

SECTION J, ATTACHMENT J-6

Award Fee Plan



U.S. Department of Energy Savannah River Site

Award Fee Plan for

Paramilitary Security Services

CONTRACT NO. 89303323DEM000088

Evaluation Period

Date range: [TBD]

This Award Fee Plan (AFP) was prepared in accordance with Federal Acquisition Regulation (FAR) 16.401 under CONTRACT NO. 89303323DEM000088 with Centerra Group, LLC ("Centerra"), for an evaluation period to be determined (TBD), and has been concurred upon and approved.

Name
Director, Office of Safeguards, Security and
Emergency Services
DOE - Savannah River Site

Date

Name
Contracting Officer (CO)
DOE - Savannah River Site

Date

Name
Director, Office of Acquisition Management
DOE - Savannah River Site

Date

Name
Office of Chief Counsel
DOE - Savannah River Site

Date

Name
Associate Deputy Manger
DOE - Savannah River Site

Date

Approved

Name
Savannah River Site, Manager
Fee Determining Official

Date

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1. Introduction

This Award Fee Plan (AFP) covers the administration of the award fee provisions of CONTRACT NO. 89303323DEM000088 with Centerra Group, LLC ("Centerra"), for an evaluation period to be determined (TBD). It provides the standardization necessary to assure effective development, administration, and coordination of all phases of the award fee determination process. In the event of a conflict between the AFP and the contract, the contract takes precedence. Additionally, it provides a streamlined and comprehensive methodology set of criteria to accurately capture and report on performance for the protective force security services.

The AFP was developed with the following objectives (these four objectives state the minimum criteria to meet Satisfactory performance. Fee will not be awarded if these four conditions are not met.):

- Site personnel, property, and information must be safe and secure at all times.
- The Contractor must operate within budget, unless exceptional and unforeseen circumstances cause an overrun.
- The security operations should minimize interference with the other operations at the site.
- The security force will be professional and courteous at all times.

The following matters, among others, are covered in the contract:

- The Contractor is required to provide the necessary personnel to assist the DOE offices at Savannah River Site by performing multidisciplinary protective force security services in support of site programs in accordance with the contract.
- The 5-year base period of the contract is from [TBD], to [TBD]. The contract includes one 3-year and one 2-year option period for an ultimate completion date of [TBD].
- The award fee accounts for 100 percent of the available fee established within the contract. The base fee amount is zero. The available fee pool may be subject to an increase or decrease in the event of requirement changes or other contract modifications.
- Award fee unearned in one period will not be rolled over to a subsequent award fee period.
- Provisional award fee payments will be made under this contract during the basic contract period and the option periods, if applicable, pending the determination of the amount of award fee earned for an evaluation period. The total amount of award fee available in an evaluation period that will be paid provisionally is 50 percent of the evaluation period award fee pool.
- The Contractor's performance will be evaluated on an annual basis and feedback on performance will be provided on an annual basis as well.
- The award fee earned and payable will be determined at the conclusion of each specific evaluation period by the Fee Determination Official (FDO). The award fee will be provided to the Contractor through a contract modification.
- The Contracting Officer (CO) (in coordination with the FDO) may unilaterally change the content of this AFP, providing the Contractor receives notice of the changes 30 calendar days prior to the beginning of the evaluation period to which the changes apply.

2. Responsibility Structure for Award Fee Administration

The following responsibility structure is established for administering the award fee provisions of the contract. The award fee organization consists of: the FDO and an Award Fee Evaluation Board (AFEB) which consists of a chairperson, Co-Chairs and the CO.

2.1. Roles and Responsibilities

1. FDO. The FDO approves the award fee plan and any significant changes. The FDO reviews the recommendation(s) of the AFEB, considers all pertinent data, and determines the earned award fee amount for each evaluation period.

The FDO is the Site Manager or approved designee. Primary FDO responsibilities are:

- Determine the award fee earned and payable for each evaluation period as addressed in Section 3, *Method for Determining Award Fee*.
 - Approve changes to the AFP as addressed In Section 5, *Changes in AFP Coverage*.
 - Appoint members to the AFEB {including the chair and Co-Chair}.
2. CO. The CO is the liaison between Contractor and government personnel and shall ensure the incentive process is properly administered in accordance with agency regulations. The CO shall also modify the contract regarding any contractual issues that may arise during the term of the contract.

