Department of Energy
Albuquerque Operations Office
P.O. Box 5400
Albuquerque, New Mexico 87185-5400

NOV 30 1998

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Mr. Tim Campbell
General Manager
WASTREN-GJ
2597 B 3/4 Road
Grand Junction, Colorado 81503

Dear Mr. Campbell:

In accordance with the Determination of Award Fee Earned clause of Contract DE-AC13-96GJ87469, I hereby determine that WASTREN has achieved an adjective rating of "Good" and earned an award fee of $365,765. The enclosed Performance Evaluation Report for the period April 1, 1998 through September 30, 1998, provides the basis for my award fee determination.

Sincerely,

W. John Arthur, III
Assistant Manager for Office
of Environment/Project Management
Fee Determination Official

Enclosure

cc w/enclosure:
J. B. Tillman, Manager, GJO

U. S. DEPARTMENT OF ENERGY
ALBUQUERQUE OPERATIONS OFFICE

AWARD FEE
PERFORMANCE EVALUATION REPORT

WASTREN, INC

FOR THE PERIOD:
APRIL 1, 1998 THROUGH SEPTEMBER 30, 1998

CONTRACT DE-AC13-96GJ87460

GRAND JUNCTION OFFICE

DATE: 11/30/98

W. John Arthur
Assistant Manager, OEPM
Fee Determination Official
DOE Albuquerque Operations Office

PERFORMANCE EVALUATION REPORT
WASTREN, INC.
CONTRACT NO. DE-AC13-96GJ87460
FOR THE PERIOD APRIL 1, 1998 THROUGH SEPTEMBER 30, 1998

PERFORMANCE AREA: GENERAL MANAGEMENT (Weight 45%) **Adj. Grade/Score**
91 - Good

TASK ORDERS

G&A Pool
WAS98-05 Common Support Task Order

Performance Objective 1: **Good**
Leadership, planning, execution and communication by contractor management.

Performance Expectation 1a: Demonstrated commitment and progress in communicating strategic and operational goals throughout the organization.

Performance Assessment: WASTREN conducts monthly "All Hands" meetings with their employees to discuss corporate strategic and operational goals, and answer any questions the employees have. Topics covered include Task Order negotiations with DOE, the consolidation of the contracts with Holmes and Narver and PMC Solutions, corporate priorities and goals, changes to corporate benefit packages, and projections for future work. The WASTREN General Manager conducts frequent "Management by Walkdown" tours of the compound, assuring the employees ready access to management to discuss their issues or concerns, and strategic and operational goals on an individual basis.

Performance Expectation 1b: Demonstrated commitment and progress in management's involvement to ensure contract commitments are met.

Performance Assessment: The WASTREN General Manager attends weekly meetings with the DOE/GJO Manager and a separate weekly meeting with the Contracting Officer and the Contracting Officer's Representative. These meetings are held to discuss contract issues, plan work activities, report progress and resolve problems. In addition, WASTREN provides weekly and monthly progress reports to the DOE. The monthly report includes a comparison on work planned for the month versus the work which was actually accomplished, a comparison of budget which was planned to be spent versus what was actually spent, and a comparison of the direct productive man-hours planned to be expended versus man-hours actually expended during the month. These frequent meetings and reports of management commitments, milestones, issues and

problems assure WASTREN managerial oversight and involvement in contractual commitments

Performance Expectation 1c: Demonstrated commitment and progress in meeting contractual requirements to provide a safe work environment.

Performance Assessment: WASTREN Management exhibits a strong commitment to Safety. A chemical hygiene plan was prepared and distributed to all employees in the Analytical Chemistry Laboratory, and employee hazard awareness training courses are offered to all employees at GJO. WASTREN conducted Work Readiness Reviews prior to initiating two demolition projects, an asbestos abatement project, and prior to transporting PCB contaminated wastes to the final disposal cell. These work readiness reviews ensured that employees had a full understanding of the work to be accomplished and that the work could be completed in a safe manner. DOE has not identified any safety hazards at GJO and no regulatory violations were issued during the evaluation period. Also, there were no lost workday accidents for WASTREN or their subcontractors during the period.

In addition, the following is related to the performance objective and was taken into consideration when reviewing WASTREN's performance against the stated objective.

