



AWARD FEE PLAN

FOR THE

UNITED STATES ARMY, EUROPE (USAREUR) SUPPORT CONTRACT

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AWARD FEE PLAN

USAREUR SUPPORT CONTRACT

1 INTRODUCTION

The United States Army, Europe (USAREUR) established the USAREUR Support Contract (USC) to support contingency operations and certain other requirements within USAREUR's Area of Responsibility (AOR). The USC enables USAREUR to draw on the resources and expertise of a support contractor to provide a full range of base and logistical services in support of contingency operations and military readiness exercises throughout the USAREUR AOR.

The purpose of this Award Fee Plan (AFP) is to outline the duties and responsibilities of personnel associated with the award fee process and to establish a general framework for evaluating the Contractor's performance for the purpose of determining award fees. This plan, in conjunction with the Quality Assurance Surveillance Plan (QASP) specifically developed for the USC, enables the Award Fee Evaluation Board (AFEB) to develop award fee recommendations.

The AFP is unilaterally established by the Government and may, except for conditions that otherwise require mutual agreement under the contract, be revised unilaterally at any time during the performance period by the Award Fee Determining Official (AFDO) to redirect emphasis. Notification of such changes shall be provided to the contractor 30 days prior to the start of the affected evaluation period. Changes to the AFP that are applicable to a current evaluation period will be incorporated bilaterally. All changes to the AFP will be issued by the Contracting Officer.

The AFP describes the methodology used to calculate award fees and for presenting a written assessment of Contractor performance. It provides for modifying the AFP as warranted by circumstances, and permits the Contractor to receive and comment on periodic performance evaluations. This AFP has been developed in accordance with the Army Contracting Agency (ACA) Handbook for Award Fee Contracts and is tailored to satisfy the requirements of the USC. The criteria and procedures used to assess the Contractor's performance and to determine the amount of award fee earned are described herein.

2 TYPE CONTRACT AND SCOPE OF AWARD FEE PLAN

The USC is an Indefinite-delivery, Indefinite-quantity (IDIQ) hybrid contract that has Firm-fixed-price (FFP) and Cost-plus-award-fee (CPAF) performance elements. Tasks are performed by the Contractor in response to Task Orders issued by the Government. Task orders are made up of contract line items (CLINs) which are further divided into sub-contract line items (SCLINs). These SCLINs are designated by the Government as either FFP or CPAF. Only CPAF SCLINs include Award Fee provisions.

USC Task Orders have been issued for Hungary, Bosnia, Kosovo, Macedonia and Romania. All SCLINs activated for Hungary, Bosnia, Macedonia, and Romania are CPAF SCLINs. Active SCLINs for Kosovo include both FFP and CPAF SCLINs. Other CPAF SCLINs added to the contract subsequent to issuance of this plan will be evaluated in the same manner as those shown above.

Table 1, CPAF CLINs and Applicable PWS Sectors/Paragraphs, designates the CPAF SCLINs, PWS Sections, and applicable paragraphs which are within the purview of this Award Fee Plan.

The award fee pool is composed of actual allocable, allowable, and reasonable costs associated with CPAF SCLINs. The award fee pool (6% of the negotiated estimated cost) represents the maximum amount that may be earned, based on the judgmental evaluation of the Government, for performance which meets or exceeds good performance, based on the Award Fee processes and procedures outlined herein. This Award Fee Plan sets forth the criteria upon which the Contractor will be evaluated. The earned award fee amount is based on this overall rating and the available amount of the award fee pool for the evaluation period being rated.

The award fee earned and payable will be determined by the Award Fee Determining Official (AFDO) based upon review of the Contractor's performance against the factors set forth in this plan.

3 RESPONSIBLE OFFICIALS AND LINES OF COMMUNICATION

The following responsibilities and lines of communication are established for administering the award fee provisions of the contract. The AFDO, Award Fee Evaluation Board (AFEB) members, and performance monitors are listed in Attachment 1.

3.1 AWARD FEE DETERMINING OFFICIAL (AFDO)

The AFDO is appointed in writing by the Corps of Engineers Principal Assistant Responsible for Contracting (PARC). The AFDO appoints the Chairperson and board members of the Award Fee Evaluation Board (AFEB).

The AFDO reviews the recommendation(s) of the AFEB, considers all pertinent data, and as necessary, discusses the board's recommendation with the AFEB chairman, and, if appropriate, with other members of the board, the Contractor or others. The AFDO determines the award fee earned and payable for each evaluation period, signs the award fee determination letter for each evaluation period, and forwards the complete award fee determination report for the evaluation period to the Contracting Officer for incorporation into the contract file.

The AFDO is the approval authority for the AFP and any changes to the AFP.

3.2 AWARD FEE EVALUATION BOARD (AFEB)

The AFEB evaluates the Contractor's overall performance for each specified evaluation period; these evaluations result in an award fee recommendation to the AFDO. The AFEB uses performance monitor and Contractor inputs to arrive at an award fee recommendation and evaluates Contractor performance based upon Performance Monitor Reports and additional information obtained from the Contractor and other sources. The AFEB may invite performance monitors and the Contractor to make presentations to the board relative to performance during the evaluation period to assist in reaching general agreement on the fee earned by the Contractor based on all evaluation input received prior to and at the AFEB meeting. The CETAC Project Manager/Facilitator prepares meeting minutes and earned award fee recommendations for the signature of the AFEB Chair for submission to the AFDO. The AFEB requests and obtains performance information from other organizations and personnel involved in observing contractor performance, as the board deems appropriate, and call on personnel from organizations, as needed, to consult with the AFEB. The AFEB ensures the timeliness of the award fee evaluation. The USC AFEB membership consists of:

3.2.1 AFEB Chairperson (voting member)

The Chairperson of the AFEB is appointed in writing by the AFDO. In addition to chairing AFEB meetings and being a participatory member of the AFEB, the AFEB Chairperson is responsible for recommending appointment of non-voting members to assist the AFEB in performing its functions and approving the AFEB reports for submission to the AFDO. The AFEB Chairperson is responsible for the following activities:

3.2.1.1 Convening the AFEB as necessary for AFEB activities and assigning action items necessary for accomplishment of the AFEB mission;

3.2.1.2 Chairing AFEB briefings, discussions and meetings;

3.2.1.3 Notifying the Procuring Contracting Officer (PCO) at any time during the evaluation period, when observed significant weaknesses in the performance of the contract requirements appear to require immediate discussion with the Contractor;

3.2.1.4 Assuring a fair and equitable evaluation of the Contractor's performance in accordance with the AFP and the award fee contract clauses;

3.2.1.5 Encouraging unanimity in the AFEB's recommended rating to the AFDO, but ensuring that minority opinions or split decisions are set forth in the AFEB meeting minutes;

3.2.1.6 Signing memoranda convening the AFEB or concerning AFEB activities and the AFEB report to the AFDO.

3.2.1.7 Ensuring the timeliness of award fee evaluations.

3.2.2 Facilitator (voting member)

The facilitator, Project Manager, CETAC-CD, is appointed by the AFDO and is a voting, participatory member of the AFEB. The AFEB facilitator is responsible for: total coordination of the Award Fee process; compilation of performance reports and Award Fee recommendations for approval by the AFEB Chairperson; and presentation of approved AFEB reports and recommendations to the AFEB Chairperson and, after approval, to the AFDO. As necessary, the AFEB Facilitator will solicit, compile and analyze data relating to trends in Contractor performance and identify problem areas. The facilitator shall ensure that QAEs and PCPMs understand their responsibilities; coordinating training, as required, to educate performance monitors about the award fee process and their role in the process; analyzing the Performance Evaluation Reports and other available data; obtaining clarification and additional data as necessary; preparing award fee evaluation packages, including a compilation of Performance Evaluation Reports; and providing an AFEB package to each member prior to the board meeting.

3.2.3 AFEB Members (voting members)

AFEB Members are appointed by the AFDO.

3.2.4 Contracting Representative (non-voting member)

Commander, US Army Contracting Command, Europe / USAREUR PARC is the contracting representative of the AFEB and functions as an advisor to the AFEB.

3.2.5 Recorder (non-voting member)

Acquisition Management Specialist, CETAC-CT-U is the AFEB recorder and is responsible for coordinating the administrative actions necessary to implement the AFP.

3.2.6 CETAC USC Project Team Representatives (non-voting members)

USC Project Team representatives will provide technical expertise and assistance to the AFEB as required.

3.2.7 CETAC Legal Counsel (non-voting member)

Assistant Counsel, CETAC-OC provides legal advice and guidance as required.

3.3 ADMINISTRATIVE CONTRACTING OFFICER (ACO)

The ACO acts as the PCO's authorized representative in administering the contract within assigned areas of responsibilities and is responsible for both Award Fee evaluations as well as execution of the Quality Assurance Surveillance Plan (QASP) under other terms of the contract. The ACO appoints Quality Assurance Evaluators (QAEs). The ACO, QAEs, and other PCPMs evaluate the Contractor's performance and provide written evaluation reports and recommendations to the AFEB Chairperson for use by the AFEB. The ACO is not a member of the AFEB.

3.4 PERFORMANCE MONITORS

Monitors provide the continuous evaluation of the contractor's performance. This often daily oversight and interaction is the foundation of the evaluation process. Performance monitors are individuals closely familiar with their assigned areas of cognizance; these duties are generally an extension of their regular responsibilities. In performing these duties, monitors should maintain ongoing communications with contractor counterparts, conduct assessments in an open, objective and cooperative spirit, and emphasize positive performance as readily as negative performance.

3.4.1 Two classifications of performance monitors

There are two classifications of performance monitors associated with this AFP: 1) Quality Assurance Evaluators who evaluate Contractor performance through execution of the QASP; and 2) Prime Customer Performance Monitors who provide an evaluation of Contractor CPAF performance from a customer perspective.

3.4.1.1 Quality Assurance Evaluators (QAEs)

"QAE" is used as a generic term in this AFP to describe a Government official responsible for evaluating Contractor performance for the USC in accordance with the QASP. QAEs are quality and functional experts and may be assigned to the ACO, the AST/ASG, or the Task Force. QAEs for the USC evaluate Contractor performance for the entire contract -- both the FFP and the CPAF portions in the contract. For that reason their evaluations are segregated between FFP and CPAF SCLINs -- the PWS sections, paragraphs, and SCLINs associated with CPAF SCLINs are identified in Table 1. QAEs provide surveillance of performance; maintain written records of the Contractor's performance throughout the evaluation period; and develop evaluation reports to support the ACO's final evaluation.

Recognizing that the contract is combinations of both FFP and CPAF, under no circumstances will the contractor's performance under the FFP portion of the contract effect the award fee

evaluation under the CPAF. Since the Quality Assurance Evaluators will be evaluating the contractor's performance under both the FFP and CPAF, the QAEs shall be instructed to clearly differentiate their evaluations under the QASP to separate evaluation under the FFP and CPAF portions of the contract.

3.4.1.2 Prime Customer Performance Monitors (PCPM)

Customer representatives provide subjective evaluations of Contractor performance from their viewpoint. PCPMs include, but are not limited to: PCO, ACOs, Area Support Team (AST) representatives, Task Force G4 and/or Army Forces (ARFOR) selected members supporting the Task Force, and others deemed appropriate. The following list includes those approved by the AFDO to provide input to the AFEB as PCPMs, although not every listed PCPM will provide input for every evaluation period:

- 3.4.1.2.1 AST Managers
- 3.4.1.2.2 DPW
- 3.4.1.2.3 Task Force G-4
- 3.4.1.2.4 PCO
- 3.4.1.2.5 ACO (Also responsible for execution of the QASP)
- 3.4.1.2.6 DCMA SACO
- 3.4.1.2.7 DCAA
- 3.4.1.2.8 USAREUR:
 - 3.4.1.2.8.1 G4 PM Office
 - 3.4.1.2.8.2 G1
 - 3.4.1.2.8.3 DCSENG

Note: The AFDO may modify or add to this list.