Primary CO responsibilities are:

- Support the AFEB in monitoring, evaluating, and assessing the Contractor's performance against the performance objectives and measures set forth in this AFP.
- Concur on the AFP and any significant changes thereto.
- Ensure the award fee and process is managed consistent with applicable acquisition regulations, DOE policy, and the terms of the contract.
- Meet with the Contractor periodically during each evaluation period.
- Submit an Award Fee Report (AFR) to the FDO. Any minority opinions received will be included as an attachment to the report.
- Issue the award fee amount earned as authorized by the FDO.
- Issue the AFP prior to each evaluation period in accordance with the terms of the contract.
- Notify the Contractor in writing if it is determined that payment of provisional award fee will be discontinued or reduced.
- Unilaterally change the content of the AFP, in coordination with the FDO and as authorized by the Head of Contracting Activity (HCA).
- Notify the Contractor in writing of any changes, or that there are no changes, at a minimum of 30 calendar days before the beginning of each evaluation period.
- Attend all AFEB meetings and assist the chair in preparing award fee correspondence for the FDO.

Coordinate the administrative actions required by the AFEB and the FDO, including:

- Receipt, processing, and distribution of evaluation reports from all required sources;
 - Scheduling and assisting with internal evaluation milestones, such as briefings to the FDO and debriefings to the Contractor; and
 - Accomplishing other actions required to ensure the smooth operation of the award fee process.
3. AFEB. The AFEB is chaired by the Director, Office of Safeguards, Security and Emergency Services (OSSES) who is also a Contracting Officer Representative (COR). AFEB members may also represent other site offices. The AFEB is also assisted by designated Performance Monitors (PM).

Primary responsibilities of the AFEB are:

- Monitor, evaluate, and assess the Contractor's performance in accordance with the AFP.
- Meet with the Contractor periodically during each evaluation period to include holding an annual feedback meeting on the Contractor's performance.
- Provide quarterly Contractor performance briefings to the FDO.
- Collect evaluation inputs for use in the development of the Annual Evaluation.
- Develop an AFR discussing the Contractor's performance and containing recommended ratings and corresponding award fee earned for each evaluation period (Performance Evaluation Report format is preferred). The AFR shall include an appendix of all minority opinions.
- Develop and coordinate proposed changes to the AFP and recommend those changes to the FDO for incorporation into the AFP.

Primary responsibilities of the Chair and Co-Chairs are to:

- Assign and reassign members of the AFEB, including Performance Monitors, at any time without advance notice to the Contractor.
- Review the evaluation reports prepared by members of the AFEB and provide feedback as needed.
- Consider the Contractor's self-assessment and any minority opinions prior to approving the AFR.
- Approve the AFR and provide recommended ratings, and corresponding award fee earned to the FDO.
- Ensure that the AFR is issued in a timely manner.
- The Co-Chairs are authorized to assume the roles and responsibilities delegated to the Chair in his/her absence.
- Provide the FDO with a quarterly briefing on performance, addressing each of the performance goals; consult with the FDO prior to the annual feedback session with the Contractor; arrange periodic site visits as requested; and communicate any critical performance issues in a timely manner.

4. PM. The PM is the federal technical expert who monitors, evaluates, and maintains written records of the Contractor's performance in their assigned evaluation area(s) so that a fair and accurate evaluation is obtained. PM's prepare interim and end-of period evaluation reports as directed by the AFEB.

3. Method for Determining Award Fee

The method for monitoring, evaluating, and assessing Contractor performance during the period, as well as for determining the award fee earned, is described below. The amounts and the percentages are determined by the CO and COR and are based on the significance of the work and the benefits to the government. The 15 percent for cost control is required by the HCA.

1. Available Award Fee Amount: The available award fee for this evaluation period is shown in Table I. The award fee earned will be paid based on the Contractor's performance during the evaluation period.

Table 1: Available Award Fee

Performance Goal	% of Fee	Amount
Performance Goal 2019B-1: Protective Force Operations and Training	45%	\$XXXXXXXX
Performance Goal 2019B-2: Management and Support Functions	20%	\$XXXXXXXX
Performance Goal 2019B-3: Environment, Safety and Health and Quality Assurance	20%	\$XXXXXXXX
Performance Goal 2019B-4: Cost Control	15%	\$XXXXXXXX
TOTAL =	100.00 %	\$XXXXXXXX

2. Contractor's Self-Assessment: Following each evaluation period, the Contractor may provide a written self-assessment of its performance to the AFB to be considered in its report to the Fee Determining Official (FDO). The self-assessment shall be submitted not later than 14 calendar days after the end of each evaluation period. The self-assessment shall address strengths, weaknesses and deficiencies in the Contractor's performance during the evaluation period. Where deficiencies in performance are noted, the Contractor should describe the actions planned or taken to correct such deficiencies to avoid their recurrence.
3. Evaluation Process: The CO notifies each AFEB member and PMs 30 calendar days before the end of the evaluation period. PMs assess the Contractor's performance and submit evaluation inputs. The AFEB evaluates PM input and notifies the Contractor of the strengths and weaknesses for the current evaluation period.

