

PERFORMANCE EVALUATION AND MEASUREMENT PLAN (PEMP)

Volume I – Incentive B - Award Fee

DESIGN, CONSTRUCTION, AND COMMISSIONING OF THE HANFORD TANK WASTE TREATMENT & IMMOBILIZATION PLANT

CONTRACT NO. DE-AC27-01RV14136

Evaluation Period 2012-A

January 1, 2012 to June 30, 2012

Bechtel National, Inc.
Richland WA



Rev. 2 -- Effective April 15, 2012

Issued By:

A handwritten signature in black ink, appearing to read "Dale E. Knutson".

Dale E. Knutson
Federal Project Director, WTP
Fee Determination Official

Accepted By:

A handwritten signature in black ink, appearing to read "Frank Russo".

Frank Russo
Bechtel National, Inc.

PEMP General Information

WTP PERFORMANCE EVALUATION & MEASUREMENT PLAN - PERIOD 2012-A		
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PEMP General Information

A. Introduction

Contract No. DE-AC27-01RV14136 utilizes multiple, performance-based incentive fee components to drive Contractor performance excellence in completing the design, construction, and commissioning of the Hanford Waste Treatment and Immobilization Contract (WTP).

The Contract has five incentive fee elements:

- Incentive Fee A – Final Fee Determination for Work Prior to Modification No. A143
- Incentive Fee B – Award Fee
- Incentive Fee C – Milestone and Schedule Incentive Fee
- Incentive Fee D – Operational Incentive Fee
- Incentive Fee E – Enhancement Incentive Fee

WTP Incentive Fee Structure

Title	Fee Type	Performance Measure(s)	Fee Administration Terms and Conditions Reference
Final Fee Determination for Work Prior to Mod. No. A143	Fixed	Determined by Contracting Officer	Clause B.6, Attachment B-2-A
Award Fee:			
Award Fee - Project Mgmt Incentive	Award	Performance Measures in PEMP	Clause B.7, Atch B-2-B & PEMP
Award Fee - Cost Incentive	Award	Performance Measures in PEMP	Clause B.7, Atch B-2-B & PEMP
REA Settlement		Negotiated	Atch B-3
Schedule Incentive Fee:			
Activity Milestone Completion	PBI	Completion of Specified Milestones	Clause B.6, Atchs B-2-C, C.1, & Section J, Atch P
Facility Milestone Completion	PBI	Completion of Specified Milestones	Clause B.6, Atch B-2-C
Operational Incentive Fee:			
Cold Commissioning	PBI	Capacity	Clause B.6; Atch B-2-D; Section C, Standard 5, Table C.6-5.1
Hot Commissioning	PBI	Capacity	Clause B.6, Atch B-2-D; Section C, Standard 5, Table C.6-5.2
Enhancement Incentive Fee:			
Enhanced Plant Capacity	PBI	Plant Capacity Exceeding Treatment Capacity	Clause B.6, Atch B-2-E
Sodium Reduction	PBI	Metric Tons Sodium Reduced	Clause B.6, Atch B-2-E
Enhanced Plant Turnover	PBI	Reduced Plant Turnover Period	Clause B.6, Atch B-2-E
Sustained Production Achievement	PBI	Post-Turnover Operations Capacity	Clause B.6, Atch B-2-E

This PEMP Volume I covers Incentive B – Award Fee, which is updated semiannually. The fee administration terms and conditions of A, C, D, and E performance incentives are self-contained within the Contract Section B, and thus, are not addressed in either PEMP volume. See the reference Table above.

PEMP General Information

The following performance incentive fees are covered by this PEMP:

Performance Incentive Number	Performance Incentive Description	Performance Measures Stated In:	Modified:
Incentive Fee B.1	Award Fee – Project Management Incentive	PEMP – Attachment A	Each Award Fee Evaluation Period (Six-Month Intervals)
Incentive Fee B.2	Award Fee – Cost Management Incentive	PEMP – Attachment B	Each Award Fee Evaluation Period (Six-Month Intervals)

The Award Fee provides a performance incentive for the Contractor and gives the Government a tool to identify and reward superior performance. The amount of award fee the Contractor earns is based on both an objective and subjective evaluation by the Government of the Contractor's performance as measured against the criteria contained in this Plan.

B. Roles and Responsibilities

The Award Fee process utilizes a three-level system to ensure full and fair performance evaluation.

Level 1.0 – Fee Determination Official (FDO)

Level 1.1 – WTP Contracting Officer (CO)

Level 2.0 – Performance Evaluation Board (PEB)

Level 3.0 – Performance Evaluation Monitors (PEMs)

Level 1.0 – Fee Determination Official: Federal Project Director, WTP

The FDO will: 1) appoint the PEB Chair; 2) review the recommendation of the PEB, consider all pertinent data, and determine the amount of Award Fee earned during each evaluation period; 3) notify the Contractor via the CO of performance strengths, areas for improvement, and future expectations; 4) approve the PEMP and any significant changes thereto; and 5) authorize the Contracting Officer to make the Award Fee Payment.

Level 1.0 ensures independent, executive-level review of the work of the Performance Evaluation Board and Performance Evaluation Monitors.

Level 1.1 – WTP Contracting Officer

The CO will: 1) serve as a voting member of the PEB; 2) issue the PEMP on a semi-annual basis in accordance with Section B.7 *Award Fee Administration* of the Contract; 3) ensure that the Award Fee and Contract Incentives process is managed consistent with applicable acquisition regulations; 4) ensure that the Award Fee process meets the overall WTP business objectives; and 5) issue the award fee amount earned determination as authorized by the FDO in accordance with B.7 *Award Fee Administration*.

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Level 2.0 – Performance Evaluation Board:

- WTP Deputy Federal Project Director, Chair
- WTP Contracting Officer
- WTP Performance Evaluation Program Manager

The PEB reviews the PEM evaluations of Contractor performance, considers the Contractor's self-assessment if submitted, considers all information from pertinent sources, prepares draft and final performance reports, and arrives at an earned award fee recommendation to be presented to the FDO. The PEB may also recommend changes to the PEMP.

Performance Evaluation Board Chair:

The PEB Chair will be identified and appointed by the FDO. The Chair may assign or reassign Performance Evaluation Monitors at any time without advance notice to the Contractor. The Chair will: 1) review the performance monitors' evaluations and consider the Contractor's self-assessment; 2) analyze the Contractor's performance against the criteria set forth in the PEMP; 3) provide periodic interim performance feedback to the Contractor via the CO; 4) provide a recommendation on the Award Fee scoring and the amount earned by the Contractor; and 5) recommend any changes to the PEMP.

WTP Contracting Officer:

(See description above.)

WTP Performance Evaluation Program Manager:

The Performance Evaluation Program Manager is responsible for coordinating the administrative actions required by the PEMs, the PEB and the FDO, including: 1) receipt, processing, and distribution of evaluation reports from all required sources; 2) scheduling and assisting with internal evaluation milestones, such as briefings; and 3) accomplishing other actions required to ensure the smooth operation of the award fee process.

