \$13,553,167 (of \$14,097,549 available)

Subjective: \$ 6,831,889 (of \$7,590,988 available)

The contractor met or exceeded the majority of performance goals and objectives for the performance period.

### Significant Achievements:

MSA made improvements to the site-wide Contractor Assurance System (CAS), by establishing a number of tools measuring the effectiveness of management assessments, issues management, and quality assurance audits. The CAS uses metrics and trends to inform management of performance trends and focus contractor resources on issue resolution. Notable improvement in the timeliness and quality of causal analysis products was observed. Improvement was also noted in issues management screening, trend identification, and documentation. MSA worked to enhance its performance indicators for measuring CAS effectiveness and had an independent assessment performed that substantiated the effectiveness of their assurance system processes.

The Hanford Fire Department (HFD) did an exceptional job during an extreme fire season in Fiscal Year (FY) 2017. MSA coordinated with partner agencies prior to the fire season to coordinate efforts and improve communications. HFD did extensive work to reinforce established fire lines and was proactive in fuels reduction. Under particularly adverse conditions, HFD prevented a fast moving wildfire that had jumped State Route 240 from encroaching on the 200 West Area of the Hanford Site.

MSA effectively planned for appropriate carryover to manage through the protracted continuing resolution in FY 2017 and demonstrated very good cost control by managing and maintaining cost avoidances implemented in previous years. MSA does well in managing within budgetary constraints to ensure that budgetary control points are not exceeded. MSA's internal controls are very good, including ongoing monitoring and analysis of budgeted work, to include the monitoring of MSA indirect costs and rates.

There were several noteworthy performances observed in conduct of operations, business relations, and site infrastructure. MSA's management and support personnel have established very good business relations demonstrated by a continued partnering approach to produce detailed and integrated deliverables throughout the performance period. MSA continues to provide strong leadership in the ongoing administration of the Contractor Interface Board and in resolving interface issues between Hanford contractors. MSA also supported site infrastructure upgrades through the effective and efficient inspection of materials and equipment received, identification of suspect/counterfeit items,

and management of the Quality Control Inspector Certification Program supporting all of the site contractors. Another example included MSA's prompt resolution of beryllium-related issues by ensuring strict adherence of sampling activities to the Hanford Site sampling and characterization plan for beryllium.

MSA successfully managed the cost of the Usage Based Service pools for FY 2017 despite adverse conditions. For example, the MSA roads program operated above expectations, clearing roads of snow during the winter season which was unusually severe. Another example was the ability to manage the significant increase in demand from other site contractors for Self-Contained Breathing Apparatus (SCBA) without delays or compromising standards. The SCBA shop is filling air bottles at a rate exceeding 80,000 per year, up from 60,000 last year, and up from 8,000 just four years ago.

MSA performed the function of site-wide integration for the emergency management program in a manner that enabled the successful response to the Plutonium Uranium Extraction (PUREX) Tunnel collapse. The activation and operation of the Emergency Operations Center (EOC) were timely and efficient. EOC procedures and processes for which MSA is responsible were appropriate and effective. The site-wide training for emergency functions and Emergency Response Organization members was also appropriate and effective; in several instances, support was provided between contractors, highlighting the value of consistent training across the site. MSA also demonstrated the ability to be self-critical, documenting in its evaluation a balanced view of the response, and pointing out opportunities for continuous improvement.

MSA provided excellent support to the Tri-Party Agreement (TPA) Five-Year Review process. This included assisting in the review of 92 approved TPA Change Control Forms, developing and providing status on integrated agency schedule, coordinating project level reviews, maintaining configuration control of comments and changes, and reformatting the TPA digital files for ease of use.

MSA developed a high quality Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) 5-year Report under budget, receiving U.S. Environmental Protection Agency (EPA) concurrence with no further changes. MSA went above and beyond to ensure that the document was developed to standards in the latest guidance provided by EPA and met DOE and EPA expectations to streamline and reorganize the document.

**Significant Deficiencies:** Though there were no significant deficiencies, there were a few areas where improvements were needed.

RL conducted an audit of MSA's software quality assurance (SQA) used in site-wide applications and found that MSA needed to improve its development and implementation of a SQA program that meets the requirements of the DOE Quality Assurance (QA) Order. MSA performed a root cause analysis and identified corrective actions to address this deficiency. While, in general, MSA provided timely Occurrence Reporting & Processing System (ORPS) reporting, causal analysis, and corrective actions, there were noted areas for improvement; specifically, it took longer than the 45 days required to finalize some reports.

Improvements are also needed in vehicle safety. In FY 2017, there was an increase in the total number of miles driven and the total vehicles in service. Although the number of vehicle accidents as a percentage of miles driven is not significantly different than previous years, DOE has concerns about the total number of vehicle accidents. Incidents during the fiscal year involved passenger and construction vehicles, and, in nearly all cases, were preventable with safe driving practices. This has been a persistent issue from previous years, and corrective actions from previous events have not been fully effective.

Another area for improvement is the quality of regulatory documents, specifically those related to the operation of sewers at the Hanford Site. The General Sewer Plan for the 200 East Area submitted to the State of Washington Department of Ecology (Ecology) for review and approval lacked the necessary quality to be approved. Ecology requested from RL an amended document to address the deficiencies to support Ecology's approval for compliance with the code.