

# Award Fee Determination Scorecard

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**Contractor:** G4S Government Solutions, Inc. – Wackenhut Services Incorporated (WSI)

**Contract:** Protective Force Security Services

**Contract Number:** DE-AC30-10CC60025

**Award Period:** October 1, 2012 – September 30, 2013

**Basis of Evaluation:** Award Fee Plan

The contractor is required to provide, operate, and maintain an armed and uniformed protective force for the physical protection of U.S. Department of Energy (DOE) security interests and other such related duties at the Savannah River Site (SRS).

The objective of the award fee provisions of the contract is to afford the Contractor an opportunity to earn fee commensurate with the achievement of optimum contract performance. Performance of this contract is evaluated according to technical capability and performance; community, state, and regulator relationships; and corporate perspective as it relates to protective force operations and training, management support, and environment, safety, health and quality assurance. The DOE uses the adjectival rating and associated descriptions, as well as award-fee earned percentages, in accordance with Federal Acquisition Regulations.

## **Total Award Fee Available:**

For year four of the initial five-year base contract the total award fee available was \$5,428,947.00. This was divided evenly between two performance evaluation periods. The award fee available for October 2012 to March 2013 is \$2,714,473.50. The award fee available for April 2013 – September 2013 is \$2,714,473.50.

### **Period: October 2012 – March 2013**

Award Fee Available: \$2,714,473.50  
Award Fee Earned: \$2,144,434.07  
Percentage Earned: 79%

### **Period: April 2013 – September 2013**

Award Fee Available: \$2,714,473.50  
Award Fee Earned: \$2,388,736.68  
Percentage Earned: 88%

## **Award Fee Area Adjectival Ratings:**

### **Protective Force Operations and Training** (50% of total available)

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.

<b>Period</b>	<b>Percentage earned this period</b>
October 2012 to March 2013	38%
April 2013 – September 2013	45%

**Protective Force Management and Support** (25% of total available)

The Contractor shall provide management and support functions to include: recruiting and retention of personnel, protection program planning, development of routine and emergency orders, plans and procedures, effective utilization of Protective Force personnel, and logistical and administrative functions to ensure Protective Force mission accomplishment and compliance with applicable directives in all programmatic functions.

<b>Period</b>	<b>Percentage earned this period</b>
October 2012 to March 2013	21%
April 2013 – September 2013	20%

**Environment, Safety, Health and Quality Assurance** (25% of total available)

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.

<b>Period</b>	<b>Percentage earned this period</b>
October 2012 to March 2013	19.5%
April 2013 – September 2013	23%

**For the evaluation period of October 2012 through March 2013, WSI-SRS met or exceeded most of the performance goals and objectives of this period worthy of special note.**

**Achievements:**

- The WSI-SRS Canine section successfully co-hosted the United States Police Canine Association (USPCA) Region 2 Detector Dog and Tracking Dog Trails in Aiken, SC, with support from local area law enforcement agencies. The trials included participation by canine teams from North Carolina, South Carolina and Washington, DC, and proved to be an effective forum for demonstrating canine handling and detection skills as well as strengthening relationships with law enforcement agencies. Participating WSI-SRS canine teams successfully re-certified to meet the contractual requirements of maintaining USPCA certifications in explosive and narcotic detection standards for all WSI-SRS police dogs.
- The WSI-SRS Aviation Operations Department (AOD) executed safe, effective flight operations in support of SRS national security missions and numerous secondary missions. AOD maintained a high level of proficiency and operational readiness (98.8% rate) through demonstrated support of various Site training, maintenance, and safety initiatives: three Category I intra-site shipments; seven material receipts in H-Area; seven aerial photo flights in support of Savannah River Ecology Laboratory, Savannah River Nuclear Solutions, United States Forest Service (USFS), and WSI-SRS; six USFS prescribed burn flights; two Radiological Assistance Program Region 3 training exercises; aerial surveillance flights for monitoring and reporting wildfires, monitoring of controlled burns and the Bambi-Bucket fire suppression operation in response to wildfires; and successful maintenance of Part 133 and 135 certification and proficiency requirements.

- The WSI-SRS Performance Testing and Assessment Department (PTAD) conducted a comprehensive Periodic Self-Assessment and Performance Testing program of applicable WSI-SRS safeguards and security operations, in accordance with established laws, orders, and regulations. Specifically, PTAD personnel planned, coordinated, and conducted six Force on Force (FOF) exercises, including: the Savannah River National Laboratory (SRNL) Validation exercise; SRNL training exercise; two H-Area quarterly training exercises; Office of Independent Oversight (OIO) Inspection for H-Area; and the L-Area Validation exercise.
- Additionally, the WSI-SRS PTAD carried out planning and coordinating an OIO FOF for K-Area, which was later canceled due to weather complications. Overall, PTAD evaluators provided instrumental support to OIO by planning, coordinating, and conducting numerous No Notice Performance Tests and assisting the DOE Composite Adversary Team during their respective preparation and planning for the OIO FOFs. OIO recognized the professionalism and proficiency of the PTAD evaluators and good conduct of operations during the planning stages through execution of the FOFs and Limited Scope Performance Tests (LSPTs).
- WSI-SRS Management and PF personnel supported numerous security review teams during this rating period, prepared presentations, and conducted many tours for external review teams and DOE Headquarters officials regarding the security posture and protection strategies at SRS Category I facilities. WSI-SRS personnel continued to support and participate in the planning and protection strategies for new missions in H-Area, to include validation activities conducted for shipment and receipt activities.

