

Award Fee Determination Scorecard

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

Contract: Protective Force Security Services

Contract Number: DE-AC30-10CC60025

Award Period: October 1, 2013 – September 30, 2014

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, training, management support, 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 five of the initial five-year base contract, the total award fee available is \$5,554,162.00. This was divided evenly between two performance evaluation periods. The award fee available for October 2013 to March 2014 is \$2,777,081.00. The award fee available for April 2014 to September 2014 is \$2,777,081.00.

Period: October 2013 – March 2014

Award Fee Available: \$2,777,081.00
Award Fee Earned: \$2,388,289.60
Percentage Earned: 86%

Period: April 2014 – September 2014

Award Fee Available: \$2,777,081.00
Award Fee Earned: \$2,582,685.33
Percentage Earned: 93%

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 (PF) 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.

Period	Percentage earned this period
October 2013 - March 2014	43%
April 2014 – September 2014	47%

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 PF personnel, logistical and administrative functions to ensure PF mission accomplishment and compliance with applicable directives in all programmatic functions.

Period	Percentage earned this period
October 2013 - March 2014	20%
April 2014 – September 2014	23%

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 Management and Operating (M&O) contractor as appropriate, on site-wide ESH&QA topics.

Period	Percentage earned this period
October 2013 - March 2014	23%
April 2014 – September 2014	23%

For the evaluation period of April 2014 through September 2014, WSI-SRS met or exceeded many of the performance goals and objectives this period worthy of special note.

Significant Achievements:

- During this reporting period the DOE HQ Enterprise Assessment (EA) team conducted a security inspection of PF security operations at Savannah River Site. WSI-SRS PF personnel performed exceptionally well during the EA visit, supporting Special Nuclear Material (SNM) portal and handheld monitor verifications, post interviews, general knowledge and weapon proficiency tests. The assessment team noted significant improvement with PF professionalism and positive demonstration of its proficiency during limited scope performance tests. The EA team will return for Force on Force (FOF) activities in October 2014 to conclude assessment activities.
- PF personnel at H and K-Area, and Special Response Team (SRT) PF personnel completed Category I shipments from the K-Area Complex (KAC) to H-Area in operations throughout this period. Strict coordination between the various departments and facility operations was critical for successful missions. Also, PF personnel participated in two H Receipt Activities (HRA). The HRA requires close coordination between the H-Area PF, SRT, Law Enforcement (LE) and Savannah River Nuclear Solutions (SRNS) operations in order to safely and effectively accomplish the mission in accordance with the established plan.
- WSI-SRS has completed implementation of many of Tactical Doctrine elements to improve the overall security posture at H-Area. The PF leaders continued to develop and conduct tabletop exercises using scenarios based on Joint Conflict And Tactical Simulations (JCATS) runs, and less dynamic scenarios, which exercised the Response Force Leader and security forces. Each of the exercises was scrutinized to ensure effective communications, command and control, and

dynamic individual tactics. WSI-SRS PF at H-Area successfully validated protection strategies during recent FOF exercises.

- WSI-SRS Training Program successfully completed the DOE Training Approval Program (TAP) assessment by the National Training Center with no findings. The TAP assessment is comprised of 50 standards that address DOE PF training processes. The assessment included Procedural and Lesson Plan review, Instructor Observations/Interviews and Training Facility and Firearms Ranges assessment. The TAP approval is considered a key achievement for WSI and its path forward of excellence within the DOE PF and Security Community. The TAP was awarded September 2014 and will not expire until September 2019.
- WSI-SRS Training Department successfully executed the Tactical Training Exercise (TTX) for FY 2014 providing critical training to 117 PF personnel. The TTXs focused on active shooter/protestor type events to further enhance the PF skillset. This training has been a significant element of improving PF tactics, tactical communications, tactical decision making, use of cover and concealment, weapons manipulation under stress, and the overall improvement of their individual and collective response capabilities.
- 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 99.9%, conducted 545 routine aerial patrols and surveillance flights and recorded 545 safe flying hours.
- WSI-SRS AOD maintenance section completed essential preventative maintenance and repairs on both DOE-SR helicopters ensuring AOD was able to meet operational requirements and mission readiness in a safe and effective manner. The maintenance included the following achievements: replaced an engine in N116SR; replaced a directional Gyro System in N117SR with a two day turnaround minimizing downtime; identified a tail rotor gear box out of tolerance which required to be sent off site for repairs; completed the 50, 100, 150, 250, and 300 hour airframe inspections and 50, 150 and 300 hour engine inspections on N116SR; completed the 50 hour engine inspections and 50 hour and 100 hour airframe inspections for N117SR; and Completed the annual Federal Aviation Administration FAA maintenance inspections for both N116SR and N117SR.
- WSI-SRS PF and AOD responded to multiple incidents including assisting WSI-SRS LE in the apprehension of a trespasser, identified an uncontrolled wildfire within site boundaries and initiated a rapid and accurate response resulting in the SRS Fire Department extinguishing the fire and preventing major damage to site property or interruption to site operation.
- WSI-SRS Material Transportation Security Section (MTS) coordinated, supported and conducted a total of twenty-four off-site shipments with the Office of Secure Transportation (OST) for interstate transport in support of NNSA-SRSO missions. Additional shipment support consisted of category one intra-site shipments. All shipments were conducted safely, securely and without incident and in accordance with state and federal requirements.
- The K-Area PF supported the Final Storage Vault expansion during this period. The significant milestone project will allow for the increased drum capacity of the KAC, which will support future departmental missions. PF personnel complied with Modified Security Plans (MSPs) and