3.4.2 Performance Monitor Responsibilities

3.4.2.1 Monitoring, evaluating, and assessing contractor performance against contract requirements, on a periodic basis, in their assigned areas. This activity is conducted according to contract requirements and this AFP so that evaluations are fair and accurate.

3.4.2.2 Preparing reports for use by AFEB and providing verbal presentations. The report will include a written narrative summary that provides specific details to support the adjectival ratings and numerical scores assigned in accordance with the ratings system described in this AFP. The ratings and scores translate into recommended award fee ranges.

3.4.2.3 Recommending any needed changes in the performance evaluation plan for consideration by the AFEB and AFDO.

4 PERFORMANCE EVALUATION FACTORS AND WEIGHTING

The three basic areas of performance and their relative weighting are Technical Achievement (35%), Cost Control (40%) IAW FAR 16.402, and Business Management (25%). See Table 2, Performance Factors, Adjectival Ratings and Weights, regarding these performance evaluation factors.

4.1 TECHNICAL ACHIEVEMENT – 35%

The Contractor's technical performance and quality of work is assessed to determine if the CPAF work performed meets the technical requirements of the PWS and includes a variety of areas of consideration that can be assessed to determine how well the work was accomplished.

4.2 COST CONTROL – 40%

The Contractor's performance is assessed relative to effectively controlling and/or reducing costs associated with the CPAF work performed. Note that, while important, the evaluation of the contractor's cost control and management cannot be considered in isolation from Technical Achievement and Business Management.

4.3 BUSINESS MANAGEMENT – 25%

The Contractor's performance is assessed to rate the manner in which the Contractor implements contract provisions relative to the CPAF portion of the contract.

5 AWARD FEE PROCESS

5.1 EVALUATION PERIOD

In accordance with Section H of the contract, evaluation periods for this contract are changed to one (1) year intervals, with the last evaluation period containing eight months. (See attachment 2, to this AFP.)

5.2 FEES

5.2.1 Total Fee

The total Cost Plus fee is calculated on a base fee of 1% of negotiated, estimated costs, and an award fee of up to 6% of the negotiated estimated costs. The two percentages are based on the negotiated estimated cost of the work during the rated period.

5.2.2 Fees

The fees are not based on the actual cost of the work. Consequently, if the contractor overruns the negotiated estimated cost, the contractor does not earn additional fee. If the Government determines that the cost overrun was within the contractor's control, then the contractor should earn less award fee, rather than more.

5.2.3 Award Fee Structure

The award fee is structured to offer a reasonable corporate fee for delivering good performance with the possibility of additional fee for exceptional performance. All evaluation criteria are established, and this plan will be administered in such a manner that the Contractor will have a reasonable opportunity to earn 100% of the Award Fee during each period, although "results" rather than "activity" will be required to earn maximum fee. Reasonable opportunity does not mean absolute perfection in all possible evaluation areas. However, the Contractor's performance should be outstanding in virtually all areas, show improvement, and implement efficiency initiatives to earn the maximum award fee. Mitigating circumstances beyond the Contractor's control will be considered in the award fee evaluation.

5.2.4 Total Amount of Available Award Fee

The total amount of available award fee is equal to 6% of the negotiated estimated costs. The percentage is based on the negotiated estimated cost of the work during the rated period. (This negotiated estimated cost for CPAF work is reflected in the Contractor's Execution Plan which is submitted as a part of the Contractor's Maintenance & Service (M&S) Plan and is approved by the PCO.)

5.2.5 Award Fee Earned

The award fee earned is contingent upon earning a performance rating of good or above. The earned award fee is the amount of fee awarded to the Contractor based on its performance of those CPAF efforts and is allocated as a percentage of the available award fee pool, ranging from 0% to 100%.

5.2.6 Disputes

The decision of the AFDO on the amount of an award fee is final and is a unilateral decision made solely at the discretion of the Government.

5.2.7 Payment

Payment of any award fee to the contractor hereunder, as determined by the AFDO, is not subject to the clause of the contract entitled Limitation of Funds.

5.2.8 Special Factor

The Contractor may submit payment vouchers for the earned award fee to which they are entitled immediately upon written notification of the award amount by the Contracting Officer. Payment of a base fee starts after the estimated cost of the work is negotiated.

5.2.9 Unearned Award Fee

Under no circumstances will the Contractor be able to recoup (earn later) any portion of an award fee pool that was not earned in a previous evaluation period.

5.3 PERFORMANCE EVALUATOR'S RATING AND SCORING

This AFP uses a weighted factor process to translate Performance Monitor subjective evaluations and findings that are briefed during the AFEB into an adjectival rating and recommended award fee percentage. To facilitate this process each Performance Monitor will:

5.3.1 Factor Determination

Determine the number of factors to be assessed.

5.3.2 Factor Assessment

Assess the factor using Table 2, Performance Evaluation Factors. (The table includes adjective ratings as well as a numerical scoring system).

5.3.3 Assign an Adjectival Rating and Award Fee Percentage

Assign an overall Adjectival Rating and recommended Award Fee percentage from Table 4, Rating and Award Fee Conversion Table, which corresponds to the Total Rating.

5.3.4 Report final evaluations

Report the final evaluations using the procedures provided in the USC Award Fee Performance Evaluation Reporting Procedures & End-of-Period Evaluation Notice.

5.4 SEQUENCE OF EVENTS

5.4.1 Before the Evaluation Period Starts

The contractor should receive any changes to the AFP. Changes to the AFP that are applicable to a current evaluation period will be incorporated bilaterally.