Performance Evaluation Monitors:

PEMs may be drawn as needed from the following positions, or others as deemed necessary by the PEB Chair:

- WTP Federal Project Manager, HLW
- WTP Federal Project Manager, PT
- WTP Federal Project Manager, LBL
- WTP Federal Project Manager, Shared Services
- WTP Regulatory Official
- Director, WTP Programs and Projects Division
- Director, WTP Engineering Division
- Director, WTP Construction Oversight and Assurance Division
- ESQ Quality Assurance Team Leader
- Director, Project Administration
- Director, Acquisition Management Division
- WTP Contracting Officer/Contract Specialist
- ORP Organizational Property Management Officer

The PEMs will: 1) monitor, evaluate, and assess Contractor performance in their assigned areas; 2) periodically prepare a Contractor Performance Monitor Report (CPMR) for the PEB and provide verbal performance input as well; 3) recommend any

PEMP General Information

needed changes to the PEMP for consideration by the PEB and FDO; and 4) maintain a performance dialogue with BNI Performance Measure owners throughout the evaluation period.

C. Process & Schedule

Activity No.	Activity	Footnote	Days from Beginning of Evaluation Period		Dates - Evaluation Period 2012-A	
			From	To	Start	Finish
1	Performance Evaluation Board (PEB) Appointed		-90	-90	10/03/11	10/03/11
2	DOE Generates Draft PEMP		-70	-55	10/23/11	11/07/11
3	PEMP Board Finalizes PEMP		-55	-45	11/07/11	11/17/11
4	HQ Approval - Business Clearance		-45	-30	11/17/11	12/02/11
5	Contractor Review Comments on PEMP	1	-30	-23	12/02/11	12/09/11
6	Final PEMP Execution	2	-23	-14	12/09/11	12/18/11
7	FDO, PEB, and PEM Evaluate Performance		0	181	01/01/12	06/30/12
8	Contractor Self-Assessment (S/A)		182	191	07/01/12	07/10/12
9	PEM Submit Final Reports to PEB	3	192	206	07/10/12	07/25/12
10	PEB Completes Report		207	227	07/26/12	08/15/12
11	PEB Briefs FDO		228	235	08/16/12	08/23/12
12	HQ EM HCA Review/Concurrence		236	245	08/24/12	09/02/12
13	FDO Determines Award Fee Amount		246	251	09/03/12	09/08/12
	Performance Period Begins					01/01/12
	Performance Period Ends					06/30/12
Footnotes:						
1	Contractor is provided opportunity to review and comment					
2	PEMP is executed unilaterally if parties cannot agree by beginning of evaluation period					
3	PEM Reports are updated (if necessary) based on consideration of Contractor Self-Assessment					

The Contractor will receive two separate Award Fee evaluation ratings – one rating for Incentive B.1 *Project Management Incentive* and one rating for Incentive B.2 *Cost Incentive*. Each rating is independently applied to the available Award Fee pool for that incentive element. The total available award fee for this Evaluation Period 2012-A is:

Incentive B.1 Award Fee – Project Management Incentive	\$3,150,000
Incentive B.2 Award Fee – Cost Incentive	\$3,150,000

In accordance with Federal Acquisition Regulation, Subpart 16.401(e)(3)(v), the contractor is prohibited from earning any award fee when the contractor's overall cost, schedule, and technical performance is below satisfactory.

DOE's expectation is that the Contractor will complete assigned Hanford Federal Facility Agreement and Consent Order and Consent Decree Milestone deliverables at least 30 days before they are due. DOE reserves the right to reduce the PEMP award fee determination if the Contractor fails to meet DOE's expectation.

PEMP General Information

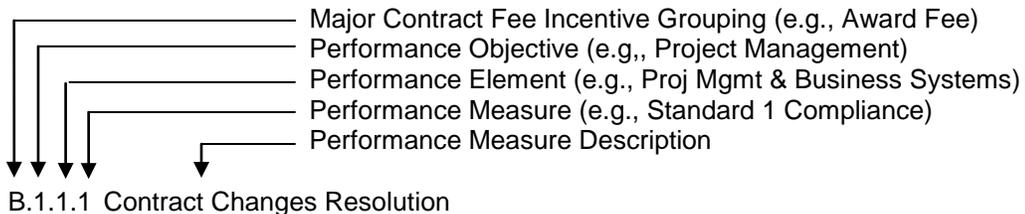
D. Contractor Self-Assessment

See Section B Clause B.7 *Award Fee Administration*, which states:

“Following each evaluation period, the Contractor may submit a self-assessment, provided such assessment is submitted within ten (10) calendar days after the end of the period. This self-assessment shall address both the strengths and weaknesses of the Contractor's performance during the evaluation period. Where deficiencies in performance are noted, the Contractor shall describe the actions planned or taken to correct such deficiencies and avoid their recurrence. The Contracting Officer will review the Contractor's self-assessment, if submitted, as part of its independent evaluation of the Contractor's management during the period.”

E. PEMP Numbering System and Definitions

This PEMP utilizes a numbering system shown in the example below:



“Major Incentive Grouping” – The type of Contractor incentive employed on the Contract (refer to Section B of the Contract).

“Performance Objective” – The highest level Award Fee incentive areas – B.1 Project Management and B.2 Cost, and a statement of the Contractor performance necessary to safely and successfully complete the project with respect to specified outcomes (i.e., cost, schedule, scope, etc.).

“Performance Element” – Targeted performance areas necessary to achieve the Performance Objective.

“Performance Measure” – Specific criteria to objectively or subjectively measure Contractor performance in Performance Elements that will lead to achieving the Performance Objective.

Where possible, objective Performance Measures are used to determine award fee earnings. However, in both the Project Management Incentive and Cost Incentive areas, subjective (qualitative-based judgment) measures are used where appropriate.

F. Performance Periods

For all Performance Measures under Performance Objective B.1 Project Management, the performance period will cover January 1, 2012 through June 30, 2012.

For all Performance Measures under Performance Objective B.2 Cost, the EVMS performance period will cover November 14, 2011 through May 13, 2012. For Schedule Activities listed in B.2.1.1, the performance period will cover January 1, 2012 through June 30, 2012.

Attachment A – Incentive B.1 Award Fee – Project Management Incentive

B.1 Award Fee – Project Management Incentive.

Performance Objective:

The *Award Fee - Project Management Incentive* is a performance measurement tool to assess the Contractor's project management performance and provides impetus for continuous improvement in important project management areas not covered by other incentives. The Performance Objective of the *Award Fee – Project Management Incentive* is to ensure that important project systems contribute favorably to safe, high quality work performance that supports the cost, schedule, and quality goals of the project.