WASTREN has not been proactive in initiating new innovative ideas for accomplishing work that is streamlined and less costly and will assist DOE in achieving its mission. With the exception of the General Manager, WASTREN Senior Staff is more in a reactive rather than a proactive mode of operating the site. Many of the new ways of doing business are at the direction or suggestion of DOE. Cost savings achieved are mainly through personnel attrition rather than streamlining work processes.

Performance Objective 2:
Reduce the Site G&A pool expenses. **Good**

Good Performance Expectation 2: 5 to 9.9 percent reduction.

Performance Assessment: WASTREN achieved a reduction of 9.8% in Site G&A expenses during the last six months of FY 1998. All work scope was accomplished and there were no deferred expenses. The reduction in Site G&A expenses was due to streamlining work processes or eliminating non value added steps.

Performance Objective 3: **Outstanding**
Reduction in the common support task order expenses.

Outstanding Performance Expectation 3: Ten percent or more reduction.

Performance Assessment: WASTREN achieved a reduction of 10% in the Common Support Task Order expenses during the last six months of FY 1998. All work scope was accomplished and there were no deferred expenses.

Performance Objective 4: **Good**

The contractor shall perform all environmental compliance activities in support of facility operations in a timely manner and through advance coordination with DOE reviewers and regulatory agencies.

Good Performance Expectation: By determining normal or reasonable lead times for review and approval through prior communication and coordination, the contractor shall submit all documents so that reviews and approvals necessary for project initiation are obtained at least three weeks in advance of scheduled start dates of the project.

Performance Assessment: In the Facilities Management area, during the evaluation period there were no activities that required environmental compliance documents. For Facility Transition, WASTREN prepared a high quality NEPA environmental checklist for the proposed lease of GJO buildings to the Western Colorado Business Incubator. The checklist was completed and transmitted to DOE/AL four months in advance of the tentative lease signing date.

In addition, the following is related to the performance objective and was taken into consideration when reviewing WASTREN's performance against the stated objective.

WASTREN coordinated with MACTEC in a timely and effective manner to determine proper management and disposition of excess samples and other legacy wastes. This coordination allowed for timely disposal of most of this waste in 1998 in the Cheney Disposal Cell or as non-hazardous solid waste. WASTREN prepared the Annual Site Environmental Report in a timely and efficient manner, and has made in available in a highly user-friendly format on the GJO Internet site. The availability of the report on the Internet improves its accessability while holding down distribution costs. WASTREN also provided assistance to MACTEC for posting the Monticello ASER report in a similar user-friendly format on the Internet site.

Management and Administration Performance Area Summary

Performance Objective 1	Good
Performance Objective 2	Good
Performance Objective 3	Outstanding
Performance Objective 4	Good
Composite PO Rating	90
Other Considerations *	1
PA Rating	91 - GD

* **Other Considerations**

Good: MACTEC and WASTREN worked together as a team to assist DOE in ensuring the success of the year-end financial closing process. Because of the financial management complexities that occur at GJO with the two small business nonintegrated contractors, the teamwork and coordination between the two contractors contributed to DOE's ability to better project and minimize its year-end carryover. The team was also successful in assisting DOE in establishing a process at year-end to ensure that FY 1998 costs applicable to agreements with outside parties were accounted for in the year-end costs reported by DOE.

PERFORMANCE AREA: OPERATIONS (Weight 55%) **Adj. Grade/Score**
91 - Good

TASK ORDERS

WAS98-01	Facility Management
WAS98-02	GJO Remedial Action Project
WAS98-03	Waste Management/Waste Minimization
WAS98-04	RAP/TEPP
WAS98-06	Laboratory Services
WAS98-07	Non Grand Junction Vicinity Properties
WAS98-08	BOR Telecommunications
WAS98-10	ORNL
WAS98-11	Surplus Facilities and Land Database
WAS98-12	Facility Transition

Performance Objective 1: **Good**
Cost-effective project management consistent with the task order work scope and schedules.

Good Performance Expectation 1: Percentage plus or minus 2.1 to 4 percent at fiscal year end.

Performance Assessment: WASTREN's percentage of actual cost of work performed and total estimate at completion for direct-funded task orders was 4 percent. All required work scope was accomplished and no expenses were deferred to future periods.

