

Award Fee Evaluation Period 2 Determination Scorecard

Contractor: Mid-America Conversion Services, LLC.
Contract: DE-EM0004559

Award Fee Evaluation Period: Period 2 (October 1, 2017- September 30, 2018)

Basis of Evaluation: Award Fee Plan for MCS

Categories of Performance: Subjective: \$1,188,378 PBI: \$2,574,358 Stretch: \$0

Award Fee Available: \$ 3,762,736 **Award Fee Earned: \$2,533,630**

Categories of Performance (Subjective)

Subjective Fee Available: \$1,188,378, available.

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| 1. Quality (20%): |  | Very Good (80% - \$190,140) |
| 2. Schedule (20%): |  | Very Good (88% - \$209,155) |
| 3. Cost Control (20%): |  | Very Good (88% - \$209,155) |
| 4. Management (20%): |  | Excellent (95% - \$225,792) |
| 5. Utilization of Small Business (5%): |  | Excellent (100% - \$59,419) |
| 6. Regulatory Compliance (15%): |  | Very Good (83% - \$147,953) |

The overall fee awarded based on these grades is: **\$1,041,613.**

Quality: Overall, policies, plans, and procedures have been very good. The Contractor has made significant improvement in performance expectations and improved problem solving. MCS has an approved and compliant Contractor Assurance System (CAS) program and has successfully sought to partner with DOE to ensure that work is being performed safely, securely, and in compliance with all requirements. The CAS Manager position was recently filled and improvements continue to be made. Although significant improvements in CAS occurred this period, MCS should take a critical look at making additional improvements. MCS has a mature and functioning Integrated Safety Management System (ISMS) program. The elements of ISMS/Environmental Management System (EMS) are performing well and the emphasis on the Safety First Program is receiving very favorable support from the workforce.

Schedule: MCS is conducting conversion operations at both sites and has demonstrated first time operation of the Cylinder Transfer System (CTS) and Cylinder Evacuation Room (CER) systems. MCS was effective in getting lines repaired and restarted at both sites coming out of the two planned plant-wide outages. MCS continues to perform well in submitting deliverables on-time or ahead of schedule. The MCS Baseline was submitted on time. Schedule performance against the true-up baseline looks very good. MCS continued to exceed expectations during the performance period, completing scheduled preventive maintenance on or ahead of schedule. MCS should focus on reducing the backlog of corrective maintenance at both sites.

Cost Control: Actual costs in FY 2018 were less than the spend plan. The Contractor reported cost savings achieved in FY 2017 of ~\$1M, principally from rebates, sales tax avoidance, paper reductions, and managing Information Technology (IT) infrastructure. MCS's project controls organization appears to be technically sound. In FY18, MCS significantly enhanced the availability of reporting data by developing a multi-layered, Cobra-based Project Control analytical tool that collects and reports data at multiple levels of granularity. This Project Controls analytical tool is shared widely and is located on the MCS intranet providing ease of access and availability of data for the entire workforce.

Management: The Safety Culture of MCS has achieved a significant step change in performance throughout FY18. Significant improvements have occurred with Conduct of Operations performance as evident in the hundreds of Lockout/Tagout packages implemented with no problems. MCS continues to cultivate a "one project" management mindset. Lessons Learned are developed internally and distributed across the DUF6 project. MCS effectively coordinated with other site contractors on a routine basis for services such as dosimetry, grounds maintenance, outfall sampling, mobile equipment repair, and security. Overall, the MCS management teams appear to work well together and provide leadership to revolve multiple technical and budgetary issues. The MCS Days Away Restricted or Transferred (DART)/Total Recordable Case (TRC) rates remain well below the DOE goals.

Utilization of Small Business: Significantly exceeded or met ambitious contracting goals for utilization of small business.

Regulatory Compliance: Cylinder inspections in the Cylinder Yards were completed ahead of the regulatory due dates. All regulatory required submittals (e.g., KPDES data and reports) have been on time. MCS demonstrated aggressive improvements in the area of cybersecurity. MCS did not have any cybersecurity related Incidents of Security Concern during this period, suggesting the security program that is in place at both sites is effective. It is recommended that MCS continue to pursue further improvements in the cybersecurity area. The results of the Safeguards & Security and Nuclear Material Control and Accountability assessments show that MCS has a robust program and coordinates well with other site contractors in these areas.

Performance Based Incentives (PBI)

PBI Fee Available: \$2,574,358.

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| • PBI-1 CER/CTS Start-up (40%) |  | Partially Met (70% - \$776,407) |
| • PBI-2 Production (40%) |  | Partially Met (23% - \$238,762) |
| • PBI-3 Process Flow Improvements (20%) |  | Met (100% - \$476,848) |

Performance Based Incentive Fee Earned: The overall fee awarded is based on completion of the PBI activities is: **\$1,492,017.**