Performance Elements:

- B.1.1 Contract & Business System Management, Construction, Procurement
- B.1.2 Safety and Health Performance
- B.1.3 Quality Management
- B.1.4 Engineering Technical Performance
- B.1.5 Startup and Commissioning Technical Performance
- B.1.6 Nuclear Safety Technical Performance
- B.1.7 Nuclear Safety and Quality Culture

Evaluation Process – Award Fee-Project Management Incentive:

DOE will evaluate and measure performance in each of the Performance Elements B.1.1 through B.1.7, using the Performance Measure(s) for each Element. The Performance Elements are considered necessary to achieve the Performance Objective stated above. The evaluation will assign a Numerical Rating of 0 to 100, and corresponding Adjectival Rating, to each Performance Element. The Percent of Available Fee Earned awarded to that Performance Element will match the Numerical Rating (e.g., a Numerical Rating of 71 is awarded 71% for that Element). See Table B.1.A - *Award Fee – Project Management Incentive Ratings and Definitions Chart*. The Numerical and Adjectival Ratings will be based upon DOE's evaluation of the extent to which Contractor performance on that Element favorably contributed toward achieving the Performance Objective.

Each Performance Measure has indicators and guidelines that are important performance considerations; however, DOE may consider any pertinent performance information related to that Element.

Each Performance Element will be evaluated using the Performance Measures, and a Numerical Rating and Adjectival Rating will be assigned to each Performance Element. The Performance Element ratings are then weighted to yield a composite evaluation for the Performance Objective. See Table B.1.A - *Award Fee – Project Management Incentive Ratings & Definitions Chart* and Table B.1.B – *Award Fee – Project Management Incentive Fee Earnings Calculation*.

Attachment A – Incentive B.1 Award Fee – Project Management Incentive

Table B.1.A - Award Fee – Project Management Incentive Ratings and Definitions Chart

Assigned Numerical Rating	Adjectival Rating <i>(corresponding to Numerical Rating)</i>	Definition	Percentage of Award Fee Earned*
91 to 100	Excellent	Contractor has exceeded almost all of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period. Contractor's work is highly professional. Contractor solves problems with very little, if any, Government involvement. Contractor is proactive and takes an aggressive approach in identifying problems and their resolution, including those identified in the risk management process, with a substantial emphasis on performing quality work in a safe manner within cost/schedule objectives. No significant re-work.	91% to 100%
76 to 90	Very Good	Contractor has exceeded many of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period. Contractor solves problems with minimal Government involvement. Contractor is usually proactive and demonstrates an aggressive approach in identifying problems and their resolution, including those identified in the risk management process, with an emphasis on performing quality work in a safe manner within cost/schedule objectives. Problems are usually self-identified and resolution is self-initiated. Some limited, low-impact rework within normal expectations.	76% to 90%
51 to 75	Good	Contractor has exceeded some of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period. Contractor is able to solve basic problems with adequate emphasis on performing quality work in a safe manner within cost/schedule objectives. The rating within this range will be determined by level of necessary Government involvement in problem resolution, including those problems identified in the risk management process, and extent to which the performance problem is self-identified vs. Government-identified. Some re-work required that unfavorably impacted cost and/or schedule.	51% to 75%
≤ 50	Satisfactory	Contractor has met overall cost, schedule, and technical performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period. Contractor has some difficulty solving basic problems, and cost, schedule, safety, and technical performance needs improvement to avoid further performance risk to the project. Government involvement in problem resolution, including those problems identified in the risk management process, is necessary. Excessive rework required that unfavorably impacted cost and/or schedule.	≤ 50%
0	Unsatisfactory	Contractor has failed to meet overall cost, schedule, and technical performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period. Contractor does not demonstrate an emphasis on performing quality work in a safe manner within cost/schedule objectives. Contractor is unable to solve problems and Government involvement in problem resolution, including those problems identified in the risk management process, is necessary. Excessive rework required that had significant unfavorable impact	0%

Attachment A – Incentive B.1 Award Fee – Project Management Incentive

	on cost and/or schedule.	
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* Percent Fee Earned corresponds with Numerical Rating (e.g., a Numerical Rating of 71 percent earns 71 percent of available fee for that Performance Measure).

Table B.1.B - Award Fee - Project Management Incentive Fee Earnings Calculation					
		(a)	(b)	(c)	(d)
Performance Elements:		Weighting	Adjectival Rating	Num. Rating & % Fee Earned	Weighted Totals (a) x (c)
B.1.1	Business, Construction, Procurement	10%			
B.1.2	Safety and Health Performance	5%			
B.1.3	Quality Management	5%			
B.1.4	Engineering Technical Performance	20%			
B.1.5	Startup & Commissioning Technical Perf	15%			
B.1.6	Nuclear Safety Technical Performance	20%			
B.1.7	Nuclear Safety & Quality Culture	25%			
	Total	<u>100%</u>	Composite	% Earned (e)	
Total Available Award Fee - Project Management Incentive (Period 2012-A)					\$ 3,150,000

B.1 Award Fee – Project Management Incentive

The following are the Performance Elements (B.1.X) and Performance Measures (B.1.X.X) that support the Performance Objective. DOE will assign a Numerical Rating and Adjectival Rating (per Table B.1.A) for each Performance Element based on the Performance Measure(s) for that particular Element.

B.1.1 Contract and Business System Management, Construction, Procurement – Weighting: 10%

B.1.1.1 Contract and Business System Management The Contractor will be evaluated for performance on a wide range of contract management and business system management areas. This Performance Measure includes consideration of:

- Compliance with Federal and Departmental acquisition regulations, procedures, guidance, and the contract.
- Effectiveness of Subcontract and Procurement management (including compliance with internal procedures and the Contractor’s approved purchasing system). Submittal of timely and thoroughly documented subcontract and procurement consent packages that are in accordance with the contractor’s approved procedures. DOE will also evaluate the contractor’s ability to work cooperatively with DOE to support subcontract consent decisions.

Attachment A – Incentive B.1 Award Fee – Project Management Incentive

- Adequacy of documentation of the prime contractor's subcontract/procurement files, including, but not limited to, technical evaluations of subcontractor/vendor proposals and sole source justifications. DOE's evaluation will include the degree to which the contractor complies with its approved procedures.
- Effectiveness of the contractor's management of Government property, including:
 - subcontract property administration and subcontractor oversight;
 - records and reports of Government property (Government-furnished and contractor-acquired);
 - inventory of Government property;
 - care, maintenance, and use of Government property;
 - reutilization and disposition of Government property; and
 - revise property management system and property records to include real property management/records requirements of FAR 45.5 and FAR 52.245-5.
- Assess integration and cooperative behavior (to include timely identification and resolution of issues and controversy) and customer satisfaction.
- Ability to work with DOE in a spirit of cooperation, including timely submission of requests for additional data, and conveying a positive and professional attitude.
- Timely submission of Contract Change Proposals (CCPs).
- Submission of current, accurate, and complete CCPs that meet all Federal Acquisition Regulation (FAR) requirements, including but not limited to compliance with FAR Part 15.
- Ability to provide to DOE fully compliant CCPs with BNI's initial submittal, without the need for significant fact-finding or re-submittal to meet FAR requirements.
- Inclusion of a comprehensive, fully-supported technical proposal with each CCP (when applicable) which addresses, at a minimum, the appropriateness of the proposed skill mix and labor hours, types and quantities of proposed materials, traceability, and any other data pertinent to the CCP.
- If excessive Requests for Equitable Adjustments are submitted with no reasonable basis, the performance evaluation under this performance measure will be negatively affected.