Performance Objective 2: **Outstanding**
For task order WAS98-03, Waste Management/Waste Minimization, the contractor shall strive to reduce waste management costs by sharing transportation of regulated toxic substances, hazardous waste, mixed radioactive hazardous wastes or low level radioactive wastes to offsite treatment, disposal or recycling facilities. This objective does not include sanitary wastes or recycled office paper.

Outstanding Performance Expectation 2: Arrange for shared transportation of wastes so that shipping costs are reduced by at least 30% for at least two shipments.

Performance Assessment: WASTREN achieved cost savings for hazardous waste and mixed waste shipments by arranging for shared transportation with other generators that exceeded the 30% reduction and this was achieved with only one shipment. Particularly notable is WASTREN's coordination with Los Alamos National Laboratory for a shared waste shipment of mixed waste to a commercial hazardous waste incinerator. Because LANL is funded to assist other DOE sites with waste disposal, this coordinated shipment was made at no charge to DOE-GJO, resulting in $17,000 in cost savings.

In addition, the following is related to the performance objective and was taken into consideration when reviewing WASTREN's performance against the stated objective.

As a result of the cost savings, increased efforts to dispose of other legacy wastes were accomplished without increasing the waste management budget for FY 1998.

Performance Objective 3: **Good**

For task order WAS99-03, Waste Management/Waste Minimization, the contractor shall develop a comprehensive program to comply with the U. S. Environmental Protection Agency enforcement policy on storage of mixed radioactive hazardous wastes and nontailings radioactive PCBs by actively seeking treatment and disposal options and expediting the disposal of these wastes.

Good Performance Expectation: The contractor's program demonstrates and documents a sound, systematic approach, responsive to the overall requirement to locate offsite treatment, storage and disposal capacity in a timely manner. The approach will enable offsite shipment for most, if not all, of the wastes in a fully compliant manner by the end of FY 1999. The approach will incorporate a fact-based improvement process to reduce costs and schedules and maintain full compliance.

Performance Assessment: WASTREN's performance has been good overall, but some improvement is still needed. Among the notable accomplishments is the successful disposition of 570 excess samples previously stored in Building 33. WASTREN successfully characterized and arranged the compliant disposal, archival or storage of all of the samples. This effort included cooperative coordination with MACTEC to ensure compliant management of wastes from UMTRA commingled waste properties. WASTREN also disposed of 14,170 pounds (20.7 cubic yards) of residual radioactive material, much of it legacy waste, in the Cheney Disposal Cell in 1998. This effort also entailed close cooperation and coordination with MACTEC. While these achievements are laudable, there remains in the GJO inventory legacy wastes for which there is little or no commercial disposal capacity. The removal of legacy wastes is a key issue for transfer of the GJO site to another entity. WASTREN needs to be more proactive in finding disposal alternatives, including innovative technologies and research and development programs. WASTREN has initiated a dialogue with the Idaho National Engineering and Environmental Laboratory on mixed waste disposal, but only did so upon the insistence of DOE staff in Albuquerque and GJO. WASTREN has not made a systematic effort to solicit information from vendors of innovative technologies. WASTREN needs to make continued efforts to identify disposal options. In support of these efforts, the DOE-GJO has solicited and is receiving assistance from AL Waste Management Division, particularly in identifying potential disposal options available at other DOE sites.

Performance Objective 4: **Satisfactory**

For task order WAS98-06, Laboratory Services, reduce direct cost to customers by making internal

improvements to the operation of the laboratory and development of a new pricing structure.

Satisfactory Performance Expectation 4: Three to five percent reduction across the board in costs to customers due to operational improvements, compared to baseline costs presented in the task order modification covering the last six months of FY 1998, by June 30, 1998; and development of new pricing structure mirroring the commercial sector to DOE by June 30, 1998.

Performance Assessment: This performance objective was to measure the percentage reduction in direct costs to customers. During this six-month period, there were changes in the laboratory operations and also a better understanding on the part of DOE of a better method to measure cost reductions. The performance measure as initially written does not allow us to accurately measure the percentage reduction that occurred with respect to direct costs. During the next six-month period, we have better defined objectives that will assist us in measuring cost reductions in the laboratory's operation. WASTREN did develop a new pricing structure for the laboratory and it was delivered to DOE prior to the June 30, 1998 deadline. The new pricing structure considers pricing for organic, inorganic, and radiological analytical categories. The pricing structure outlines cost penalties for expedited or short-turnaround work, and price discounts for large volumes of work or work which can be completed at the convenience of the laboratory personnel. Additional costs are projected based upon the customer's quality assurance requirements, customized format, sample storage requirements, and sample disposal.

