

FY2020 Fee Determination Scorecard

Contractor: Savannah River Nuclear Solutions (SRNS), LLC

Contract: DE-AC09-08SR22470

Award Period: August 1, 2019 - November 30, 2020

Basis of Evaluation: Performance and Evaluation Plan (PEMP) for FY2020

*The FY2020 PEMP for this contract is available at: <https://www.energy.gov/srs/services/management-operations/contracts>

Award Fee Scorecard:

Overall SRNS Subjective and Objective Performance Review for FY 2020

SRNS Subjective Fee (Award Fee) Criteria Summary Table

Criteria	Maximum Available Fee	Adjectival Rating	Fee Determined from Adjectival Ratings	
			Percentage	Fee Amount
1.0 Overall SRNS Subjective: Provide a monthly assessment of SRNS work performance noting any trends and improvements in technical, cost, schedule performance and business relations / management activities as documented in the individual work group self assessments found in the Scorecard tool	\$9,721,679	Very Good	87%	\$8,457,861
2.0 Contractor Assurance System Subjective: The Contractor shall implement a DOE approved CAS, which demonstrates program effectiveness of the CAS that includes: <ol style="list-style-type: none"> 1. A method for validating the effectiveness of assurance system processes; 2. Rigorous, risk-informed, and credible self-assessment and feedback and improvement activities; 3. A structured issues management system that is formally described and documented; 4. Timely and appropriate communication; 5. Continuous feedback and improvement, including worker feedback mechanisms; and; 6. Metrics and targets to assess the effectiveness of performance. 	\$3,170,643	Very Good	90%	\$2,853,579
Total	\$12,892,322			\$11,311,440

Overall SRNS Subjective Performance Review for FY 2020

SRNS continues to deliver strong operating performance while maintaining high standards for safety, safeguards, and security. For the FY20 performance period which spanned from August 1, 2019 through November 30, 2020, SRNS performed well completing several milestones including:

- SRNS exceeded its Small Business Goal of 55% with an actual accomplishment of 79.5%.
- E-Area was able to prepare for and load multiple TRU waste shipments to WIPP with limited notice due to unexpected delays in shipping at other DOE sites. This effort demonstrated SRS's high level of readiness and commitment to ship waste when opportunities arise.
- Solid Waste was proactive in assessing concerns raised by waste packaging activities at other DOE sites. They conducted comprehensive self-assessments and an Independent Focused Evaluation of waste management activities across the site. Solid Waste also supported the DOE Office of Enterprise Assessments (EA) SRS Radioactive Waste Management Activities Assessment with no Findings.
- SRNS was able to provide significant technical expertise in the ongoing meetings between NNSA/EM for future distribution of site overhead rates. This activity took place over several months with multiple indirect scenarios being prepared.
- SRNS generated over \$12.5M in hard dollar cost savings which resulted in additional funding being available for additional FY20/FY21 work scope.
- Site Services provided excellent assistance and support to DOE SRS effectively managing critical interfaces between customers and energy providers, Ameresco for steam production and delivery and Dominion Energy for electrical distribution and adjusting required maintenance outages to adapt to COVID-19 restrictions while meeting Site mission requirements.
- Completed all regulatory milestones/commitments on or ahead of schedule including: 99 FFA Appendix E and RCRA permit milestones; management of over 600 site permits; collection/analysis/reporting of over 10,000 environmental samples on and off the SRS (i.e. air, water, vegetation, soils, dairy, fish and wildlife).
- Assumed control of the incident and coordinated disposition of two abandoned chlorine gas cylinders including required notifications to regulators and multiple stakeholders on and off site.
- Microsoft Teams Rollout: Completed the Microsoft Teams rollout by accelerating the original schedule 2 months to enhance teleworking collaboration.
- Implemented VPNBB-MFA profile (SR101) to the Site. A sitewide bulletin was sent with instructions on how to sign on once receiving the new profile. Users have not been forced to migrate immediately and may still use the legacy VPNBB (VPNBB-RSA or VPNBB2-RSA) profiles. This positions us to reduce RSA token reliance and costs.
- SRNS completed infrastructure upgrades to increase internet bandwidth speeds onsite. SRS had two links to the Internet at 2GB/sec and 10 GB/sec; previously, both links were 1GB. Also, SRNS continues its work with ESNet to replace the remaining 2GB link with a 10GB link Close coordination with key stakeholders (SRNL, SRR and Office of Nuclear Energy) during planning and execution of Accelerated Basin Deinventory (ABD) under a flat funding profile.
- Contamination free open glovebox work during KIS optimization outage and effective mitigation of issues when starting up the optimized process.
- Exceeding the FY20 carry over goal for PBS-0011C and driving an additional \$5.3M of cost reductions savings beyond targeted goals.

