

FY2017 Fee Determination Scorecard

Contractor: Nuclear Waste Partnership, LLC (NWP)

Contract: DE-EM0001971

Award Period: October 1, 2016 through September 30, 2017

Basis of Evaluation: Performance and Evaluation Plan (PEMP) for FY2017

The FY2017 PEMP for this contract is available at: <http://wipp.energy.gov/foia-current-contracts-payment-info.asp>

Award Fee Scorecard:

Subjective Fee (Award Fee) Criteria Summary Table

Criteria	Maximum Available Fee	Adjectival Rating	Fee Determined from Adjectival Ratings	
			Percentage	Fee Amount
1.0 Mission Performance	\$597,414.20	Excellent	98%	\$585,465.92
2.0 Regulatory Compliance	\$597,414.20	Very Good	89%	\$531,698.64
3.0 Management Performance	\$597,414.20	Very Good	87%	\$519,750.35
4.0 Safety & Health Performance	\$597,414.20	Very Good	83%	\$495,853.79
5.0 Cost Control	\$597,414.20	Very Good	88%	\$525,724.50
Total	\$2,987,071.00			\$2,658,493.20

Achievements:

- The contractor maintained the availability of WIPP at a high enough level to support recovery and readiness to restart TRU waste disposal operations in December 2016. As a result, WIPP resumed TRU waste disposal operations from TRU waste stored on site in January 2017 and resumed shipments and disposal of off-site TRU waste in April 2017.
- The FY2017 CCP characterization equipment availability rate was 98.7% to characterize and certify TRU waste. This is significant since much of the characterization equipment is aging.
- After resuming shipments, NWP increased the rate of shipments from 1 shipment per week to 4 shipments per week by the end of FY2017.
- During FY2017, a total of 73 TRU waste shipments and 188 non-waste shipments/equipment moves requiring shipment monitoring by NWP using the TRANSCOM system were successfully completed by NWP Facility Operations.
- The contractor responded expediently and accurately to all Central Procurement Program orders received from the generator sites, specifically with regards to 51 shielded container assemblies (SCAs) that will allow for shipping of RH waste to WIPP.
- NWP ensured that the availability of Type B packages remained sufficient to support the initial shipments upon restart and the ramp-up of actual shipments to 4 shipments per week by the end of FY2017.
- NWP provided support to DOE for the WIPP Compliance Recertification Application for 2014 (CRA-2014) for which DOE received approval from the Environmental Protection Agency (EPA) in July 2017.
- At the end of FY2017, 85% of environmental targets associated with TRU waste disposal, energy use, and waste diversion were completed as scheduled. In addition, 84% of environmental targets were

- completed achieving improvements in operational controls and sustainability performance.
- Over 90 regulatory-driven document actions were completed during the year.
- NWP initiated, with CBFO, the development of the Class 2 Permit Modification Request to revise the training plan in the WIPP Permit to align more closely to RCRA regulations, resulting in significant efficiencies to TRU mixed waste management and emergency response processes.
- The contractor (NWP) and its environmental compliance subcontractor (RES) also developed a Permit Modification Request to eliminate unnecessary ground water monitoring methods which will result in an efficiency and cost savings by not having to maintain, calibrate, and procure new fluid density measurement equipment.
- NWP and RES also coordinated and supported NMED's facility inspection of the Supplemental Ventilation System (SVS), allowing the eventual startup of the SVS which provided additional unfiltered ventilation to allow the resumption of Panel 8 mining in FY2018. NMED indicated that they found no issues during the inspection.
- There were no significant Incidents of Security Concern during this performance period.
- NWP continued to perform strongly in achieving small business goals:

Business Category	Goal	Achieved
Small	50%	63.1%
Small Disadvantaged	5%	26.2%
Woman	5%	26.0%
HUB Zone	3%	0.42%
Veteran	3%	11.7%
Service Disabled	3%	2.7%

- NWP demonstrated excellent Information Resources Management performance in FY2017 including high core hours availability, quick resolution of issues, high server and network uptime, and high volume of data traversing the servers/network.
- NWP management encouraged employees to report concerns to management and management prioritized resolution of those concerns.
- Performance in managing Preventive Maintenance (PM) actions has significantly improved, with multiple months of zero delinquent PMs (reduced from 56 in September 2016).
- NWP continued to recover areas of the underground through ground control efforts.
- NWP's Industrial Safety and Hygiene group helped improve mine conditions by performing self-assessments to Mine Safety and Health (MSHA) criteria identifying over 200 issues that NWP self-corrected prior to MSHA mine surveillances.
- NWP's Mine Rescue Teams placed first overall (Red Team), first in the technician competition (Blue Team), and first in the field competition (Red Team) in the Carlsbad Southwestern Regional Mine Rescue Association (SWRMRA) on April 3-6, 2017.
- NWP delivered monthly cost incurred reports and WIPP monthly progress reports on time. NWP implemented Earned Value Management System (EVMS) reporting during FY2017, incorporating the standard Integrated Program Management Reports (IPMR) reports for the Capital Asset Projects. The cost reports for FY2017 were received in a timely fashion throughout the performance period.
- NWP developed resource loaded schedules with the use of roles in P6 to assist management in understanding and prioritizing resource requirements needed to accomplish its FY2017 strategic planning initiatives.