In addition, the following is related to the performance objective and was taken into consideration when reviewing WASTREN's performance against the stated objective.

There were some operational improvements in the Laboratory during the second six months of FY 1998. These include: hiring college students during the summer as temporary summer help, and reviewing several laboratory positions and operations where nondegreed technicians could be utilized in place of degreed chemists. When fully implemented, these internal improvements within the Laboratory should decrease operational costs and move the laboratory operations closer to commercial laboratory standards.

Performance Objective 5: **Outstanding**

For task order WAS98-06, Laboratory Services, effectiveness of marketing plan to procure new business for the laboratory.

Performance Expectation 5: No increase in existing or new external customer base, but contractor followed the marketing plan as identified in the task order modification covering the last six months of FY 1998 and no additional work found.

Performance Assessment: WASTREN's marketing plan to procure new business for the Laboratory was very effective. WASTREN made marketing site visits to the Idaho National

Engineering and Environmental Laboratory, to the Pantex Plant, and to Los Alamos National Laboratory. As a result of these marketing visits, INEEL increased the number of samples being sent to the GJO Laboratory by 32% during the last six months of FY98, and promised an additional increase in the number of samples to be sent in FY99. Overall, the number of analyses requested by external customers during FY98-2 increased by 65% over those requested in FY98-1.

Performance Objective 6: **Outstanding**

For task order WAS98-01, Facility Management, recommend to DOE methods or approaches to implement for reducing costs in the Facility Management task order and using these excess funds to accomplish D&D work scope at the GJO site.

Outstanding Performance Expectation 6: Recommendations submitted by May 29, 1998.

Performance Assessment: WASTREN provided recommendations to DOE on methods and approaches for reducing costs in the Facility Management Task Order prior to the May 29, 1998 deadline. The recommendations provided a logical and systematic approach for the work that was to be accomplished. Work planning included radiological surveillance of buildings, independent verification, hot spot remediation, surveying and preparation of final reports for free-release of existing GJO buildings for public utilization. The recommended approach can be fully deployed without any significant weaknesses or gaps in other task orders and the planning will insure maximum benefit to the government if funding becomes available for demolition or remediation of additional buildings. Cost savings in the amount of $50,208 were removed from the Facility Management Task Order and utilized to accomplish the D&D planning for GJO site.

Operations Performance Area Summary

Performance Objective 1	Good
Performance Objective 2	Outstanding
Performance Objective 3	Good
Performance Objective 4	Satisfactory
Performance Objective 5	Outstanding
Performance Objective 6	Outstanding
Composite PO Rating	90
Other Considerations *	1
PA Rating	91- GD

* Other Considerations

Outstanding: WASTREN completed the tasks of demolishing buildings 31A, 33, and 35 ahead of schedule, below estimated costs, and without incidents of any kind. There were no personal injuries,

minimum problems with the work force and equipment, and absolutely no problems with the hauling to Cheney for the contaminated debris and the Mesa County land fill for the clean debris. Clean salvageable debris was segregated out and has been competitively sold to an area scrap dealer. DOE has received many positive comments regarding this effort. DOE is very pleased with this outstanding, forthright, very professional effort.

Good: WASTREN provided support to DOE in the disposal of 61 cubic yards of uranium mill tailings mixed with Polychlorinated Byphenols - a mixed waste regulated by the Environmental Protection Agency under the Toxic Substance Control Act. Once DOE received permission to dispose of the waste at the Cheney Disposal Cell, WASTREN assisted DOE in making notification to the proper local authorities and disposing of the material. The disposal was accomplished in one working day with no problems or incidents. The disposal was coordinated with Technical Assistance and Remediation contractor, and was completed in accordance with the requirements established by the Memorandum of Understanding between the Mesa County Commissioners and DOE.