B.1.1.2 Construction Technical Performance. - Contract Section C, *Statement of Work, Standard 4 Construction, Procurement, and Acceptance Testing* describes construction requirements for WTP. This Performance Measure evaluates technical aspects of construction performance under the overall goal of improving the Project Management in the Construction Phase until facility turnover to Commissioning. DOE reserves the right to consider any available information in making this evaluation.

Performance considerations include:

Attachment A – Incentive B.1 Award Fee – Project Management Incentive

- Overcome Engineering/Procurement/Construction challenges, including effective management of emergent trends with proactive and early communication to DOE from initial identification of an issue through final closure;
- Maximize performance efficiency, including complete work control modifications and Corrective Action Plans;
- Focus on completion:
 - Meet installation rates:
 - Planned vs. actual commodity and major equipment installation rates measured against the baseline as well as development and performance against any identified recovery plans;
 - Subcontractor performance on all installation work performed on the WTP jobsite by BNI subcontractors, including the efficient coordination of BNI engineering-supplied documentation and scheduling of work interfaces with BNI direct hire craft and other BNI subcontractors and timely resolution of NCRs and interferences with a minimum amount of rework. Included in this metric is reporting of correct EVMS data and performance indices by the subcontractors;
 - Demonstrate priorities and decision making aligned with critical path, as well as metrics identifying performance against secondary metrics of Early Starts and Early Finishes against baseline activities;
 - Manage resources (direct-hire labor, subcontractor, and equipment and materials) available to support construction;
 - Demonstrate that efficient direct-hire and subcontractor management performance is achieved with an effective mixture of indirect labor, support services, and construction equipment; and
 - Timely and consistent communication and reporting of data and metrics against the baseline to identify and facilitate accurate evaluation of the quantitative reporting for Construction Technical Performance.
- Maintenance of the management tools, such as P6, and the Bechtel Procurement System, so that accurate and complete information is flowing between Engineering, Procurement, and Construction related to the construction need date and the supporting procurement process.

B.1.1.3 Procurement Technical Performance- This Performance Measure evaluates equipment and material acquisition and management including, but not limited to: purchasing, expediting, supplier inspection, transportation, receipt, receiving inspection, and storage from receipt until custody transfer to Construction.

This Performance Measure includes consideration of:

Attachment A – Incentive B.1 Award Fee – Project Management Incentive

- Proactive identification, resolution, management and closure of issues that may affect the procurement objectives of the project, i.e., functionality, cost, schedule, quality, safety, etc.;
- Execution of the procurement cycle for both bulk material and tagged equipment items consistent with, or ahead of, the schedule;
- Effective and efficient management of the Material Handling Facility and Marshalling Yard;
- Market analysis, specification, negotiation, procurement, and expediting and inspection of components such that equipment is delivered on schedule and within budget; and
- Maintenance of the management tools, such as Teamworks, P6, and the Bechtel Procurement System, such that accurate and complete information is flowing between Engineering, Procurement, and Construction related to the construction need date and the supporting procurement process.

B.1.2 Safety and Health Performance - (Weighting: 5%)

B.1.2.1 Integrated Safety Management Systems (ISMS). Contract Clause 1.105 DEAR 952.223-71 *Integration of Environment, Safety, And Health Into Work Planning and Execution (Jun 1997)* requires the Contractor, at a minimum, to manage and perform work in accordance with a documented Safety Management System (System) that fulfills all conditions in paragraph (b) thereof, and to demonstrate continuous improvement of its ISMS program. Accordingly, DOE will evaluate the Contractor's continuous improvement of the ISMS Programs, which include: 1) implementation of work hazard analysis and controls that result in, a) improving work injury/illness performance as defined in the Annual Performance Objectives, Measures and Commitments (POMCs) as agreed to between BNI and ORP as part of the ISMS POMC process, and b) no employee exposures to work place hazards above the applicable exposure limits [e.g., permissible exposure level (PEL) or TLV]; 2) implementation of event investigation (review, cause analysis and action implementation) that results in effective organizational learning with the goal of eliminating recurring events; and 3) documented periodic management analysis of work site conditions and implementing strategies that result in improving WTP Project safety .

Attachment A – Incentive B.1 Award Fee – Project Management Incentive

B.1.3 Quality Management – (Weighting: 5%)

B.1.3.1 Quality Management System Compliance. Contract Section C, *Statement of Work*, Standard 7, *Environment, Safety, Quality, and Health*, Paragraph (e)(3) requires the Contractor to develop and implement a quality assurance program based upon the requirements of 10 CFR 830.120, Subpart A (“the QA Rule”) and DOE O 414.1C. The program is documented in the Contractor’s Quality Assurance Manual (QAM) (Contract Deliverable 7.2 *Quality Assurance*). DOE will evaluate the Contractor’s Quality Management System (QMS) that implements the QA Rule requirements/criteria described in the Contractor’s Quality Assurance Manual (QAM). Implementation of these requirements will be measured on a semi-annual basis and reported to DOE using an integrated performance metric. This semi-annual review will use data that was originated in the Quality Management System. The Contractor will evaluate each of the ten elements of the Contractor’s Quality Management System, evaluate Contractor performance, provide a rating (Excellent, Very Good, Good, Satisfactory, or Unsatisfactory), along with a numerical rating (based on the average of sub-element ratings), and, where applicable, discuss opportunities for improvement. The semi-annual QMS Compliance Matrix and the ratings will be mutually agreed-to by DOE and the Contractor and will provide the basis for the ratings provided. A formal Corrective Action Plan will be submitted to DOE for any Contractor Quality Management System area (from the ten QA Rules with consolidated ratings) that is evaluated as less than effective ($\leq 50\%$). The Corrective Action Plan will be reviewed by DOE within 15 working days of submittal to DOE, and approved upon resolution of any DOE comments. The semi-annual report will then provide the primary basis for the annual declaration that the QMS is fully integrated with the Contractor’s Integrated Safety Management System. The award fee evaluation will be based upon the numerical rating average for the ten QA Rule requirements in the QMS matrix. For purposes of the evaluation, the ten QA Rule requirements are considered to be of equal importance. The numerical ratings shall be identified consistent with Table B.1.A – Award Fee – Project Management Incentive Ratings and Definitions Chart.