AFEB members assess the Contractor's performance and submit end-of-period evaluation reports. The AFEB shall evaluate the Contractor's performance in the major areas identified in this AFP based upon performance objectives and measures set forth and stated below. The AFEB prepares its evaluation report and recommended ratings and corresponding award fee earned based on the evaluation criteria described in Appendix 1: Performance Objectives and Evaluation Criteria, with supporting documentation to include all minority opinions. The AFEB briefs the evaluation report and recommendations to the FDO. The FDO determines the overall ratings and corresponding award fee earned amount for the evaluation period. The FDO letter informs the Contractor of the award fee

earned amount. The CO issues a contract modification after the FDO's decision is made authorizing payment of the award fee earned amount. However, the CO may also issue letters to the Contractor at any time when it is deemed necessary to highlight areas of government concern.

The FDO may consider all available information including: The Award Fee Report (AFR); information originating from day-to-day operations; the Contractor's optional self-evaluation; and his/her own observations relating to the above performance objectives in determining the amount of award fee earned during the period. DOE will use its best efforts to determine the award fee earned and issue an award fee determination letter to the Contractor within 90 calendar days after the end of the evaluation period.

4. Award Fee Process Documentation

1. The AFEB is responsible for documenting evaluations and assessments conducted, results obtained, award fee meetings with Contractor personnel, and maintaining a file of backup documentation to the AFR. The AFEB Official Contract File will contain all the documentation developed by the AFEB.
2. The CO, in coordination with the Office of Chief Counsel, will make a recommendation to the FDO as to what information should be released to the Contractor to accompany the award fee determination letter. This requirement may be superseded by an organization-wide policy issued after this Plan.
3. Policy Flash 2012-26, *Release of Department of Energy Award Fee and Incentive Fee Reports*, dated March 2, 2012, and its future successor notices provide guidance on public release of information.

5. Changes in AFP Coverage

5.1. Right to Make Unilateral Changes

All matters covered in this AFP may be changed unilaterally by the CO at any time during the term of the contract following Business Clearance Review and Head of Contracting Activity approval. Notification of such changes shall be provided to the Contractor in accordance with the Contract, Section B, DOE-H-2060 AWARD FEE (OCT 2014).. The changes will be made by way of formal modification of the contract.

5.2. Method for Changing Plan Coverage

The method to be followed for changing plan coverage is described below.

1. Personnel involved with the award fee process are encouraged to recommend changes in Plan coverage with a view toward changing Performance Areas, motivating higher performance levels or improving the award fee determination process.
2. The AFEB will coordinate identified changes with the Contractor.
3. 90 calendar days prior to the end of each evaluation period, the AFEB will submit to the FDO for approval proposed changes applicable to the next evaluation period, with appropriate comments and justification, or inform the FDO that no changes are recommended for the next period.

The Award Fee Plan may be revised unilaterally at any time during the evaluation period; but the revised Award Fee Plan, or revised portion thereof, shall not be effective until 14 calendar days after the Contractor receives the revised Award Fee Plan.

6. Award Fee – Performance Rating Table

Performance is measured with an adjectival rating to measure technical performance, cost control, schedule performance and business relations/management.

The Contractor will receive an adjectival grade consistent with the description provided in the table below. To provide for consistency across the Complex, DOE-SR will use the five tier adjectival ratings and definitions set forth in FAR 16.4 described below.

Award-Fee Adjectival Rating	Award-Fee Pool Available to be Earned	Description
Excellent	91% - 100%	Contractor has exceeded almost all of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.
Very Good	76% - 90%	Contractor has exceeded many of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.
Good	51% - 75%	Contractor has exceeded some of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.
Satisfactory	No Greater Than 50%	Contractor has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.
Unsatisfactory	0%	Contractor has failed to meet overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.

NOTE: Management judgment is essential in evaluating the Contractor's performance. DOE expects the Contractor to exercise due diligence in the conduct of all contract activities. It is expected that management systems will be in place and enforced to assure that effective procedures are developed and implemented. The Contractor's failure to oversee, through acts of commission or omission, the conduct of its operations, employees, and subcontractors

which potentially or actually causes property damage, losses, endangers the safety, health, or environment, or compromises the ability of the Department to carry out its mission, will be weighed heavily in the performance ratings. By the same standard, the performance ratings will not be adversely affected if the Contractor raises safety or security issues for resolution. Furthermore, the performance ratings will not be adversely affected if the Contractor stops an activity which is deemed unsafe even though the Contractor's action may appear to be contrary to DOE direction. It is recognized that the basis for determination of the award fee shall be an evaluation of performance by the government in accordance with the objectives and measures specified within the AFP. However, the AFEB and FDO reserve the right to consider any information relating to the performance objectives and measures which may have been obtained by methods other than those specifically listed within the AFP.