an always changing construction environment throughout this project, ensuring appropriate security protection measures were enforced.

- WSI LE Department continues to provide responsive law enforcement services on a daily basis. They consistently provide support to site traffic enforcement, accident investigations and response to violations of State Law, as well as suspicious activities reported in and around the SRS. WSI-SRS LE/Criminal Investigators continue to support the conduct of National Crime Information Checks, the necessary follow up with off-site law enforcement agencies and conduct investigations on site regarding minor criminal offenses. Additionally, WSI LE officers respond to all critical facilities in the event of an area emergency.
- WSI-SRS Canine Handler Teams continue to maintain their United States Police Canine Association (USPCA) certifications in support of the sites explosive detection capabilities at SRS perimeter boundaries and key critical facilities. The WSI PF Canine Teams continue to train with off-site local and Federal Law Enforcement Agencies to ensure effective and proficient explosive detection capabilities.
- During this period WSI Emergency Management (EM) personnel participated in the planning and coordination activities with SRNS and DOE personnel in support of the site graded exercises observed and evaluated by DOE-HQ personnel. In addition, WSI-SRS successfully completed the annual Advanced Tactical Training Academy (ATTA) Medical Emergency Exercise, the Crackerneck Wildlife Management Area Exercise and a B-Area Fire/Medical Emergency Exercise. Additionally, WSI personnel participated in numerous EM drills conducted in support of all facilities and missions on site. These drills are instrumental in preparing the PF to respond to any emergency within their assigned area.
- WSI-SRS Performance Testing and Assessment Department (PTAD) planned, coordinated and conducted eight FOF exercises, including five validation FOFs for H-Area, K-Area, Intra-Site Shipments, L-Area and Savannah River National Laboratory (SRNL). The remaining three FOFs included two H-Area training FOFs and one Intra-Site Shipment training FOF. These FOFs are vital in assessing the protections strategies and the execution of response plans in validating their effectiveness in the protection of SNM and SRS security operations. All FOFs were conducted safely with no reportable injuries.
- During August 2014, the PTAD staff provided coordination, planning and execution of EA inspection activities including post inspections, PF interviews, security response table-top exercises, and assisting in weapons live-fire operations. Additionally, PTAD staff was intensely involved in planning and coordinating two FOFs, with multiple scenarios scheduled for October 2014. The exhaustive involvement by PTAD members included preparing and planning the conduct of exercise details to include FOF scenarios, controller and evaluator criteria and positions, exercise controller and player briefings, scheduling and coordination with site entities, conducting task team meetings and safety walk downs; and support to the EA inspection team in obtaining evaluation and exercise resources. The support by the PTAD personnel has been vital to ensuring a smooth DOE-HQ EA inspection and ensuring SRS is represented positively for the EA Inspection in October 2014.
- The WSI Environment, Safety Health & Quality Assurance Division (ESH&QA) has demonstrated effective implementation of environment, safety and health and quality assurance programs in support of WSI operations during the six month period. The established Integrated Safety Management System (ISMS) program implemented by the ESH&QA Division addresses all phases of the ISMS process as evidence of work planning, hazard analysis, hazard control,

and feedback and improvement has been observed during this six month period. The ISMS program is fully supported by WSI Management and the program has been consistently implemented by the WSI staff throughout the rating period.

- The WSI Quality Assurance Program Audits and Surveillances are very thorough and detailed, and have resulted in findings and opportunities for improvement to improve the overall PF contractor operations in a variety of programmatic areas. The assessments have been very effective in identifying areas that need improvement and the methods use are detailed, rigorous, and unbiased.

Deficiencies:

- During this rating period, WSI-SRS experienced a few single point performance failures by some PF personnel, and some programmatic issues were identified during the conduct of surveys and assessments. While WSI-SRS met the overall objectives of the contract, as well as overall cost, schedules, and technical performance requirements, the WSI-SRS management team has continued to monitor the progress of all corrective actions for thorough completion and implementation. These performance failures were a key consideration in the determination of the overall performance grade.