5.4.2 During the Course of the Evaluation Period

5.4.2.1 Performance monitors: Track and document Contractor performance.

5.4.2.2 At the Task Force/AST/ACO level, performance monitors will conduct interim monthly performance evaluations and ratings to identify strengths and weaknesses in the contractor's performance during the period being evaluated. Interim evaluations will be a scheduled event that is documented in a briefing format and conduct acknowledged by Government and Contractor representatives. The briefing format shall be the same format used to conduct the End-of-Period performance evaluations. In addition to the CPAF evaluations, performance monitors will include an assessment of contractor performance on the FFP elements under their scope of responsibilities. Although the FFP ratings are not considered for Award Fee determinations, they represent an important aspect of contractor evaluation that provides contract performance information into the Contractor Performance Assessment Reporting System (CPARS). Minutes or documentation of interim monthly performance evaluations and ratings shall be sent to the PCO within 7 calendar days of the meeting. The PCO will forward these to AFEB voting members upon receipt.

5.4.3 End-of-Period Evaluations

5.4.3.1 Performance monitors:

5.4.3.1.1 Assess the contractor's total performance for the entire period. This final evaluation supersedes all interim ratings.

5.4.3.1.2 Establish an overall Adjectival Rating. Table 4 converts these adjectival ratings to a range of percentages to facilitate the AFEB's deliberations in considering performance ratings.

5.4.3.1.3 Document final evaluation findings and recommendations in a memorandum to the Chair of the USC AFEB and submit them to the AFEB facilitator.

5.4.3.2 The Contractor

The Contractor shall provide a written self-evaluation and slides to the PCO three (3) weeks prior to the date of the AFEB. This evaluation/assessment should contain any information that may reasonably be expected to assist the AFEB in evaluating the Contractor's performance

5.4.4 Preparing, Convening, and Conducting the AFEB

5.4.4.1 Preparations for the AFEB

The AFEB Recorder issues end-of-period evaluation notices to the ACO and each PCPM 30 calendar days before the end of the each evaluation period. As requested in the end-of-period evaluation notice, performance monitors shall submit their Contractor Performance Rating reports to the AFEB Facilitator.

5.4.4.2 Convening the AFEB

The AFEB convenes approximately 30 calendar days after the end of the evaluation period to evaluate all data for recommendation of earned award fee. The Facilitator compiles all evaluation reports into a booklet for the AFEB.

5.4.5 The AFEB

5.4.5.1 Contractor Self Assessment

The contractor shall perform a self-assessment brief, as described in paragraph 5.6.1., to the AFEB for consideration in preparing its findings and recommendations.

5.4.5.2 Performance Monitor Final Evaluations

The performance monitors brief final evaluation findings and recommendations to the AFEB. The presenter must be fully prepared to respond to searching inquiry by members of the AFEB. Therefore, each presenter must understand and be able to discuss any of the written reports submitted by their respective organization.

5.4.5.3 AFEB Deliberations

5.4.5.3.1 AFEB application of factors and criteria for the award fee is a qualitative or subjective procedure, even for those areas of consideration with a quantitative or objective foundation.

5.4.5.3.2 The AFEB evaluates the Contractor's performance as it relates to specific CPAF contract requirements and considers a number of factors in making its recommendation for an award fee determination.

5.4.5.3.3 The AFEB shall consider performance monitors' reports and other pertinent information, including information provided by the Contractor, to arrive at a subjective adjectival rating and recommended award fee for the period.

5.4.5.3.4 AFEB recommendations will be derived from an evaluation of the Contractor's performance in the context of the Performance Work Statement (PWS) and the Performance Standards reflected in the Performance Requirements Summary (PRS).

5.4.5.3.5 Prepare a report for the AFDO with deliberations and recommendations.

5.5 AWARD FEE DETERMINATIONS

5.5.1 Determinations and Methodologies

Award Fee determinations and methodologies for making the determinations are unilateral decisions made at the Government's discretion.

5.6 ORDER OF AFEB PRESENTATIONS

The order of presentations determined by the AFEB Chair **person** is:

5.6.1 Contractor Presentation

The Contractor will make a presentation and self-assessment to the AFEB using charts and graphs to highlight performance in terms of technical achievement, cost control, and business management. The Contractor's presentation should include results of its own Contractor's Quality Control evaluation to include charts and graphs portraying workload and performance in terms of quality and timeliness statistics for scheduled and unscheduled CPAF tasks. The Contractor should also present any special or mitigating circumstances which may have affected performance. The Contractor shall provide their self-evaluation and presentation slides to the PCO not later than three (3) weeks prior to the convening date of the AFEB.

5.6.1.1 Cost Avoidance Measures (CAMs)

The Contractor shall only present CAMs that have been validated by DCMA **and approved by the PCO**. CAMs shall be presented to the AFEB in the following category:

- **Contractor Cost Savings Initiatives:** Cost efficiencies based solely on KBRS actions. **Purchases made under Federal Supply Schedules (FSS) are already required under the contract and are therefore not considered cost efficiencies based solely on KBRS actions.** Cost Savings CAMs need to be tied to the current award fee period and shall be validated by the SACO, and contain **sufficient explanation and backup documentation for audit and validation purposes.**
- **Procedures:** The contractor shall submit CDRL NR-05, Cost Avoidance Measures, including all supporting documentation to the SACO (with copies furnished to DCAA and the PCO), on a monthly basis in accordance with Paragraph C-1.2.14.5 of the Contract. Within seven (7) days of receipt of the CAM, the SACO will determine whether the submission should be turned over to DCAA for audit. Any potential audits by DCAA will be completed within thirty (30) days of request and recommendations made to the SACO. Within ten (10) days after the CAM audit report is received, the SACO will decide on the validity of the

CAM and submit a report to the PCO. Within ten (10) days of receipt of the SACO validation, the PCO will approve or disapprove the CAM submission and send a response to the contractor. This procedure will allow the entire approval process of all CAM submissions during the performance period prior to the convening of the Award Fee Board.