- In order for the Contractor to receive all provisional award fee under the contract in an evaluation period, the Contractor must satisfy the requirements for the excellent category in accordance with FAR 16.4. If the Contractor does not satisfy the requirements, the FDO may make a unilateral determination to award less than the full amount available. The Contractor is prohibited from earning any award fee when its overall performance is below satisfactory. Fee may be reduced in accordance with Contract Clause B.10, Fee Reductions.
- Although the performance objectives are divided into separate and distinct areas with a percentage of the available award fee assigned to each area, in the event the Contractor's performance is considered unacceptable in any aspect, whether or not specifically identified in the AFP, the FDO may, at his/her discretion, withhold a portion or the entire award fee for the evaluation period as he/she deems appropriate. The FDO may also determine that performance within a specific area, or in general, exceeds expectations and appropriately approve a higher award fee for the evaluation period than the amount proposed by the AFEB.
- Provisional award fee payments will be made under this contract but will be superseded by the final award fee earned for that period. If provisional payments exceed the final award fee earned, the Contractor will either credit the next payment voucher for the amount of such overpayment or refund the difference to the government, as directed by the CO.
- If the CO determines that the Contractor will not achieve a level of satisfactory performance commensurate with the established provisional rate, payment of provisional award fee will be discontinued or reduced in such amounts as the CO deems appropriate. The CO will notify the Contractor in writing if it is determined that such discontinuance or reduction is appropriate.
- Unless discontinued or reduced due to CO determination, provisional award fee payments will be made on a monthly pro-rata basis for 6 months prior to the first award fee determination by the government. Thereafter, provisional award fee payments will be made on a monthly pro-rata basis prior to each subsequent annual evaluation period.

APPENDIX 1: PERFORMANCE OBJECTIVES AND EVALUATION CRITERIA

Performance Goal 2019B-1: Protective Force Operations and Training	
<p>The Contractor shall provide a well-trained, highly motivated Protective Force capable of reliably executing routine and emergency duties, in accordance with DOE directives and site-specific requirements, to ensure the overall security and safety of the SRS.</p> <p>Up to 45% of the available Award Fee can be earned for this performance goal. For full performance expectation see "Note" following the <i>Performance Rating Table</i> (FAR 16.4) in this document.</p>	
Performance Objective	
2019B-1.1	<p>Security operations on the General Site are conducted in accordance with site specific requirements and Integrated with site operations to provide effective personnel and vehicle access controls and the enforcement of laws, rules and regulations that result in a safe and secure SRS operating environment.</p> <p>Successful completion of criteria for this objective shall be documented in accordance with Section 3. <i>Method for Determining Award Fee</i>, of this AFP. Surveys are conducted in accordance with DOE O 470.4B, Chg 2 (MinChg), Safeguards and Security Program, Appendix A., Section 2, Survey, Review, and Self-Assessment Programs, and are based on requirements identified in DOE O 473.3A, Chg 1 (MinChg), Protection Program Operations, Attachment 2, Contractor Protective Force.</p>
Performance Criteria	
2019B-1.1.1	Site Perimeter Barricade operations are conducted in a highly disciplined manner to prevent unauthorized personnel and vehicles, deter the introduction of prohibited articles on entry, deter the theft of government property on exit, and safely control the flow of traffic on and off site.
2019B -1.1.2	Law Enforcement operations are nationally accredited and provide effective enforcement of traffic laws, investigation of traffic accidents and violations of state law, effective integration with other site emergency responders, and coordination with Local Law Enforcement on matters of mutual interest. Protective Force within the Law Enforcement Department perform routine duties in accordance with Security and Post orders. Law Enforcement personnel can effectively execute Security Response Plans, Emergency Security Operations Procedures and implement contingencies for Modified Security Plans when required.
2019B-1.1.3	Aviation operations are conducted in accordance with applicable FAA requirements to ensure compliance with contract required FAA operating certificates and support site security and emergency response programs. Aviation operations shall maintain at least a 90% operational rate, excluding down time based on weather.