B.1.4 Engineering Technical Performance- (Weighting: 20%)

B.1.4.1 Engineering Technical Performance. Contract Section C, *Statement of Work*, Standard 3 Design describes engineering requirements for WTP. Accordingly, DOE will evaluate engineering performance during this PEMP evaluation period. This Performance Measure will focus on aspects of Engineering Performance that are not duplicative of other Performance Measures under Performance Objective B.2 Cost. Emphasis is on the identification, resolution, management, and closure of technical issues that may adversely affect the cost, schedule, safety, quality, functionality, and other important objectives of the project. The process described in BNI Engineering Technical Issues Identification Management Guide 24590-WTP-GPG-ENG-0125 (latest version) will form a significant metric for performance measurement.

Attachment A – Incentive B.1 Award Fee – Project Management Incentive

DOE reserves the right to consider any available information that bears on engineering performance in making this evaluation.

Performance considerations include:

- Implementation of all design changes required as a result of the Technical Issue Management process (24590-WTP-GPG-ENG-0125):
 - Scheduled dates are met with acceptable resolution of technical issues
 - Results are efficiently incorporated into design with respect to cost and schedule
- Overcome inherent technical problems:
 - Technical issues are closed within schedule dates established in the Technical Issue Evaluation Forms;
 - Emerging issues are managed to closure within established schedule dates;
 - Identifying, disclosing and managing supplier/vendor technical performance issues; and
 - Engineering Risk mitigation actions, as published in January 2011, under the Contract Deliverable 1.6 WTP Risk Management Plan (based on the November 20, 2010 update), and Risk Assessment Sheets added or modified subsequent to the November 2010 update, per requirements of the Project Risk Assessment and Management procedure, are completed by the plan dates or any schedule extensions are properly justified in the Notes section of the current Risk Assessment Sheets.
- Efficient Performance:
 - Work process improvements / implementation of Lessons Learned;
 - Utilization of engineering resources; and
 - Satisfactory customer comment resolution.
- Focus on completion:
 - Assess schedule performance with regard to engineering alignment with project completion schedule; and
 - Engineering documents are issued and services provided to support procurement and construction needs.
- Progress managing the identification and effective closure of technical issues to provide the technical basis for integration of nuclear safety into facility design and developing a documented safety analysis that will support commissioning and operations. Initially established in, “Plan and Schedule to Systematically Evaluate the Hazards of Known Technical Issues, M3 Vessel Assessment Summary Reports, LOAM Benchmark Data and LSIT – Response to DNFSB Recommendation 2010-2 Implementation Plan Commitment 5.7.3.1.”

Attachment A – Incentive B.1 Award Fee – Project Management Incentive

B.1.5 Startup and Commissioning Technical Performance- (Weighting: 15%)

B.1.5.1 Startup and Commissioning Technical Performance. Contract Section C, Statement of Work, Standard 5 describes the Commissioning process to include simple component tests and progresses through system level tests. Initial component tests and systems tests will be performed in a planned sequence at each facility. Accordingly, DOE will evaluate technical performance related to the Startup and Commissioning phase performance during this PEMP evaluation period. Emphasis is on the identification, resolution, management, and closure of technical issues that may adversely affect the readiness, cost, schedule, safety, quality, functionality, and other important objectives of the project Startup and Commissioning phase. The processes described in BNI Construction To Startup Turnover procedure 24590-WTP-GPP-MGT-042 (latest version) and BNI Design Completion For Turnover To Startup procedure 24590-WTP-3DP-G04T-00916 (latest version), as well as preparations for turnovers and testing to be completed in calendar year 2012 will have high consideration in this performance evaluation.

DOE reserves the right to consider any available information that bears on startup and commissioning performance in making this evaluation.

Performance considerations include:

- Completion and maintenance of a Startup schedule (Level 5) with a rolling nine (9) month window. The schedule will include sufficient detail and logic to allow planning of activities necessary for turnover and testing of scoped systems based on the Level 4 baseline schedule. Used in conjunction with work lists, sufficient detail will exist to support component and system testing in support of system turnover to Commissioning;
- Development of a certification and qualification program for Levels I, II, and III Startup Testing Personnel Certification;
- Preparation and approval of appropriate component and/or system test procedures to support upcoming testing in accordance with 24590-WTP-GPP-MGT-042 and the baseline schedule. This will include subjective consideration of procedure quality and review timeliness;
- Completion of a Startup Plan Document;
- Completion of a Teamworks coding process to allow cross-walk and tracking of required tests against specified components; and
- Turnover Planning and Preparation.

Integration Technical Performance: Contract Section C, Statement of Work, Section C.3 describes the partnering approach used by the Contractor, the Tank Operations Contractor, and DOE. Emphasis is on active collaboration between the parties and proactive identification and resolution of technical and administrative integration issues. DOE reserves the right to consider any

Attachment A – Incentive B.1 Award Fee – Project Management Incentive

available information that bears on Integration performance in making this evaluation. Such information may include closure documents for open items /issues listed in Interface Control Documents and Data Quality Objectives for WTP feed acceptance criteria, test plans and reports, operations research assessments, requirements documents for infrastructure and services, and evaluations of the RPP mission waste feed vector.

B.1.6 Nuclear Safety Technical Performance - (Weighting: 20%)

B.1.6.1 Nuclear Safety Technical Performance. Contract Section C, Statement of Work, Standard 9 describes contractor requirements to ensure Radiological, Nuclear, and Process Safety. This workscope includes implementation of a standards-based safety management program in compliance with the rules provided in 10 CFR 830 on nuclear safety to ensure that WTP safety requirements are defined, implemented, and maintained.

Before WTP operations can commence, the contractor must resolve all technical issues affecting the safety of workers, the public, and the environment. Of particular importance is to proactively identify potential safety concerns and respond to them with appropriate modifications of the plant design and/or control strategy. This performance evaluation will weigh heavily on the contractor's effectiveness in self-identifying safety concerns early and responding to concerns raised both internally and by external stakeholders and review teams.

DOE reserves the right to consider any available information that bears on Nuclear Safety performance in making this evaluation. Documents to be considered include:

- Plans, procedures, issue descriptions and other documents used in management of technical issues that may impact design and/or safety basis;
- Closure documents for recommendations by the August 2011 Construction Project Review team that are related to integration of nuclear safety into plant design;
- Updates to the WTP *Integrated Licensing Strategy*;
- Reports documenting ongoing development of nuclear safety parameters and requirements for incorporation into *Initial Data Quality Objectives for WTP Feed Acceptance Criteria* (24590-WTP-RPT-MGT-11.014) and *Interface Control Document 19* (24590-WTP-ICD-MG-01-019).
- Progress managing the identification and effective closure of technical issues to provide the technical basis for integration of nuclear safety into facility design and developing a documented safety analysis that will support commissioning and operations. Initially established in, "Plan and Schedule

Attachment A – Incentive B.1 Award Fee – Project Management Incentive

To Systematically Evaluate the Hazards of Known Technical Issues, M3 Vessel Assessment Summary Reports, LOAM Benchmark Data and LSIT – Response to DNFSB Recommendation 2010-2 Implementation Plan Commitment 5.7.3.1.”