- A Safety Climate Assessment was completed to provide information to allow NWP to compare and contrast strengths and weakness for mutual continuous improvements in safety culture. “Aligning and Integration Safety as a Value” was ranked the highest by all employee groups with “Improving Communications” ranking second.
- NWP completed eight LEAN Continuous Improvement events in FY2017 including improvements to the Procurement, Accounting and Project Integration year-end close out process, the Management Level Determination process and the Pre-Procurement Planning process.
- During FY2017, NWP updated the existing cost estimating tool set and template, based on process improvement feedback obtained during the FY2019 Integrated Priority List (IPL) development process and met with cost analysts to glean lessons learned in order to improve the tool for FY18 planning.
- NWP completed all corrective actions from the self-certification EVMS readiness reviews including creating new documents and numerous document revisions.
- NWP Communications continues to actively communicate WIPP milestones and information using various communication vehicles including social media (Facebook and Twitter), weekly Mayor’s Nuclear Opportunities Task Force meetings, Town Hall meetings (when appropriate), WIPP updates, website postings, stakeholder outreach presentations, and video updates.
- A community outreach project was initiated by NWP to retrofit excessed dumpsters to be used at the Skeen-Whitlock Building and Cascades Building for recycling material as part of a pilot project which provides resources to the Vocational and Technical Arts Training Departments at Carlsbad High School.
- NWP successfully executed the FY2017 Contractor Community Commitment Plan. Dozens of NWP employees worked more than 2,000 hours in support of worthwhile local volunteer projects and programs. NWP has steadily increased its monetary donations to the community by almost doubling our contributions in FY2017 over FY2016. NWP’s senior management team has also been engaged by volunteering on various boards and participating in various community projects.

Areas for Improvement:

- NWP’s calculation for WIPP plant availability was not a complete evaluation associated with availability of all systems needed for underground operations.
- There were documented issues during this reporting period related to the contract required monitoring of enroute shipments and the inadequate staffing of CMR operators to continuously perform this responsibility.
- During FY2017, there were four Technical Safety Report violations documented by CBFO oversight personnel.
- A Cyber Security assessment revealed some areas of concern and 1 finding that are still being addressed.
- There was one defective material/item identified after receipt at WIPP during FY2017.
- NWP did not achieve the HUB zone and Service Disabled small business contracting goals in FY2017.
- There were issues associated with the schedule management to the baseline in FY2017.
- On February 12, 2017, an NWP electrical worker received an electrical shock while installing a ground cluster to the ground bus of a 13.8 kilovolt transformer. As a result, the DOE Office of Enforcement issued a Consent Order to NWP for the event. However, DOE placed considerable weight on NWP’s response to the event, efforts to improve electrical safety work practices, awareness of the electrical program potential non-compliances and weaknesses that underlie the event, and coordination with bargaining unit representatives to address safety concern to improve electrical distribution system work planning and control to prevent reoccurrence. In addition, because NWP was cited a fine from

the Office of Enforcement on this performance, it was not considered for purposes of award fee.

- An unfavorable trend in recordable injuries and late reporting of first aid injuries became a concern in the last few months of FY2017.
- Efforts are underway in several areas to address deficiencies in the current Continuity of Operations (COOP) Program and Memoranda of Understanding (MOUs) with offsite response agencies to improve the program in conjunction with CBFO efforts.
- For the entire FY2017, MSHA issued a total of 85 citations (23 of these were S&S). 71 of the 85 citations have been addressed by NWP and terminated (closed) by MSHA inspectors. CBFO did have a concern in FY2017 regarding the increasing trend of the number and significance of MSHA citations issued overall, specifically S&S citations and preventable repeat citations (i.e., failure to chock wheels and apply parking brakes to carts and vehicles) and 14 of the citations were not yet terminated as of January 2018.
- NWP's process for development of resource-loaded schedules continued to mature in FY2017 but still needs improvement.
- Although NWP initiated cost savings/cost avoidance efforts in FY2017, there were still a number of areas where that could improve.
- NWP needs to continue to find ways to reduce level of effort measured activities and look for scope that can be identified as discrete measurement activities to improve the accuracy and meaningfulness of reported variances.

Objective Fee (Performance Based Incentives [PBI]) Criteria Summary Table

Metric	Title	Maximum Available Fee	Fee Earned
1	For commencing on-site surface stored TRU waste emplacement and resumption of TRU waste shipments to WIPP.	\$4,200,000	\$4,130,000
2	For completing Panel 7 contamination mitigation activities.	\$425,000	\$347,500
3	For completing specific ground control activities.	\$580,000	\$580,000
4	For completing activities to resume Panel 8 mining operations.	\$1,195,000	\$677,500
5	For completing line item capital asset project work scope scheduled for FY2017.	\$1,200,000	\$1,200,000
6	For completing mutually agreed Generator Site Technical Reviews (GSTRs) and enhanced Acceptable Knowledge (AK) reviews.	\$400,000	\$400,000
7	For submission of the WIPP Triennial Review Scope to the New Mexico Environment Department (NMED) by January 10, 2017.	\$100,000	\$100,000
8	For completing select work scopes associated with infrastructure recapitalization and strategic planning.	\$460,000	\$255,000
9	For preparing regulatory documents associated with the Above Ground Storage Capability (AGSC).	\$100,000	\$100,000
10	For timely submittal of complete subcontract consent packages and affiliate agreements.	\$301,215	\$276,215
Totals		\$8,961,215	\$8,076,215

Overall (Subjective and Objective) Fee Earned

PEMP Fee Type	Fee Amount/Range	Percent of Maximum Available Fee
Objective Criteria (PBI) Fee Earned	\$8,076,215	90.1%
Subjective Criteria Award Fee Earned	\$2,658,493.20	89%
TOTAL FEE EARNED	\$10,734,708.20	90%