Performance Goal 2019B-1: Protective Force Operations and Training	
2019B-1.1.4	Material Transportation and Shipment Security activities are conducted in a timely manner and in accordance with all DOE, state and federal requirements. Material Transportation Security Personnel are knowledgeable of Shipment Security and Response Plan requirements resulting in compliance with Federal Rules and regulations. Facility management effectively communicates with appropriate facility security and operations personnel to ensure effective coordination of all shipment activities, adhering to all facility security and safety requirements. Material Transportation and Shipment personnel ensure appropriate functionality of shipment vehicles and address maintenance issues in a timely manner.
Performance Objective	
2019B-1.2	<p>Protective Force operations at Security Protection Level (SPL) 4 facilities are conducted in accordance with site specific requirements and integrated with M&O Contractor operations to protect DOE facilities and assets.</p> <p>Successful completion of criteria for this objective shall be documented in accordance with Section 3. <i>Method for Determining Award Fee</i>, of this AFP. Surveys are conducted in accordance with DOE O 470.4B, Chg 2 (MinChg), Safeguards and Security Program, Appendix A, Section 2, Survey, Review, and Self-Assessment Programs, and are based on requirements identified in DOE O 473.3A, Chg 1 (MinChg), Protection Program Operations, Attachment 2, Contractor Protective Force.</p>
Performance Criteria	
2019B-1.2.1	Effective personnel and vehicle access controls and inspections are maintained at area/facility boundaries. All duties are performed in accordance with Security and Post Orders resulting in fewer discrepancies and incursions of unlawful behavior. Protective Force personnel are knowledgeable of facility operations which results in their ability to effectively execute Security Response Plans, Emergency Security Operations Procedures and implement contingencies for Modified Security Plans when required. Communication with facility operations management ensures effective integration of security, facility and safety requirements.
Performance Objective	
2019B-1.3	<p>Protective Force operations at Security Protection Level (SPL) 1 facilities are integrated with M&O Contractor operations and conducted in accordance with site specific requirements to protect Special Nuclear Material, DOE facilities and assets.</p> <p>Successful completion of criteria for this objective shall be documented in accordance with Section 3. <i>Method for Determining Award Fee</i>, of this AFP. Surveys are conducted in accordance with DOE O 470.4B, Chg 2 (MinChg), Safeguards and Security Program, Admin Change 1, Appendix A., Section 2, Survey, Review, and Self-Assessment Programs, and are based on requirements identified in DOE O 473.3A, Chg 1 (MinChg), Protection Program Operations, Attachment 2, Contractor Protective Force.</p>

Performance Goal 2019B-1: Protective Force Operations and Training	
Performance Criteria	
2019B-1.3.1	Requirements of the Site Safeguards and Security Plan for all operating conditions are incorporated into Protective Force operating routines. Resulting in Protective Force personnel that are trained equipped and committed to protecting the SRS security interest on a full-time basis at a level commensurate with the threat and site requirements. All routine duties are performed in accordance with Security and Post Orders. Communications with facility operations management is routinely accomplished for effective integration of security, facility and safety requirements.
2019B-1.3.2	The Protective Force can effectively execute Security Response Plans and Emergency Security Operations Procedures and implement contingencies for Modified Security Plans when required for the protection of Special Nuclear Materials.
2019B-1.3.3	The Special Response Team is seamlessly integrated with Protective Force personnel to effectively implement special operations and capabilities under all conditions to protect, and if necessary, recapture and recover Special Nuclear Material. Special Response Team personnel perform routine duties in accordance with Security and Post orders. Special Response Team personnel can effectively execute Security Response Plans and Emergency Security Operations Procedures and implement contingences for Modified Security Plans when required for the protection of Special Nuclear Materials.
Performance Objective	
2019B-1.4	<p>Provide a DOE Training Approval Process (TAP) certified training program based on criteria established by the DOE National Training Center (NTC), DOE directives, and site-specific requirements that equip Protective Force personnel and leadership with the knowledge, skill and ability to retain all required qualifications, and effectively accomplish the security mission.</p> <p>Successful completion of criteria for this objective shall be documented in accordance with Section 3. <i>Method for Determining Award Fee</i>, of this AFP.</p> <p>Surveys are conducted in accordance with DOE O 470.4B, Chg 2 (MinChg), Safeguards and Security Program, Appendix A, Section 2, Survey, Review, and Self-Assessment Programs, and are based on requirements identified in DOE O 473.3A, Chg1 (MinChg), Protection Program Operations, Attachment 2, Contractor Protective Force.</p>
Performance Criteria	
2019B-1.4.1	Develop and submit for DOE approval an Annual Training Plan and the supporting Training Needs Analysis and Job Analysis for each job classification. Effectively utilize available resources and assets to safely accomplish the training and schedule identified in the approved plan, and in accordance with all applicable requirements. Develop and utilize technologies and protocols that result in the effective delivery, tracking, data display and retrieval of employee training requirements, schedules, and records.