Unsatisfactory: WASTREN failed to complete in a satisfactory manner the software changes requested by DOE, Albuquerque Operations Office (DOE/AL) to the Surplus Land and Facilities (SF&L) Database. WASTREN exhausted all of the negotiated funds without providing the customer with a satisfactory product. On July 2, 1998, DOE/AL formally requested that WASTREN discontinue any further work on the SF&L Database. Over four months of staff time and more than $11,000 were spent on a product that proved unreliable and unusable to DOE/AL. Several draft and final deliverables were submitted to DOE/AL that were incorrect and several deliverable due dates had to be renegotiated because WASTREN could not meet the originally schedule. DOE/AL spent much time reviewing the deliverables and communicating the deliverable expectations.

U. S. DEPARTMENT OF ENERGY
ALBUQUERQUE OPERATIONS OFFICE

AWARD FEE
PERFORMANCE EVALUATION REPORT

WASTREN, INC

FOR THE PERIOD:
OCTOBER 1, 1997 THROUGH MARCH 31, 1998

CONTRACT DE-AC13-96GJ87460

GRAND JUNCTION OFFICE

DATE: May 21, 1998

W. John Arthur
Assistant Manager, OEPM
Fee Determination Official
DOE Albuquerque Operations Office

PERFORMANCE EVALUATION REPORT
WASTREN, INC.
CONTRACT NO. DE-AC13-96GJ87460
FOR THE PERIOD OCTOBER 1, 1997 THROUGH MARCH 31, 1998

PERFORMANCE AREA: GENERAL MANAGEMENT (Weight 45%) **Adj. Grade/Score 91/Good**

TASK ORDERS

G&A Pool
WAS98-05 Common Support Task Order

Performance Objective 1: **Outstanding**
Implementation of a single Records Management Program at GJO for government records that is understood and used sitewide by all personnel.

Outstanding Performance Expectation 1: Files in 100% of GJO organizations are up-to-date, complete, and contain record copies with minimal or no duplicates.

Performance Assessment: WASTREN achieved a single records management program for government records that is understood and used sitewide by all personnel. WASTREN achieved the outstanding performance expectation by having the files in 100% of GJO organizations up-to-date, complete, and the record copies contained minimal or no duplicates. This determination was based on an audit conducted at the end of the award fee period in which DOE participated.

In addition, the following is related to the performance objective and was taken into consideration when reviewing WASTREN's performance against the stated objective.

WASTREN can improve in the areas of coordination and planning in the records management area. In determining the percentage of organizations that implemented a Records Management Program, most of the actions associated with making this determination were done close to the end of the period. WASTREN conducted audits at the last minute to determine the percentage of organizations that met the criteria for the performance objective. This did not allow participants ample time to coordinate scheduling calendars nor provide DOE with sufficient time for reviewing pertinent data.

Performance Objective 2: **Outstanding**
Site standards for software are developed and implemented at GJO.

Outstanding Performance Expectation 2: GJO site standards are developed by 12/1/97 and

implementation of site standard by 2/1/98.

Performance Assessment: WASTREN developed the site standards on November 25, 1997 and implemented them on January 26, 1998.

Performance Objective 3: **Satisfactory**
Strive for zero and continuous downward trends on accident/incident case rates.

Satisfactory Performance Expectation 3: Cost indexes are greater than or equal to 12 and 20 for the contractor and subcontractor, respectively.

Performance Assessment: WASTREN's cost index rate was 12 and their subcontractors cost index rate was 0.

Performance Objective 4: **Outstanding**
For safety and health, continuously demonstrate adequate compliance with minimal number of noncompliance.

Outstanding Performance Expectation: No failure to correct prior violations, no "willful" or "repeat" violations, no "serious" violations, and two or fewer "other than serious" violations.

Performance Assessment: Biweekly walkthroughs performed by DOE verified that WASTREN had not failed to correct prior violations nor were there any "willful" or "repeat" violations, any "serious" violations, or any "other than serious" violations.

Performance Objective 5: **Outstanding**
Ensure adequate emergency preparedness.

Outstanding Performance Expectation 5: No deficiencies from the external evaluation and all DOE emergency notification time requirements are exceeded.