5.6.2 Government Presentations

Sequence	Task Order	Presenters
1	Task Order Specific	<ul style="list-style-type: none"> • CETAC ACO • AST • Task Force • DPW
2	Contract-wide	<ul style="list-style-type: none"> • USAREUR • DCAA • DCMA • CETAC PCO

5.6.2.1 Responsibility Matrix

USC AFEB Primary Monitor Responsibility Matrix									
Monitors:	ACO	PCO	DCMA	DCAA	U'R G4	U'R ENG	Other U'R Staff (as necessary)	TF	AST& DPW
Performance Factors	<i>Prime Customer Performance Monitors (PCPM) will evaluate contractor performance per factors assigned below.</i>								
Technical Achievement	✓				□		✓	✓	✓
Cost Control	✓	✓	✓	✓	✓	✓			
Business Management		✓	✓	✓	✓	✓			
Note: This matrix can be changed by the AFEB based upon input from PCPMs.									

5.6.2.2 ACO Presentations

ACOs will make a presentation providing rationale for the assigned adjectival rating using slides, charts and graphs portraying a subjective evaluation of workload and performance in terms of quality, timeliness, and cost control relative to service orders, individual job orders, and all other

scheduled and unscheduled CPAF tasks. ACO briefings shall include a subjective assessment on the Contractor's Quality Control based on QAE monitoring compliant with the QASP.

5.6.2.3 Other PCPM Presentations

Each PCPM will make a presentation providing rationale for the subjective adjectival rating of the Contractor's performance. Examples, statistics, and customer feedback may be used in these presentations to support the overall rating.

6 AFEB, AFDO, AND PCO ACTIONS

6.1 AFEB

6.1.1 Methodology

The method to be used by evaluators is to start from the adjectival rating of Good and then adjust scores upwards or downwards, depending on the Contractor's performance for the evaluation period, using Table 4, Rating and Award Fee Conversion Table, to arrive at an overall point score.

6.1.2 Assignment of Ratings and Scores

Weighted ratings are used to translate evaluation findings into recommended award fee amounts or ranges. Their purpose is to help the AFDO decide the amount of award fee earned in the final evaluation. After considering the evaluations as well as any other factors its members deem relevant the AFEB arrives at an adjectival evaluation rating ("Exceptional", "Very Good", "Good", or "Minimally Acceptable and below") and subjectively assigns a percentage score within the determined evaluation grade range.

6.1.3 Assign the Appropriate Weightings

Assignment of weights is IAW the table below:

FACTOR	WEIGHTING
Technical Achievement	35 %
Cost Control	40 %
Business Management	25 %

6.1.4 Calculate the Total Weighted Points Rating

Table 3, AFEB Weighted Performance Ratings, is an example of how to apply AFP weights to performance ratings (scores) for each evaluation factor to obtain a total weighted point rating.

6.1.5 Minimally acceptable and below AFEB Ratings

When, after taking all evaluations into account, the AFEB arrives at a rating of minimally acceptable and below, the percentage of award fee pool will be 0.0%.

6.1.6 Recommendation

The AFEB makes a recommendation of the award fee percentage to the AFDO.

6.2 AFDO:

6.2.1 Award Fee Determination

The AFDO determines the amount of award fee earned and payable to the Contractor for the evaluation period.

6.2.2 PCO Notification

Notifies the PCO of the initial determination within 7 calendar days after receipt of the AFEB evaluation report and briefing; and

6.2.3 Determination Letter

Signs the award fee determination letter for the evaluation period and forwards the letter to the PCO.

6.3 PCO

6.3.1 Contractor Notification

Notifies the Contractor of the end of period evaluation results and earned award fee amount.

6.3.2 Contract Files

Incorporates complete award fee determination report into the contract file.

7 AFP CHANGE PROCEDURE

The PCO will notify the Contractor of any approved change(s) to the AFP IAW Paragraph 1.

8 CONTRACT TERMINATION

If the contract is terminated for the convenience of the Government after the start of an award fee evaluation period, the award fee deemed earned for that period shall be determined by the AFDO using the normal award fee evaluation process as identified above. After termination for convenience, the remaining award fee amounts allocated to all subsequent award fee evaluation periods cannot be earned by the Contractor and, therefore, shall not be paid.

SAMPLE CPAF CLINs and Applicable PWS Sections/Paragraphs

Applicable PWS Paragraph and Section	Program Mgmt	Bosnia	Kosovo	Hungary	Macedonia	Materials & Supplies	Freight	Romania
5.1 Recurring Services								
Functional Area I, Project and Task Management								
5.1.1.1 Contractor Program Management	ZZ	All AAA		All AAA	All AAA			All AAA
5.1.1.2 Contractor Quality Control		All ABA		All ABA	All ABA			All ABA
Functional Area II, Community Services								
5.1.2.1 Area Support Group		All AC	All AC					
5.1.2.1.1 Information Support Services Offices		All AD	All AD					
Functional Area III, Facility Maintenance and Utility Services								
5.1.2.2.1 thru 5.1.2.2.9 Combined Facility Maintenance				All AD	All AD			
5.1.2.2.1 Work Class, Mgt, and Control		All AEA						
5.1.2.2.2 Buildings and Structures Maintenance		All AG	Para 4 AG					
5.1.2.2.3 Grounds and Roads Maintenance		All AK	Para 4 AK					
5.1.2.2.4.1 Electrical Systems		All AN	Para 4 AN					All AN
5.1.2.2.4.2 HVAC Systems		All AR	Para 4 AR					
5.1.2.2.4.3 Water Systems		All AU	Para 4 AU					
5.1.2.2.4.4 Wastewater Systems		All AX	Para 4 AX					
5.1.2.2.5 Refuse Collection/Recycling		All BA	Para 4 BA					
5.1.2.2.6 Janitorial Service		All BD	Para 4 BD					
5.1.2.2.7 Pest Control Services		All BG	Para 4 BG					
5.1.2.2.8 Environmental Services		All BK	Para 4 BK					All BK
5.1.2.2.9 Fire and Emergency Services		All BN	Para 4 BN					
Functional Area IV, Troop Services								
5.1.2.3.1 Housing Management		All BR	Para 4 BR					
5.1.2.3.2 Laundry Support			Para 4 BU					
5.1.2.3.3 Food Services		All CA						All CA
5.1.2.3.4 Morale, Welfare, and Recreation		All CD	Para 4 CD					

