

# Award Fee Evaluation Determination Scorecard

Contractor: Swift & Staley, Inc.  
Contract: DE-AC30-10CC40021

Award Fee Evaluation Period: October 1, 2014 – November 30, 2015

Basis of Evaluation: Award Fee Plan Fiscal Year 2015, for Swift & Staley, Inc. (SSI)

Categories of Performance: Subjective: \$2,406,548

PBI: \$912,046

Stretch: \$0

Award Fee Available: \$ 3,318,594





**Award Fee Earned: \$2,982,881 (89.9%)**

## Categories of Performance Award Fee

### Award Fee Area Adjectival Ratings

Fee Available: 73% of total available fee (\$2,406,548, available).

1. Quality and Effectiveness of Security (25%):
2. Quality and Effectiveness of Support to DOE (20%):
3. Quality and Effectiveness of Site Infrastructure Services (40%):
4. Quality and Effectiveness of Cost Control (15%):

-  Good (73.5%)
-  Very Good (90.50%)
-  Very Good (90%)
-  Very Good (90.5%)

The overall recommended award fee based on these ratings is: **\$2,070,834.**

$$[(0.25 \times 0.735) + (0.20 \times 0.905) + (0.40 \times 0.900) + (0.15 \times 0.905)] \times \$2,406,548 = \$2,070,834$$

This amount takes into consideration SSI's overall performance, both positive and negative. The contractor met overall cost, schedule or technical performance requirements as defined and measured against in the evaluation criteria.

#### *Quality and Effectiveness of Security:*

Contractor exceeds some contract requirements in a manner demonstrating commitment to the program. Work completed was better than the minimum required performance. Areas of deficiency and minor problems are off-set by areas of good performance. SSI successfully staffed up their cybersecurity team to support a larger workforce. Cyber security deliverables were received on time and responsive to the requirements. Cyber security support was consistent and supportive of maintaining proper security controls. The migration of nuclear material control & accountability (NMC&A) data was executed smoothly, and the NMC&A services that SSI provides to other contractors was very good. SSI's quality and effectiveness of security in FY15 to support the Paducah Gaseous Diffusion Plant (PGDP) transition and post-transition site operations were effective. Based on an independent, external security review from the DOE Oak Ridge Office, there were multiple security issues identified related to the SSI program. Several observed weaknesses could have been avoided with additional training, management oversight and general site awareness of DOE security program.

#### *Quality and Effectiveness of Support to DOE:*

Performance is of high quality and approaching the best that could be achieved under the contract. There are a few minor areas of deficiencies or problems encountered during the evaluation period. The SSI staff engaged in making recommendations, and seeking integrated input from other contract organizations prior to completing contractual milestones. SSI provided efficient and effective engineering services to DOE. This is illustrated with the successful construction activities for the reconfiguration of the plant power distribution system (14kV), design and construction of an added parking lot and sidewalk, drainage improvements, plant road design, and repairs of road segments and a rail crossing. SSI was proactive in performing work and scheduled activities during times that minimized disruptions. The operations and maintenance team was diligent in following up on work orders, checking operability of assigned facilities, and proposing approaches for more effective maintenance processes. SSI exceeded contract expectations in developing the Ten Year Site Plan for Paducah and Portsmouth, and required leading and coordinating information collection from six contractor organizations. SSI maintains a positive relationship with other site contractors as well as the Paducah/Kevil Community. SSI is supportive of site and various community activities and readily partners to project a positive image for DOE and the site's mission. SST had challenges completing the evaluation and cost benefit analysis for the maintenance and repair cost for administrative facilities at the Paducah site.

#### *Quality and Effectiveness of Site Infrastructure Services:*

Performance is of high quality and approaching the best that could be achieved under the contract. There are a few minor areas of deficiencies or problems encountered during the evaluation period. Work completed exceeds the average performance level. SSI completed the construction of the reconfiguration for the plant power distribution system on time and within the estimated costs. SSI supported the GDP transition and provided site infrastructure services to a dynamically shifting contractor workforce. The services included records management, IT, roads and grounds maintenance, janitorial services, and NMC&A; all of which required significant levels of coordination. SSI received positive praise from BWXT for responding to facility issues, and also from FFS for support in transition activities for both USEC facility de-lease and the changes in the remediation contractor, as well as the roads and switchyard work. Similarly, SSI was responsive to new requests for design/modification work throughout the plant. SSI did an excellent job handling snow/ice events in the early months of 2015 by utilizing lessons learned from 2014. SSI provided timely responses to many DOE-HQ requests for facility and sustainability data. SSI did a great job in communicating on behalf of DOE and coordinating with the other contract organizations in responding to inquiries on facility information. Even with the challenge of contract extensions due to delay in the award of next contract, SSI was able to make it appear seamless.

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### *Quality and Effectiveness of Cost Controls:*

Performance is of high quality and approaching the best that could be achieved under the contract. There are a few minor areas of deficiencies or problems encountered during the evaluation period. SSI completed the FY 2015 work below the expected cost value. The SSI team executed diligently in planning, and cost-effective use of labor, subcontracts, equipment, and materials. SSI integrated and scheduled jobs to accomplish multiple tasks at the same location to reduce travel and set-up time. SSI did perform several initiatives which resulted in over \$3 million in reduced costs across all lines of business. For example, SSI reused 11,100 feet of power cable and trays during the switchyard reconfigurations. Reuse of existing cable and cable trays and avoiding the installation of new cable is estimated to avoid nearly \$3 million (i.e. parts and labor costs). SSI also recovered small quantities of silver when processing legacy film records and achieved \$9,340 in cost savings in recycling. SSI had increased issues on invoice billing during the last quarter of the performance period and increased cost under the cost plus contract.

### **Performance Based Incentives Award Fee**

Performance Based Incentive Fee Available: 27% of total available fee (\$912,046 available).

PBI 1 – IT Equipment for Deactivation contractor (15% of PBI)	●	Met: 100%	\$134,980
PBI 2 – Records Management (initial) (9% of PBI)	●	Met: 100%	\$84,363
PBI 3 – NMC&A Services (7% of PBI)	●	Met: 100%	\$67,490
PBI 4 – PGDP 14kV Electrical Reconfiguration (6% of PBI)	●	Met: 100%	\$50,618
PBI 5 – Records Management C710 Vault (54% of PBI)	●	Met: 100%	\$496,655
PBI 6 – Legacy records from Sea-lands (9% of PBI)	●	Met: 100%	\$77,941

Base Performance Based Incentive Fee Earned: The overall fee awarded is based on completion of most of the PBI activities is 100%: **\$912,046**.