Performance Goal 2019B-1: Protective Force Operations and Training

2019B-1.4.2	The Training Division responsible for training Protective Force personnel will establish formal training and qualification requirements to ensure that (1) the competencies needed by Protective Force members are met, and (2) Protective Force personnel have the knowledge, skills, and abilities to perform the tasks required to fulfill their assigned responsibilities. The Training Division is also responsible for planning and conducting safe and effective tactical training; leadership training; live-fire range and weapons training; and to provide the Protective Force the tactical skills required to effectively execute the security mission.
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Performance Goal 2019B-2: Management and Support Functions

The Contractor shall provide management and support functions to include: protection program planning; development of routine and emergency orders, plans and procedures; effective utilization of Protective Force personnel; effective budget, contractual, and programmatic authorization and execution; development of initiatives which result in tangible cost savings; and, logistical and administrative functions to ensure Protective Force mission accomplishment and compliance with applicable directives in all programmatic functions.

Up to 20% of the available Award Fee can be earned under this performance goal. For full performance expectation see "Note" following the *Performance Rating Table* (FAR 16.4) in this document.

Performance Objective

2019B-2.1	<p>Actively participate in site safeguards and security planning and analysis functions to develop effective protection program plans aligned with the Design Basis Threat (DBT) Policy and site-specific requirements, and effectively integrate planning, staffing and budget functions.</p> <p>Successful completion of criteria for this objective shall be documented in accordance with Section 3. <i>Method for Determining Award Fee</i>, of this AFP. Surveys are conducted in accordance with DOE O 470.4B, Chg 2 (MinChg), Safeguards and Security Program, Appendix A., Section 2, Survey, Review, and Self-Assessment Programs, and are based on requirements identified in DOE O 473.3A, Chg 1 (MinChg), Protection Program Operations, Attachment 2, Contractor Protective Force.</p>
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Performance Criteria

2019B-2.1.1	Conduct planning and analysis functions to support site protection program planning and the effective utilization of Protective Force resources to protect site security interests, resulting in providing cost-effective security planning/analysis; development/maintenance of orders/plans; infrastructure project support; performance testing; self-assessments; information security; operations security; and lock and key control.
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Performance Goal 2019B-2: Management and Support Functions	
2019B -2.1.2	Develop a Management and Staffing Plan to identify all staffing required for current year and three out-years to assist in the development of the Annual Operational Plan. The development of this plan results in sufficient staffing levels to ensure that the Contractor is in compliance with the terms and conditions of the contract. Collect actual staffing data and conduct analysis to validate staffing in accordance with authorizations and funding. Prepare and submit monthly cost reports.
2019B-2.1.3	Support DOE-SR and coordinate with the M&O Contractor as required facilitating the completion of security related capital projects and infrastructure needs.
Performance Objective	
2019B-2.2	<p>Develop plans and procedures that provide the Protective Force instructions for the appropriate execution of site protection program plan requirements, resulting in the Protective Force having the capability to execute protective strategies in accordance with all DOE guidance, policies and procedures. Plans and procedures will be coordinated with area/facility specific representatives to ensure the identification of impacts on facility operations and safety.</p> <p>Successful completion of criteria for this objective shall be documented in accordance with Section 3. <i>Method for Determining Award Fee</i>, of this AFP. Surveys are conducted in accordance with DOE O 470.4B, Chg 2 (MinChg) Safeguards and Security Program, Appendix A., Section 2, Survey, Review, and Self-Assessment Programs, and are based on requirements identified in DOE O 473.3A, Chg 1 (MinChg), Protection Program Operations, Attachment 2, Contractor Protective Force.</p>
Performance Criteria	
2019B-2.2.1	Security and Post orders will be developed in compliance with DOE directives and site-specific security plan requirements and updated in accordance with schedule requirements. Security Response Plans, Modified Security Plans, and Emergency Security Operations procedures will ensure the integration of all Protective Force resources to swiftly respond to and mitigate security emergencies.
2019B-2.2.2	Plans and procedures will be developed in conjunction with the site Emergency Management functions to ensure timely Protective Force support to all site emergencies. Emergency Management personnel will ensure integration with the M&O Contractor responsible for overall implementation of the site Emergency Management and Response Program. Protective Force will provide competent and qualified personnel to support staff the required Protective Force Emergency Response Organization (ERO) positions.