Table 1 - CPAF CLINs and Applicable PWS Sections/Paragraphs

Applicable PWS Paragraph and Section	Program Mgmt	Bosnia	Kosovo	Hungary	Macedonia	Materials & Supplies	Freight	Romania
Functional Area V, Operational/Regional Services								
5.1.3.1 Fuel Services		All CG	Para 4 CG	All CF/CG	All CF/CG			All CG
5.1.3.2 Supply Support Activity		All CK	Para 4 CK					All CK
5.1.3.3 EPLY & SMLY		All CN						
5.1.3.4 Transportation		All CR	Para 4 CR	All CR	All CR			All CR
5.1.3.4.1 Container Handling Services		All CU	Para 4 CU					
5.1.3.4.2 Shuttle Bus Service		All CX	Para 4 CX					
5.1.3.4.3 Equipment Maintenance & NTV TMP Operations		All DA	Para 4 DA					All DA
5.1.3.4.4 Air Field and Air Terminal Services		All DD	Para 4 DD					
5.1.3.4.5 Port Support Activity		All DF	All DF					
Functional Area VI, Non-recurring Work								
5.2.1 Temporary Construction and Site Restoration Services		All DH	All DH					All DH
5.2.2 Non-recurring Support Services		All DK	All DK					All DK
Other – SECTION B CONTRACT CPAF CLINs								
1.5.1 Section C1, Materials and Supplies Procured Incidental to Contractor Provided Services IAW the PWS						ALL PWSs		
Freight on Equipment, Material, and Supplies Procured Incidental to Contractor Provided Services IAW the PWS							ALL PWSs	
Bulk Funded "Unscheduled" Effort per Schedule B and subsequent MODs	All ZZ	All ZZ	All ZZ	All ZZ	All ZZ			

Table 1 - CPAF CLINs and Applicable PWS Sections/Paragraphs

9 PERFORMANCE FACTORS, ADJECTIVAL RATINGS, AND WEIGHTS

Performance Evaluation Factors	
Factor (Factor Weight)	Factor Examples:
<p>1. Technical Achievement (35%)</p> <p>The contractor's technical performance and quality of work is assessed to determine if the CPAF work performed meets the technical requirements of the PWS, including a variety of areas of consideration related to how well the work was accomplished.</p> <p><u>PERFORMANCE ADJECTIVAL RATINGS:</u></p> <p><u>Exceptional (91-100):</u> Contractor performance exceeds contractual requirements and is well structured and coordinated to provide excellent services. Government direction usually not required. Few if any coordination problems evidenced with customers; services provided on or ahead of schedule, in spite of impediments. Concerted effort made to meet all schedule changes. The Government was informed in advance of problems in meeting schedule and work-around plans were provided. Quality Control is comprehensive and results in identification and correction of most potential problems.</p> <p><u>Very Good (81-90):</u> Contractor performance is well structured and coordinated to provide quality services. Government direction typically not required. Minimal coordination problems evidenced with customers. The government was informed in advance of problems in meeting schedule and effective work-around plans were provided. Work is done well with minimal rework required. Quality Control is comprehensive and results in the identification and correction of some potential problems.</p> <p><u>Good (71-80):</u> Contractor adequately met contractual requirements with infrequent rework required. Government direction occasionally required. Performance standards are normally met with minor problems which do not adversely impact schedules and provide acceptable services. The Government was generally informed in advance of problems in meeting schedule and work-around plans were usually provided. Work is done adequately with some rework required but with no serious impact to services. Quality Control is adequate to identify potential problems.</p> <p><u>Minimally acceptable and below (70 and below):</u> Contractor marginally met acceptable contractual standards and often required the contractor to perform rework. Repeated Government direction required during the rating period. Contractor was frequently late on meeting contractor controlled scheduled dates. At times the Government was not informed in advance of schedule delays and work-around plans were normally not provided. Quality Control was inadequate to identify potential problems.</p>	<p>Quality: (ACO TEAM ONLY) Quality assurance, e.g., appearance, thoroughness and accuracy, inspections, customer surveys.</p> <p>Quality Assurance Surveillance Plan (QASP) monthly and bi-annually tabulated scores provide the supporting records for subjective assessment of CPAF elements.</p> <p>Schedule: Ability to provide timely, effective and efficient CPAF services.</p> <p>Innovation: Innovations, systems transitions, and improvements in CPAF service delivery accomplished during the evaluation period. Innovative methods, techniques, or process improvements will be evaluated for their impact on effectiveness and efficiencies.</p> <p>Communications: Assessment of the contractor's ability to maintain good communication within its organization and the Government and whether problems, technical issues, and changes were promptly reported.</p>

Table 2 – Performance Factors, Adjectival Ratings, and Weights

Performance Evaluation Factors	
Factor (Factor Weight)	Factor Examples:
<p>2. Cost Control (40%)</p> <p>The contractor's performance is assessed relative to effectively Controlling and/or reducing costs. Maintaining costs within the NTP amount (for all NTPs valued at greater than \$100), and providing notification to the ACO prior to exceeding the NTP amount associated with the CPAF work being performed, are considered factors of controlling costs. Note that, while important, the evaluation of the contractor's cost control and management cannot be considered in isolation from Technical Achievement and Business Management.</p> <p><u>PERFORMANCE ADJECTIVAL RATINGS:</u></p> <p><u>Exceptional (91-100):</u> Consistently used cost-saving measures when possible. The Contractor excelled in controlling costs without detriment of schedule and quality. The contractor effectively integrated new initiatives during the rating period that resulted in savings of time, money, manpower, or improvements to services. The Contractor aggressively strives to reduce Cost Plus contract costs.</p> <p><u>Very Good (81-90):</u> Generally used cost-saving measures when possible. The Contractor did well in controlling costs without detriment of schedule and quality. The contractor used new initiatives during the rating period that measurably improved upon reliable and comprehensive support and saved government resources. The contractor partnered with the Government to achieve more cost effective solutions.</p> <p><u>Good (71-80):</u> The contractor ensured the adequate utilization of resources during this rating period. The Contractor used operational and management techniques to balance manpower, material, and equipment for responsive service.</p> <p><u>Minimally acceptable and below (70 and below):</u> The contractor did not ensure efficient utilization of resources during this rating period. The contractor did not implement improved processes or new initiatives that streamline operations or improve cost control management.</p>	<p>Ability to Control Costs: Controlling costs through the use of cost savings and cost avoidance programs. Implementation of new initiatives that saved government resources.</p> <hr/> <p>EXPAT to HCN Ratio: Host Country National (HCN) ratio to higher cost employees to execute CPAF work.</p> <hr/> <p>Government Supply System: Use of the Government Supply System (GSS) as the preferred procurement method to purchase materials and supplies or the Contractor's own procurement system when GSS sources are not sufficient or are not responsive to meet mission requirements. Evaluators should recognize the Contractor when alternative procurement methods for materials and supplies are used to effectively reduce or avoid costs.</p> <hr/> <p>Other Cost-cutting measures: Economies in the use of personnel, energy, materials, facilities and equipment, computer resources, and transportation.</p>