Performance Assessment: WASTREN demonstrated excellent emergency preparedness and response during this period. On March 11, 1998, WASTREN conducted an emergency exercise per DOE Order 151.1, Comprehensive Emergency Management, to evaluate the emergency preparedness capabilities of the GJO. The major flooding scenario for the exercise was to test the readiness of the GJO personnel for activation of the Emergency Cadre, Incident Response Team, Emergency Operations Center, the GJO Flood Plan, and other local emergency response agencies including DOE-AL Emergency Operations Center notifications. Even though an external evaluation was not performed for this exercise, no deficiencies were noted and the emergency notification time requirements were exceeded.

Performance Objective 6: **Not Rated**

The contractor shall perform all environmental compliance activities in support of facility operations in a timely and quality manner.

Satisfactory Performance Expectation 6: By determining normal or reasonable lead times for review and approval through prior communication and coordination, the contractor shall submit documents on time so that scheduled activities proceed on time or deadlines are met. Documents shall be complete, accurate, and neatly prepared.

Performance Assessment: Due to the low level of facility operations during the period, there has been only routine activity in this area, therefore this performance objective was not rated.

Management and Administration Performance Area Summary

Performance Objective 1	Outstanding
Performance Objective 2	Outstanding
Performance Objective 3	Satisfactory
Performance Objective 4	Outstanding
Performance Objective 5	Outstanding
Performance Objective 6	Not Rated
Composite PO Rating	92
Other Considerations *	- 1
PA Rating	91

* Other Considerations

Good: WASTREN demonstrated a proactive risk management principle on the exchange of thermoluminscent dosimeters (TLDs) at the GJO. The Safety and Health organization completed the exchange of TLDs and the number of TLD stations was reduced from 54 to 10, for an 81 percent reduction.

Good: The teamwork between WASTREN and MACTEC improved during this performance period as illustrated by the following examples.

- WASTREN demonstrated improved performance on the action to submit the 2006 Plan documents during this period. WASTREN provided outstanding liaison activities between WASTREN and MACTEC which was instrumental in the successful completion of this task. The GJO received accolades from DOE-AL on the quality and timeliness of this submittal.
- There was joint teamwork between WASTREN and MACTEC in completing engineering,

construction operations assistance, laboratory and maintenance support for the Monticello Waste Water Treatability Study in January 1998. The cooperation and teamwork demonstrated on this study is directly related to the success of the Grand Junction Office being able to meet the difficult water management issues at the Monticello site.

Good: WASTREN's management team has demonstrated a high commitment to customer service. Their support to the Joint Utilization Commission has enhanced our community relationship as well as establishing the framework for developing a strategy for the future use at the DOE site. WASTREN management has been proactive in managing their resources. Vacant positions are reviewed to determine if there is a need for positions once it is vacated.

Unsatisfactory: WASTREN needs to improve its overall waste management/waste minimization program for legacy waste. WASTREN has had some lab samples in their control for several months and they failed to make a due diligence effort to identify if they were actually excess, what types of wastes they represent, and what disposal options are available. WASTREN's initial project plan for these excess samples was due on January 30, 1998, however, they failed to include the required inventory and available characterization data. The inventory and data were submitted two months later. In general, WASTREN has not been proactive in identifying disposal options for radioactive wastes that are regulated under the Resource Conservation and Recovery Act and the Toxic Substances Control Act. EPA enforcement policy requires generators to diligently seek out disposal alternatives for these waste types. WASTREN has only recently stepped up their efforts in this area at the insistence of the DOE. WASTREN waste inventories include entries of unknown wastes. EPA and State regulations require generators to characterize all wastes. WASTREN needs to reassess its waste minimization program to (1) make it more cost effective, (2) improve its ability to research waste regulations, (3) reduce analytical laboratory waste generation and (4) ensure that unused expired lab standards do not end up in the hazardous waste inventory.

PERFORMANCE AREA: OPERATIONS (Weight 55%) **Adj. Grade/Score 88/Good**

TASK ORDERS

WAS98-01 Facility Management
WAS98-02 GJO Remedial Action Project
WAS98-03 Waste Management/Waste Minimization
WAS98-04 RAP/TEPP
WAS98-06 Laboratory Services

Performance Objective 1: **Outstanding**
The contractor shall manage waste streams in compliance with local, state, and Federal regulations.