Performance Goal 2019B-2: Management and Support Functions	
Performance Objective	
2019B-2.3	<p>The Contractor shall provide a Safeguards and Security Self-Assessment Program and a Performance Testing Program that comply with the requirements Identified in DOE O 470.4B, Chg 2 (MinChg, DOE O 473.3, Chg 1 (MinChg) and local site requirements, to validate the reliable execution of routine and emergency operating procedures and capabilities.</p> <p>Successful completion of criteria for this objective shall be documented in accordance with Section 3. <i>Method for Determining Award Fee</i>, of this AFP. Surveys are conducted in accordance with DOE O 470.4B, Chg 2 (MinChg), Safeguards and Security Program, Appendix B. Safeguards and Security Program Management Operations, and are based on requirements identified in DOE O 473.3, Chg. 1 (MinChg) Protection Program Operations, Attachment 2, Contractor Protective Force.</p>
Performance Criteria	
2019B-2.3.1	Perform a periodic self-assessment of operational programs based on DOE inspection criteria in accordance with the established schedule.
2019B-2.3.2	Implement a comprehensive Performance Test program, including planned and no-notice exercises, to validate the effectiveness of training and the reliable execution of routine and emergency operations.
Performance Objective	
2019B-2.4	<p>Provide programs for the administration of security education, protection of classified information, cyber security, personnel security, security clearances, and human reliability in accordance with DOE directives and site-specific requirements.</p> <p>Successful completion of criteria for this objective shall be documented in accordance with Section 3. <i>Method for Determining Award Fee</i>, of this AFP. Surveys are conducted in accordance with DOE O 470.4B, Chg 2 (MinChg), Safeguards and Security Program, Appendix A., Section 2, Survey, Review, and Self-Assessment Programs, and are based on requirements identified in DOE O 473.3A, Chg 1 (MinChg) Protection Program Operations, Attachment 2, Contractor Protective Force, DOE O 205.1B, Chg 3 (PgChg), Department of Energy Cyber Security Program, DOE O 471.6 Chg 2 (AdminChg), Information Security, and DOE O 472.2 Chg 1 (PgChg), Personnel Security.</p>
Performance Criteria	
2019B-2.4.1	Provide effective programs for: security education, information security, foreign visits, cyber security, protection of classified and sensitive unclassified information, security incidents, and personnel security.

Performance Goal 2019B-2: Management and Support Functions

2019B-2.4.2	Conduct interviews, provide reports, review background investigation reports, maintain records, and accomplish other functions as required to support the DOE-SR personnel security program. Provide direct administrative and technical support to DOE Human Reliability Program (HRP), Homeland Security Presidential Directive 12 (HSPD-12) Program and Foreign Ownership, Control and Influence (FOCI) Program. Maintain high quality labor relations on the contract.
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Performance Goal 2019B-3: ESH and Quality Assurance

The Contractor shall implement and maintain, in accordance with DOE requirements, comprehensive ESH&QA programs that ensure work is accomplished in accordance with applicable standards, as well as protect workers and the environment. In addition, the Contractor shall coordinate with the site M&O Contractor, as appropriate, on site-wide ESH&QA topics.

Up to 20% of the available Award Fee can be earned for this performance goal. For full performance expectation see "Note" following the *Performance Rating Table* (FAR 16.4) in this document.

Performance Objective

2019B-3.1	<p>The Contractor shall implement a comprehensive ESH&QA program (based on the Integrated Safety Management System and Contractor Assurance System) that focuses on continuous Improvement and compliance with DOE requirements.</p> <p>Successful completion of criteria for this objective shall be documented in accordance with Section 3. <i>Method for Determining Award Fee</i>, of this AFP. Surveys are conducted in accordance with DOE O 470.4B, Chg 2 (MinChg), Safeguards and Security Program, Appendix A., Section 2, Survey, Review, and Self-Assessment Programs, and are based on requirements identified in DOE O 473.3A, Chg 1 (MinChg). Protection Program Operations, Attachment 2, Contractor Protective Force and DOE O 414.1D Chg 1 (AdminChg), Quality Assurance.</p>
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Performance Criteria

2019B-3.1.1	Conduct annual assessments and submit required documentation in accordance with DOE Orders and Contract Requirements.
2019B-3.1.2	Coordinate and provide technical expertise on the evaluation of new equipment and operating routines and maintenance of ESH&QA related requirements.
2019B-3.1.3	Conduct surveillances to monthly assess organizational compliance with ESH&QA procedures and best practices.

Performance Goal 2019B-3: ESH and Quality Assurance	
2019B-3.1.4	Conduct analysis of the results of internal and external assessments, and performance testing to identify organizational trends. In accordance with Integrated Safety Management System (ISMS) principles, provide continuous feedback for organizational improvement. Maintain an improvement and corrective action tracking database utilizing Site Tracking, Analysis, & Reporting (STAR) to ensure the timely correction of deficiencies and implementation of organizational improvement in accordance with the contract.
2019B-3.1.5	Maintain Total Recordable Cases (TRC) and Days Away, Restricted and Transferred (DART) rates in accordance with EM goals established for the SR Protective Force Contractor.