Table 2 – Performance Factors, Adjectival Ratings, and Weights

Performance Evaluation Factors	
Factor (Factor Weight)	Factor Examples:
<p>3. Business Management (25%)</p> <p>The contractor's performance is assessed to rate the manner in which the Contractor implements contract provisions of the CPAF portion of the contract.</p> <p><u>PERFORMANCE ADJECTIVAL RATINGS:</u></p> <p>Exceptional (91-100): Contractor management was very effective at resolving issues in a timely manner at the appropriate management level. All issues raised to the Government offered recommendations for corrective action. Exemplary performance; fully responsive to contract requirements.</p> <p>Very Good (81-90): Contractor management was effective at resolving issues in a timely manner at the appropriate management level. Nearly all issues raised to the Government offered recommendations for corrective action. Fully responsive to contract requirements.</p> <p>Good (71-80): Contractor management was generally effective at resolving issues in a timely manner at the appropriate management level. Most issues raised to the Government offered recommendations for corrective action. Performance meets contractual requirements. Performance has some minor problems for which corrective actions taken by the contractor appear or were satisfactory.</p> <p>Minimally acceptable and below (70 and below): Contractor management was at times ineffective at resolving problems in a timely manner at the appropriate management level. Performance does not meet contractual requirements.</p>	<p>Contract Administration and Compliance: The contractor will be evaluated on the administration of the CPAF portion of the contract. This includes accuracy and timeliness.</p> <p>Contract Changes: The contractor will be evaluated on how well they responded to requests for Rough Order of Magnitude (ROM), technical direction, and problems in an effective and timely manner. Response times, delivery times, timeliness – meeting deadlines or due dates, adherence to schedule.</p> <p>Responsiveness: Promptness of delivery, reaction time and appropriateness of response to changes, recovery of delays, response to emergencies and other unexpected situations. How responsive were they to requests for information, data, and other information.</p>

Table 2 – Performance Factors, Adjectival Ratings, and Weights

AFEB Weighted Performance Ratings
(For use by the AFEB only)

AFEB Evaluation Factor Rating Table				
Evaluation Factor	Performance Rating	Factor Weighting		Weighted Rating
A. Technical Achievement	91	X 35 %	=	32
B. Cost Control	90	X 40 %	=	36
C. Business Management	95	X 25 %	=	24
TOTAL WEIGHTED RATING =				92 Points
OVERALL ADJECTIVAL RATING				EXCEPTIONAL
RECOMMENDED AWARD FEE PERCENTAGE				92%

Table 3 – AFEB Weighted Performance Ratings

10 RATING AND AWARD FEE CONVERSION TABLE

Award Fee Conversion Table		
Ratings will be rounded to the nearest whole number. (Round up to the next whole number at .5 and above and round down at .49 and below)		
Column I	Column II	Column III
Rating (Point Value)	Adjectival Rating	Award Fee Percentage
91-100 Points	Exceptional	91-100%
TOTAL RATING (score)		FEE TO BE AWARDED (percentage)
100		100
99		99
98		98
97		97
96		96
95		95
94		94
93		93
92		92
91		91
81-90 Points	Very Good	81-90%
TOTAL RATING (score)		FEE TO BE AWARDED (percentage)
90		90
89		89
88		88
87		87
86		86
85		85
84		84
83		83
82		82
81		81
71-80 Points	Good	8-80%
TOTAL RATING (score)		FEE TO BE AWARDED (percentage)
80		80
79		72
78		64
77		56
76		48
75		40
74		32
73		24
72		16
71		8
70 Points or under	Minimally acceptable and below (70 and below)	0%
TOTAL RATING (score)		FEE TO BE AWARDED (percentage)
0-70		None

Table 4, Rating and Award Fee Conversion Table

1 **SAMPLE** AWARD FEE OFFICIALS

Award Fee Determining Official (AFDO)	As Appointed by USACE PARC (CETAC)
Award Fee Evaluation Board (AFEB) Chairperson:	As Appointed by AFDO
AFEB Facilitator:	Project Manager
AFEB Members:	
1. USAREUR G1 representative	As Appointed by AFDO
2. USAREUR G4 representative	As Appointed by AFDO
3. USAREUR DCSENG representative	As Appointed by AFDO
4. USAREUR G8 representative	As Appointed by AFDO
5. DCMA representative	As Appointed by AFDO
6. CETAC representative	As Appointed by AFDO
* AFEB Contracting Representative:	As Appointed by AFDO
* Legal Advisor	As Appointed by AFDO
* Recorder:	As Appointed by AFDO
** Prime Customer Performance Monitors:	
1. USAREUR G1, G4 & ODCSENG	1. TBD
2. AST (Task Order specific)	2. Manager, AST (Task Order specific)
3. Task Force	3. Task Force, G4
4. DPW	4. Director of Public Works
5. CETAC	5. Administrative Contracting Officer (ACO)
6. DCMA Phoenix-MWL	6. Systems ACO (SACO)
7. DCAA, Central Region, Houston	7. Resident Auditor
8. CETAC	8. Procuring Contracting Officer (PCO)

* Non-voting member

** Not members of the AFEB

2 AWARD FEE EVALUATION PERIODS

The award fee earned by the Contractor will be determined at the completion of each evaluation period shown below. The percentage shown corresponding to each period is the maximum amount award fee available that can be earned during that particular period.