B.1.7 Nuclear Safety and Quality Culture - (Weighting: 25%)

B.1.7.1 Nuclear Safety and Quality Culture. The contractor must ensure programs are in place and emphasize expectations which will promote a robust Nuclear Safety Culture and Quality Culture (NSQC) including a Safety Conscious Work Environment.

Criteria evaluated to promote a robust NSQC include:

Action Plan to Strengthen the NSQC

The contractor must develop and proactively implement a plan that comprehensively addresses the cumulative significance of all the findings, recommendations, and information in the various NSQC reports and assessments, with full recognition of the current WTP environment. This plan shall include, at a minimum, the 2012 HSS report, the HSS supplemental report, the DOE IP for 2011-1, the ISQCA report, DNFSB 2011-1, and the employee feedback from the survey administered in the fall of 2011. The plan shall consider and implement proven tools to improve safety culture across the project. Further, the plan should provide traceability of each issue addressed, the evaluations conducted, and the actions to be taken, providing a means to track and communicate the status of actions completed or in process. Actions by DOE needed to approve the plan; timely implementation of the associated actions; and responsiveness to feedback during the implementation of the plan will be included in the basis of evaluation of this element.

Develop tools to assess progress in improving NSQC and determining the need for adjustments

Safety culture improvement takes years. It's important to have methods in place to ensure worker involvement, communicate results, and follow-up assessments conducted to ensure continued workforce support and involvement. Evidence of this objective includes: development and implementation of an active set of metrics to monitor the NSQC; conduct of internal and external assessment of the NSQC including comprehensive annual assessments; implementation of employee surveys, and senior management engagement with the feedback and monitoring actions and evaluations. NSQC metrics developed during this period will be used in assessing and monitoring performance during subsequent PEMP intervals.

Programmatic elements evaluated:

Corrective Action Management

The contractor shall improve and maintain a fully effective corrective action management process consistent with the DOE standards

Attachment A – Incentive B.1 Award Fee – Project Management Incentive

Employee Concerns Program

The Contractor shall improve and maintain a fully effective Employee Concerns Program consistent with DOE standards and expectations. The Contractor and subcontractor(s) shall cooperate with DOE investigations and/or requests for additional information from DOE to assist in the resolution of concerns or allegations.

Differing Professional Opinion (DPO)

The Contractor shall improve and maintain a fully effective DPO process (for technical issues) consistent with DOE standards.

Safety Conscious Work Environment (SCWE)

The Contractor shall establish and maintain a fully effective SCWE. The Contractor shall ensure that all employees are afforded a workplace free from harassment, intimidation, retaliation and/or discrimination. The Contractor shall take prompt action to adequately and effectively mitigate issues that may prevent the Contractor and subcontractor employees from raising concerns to the Contractor or DOE.

Attachment B – Incentive B.2 Award Fee – Cost Incentive

B.2 Award Fee – Cost Incentive

Performance Objective:

The primary objective of the Award Fee – Cost Incentive is to encourage the Contractor to achieve a final actual cost that is equal to or less than the Total Estimated Contract Cost (TECC), as adjusted. The TECC for the purposes of this incentive is defined as the Contractor's Performance Management Baseline plus Management Reserve. TECC is also referred to under the Contractor's Earned Value Management System as the Total Allocated Budget.

Performance Elements:

B.2.1 Cost

Performance Measures:

- B.2.1.1 Engineering, Construction, Plant Material & Plant Equipment Cost & Schedule Performance
- B.2.1.2 Management Reserve, Variances, and Estimate at Completion (EAC)
- B.2.1.3 Risk Management

Evaluation Process – Award Fee-Cost Incentive:

DOE will evaluate each of the B.2 Performance Measures to assess the Contractor's performance toward completing the project at a final actual cost that is equal to or less than the TECC. The evaluation will assign an overall Percent of Total Available Fee Earned and Cost Performance Rating commensurate with cost performance in the evaluation period. Cost Performance will be rated on an adjectival scale using the Performance Indicators below. The rating may include other similar, but not necessarily stated considerations that clearly influence the achievement of the Performance Objective. The Percent of Total Available Fee Earned for each Cost Performance Rating is as follows:

<u>Cost Performance Rating</u>	<u>% of Total Available Fee Earned</u>
Excellent	91% to 100%
Very Good	76% to 90%
Good	51% to 75%
Satisfactory	≤50%
Unsatisfactory	0%

Performance Element B.2.1 Cost incentive will be evaluated using the three B.2.1.X Performance Measures. The general considerations for each Performance level are shown in Table B.2.A – Award Fee – Cost Incentive Ratings and Definitions Chart. In establishing a rating, cost management efficiency and effectiveness will be considered.

Table B.2.A - Award Fee – Cost Incentive Ratings and Definitions Chart

Attachment B – Incentive B.2 Award Fee – Cost Incentive

Assigned Numerical Rating	Cost Performance Level	Performance Indicators	Percentage of Award Fee Earned*
91 to 100	Excellent	<p>Contractor has exceeded almost all of the significant award-fee criteria and has met overall cost and schedule performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.</p> <ul style="list-style-type: none"> • CPI > 1.00 and SPI ≥ 1.00 • MR remaining is sufficient to meet remaining contractor risks • EAC has high realism based on variances, performance trends, known cost and schedule impacts, etc. and is at or below the TECC • No significant re-work • Risk Management Program: <ul style="list-style-type: none"> • Implement Risk Response Plan > 90% on Schedule • Forecast potential cost/schedule impacts – Risk Performance > 1.0 	91% to 100%
76 to 90	Very Good	<p>Contractor has exceeded many of the significant award-fee criteria and has met overall cost and schedule performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.</p> <ul style="list-style-type: none"> • CPI ≥ 1.00 and SPI ≥ 1.00 • MR remaining is sufficient to meet remaining contractor risks • EAC is realistic based on variances, performance trends, known cost and schedule impacts, etc. and the EAC does not exceed the TECC • Some limited, low-impact rework within normal expectations. • Risk Management Program: <ul style="list-style-type: none"> • Implement Risk Response Plan > 80%, < 90% on Schedule • Forecast potential cost/schedule impacts – Risk Performance > .95, ≤ 1.0 	76% to 90%
51 to 75	Good	<p>Contractor has exceeded some of the significant award-fee criteria and has met overall cost and schedule performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.</p> <ul style="list-style-type: none"> • CPI ≤ 1.00 and/or SPI ≤ 1.00 for the period but the variance is not expected to continue and reasonable opportunities exist to recover the variance. • MR identification for the period exceeds the MR profile, but completing project within MR limit is reasonably possible • EAC is generally realistic based on variances, performance trends, known cost & schedule impacts, etc. The EAC may exceed the TECC, or risk that the TECC will be exceeded. • Some rework required that unfavorably impacted cost and/or schedule • Risk Management Program: <ul style="list-style-type: none"> • Implement Risk Response Plan > 70%, ≤ 80% on Schedule • Forecast potential cost/schedule impacts – Risk Performance > .85, ≤ .95 	51% to 75%
≤ 50	Satisfactory	<p>Contractor has met overall cost and schedule performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.</p> <ul style="list-style-type: none"> • CPI < 1.00 and/or SPI < 1.00 for the period and the variance may continue and/or may be difficult to recover. • MR identification for the period exceeds the MR profile. Doubt exists that the project will be completed within the remaining Management Reserve. • The EAC exceeds the TECC, or risk that the TECC will be exceeded is too high. • Excessive rework required that unfavorably impacted cost and/or schedule • Risk Management Program: <ul style="list-style-type: none"> • Implement Risk Response Plan > 70% on Schedule • Forecast potential cost/schedule impacts – Risk Performance ≤ .85 	≤50%
0	Unsatisfactory	<p>Contractor has failed to meet overall cost and schedule performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.</p>	0%