For the evaluation period of October 2013 through March 2014, WSI-SRS met or exceeded many of the performance goals and objectives this period worthy of special note.

Significant Achievements:

- WSI-SRS was very effective in their response and execution of site security and support activities throughout adverse winter storms resulting in site closure on two separate occasions in January and February 2014. The WSI PF Management Team participated in frequent teleconferences with the Savannah River Site (SRS) Emergency Operations Center and the Site Services Department to address critical road closure and infrastructure issues. In addition to ensuring key security support during these severe weather conditions, WSI staffed all critical PF staffing positions throughout the site to appropriately secure all key facilities and the SRS perimeter.
- WSI-SRS developed and executed a Contingency Action Furlough Plan due to the Federal Government lapse of appropriations, resulting in furloughs of over 1700 site employees (including 270 WSI personnel) and facility ramp down to a Safe and Secure operational level. This Safe and Secure plan was effectively implemented, directing all non-essential personnel, Headquarters PF, and adjustment of PF shifts to be executed to ensure protection of SRS people and missions. Although this plan was in short duration, the impacts were mitigated by an efficient plan, ensuring the site's critical security mission was maintained.
- WSI-SRS personnel responded to a serious traffic accident involving a site employee with multiple, serious injuries. LE officers effectively managed the accident scene, coordinating with SRS Emergency Medical Technicians and WSI Aviation Department to safely, expeditiously air-lift the employee to a local hospital for treatment. Additionally, the Aviation Department responded to assist the WSI Law Enforcement Department in the pursuit and apprehension of a fleeing suspect along the SRS perimeter roadways. With effective utilization of the Helicopter illumination light in a dark, forested area, the PF personnel were able to locate and arrest the fleeing, non-site employee suspect.
- LE personnel joined with local law enforcement agencies to co-host the U.S. Police Canine Association (USPCA) Region 2 Detector and Tracking Dog trials in Aiken, SC, with over 40

canine teams from multi states participating. Four SRS explosive teams successfully completed USPCA re-certifications for ensuring operational readiness in support of the SRS Security protection strategies. The WSI Canine Lt. has been recognized as a DOE complex wide Canine Program Subject Matter Expert and continues to provide departmental wide support in the development of new canine program standards as well as support to the DOE HQ's Performance Testing Working Group.

- WSI-SRS continues to demonstrate a focused priority on the security strategy development for the H-Area missions and Security Enhancement Project, ensuring operational readiness with the reallocation of PF resources and numerous performance testing and training FoF exercises to ensure operational readiness. The AOD continues to maintain a rapid response readiness and 99.9% operational rate in support of SRS security posture.
- WSI-SRS successfully conducted three FOF exercises and over 200 no notice and limited notice performance exercises that tested and evaluated the PF performance and the overall effectiveness of security measures of the applicable facility/area.
- During this period, WSI-SRS PF personnel provided excellent support for numerous highly visible visits to include visits by Secretary Moniz, Deputy Secretary Ponemon, Office of Management and Budget, SC Governor and SC Congressional delegation members and staffers.
- WSI-SRS's Emergency Management program continued to provide quality support in planning and executing numerous emergency preparedness training drills.
- WSI-SRS continues to ensure ISMS is a part of all WSI programs and activities. Additionally, WSI-SRS's full implementation of the Assisted Hazard Analysis (AHA) program marked a significant improvement in the WSI work planning process. The AHA program has replaced the Risk Analysis and Risk Assessment process which would require a single person to assess all of the risks associated with a given work package. The AHA process utilizes a team approach for a more comprehensive review. AHA training has been conducted for 94% of the targeted AHA users.
- WSI-SRS Industrial Hygiene (IH) program continues to set the standard for impulsive noise protection. The IH program has addressed impulsive noise issues associated with the various WSI PF weapons systems. As a result of the IH initiatives, WSI-SRS has the most protective impulsive noise program in the DOE complex.
- The IH program identified the issue of airborne lead resulting from the firing of the PF Engagement Simulation Systems (ESS) weapons during indoor exercises. The airborne contamination is due to the lead contained in the primer of the ESS ammunition. Several tests were conducted to establish an engineered control that could be used to reduce the amount of airborne lead to meet the OSHA requirements. IH determined the use of portable High Efficient Particulate Air filtration at or near the PF weapons system deployment areas would substantially reduce the airborne lead levels. WSI worked with SRNS to place these filtration units in key areas during FOF exercises.

Significant Deficiencies:

During this rating period, WSI-SRS experienced an unusual number of performance failures by some PF personnel during the conduct of surveys and assessments. While WSI-SRS met the overall objectives of the contract, as well as overall cost, schedules and technical performance

requirements, the 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. These performance failures were a key consideration in the determination of the overall performance grade.