Evaluation Period	Evaluation Duration	Maximum Award Fee
Base Period 1 Oct 06 – 31 Jan 07 1 Feb 07 – 31 May 07 1 Jun 07 – 30 Nov 07	4 Months 4 Months 6 Months	33.33% 33.33% 33.33%
Option Period One 1 Dec 07 - 30 April 08 1 May 08 - 30 Sep 08	5 Months 5 Months	50% 50%
Option Period Two 1 Oct 08 - 30 Sep 09	1 year	100%
Option Period Three 1 Oct 09 - 30 Sep 10	1 year	100%
Option Period Four 1 Oct 10 - 31 Jul 11	10 Months	100%

Attachment 2 – Award Fee Evaluation Periods

3 SAMPLE: DEVELOPMENT OF THE AFEB AWARD FEE RECOMMENDATION

The AFEB Award Fee Recommendation is developed through a deliberative process considering all inputs. The AFEB will consider final performance monitor evaluations along with facts and arguments provided by the Contractor and the views of its own members in arriving at an Award Fee Recommendation.

(The scores and ratings used in the following examples are notional and are provided to enhance understanding of the process.)

3.1 PRIME CUSTOMER PERFORMANCE MONITOR RATINGS

Each Prime Customer Performance Monitor provides an un-weighted overall Adjectival Rating, regardless of the number of factors evaluated, which is based on the total rating point value divided by the number of factors evaluated. See examples below.

EXAMPLE 1: Three Factors Evaluated –

Evaluation Factor Rating Table			
Evaluation Factor	Performance Points		
Technical Achievement	91		
Cost Control	90		
Business Management	95		
Cumulative Points	276 / 3	=	92 Total Rating
TOTAL RATING			= 92 Points
 OVERALL ADJECTIVAL RATING			EXCEPTIONAL

EXAMPLE 2: Two Factors Evaluated –

Evaluation Factor Rating Table			
Evaluation Factor	Performance Points		
Technical Achievement	N/R		
Cost Control	90		
Business Management	95		
Cumulative Points	185 / 2	=	92.5 Total Rating
TOTAL RATING			= 93 Points
 OVERALL ADJECTIVAL RATING			EXCEPTIONAL

EXAMPLE 3: A Single Factor Evaluated –

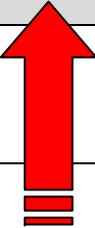
Evaluation Factor Rating Table			
Evaluation Factor	Performance Points		
Factor	90		
TOTAL RATING			= 90 Points
 OVERALL ADJECTIVAL RATING			VERY GOOD

3.2 AFEB Rating

The AFEB will weight the Average Factor Ratings to arrive at a Factor Score. Factor Scores will be added together to arrive at a AFEB Total Weighted Points that will be converted, using Table 4, to a recommended AFEB Adjectival Rating and Award Fee Percentage.

(The following example assumes seven PCPMs. The factor points, adjectival ratings, and award fee percentages used in the following example are notional and are provided to enhance understanding of the process.)

AFEB Performance Period Summary												
Prime Customer Performance Monitors Ratings for CPAF SCLINs												
Factor		PCO	U'R G4	ACO	U'R ENG	TF G4	AST	DCMA	Factor Totals	Average	Factor Weight	Factor Points
Technical Achievement	Points	N/R	N/R	90	N/R	92	90	N/R	272	91	x .35	31.9
Cost Control	Points	95	92	92	92	N/R	N/R	75	446	89	x .40	35.6
Business Management	Points	92	94	N/R	96	N/R	N/R	80	362	91	x .25	22.8
Ratings will be rounded to the nearest whole number. (Round up to the next whole number at .5 and above and round down at .49 and below)												
PCPM Overall Total Rating		94	93	91	94	92	90	78	Weighted AFEB Scores			
PCPM Overall Adjectival Rating		EX	EX	EX	EX	EX	VG	G				
Notes: N/R = Not Rated EX = EXCEPTIONAL VG = VERY GOOD G = GOOD												
										VG		
										90%		



Example – ACO Rating:

PCPM Evaluation Factor Rating Table			
Evaluation Factor	Performance Points		
Technical Achievement	90		
Cost Control	92		
Business Management	N/R		
Cumulative Points	182 / 3	=	91 Total Rating
	TOTAL RATING	=	91 Points
	OVERALL ADJECTIVAL RATING		EXCEPTIONAL



3.3 SAMPLE DOCUMENT FORMAT FOR AFEB RECOMMENDATION

(Letterhead)

AWARD REVIEW BOARD'S AWARD FEE FINDINGS & RECOMMENDATIONS

The Award Fee Evaluation Board for USAREUR Support Contract, Contract No. W912ER-05-0003 has completed its evaluation of the Contractor's performance for the period [date of rated period]. In making this determination of award fee, the AFEB considered the evaluation scores, to include the subjective evaluation resulting from execution of the Quality Assurance Surveillance Plan, provided by the Performance Monitors.

The contract provides for an award fee of 6% of the negotiated, estimated costs. The award fee pool for this evaluation period is \$xxxxxx . Based upon review and analysis of all the data, the Award Fee Evaluation Board finds that the Contractor's overall performance meets the requirement for a good rating and merits an award fee.

The AFEB recommends a rating of [TBD] percent that equates to an award fee in the amount of \$xxxxxxx. The following significant findings of Contractor's strengths and weaknesses are in support of the recommended Award Fee:

- xxxxxxxxxxxx
- xxxxxxxxxxxx

CHAIRPERSON AFEB