Attachment B – Incentive B.2 Award Fee – Cost Incentive

		<ul style="list-style-type: none"> CPI < 1.00 and SPI < 1.00 for the period and the variance is expected to continue and/or will be very difficult to recover. Completing the project within the MR profile will be very challenging Management of MR identification is at a level where project completion within MR limit will be very difficult. Few favorable variances present. Unfavorable variances are significant and have dramatic impact of increasing the EAC. EAC significantly exceeds the TECC Excessive rework required that had significant unfavorable impact on cost and/or schedule 	
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Table B.2.B - Award Fee - Cost Incentive Fee Earnings Calculation					
		(a)	(b)	(c)	(d)
Performance Elements:		Weighting	Adjectival Rating	Num. Rating & % Fee Earned	Weighted Totals (a) x (c)
B.2.1.1	Eng., Const., Plt.Mtl. Plt.Eqp. C&S Perf	60%			
B.2.1.2	Management Reserve., Variances, EAC	20%			
B.2.1.3	Risk Management	20%			
Total		<u>100%</u>	Composite	% Earned (e)	
Total Available Award Fee - Cost Incentive (Period 2012-A)					\$ 3,150,000

B.2.1 Cost Performance Element

Performance Measures:

B.2.1.1 Engineering, Construction, Plant Material & Plant Equipment Cost & Schedule Performance. - (Weighting: 60%) DOE will evaluate reported performance indices in the Monthly Performance Report, the EVMS, and any other known source of performance information (regardless of whether or not such information is reported by the Contractor). The evaluated indices will include: (i) cumulative data from June 2006 to present using the current baseline; (ii) the rolling six-month average; and (iii) the monthly data. The schedule activities listed below will be used in addition to the above mentioned items to rate schedule performance for completion of activities based on the forecasted dates.

Pretreatment Facility (PT)

Schedule Activity ID	Activity Description	Forecast Completion
3EPTACSUM9	PT – EB Issue Sys. Des. Part II With Re-committed Information	15 Mar 12
2BPR1LJ240	PT- R&T DNFSB – 5.1.3.14 Vessel Configurations for Testing	30 Apr 12
9FP36110AF (HLP-27A)	Complete Fabrication of Vessels HLP-27A & 27B	21 May 12

Attachment B – Incentive B.2 Award Fee – Cost Incentive

9FP361109F (HLP-27B)		
7KPE479715 7KPE479765 7KPE479790	PT – Complete HAZOPs for FEP, PWD, and PVP	1 Jun 12

High-Level Waste Facility (HLW)

Schedule Activity ID	Activity Description	Forecast Completion
3EHEC5006C	HLW-CSA-Annex Roofing & Siding S/C – Elevations & Sections – BCP 5006	22 Feb 12
4HH123108	HLW FREP Conc Wall 3108 (EI to 37 to 44.5)	27 Feb 12
9FH487901R	HLW-DMY-Custom Fab Plinths & Brackets	10 May 12
4HH123156	HLW FREP Wall 3108A (EI 44.5 to 58)	29 May 12
4HH133026	HLW Erect Stl Steel – Multi-Disc-Rack & Decking Slab 3026	14 Jun 12

Low-Activity Waste Facility (LAW)

Schedule Activity ID	Activity Description	Forecast Completion
9ZG46LOR01	GEN – Melter Refractory Installation – Negotiate & Award S/C – C-SA-NNP0-01	2 Feb 12
3EL10M2LVP	LAW – Confirmed for LVP System Completion	28 Feb 12
7KLEFLD014	LAW – Prepare Draft ABAR – Flooding (09-0015)	30 Mar 12
4LL4601C07	LAW – Install WESP Internals PA01C EL+03 (Activity Start)	23 May 12
9FL36426L3	LAW – MS DMY: MBT0-07 (Thermal Catalytic Oxidizer)	12 Jun 12

Analytical Laboratory (LAB)

Schedule Activity ID	Activity Description	Forecast Completion
4TT482162	LAB – Hot Cell Import/Export N&S Motors (LIH-MTR-00001/2/3)	19 Jan 12
4TT1772WP	LAB – Install Inline Instrumentation	30 Apr 12
4TT2814	LAB – Install Electrical Equipment PA24	29 May 12

Balance of Facilities (BOF)

Schedule Activity ID	Activity Description	Forecast Completion
3EB15PDPS	BOF – PD – Confirmed Stress/Support FINAL Calcs PSA	20 Jan 12
3EB15TB091	BOF-ETG-PD GA Elev 0 Drawing	2 Apr 12
3EB10TB030	BOF-ETG – EN – Lube Oil P&ID Committed	9 Apr 12
4BB165NSYS	BOF – 5N Electrical Punchlist & System Completions (NLD)	15 May 12

Shared Services

Schedule Activity ID	Activity Description	Forecast Completion
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Attachment B – Incentive B.2 Award Fee – Cost Incentive

9ZB117M502	BOF – Melter Assembly Building – Negotiate & Award Subcontract	20 Jan 12
9FT472390R	LAB – MS – DMY Q-MA-MKHO-08 MULTI (HEPA Filters)	24 Apr 12
9FG21467B5	Gen (PT) – Award – Hot Cell Pumps – Sealless Centrifugal QL-MRA-MPC0-00013	21 May 12
9FP361101A	PT – MS Fab HLP-VSL-28 Feed Blendg Vsl	23 May 12
9FH17MRV9A	HLW-DMY-Rel 3-Valve Actuated On/Off-Non ITS	28 Jun 12