Outstanding Performance Expectation 1: The amount of waste generated or stored on site shall not exceed the amount of RCRA-regulated waste allowed by the requirements for Small Quantity Generators found at 40 CFR 261 and applicable State of Colorado regulations. Concentration of pollutants in the sewage effluent do not exceed the limits of the Industrial Pretreatment Standard set by the City of Grand Junction and arrange for shared transportation of mixed or hazardous wastes so that shipping costs are reduced by at least 30% for two shipments.

Performance Assessment: WASTREN has been effective in managing the amount of waste they generated on site. WASTREN generated small quantities of hazardous waste and maintained Conditionally Exempt Small Quantity Generator status for the period. The pollutant levels in the sewage effluent met the City of Grand Junction industrial pretreatment standards. WASTREN also reduced the cost of two shipments of hazardous waste (spent fluorescent bulbs) by 45% by combining shipments with those of other generators in the region.

Performance Objective 2: **Not Rated**
Ensure Adequate RAP response readiness.

Satisfactory Performance Expectation 2: RAP response meets the DOE Region 6 guidelines and maintain adequate RAP response capabilities per Region 6 program execution guide (PEG).

Performance Assessment: There was no RAP Team Response activity during this period, therefore this performance objective was not rated.

Performance Objective 3: **Marginal**
Cost-effective operation of the GJO laboratory.

Satisfactory Performance Expectation: For routine analyses, the contractor shall manage laboratory resources to meet customer requirements for timeliness and quality, and perform

analyses at prices not exceeding 110% of the price charged at commercial laboratories for the same analysis.

Performance Assessment: WASTREN did not fully meet the entire intent of the Performance Expectations. WASTREN met the portion of the Performance Expectations to "..manage laboratory resources to meet customer requirements for timeliness and quality...". WASTREN consistently met or exceeded the performance measures in these areas. However, with respect to comparable pricing with external laboratories, WASTREN did not have in place a pricing structure that would allow comparison to external laboratories. WASTREN did provide a pricing structure and a comparison in its Laboratory Business Plan. However, the pricing structure did not adequately portray GJO overheads and other associated costs, as they apply to the laboratory. The laboratory continues to use an hourly rate to charge customers. This is one indication of WASTREN not performing its analytical laboratory business planning in an acceptable manner.

In addition, the following is related to the performance objective and was taken into consideration when reviewing WASTREN's performance against the stated objective.

A Task Order deliverable directed WASTREN to "...submit by November 1, 1997, a business plan outlining how the laboratory will attain self-sustaining, competitively priced operation. Such operation is to be achieved by April 1, 1998". The business plan was deficient in the marketing area. WASTREN was given the opportunity to resubmit the plan, and did so by January 15, 1998. The additional 2 ½ months to resubmit the document essentially made the April 1, 1998 date unachievable.

Operations Performance Area Summary

Performance Objective 1	Outstanding
Performance Objective 2	Not Rated
Performance Objective 3	Marginal
Composite PO Rating	86
Other Considerations *	2
PA Rating	88

* Other Considerations

Good: WASTREN has been proactive in assisting DOE in management of and planning for future mission at GJO. Examples of good planning include (1) preparation of drawings, specifications, and bid packages for demolition of three buildings which are contaminated and excess to DOE mission

needs; (2) planning and scheduling for disposal of the PolyChlorinated Biphenols (PCBs) currently stored on the GJO site; and (3) cleaning up the GJO Site and disposing of excess materials and equipment. These efforts by the WASTREN team have assisted DOE in communicating effectively with various stakeholder groups and supporting DOE's current national initiatives.

Good: WASTREN has been proactive in seeking innovative ways to reduce overhead costs at GJO. Examples include reduction of janitorial services and elimination of security oversight at the main entrance to the DOE facilities. Janitorial services and trash removal were reduced from daily services to three times a week. Security oversight at the Center Gate to the facility was replaced with the installation of badge readers and the relocation of clerical staff to assist visitors and occupants. These actions have resulted in savings amounting to approximately $500,000.

Marginal: WASTREN committed to performing new laboratory work for other DOE contractors without the required coordination and approval from DOE. The Task order requires DOE approval prior to acceptance of new work for the laboratory. One piece of work would have brought samples to GJO without having appropriate health and safety, training, and laboratory procedures in place. DOE had to stop the work at the last minute, which resulted in possible loss of other future work and a negative impact on the requestor's (DOE-ID) commitments to regulators.