**Deficiencies:**

It is important to note that also during this period, WSI-SRS experienced a number of preventable operational incidents. While WSI-SRS met the overall objectives of the contract for the DOE to carry out its missions, these operational incidents, along with less than expected performance during the OIO LSPTs/FOFs, were leading indicators of a lack of focus and degradation of conduct of operations exhibited by individual employees within WSI-SRS. WSI-SRS initiated a number of corrective actions to include a company-wide “Operational Pause” that addressed expectations for individual decision-making and procedural adherence. The WSI-SRS management team is expected to continue to monitor the progress of all corrective actions for thorough completion and implementation.

**For the evaluation period of April 2013 through September 2013, WSI-SRS met or exceeded most of the performance goals and objectives of this period worthy of special note.**

**Achievements:**

- The During the evaluation period the WSI-SRS Aviation Operations Department (AOD) effectively and safely conducted flight operations in support of the Savannah River Site (SRS) security mission and numerous secondary missions. AOD also maintained a high level of proficiency and operational readiness through training, maintenance and safety. AOD maintained an operational readiness rate of 99.5%, conducted 347 routine aerial patrols and surveillance flights and recorded 413.1 safe flying hours. AOD supported one Category I intra-site shipment and two material receipts in H-Area.

- The WSI-SRS Aviation Director of Maintenance was awarded the DOE John Cooley Aviation Operations Professional of the year, recognized as the most outstanding Aviation Professional within the DOE complex. Additionally, during this period one of the WSI-SRS Helicopters was damaged as the result of a lawn crew operator running a zero turn mower into the Helicopter. The Aviation Operations Division (AOD) management and maintenance personnel responded exceptionally well and an immediate investigation was conducted. WSI-SRS AOD personnel coordinated with Eurocopter technical representatives and initiated immediate and effect repairs. As a result of the WSI-SRS maintenance personnel's efforts, AOD was able to conduct the repair on-site resulting in a significant cost savings and reduction in repair time.
- The WSI-SRS Law Enforcement (LE) Department underwent an extensive review by external assessors with the Commission on Accreditation for Law Enforcement Agencies (CALEA) for their LE recertification. The WSI-SRS LE Department was required to meet over 250 national standards. Based on the assessment results which included reviewing all standards and procedures, interviews, and focused observations, the WSI-SRS LE Department was deemed to be in compliance with the National CALEA standards, and would be recommended for reaccreditation.
- The WSI-SRS LE Investigations Section was proactive in supporting requests from DOE/NNSA as it relates to a joint search of various SRS work places associated with the increased reports of theft of government property. The searches within Government work locations results in the identification and retrieval of stolen property, as well as a deterrent by site employees. The WSI-SRS Investigation Section continues to conduct National Crime Information Center (NCIC) checks of current and potential new hires, coordinates with local law enforcement agencies, and escorts site employees off site in the event they are serving felony probation, and/or have outstanding warrants.
- WSI-SRS continued to support a number of significant site wide events including the support of Category I shipments from the K Area Complex to H, as well as supporting shipments with the Office of Secure Transportation, and participating in weekly project meetings for the H area new mission. Additionally, the WSI-SRS-SRS Performance Testing and Assessment Department (PTAD) continues to implement a comprehensive Periodic Self-Assessment and Performance Testing program, assessing all applicable WSI-SRS safeguards and security operations, in accordance with established laws, orders, and regulations. Specifically, PTAD personnel planned, coordinated, and conducted five Force on Force (FOF) and or training exercises during the past six month rating period.

## **Deficiencies**

During this rating period, WSI-SRS experienced an unusual number of security incidents associated with the identification, marking, and protection of sensitive information as well as concerns associated with the conduct of the inquiries of the security incidents. There were also some single point failures across the organization by PF personnel, however, the performance failures varied and no specific trends were identified. While WSI-SRS met the overall objectives of the contract, the security incidents and individual performance failures has resulted in WSI-SRS initiating a number of corrective actions and lessons learned bulletins to preclude recurrence. The WSI-SRS management team is expected to continue to monitor the progress of all corrective actions for thorough completion and implementation.