Startup

Schedule Activity ID	Activity Description	Forecast Completion
5HBC1A5RCA 5HBC1A5VCA 5HBC1A5NCA 5HBC1A5MCA 5HBC1A5CCA 5HBC1A5JCA 5HBC1A5ECA	BOF SU Final System Scoping, SDG, BSG, NLD, WTB, CTF, CCB, FOF (Verification of milestone – P6 Activities Completed, Scoped P&IDs Issued and available in DocSearch. Completion of scoping documents requires the issuance of the scoping documents, for the above systems, that provides a complete description of each scoped system in accordance with 24590-WTP-SU-ADM-001, System Scoping. It is recognized that inputs from Engineering, Construction, or other entities outside of Startup and Commissioning may necessitate revisions to be issued to the scoping documents and shall have no impact on determination of issuance of these scoping documents. This recognition does not relieve the contractor from the requirement of providing issued scoping documents as defined above, but allows for subsequent changes as required due to influences external to Startup.)	25 May 12
TBD	BOF Award Relay Subcontract SG	30 Jun 12

Other

Schedule Activity ID	Activity Description	Forecast Completion
N/A	Section C, Table C.5-1.1, Deliverables: 2.5 Operations Research Assessment	29 Feb 12
N/A	Section C, Table C.5-1.1, Deliverables: 2.6 WTP Tank Utilization Assessment	29 Feb 12

B.2.1.2 Management Reserve, Variances, and Estimate-At-Completion. –

(Weighting: 20%) DOE will evaluate Management Reserve (MR) use and identification during the rating period. DOE will evaluate whether or not the MR position has increased the potential to meet project needs within the TECC. The contractor is expected to take effective corrective actions to mitigate unfavorable cost and schedule variances and, where appropriate, factor them into the Project Manager’s Estimate-At-Completion (EAC) assessment in the Monthly Status Report. DOE will review the Project Manager’s EAC to determine its realism, and evaluate the likelihood that the final actual cost will be equal to or less than the TECC, as adjusted.

B.2.1.3 Risk Management. - (Weighting: 20%) DOE will evaluate the overall ability of the contractor’s Risk Management Program to identify risks (and opportunities), forecast potential schedule and cost impacts, and implement Risk Response Plans. DOE will evaluate actions taken by the contractor during the rating period to eliminate or mitigate specific risks (or implement opportunities). DOE will

Attachment B – Incentive B.2 Award Fee – Cost Incentive

evaluate the results of the Risk Management Program on the likelihood that the final actual cost will be equal to or less than the TECC, as adjusted.

Attachment D – Contract Award Fee Historical Information

B.1 Project Management Incentive						
Calendar Year	Award Fee Period	Total Available	Overall Adjectival Rating	Overall Numerical Rating	Total Earned	Total Unearned
Column		(a)	(b)	(c)	(d)	(e)
Calculation		(a)	(b)	(c)	(a) X (c)	(a) - (d)
2009	2009-A	\$ 2,188,838	Meets Standards	72.40	\$ 1,584,719	\$ 604,119
	2009-B	\$ 2,188,837	Meets Stds - Low	61.65	\$ 1,349,418	\$ 839,419
2010	2010-A	\$ 2,000,000	Level 3	68.95	\$ 1,379,000	\$ 621,000
	2010-B	\$ 2,000,000	Very Good	76.08	\$ 1,521,600	\$ 478,400
2011	2011-A	\$ 2,000,000	Good	67.40	\$ 1,348,000	\$ 652,000
	2011-B	\$ 2,000,000	Good	71.30	\$ 1,426,000	\$ 574,000
2012	2012-A	\$ 2,000,000	TBD	TBD	TBD	TBD
	2012-B	\$ 2,000,000	TBD	TBD	TBD	TBD
2013	2013-A	\$ 2,000,000	TBD	TBD	TBD	TBD
	2013-B	\$ 2,000,000	TBD	TBD	TBD	TBD
2014	2014-A	\$ 2,000,000	TBD	TBD	TBD	TBD
	2014-B	\$ 2,000,000	TBD	TBD	TBD	TBD
2015	2015-A	\$ 2,000,000	TBD	TBD	TBD	TBD
	2015-B	\$ 2,000,000	TBD	TBD	TBD	TBD
2016	2016-A	\$ 2,000,000	TBD	TBD	TBD	TBD
	2016-B	\$ 2,000,000	TBD	TBD	TBD	TBD
2017	2017-A	\$ 2,000,000	TBD	TBD	TBD	TBD
	2017-B	\$ 2,000,000	TBD	TBD	TBD	TBD
2018	2018-A	\$ 2,000,000	TBD	TBD	TBD	TBD
	2018-B	\$ 2,000,000	TBD	TBD	TBD	TBD
2019	2019-A	\$ 2,000,000	TBD	TBD	TBD	TBD
	2019-B	\$ 2,000,000	TBD	TBD	TBD	TBD
Totals		\$ 44,377,675			\$ 8,608,737	\$ 3,768,938

Attachment D – Contract Award Fee Historical Information

B.2 Cost Incentive						
Calendar Year	Award Fee Period	Total Available	Overall Adjectival Rating	Overall Numerical Rating	Total Earned	Total Unearned
Column		(a)	(b)	(c)	(d)	(e)
Calculation		(a)	(b)	(c)	(a) X (c)	(a) - (d)
2009	2009-A	\$ 4,500,000	Medium Confidence	65.00	\$ 2,925,000	\$ 1,575,000
	2009-B	\$ 4,500,000	Low Confidence	50.00	\$ 2,250,000	\$ 2,250,000
2010	2010-A	\$ 4,300,000	Level 3	60.00	\$ 2,580,000	\$ 1,720,000
	2010-B	\$ 4,300,000	Good	61.00	\$ 2,623,000	\$ 1,677,000
2011	2011-A	\$ 4,300,000	Good	65.00	\$ 2,795,000	\$ 1,505,000
	2011-B	\$ 4,300,000	Good	57.00	\$ 2,451,000	\$ 1,849,000
2012	2012-A	\$ 4,300,000	TBD	TBD	TBD	TBD
	2012-B	\$ 4,300,000	TBD	TBD	TBD	TBD
2013	2013-A	\$ 4,300,000	TBD	TBD	TBD	TBD
	2013-B	\$ 4,300,000	TBD	TBD	TBD	TBD
2014	2014-A	\$ 4,300,000	TBD	TBD	TBD	TBD
	2014-B	\$ 4,300,000	TBD	TBD	TBD	TBD
2015	2015-A	\$ 4,300,000	TBD	TBD	TBD	TBD
	2015-B	\$ 4,300,000	TBD	TBD	TBD	TBD
2016	2016-A	\$ 4,300,000	TBD	TBD	TBD	TBD
	2016-B	\$ 4,300,000	TBD	TBD	TBD	TBD
2017	2017-A	\$ 4,300,000	TBD	TBD	TBD	TBD
	2017-B	\$ 4,300,000	TBD	TBD	TBD	TBD
2018	2018-A	\$ 4,300,000	TBD	TBD	TBD	TBD
	2018-B	\$ 4,300,000	TBD	TBD	TBD	TBD
2019	2019-A	\$ 4,300,000	TBD	TBD	TBD	TBD
	2019-B	\$ 4,300,000	TBD	TBD	TBD	TBD
Totals		\$ 95,000,000			\$ 15,624,000	\$ 10,576,000