Performance Goal 2019B-4: Cost Control	
<p>The Contractor shall implement and maintain, in accordance with DOE requirements, comprehensive Cost controls that ensure work is accomplished in accordance with applicable standards, as well as protect workers and the environment.</p> <p>Up to 15% of the available Award Fee can be earned under this performance goal.</p>	
Performance Objective	
2019B-4.1	<p>Perform all of the required contract work at the satisfactory level or better for less than the estimated cost. (10%) The Contractor will provide timely and accurate contract cost reports; forecast data and other information as requested to the Government. The Contractor will use the various information collected within these reports to track and account for any changes, thereby minimizing the risk of cost overruns (5%).</p> <p>This incentive is not intended to motivate the Contractor to excel in cost control to the detriment of the other important performance objectives.</p> <p>Successful completion of criteria for this objective shall be documented in accordance with Section 3. <i>Method for Determining Award Fee</i>, of this AFP. Performance Goal 2019 B-4 is in accordance with HCA Directive 2.7, Office of Environmental Management (EM) Guidance for 'Best Practices' in the Administration of Incentive Contracts- Part II, Revision 2, Effective Date January 09, 2015</p>
Performance Criteria	
2019B-4.1.1	Cost Control-Reporting: The Contractor demonstrates clear understanding of the need to maintain cost control and actively pursues cost containment and reduction through innovative approaches and superior management of resources.

Performance Goal 2019B-4: Cost Control	
2019B-4.1.2	Cost Control-Reporting: The Contractor is proactive in assisting DOE-SR with problem identification. Potential problems are identified, and corrective action is implemented to minimize cost/schedule impacts. The government is notified immediately of significant problems and the Contractor interacts with the government to develop viable resolutions and overcome delays without additional cost.
2019B-4.1.3	Cost Control-Reporting: Cost proposals are timely, well-constructed, and contain sufficient detail to support an in-depth cost analysis. The bases of estimates are provided for all cost elements and detailed analyses are provided for subcontractor costs.
2019B-4.1.4	Cost Control-Reporting: Cost data reports are always complete, accurate, and understandable. The reports are consistently submitted on or ahead of scheduled due dates and provide reliable detail as to specific elements of program costs. The Contractor takes initiative to provide all useful and necessary data to the government in a comprehensive manner. Contract administration, estimating system surveillance, and oversight monitoring result in no deficiencies or audit problems in maintaining compliance with FAR.
2019B-4.1.5	Cost Performance: Reductions in direct costs to the government below contract estimated costs are noteworthy. Contractor provides detailed cost analysis in recommendations to government for resolution to problems identified. Funds and resources are optimally used to provide the maximum benefit for the funds and resources available. Documented savings are apparent.
2019B-4.1.6	Cost Performance: Contractor is responsive to cost control measures implemented by the government. Financial reporting is clear, accurate, and proactive. Problems and/or trends are addressed thoroughly, and the Contractor's recommendations and/or corrective plans are implemented and effective.
2019B-4.1.7	Cost and Schedule Management: Contractor consistently submits high quality cost and schedule forecasts. Contractor prepares and develops comprehensive, clear schedule data that provides excellent correlation with cost performance reports and permits early identification of problem areas.

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1. The AFP is written to encourage the Contractor to provide the government with a "best in class" execution of the agreed upon scope. The main objective of this contract is to protect government assets which includes special nuclear material, all persons whether employees or visitors at the Savannah River Site, government property and the environment.
 2. The most critical portion of this mission is for the Contractor to provide a well-trained and highly motivated protective force. Because of the importance of this portion of the scope, this performance goal carries the highest percentage (up to 45%) of the total available award fee. Poor performance by the Contractor within this performance goal should carry a large penalty and have the greatest impact on their ability to earn fee.
 3. The Management and Support Functions performance goal assesses the Contractor's ability to provide sound plans, procedures and programs which support the overall conduct of their primary mission. Because of the importance of this function the Contractor can earn up to 20% of the total available award fee by their performance within this goal.
 4. The safety of the Contractor personnel is very important; therefore, the Contractor can earn up to 20% of the total available fee by their performance within the Environmental, Safety, Health and Quality Assurance performance goal. This goal requires the Contractor to establish programs to assure the safety of their employees as well as to protect the environment.
 5. The fourth performance goal is related to Cost Control and allows the Contractor to earn up to 15% of the total available fee by assuring they have sound cost controls in place and they provide timely and accurate cost and spending reports.