In a year marred by a worldwide pandemic, SRNS Medical provided significant COVID-19 support including:

- Institution of a COVID-19 hotline
- Providing employee medical advice to either quarantine or seek medical attention
- Tracking of employees that have been tested and tested positive for COVID-19 including notification to

DOE-SR and DOE-HQ

- Providing and following expert advice for COVID-19 testing on site.

The contractor successfully completed most of the objective requirements earning 99.7 percent of the available performance fee.

Although the contractor earned an overall rating of ‘excellent’, there were notable weaknesses identified during this period including:

- Nuclear Materials experienced problems with work planning and execution throughout the period. Effective job in evaluating and correcting issues as they arose, but slower to recognize the breadth and significance of underlying issues.
- Office of Safety and Quality Assurance reviewed assessments of contractor performance and detected a potential negative trend in terms of poor subcontractor hazard evaluation and control.
- SRNS has made substantial improvements, resolved several issues, and continues to develop a strong CAS Program; however, improvements are still needed, and deficiencies still exist. For example, the Independent Evaluation Board performed two surveillances resulting in a total of 17 findings and 37 opportunities for improvement. SRNS has been addressing these issues and have a number of additional improvements in progress.
- Miscellaneous other Conduct-of-Operations and worker safety related issues.

The continued need for management attention and focus in these areas was considered in the subjective requirements where the contractor earned approximately 88 percent of the available fee or \$12,244,828 of an available \$13,941,072. The period of performance was August 1, 2019 to November 30, 2020. In summary, SRNS's performance during the award period was excellent. Management attention on maintaining focus on the safe operation of the facilities and sustained implementation of a sound Contractor Assurance Program is needed to reduce the potential of future significant issues.

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

Metrics	Title	Maximum Available Fee	Fee Earned	%
1-22	Environmental Management Operations	\$15,978,161	\$15,969,161	99.9%
23-31	Solid Waste	\$1,796,936	\$1,796,936	100%
32-40	Area Completion Project	\$3,496,740	\$3,496,740	100%
41-44	Cyber Security	\$2,311,082	\$2,231,082	96.5%
45	Argus	\$450,000	\$450,000	100%
46	EOC	\$250,000	\$250,000	100%
47-69	Landlord Services	\$5,100,000	\$5,100,000	100%
Totals		\$29,382,919	\$29,293,919	99.6%

Savannah River National Laboratory Subjective & Objective Performance Review for FY 2020

SRNL Subjective Fee (Award Fee) Criteria Summary Table

Criteria	Maximum Available Fee	Adjectival Rating	Fee Determined from Adjectival Ratings	
			Percentage	Fee Amount
3.0 Savannah River National Laboratory Subjective: Provide a monthly assessment of SRNS work performance noting any trends and improvements in technical, cost, schedule performance and business relations / management activities as documented in the individual work group self-assessments found in the Scorecard tool	\$1,048,750	Very Good	89%	\$933,388
Total	\$1,048,750			\$933,388

Achievements

- Outstanding Safety Performance – Remained the safest laboratory in the complex with over 6.3M safe hours.
- Sustained safety improvement since the work suspension in 2019. DOE noted an improved safety culture at all levels of the organization.
- Timely and high quality DSA upgrade to support the new safety significant fire water system.
- Designed, developed and qualified the ViTAL transport container for the re-defined HLW from DWPF recycle.
- Timely and high-quality mission support of Liquid Waste, Nuclear Materials, Tritium, Environmental Remediation and other EM sites.
- Significant program growth amounting to almost \$50M in growth in FY20 and entering FY21 with \$426M of budget authority.
- Significant increase in highly qualified staff to meet mission needs and 21 new post-doctoral positions.
- Significant contributions to national security agencies and Department of Defense.
- Excellent delivery of products to customers while managing Covid 19 in the facilities.
- Several contributions to streamlining and cost avoidance totaling more than \$3M in cost savings.

Areas for Improvement

- While there was a significant reduction in reportable and non-reportable events during the year, one significant event resulted in a near miss associated with quartz tubing on a tube furnace.
- Pre-job briefings have improved significantly but several instances were observed where safety issues were not identified and were only recognized after work was authorized.

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

Metrics	Title	Maximum Available Fee	Fee Earned	%
70-93	Savannah River National Laboratory	\$3,146,246	\$3,132,246	99.6%
Totals		\$3,146,246	\$3,132,246	99.6%

SRNS and SRNL Combined Overall (Subjective and Objective) Fee Earned for FY 2020

PEMP Fee Type	Fee Amount/Range	Percent of Maximum Available Fee
Objective Criteria (PBI) Fee Earned	\$32,426,165	99.6%
Subjective Criteria Award Fee Earned	\$12,244,828	87.8%
TOTAL FEE EARNED	\$44,670,993	96.1%