

Award Fee Plan
for
The Space Test and Engineering Contract
F04701-03-C-xxxx
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(CONTRACTOR)

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Award Fee Plan

F04701-03-C-xxxx

1. INTRODUCTION:

This award fee plan will be the basis for the SMC Detachment 12 evaluation of the contractor's performance, for the purpose of presenting an assessment of that performance to the Fee Determining Official (FDO). The specific criteria and procedures used to assess contractor performance and to determine the amount of award fee earned are described herein. Award fee deals with those areas under the control of the contractor that are basically susceptible only to qualitative and subjective evaluation.

2. ORGANIZATION RESPONSIBILITIES:

a. The FDO (SMC Detachment 12/CC) will unilaterally determine the amount of award fee to be granted. The process whereby award fee determinations are normally made is outlined in paragraph 3 below. The FDO will establish an Award Fee Review Board (AFRB) to assist by making award fee recommendations.

b. SMC Detachment 12 will provide performance monitors who will perform the initial evaluation of the contractor's performance. The performance monitors will be assigned specific performance evaluation areas and criteria to evaluate. SMC Detachment 12, through the Contracting Officer (CO), will implement the required award fee contractual actions.

3. AWARD FEE PROCESS:

a. Continual performance evaluation by designated performance monitors.

b. An interim evaluation of contractor performance is required approximately halfway through each evaluation period if the award fee period is more than six months. Additional letters may be sent as required.

c. Consolidation of performance monitor reports by the recorder at the end of the evaluation period for presentation to the AFRB.

d. Evaluation of reports by the AFRB and determination of an award fee recommendation to be made to the FDO.

e. Presentation to the FDO and a recommendation of award fee amount to be paid to the Contractor.

f. Award fee determination by the FDO.

g. FDO letter to the Contractor informing the contractor of the amount of award fee earned.

h. Contractual action by the CO to implement the FDO determination.

i. Government debriefing of contractor's performance.

4. AWARD FEE REVIEW BOARD:

a. The Director, Space Vehicle Operations will chair the AFRB (Annex 1). Board members are approved by the FDO. The AFRB will convene at the time, date and place established by the Chairperson, and will consider information submitted by the following sources to make an award fee recommendation to the FDO:

1. Evaluations submitted by designated performance monitors.

2. Assessments or inputs from other sources (e.g., DCMC, DCAA, GAO, IG and users) as considered appropriate by the AFRB.

3. Optional written contractor self-assessment of performance may be submitted to the AFRB Chairperson through the CO for each evaluation period under consideration. Self-assessments shall be no more than 10 pages in length and shall be submitted no later than 5 working days following the close of an evaluation period. The Government reserves the right to request the contractor to orally present its self-assessment.

c. The contractor will be provided the opportunity to address the AFRB/FDO for a period not to exceed 30 minutes. The contractor may participate in the AFRB process up to the point of deliberation by the government members. The contractor will not be present during the deliberations or voting. The AFRB process will not be a forum for arbitration. The participation of the contractor personnel is to provide data and/or answer questions from AFRB members.

b. After the presentation of the monitor's evaluations, the contractor will be excused from the AFRB. The AFRB members, after receiving the presentations of the performance monitor's evaluations and point score recommendations and reviewing all available information as appropriate, shall individually vote on each criteria category by signed ballot (each member shall have only one vote). Disclosure statements must be signed by performance monitors, AFRB members, etc. (NOTE: SMC Det 12/PK AND THE PCO SHALL BE VOTING MEMBERS.)

5. TIMELINESS OF EVALUATIONS AND AWARD FEE DETERMINATIONS:

The AFRB will complete its evaluation and make a recommendation to the FDO. Within 45 calendar days following the close of the evaluation period, the FDO will give a written decision to the Contractor that includes the award fee amount and an evaluation of the contractor's performance in terms of the evaluation criteria. Within 15 calendar days following the FDO's determination, the CO will unilaterally modify the contract. Contractor receipt of the modification will formalize notification of the amount of award fee earned as determined by the FDO.

6. FEE ALLOCATIONS BY EVALUATION PERIOD:

a. The award fee earned by the Contractor will be determined at the completion of evaluation periods shown below. The amounts shown below before the start of the period indicates the maximum hours and award fee pool authorized. The award fee available at the end of each period shall be the number of hours actually incurred during the period (cannot exceed the number of maximum available hours) times the award fee per hour shown below. This maximum may be increased for within period increases authorized pursuant to Special Provision in Section H of this contract.

b. In such cases, the maximum available hours shown below shall be increased and the Maximum Available Award Fee shall be increased as calculated using the formula noted above. Any portion of the available award fee (after adjustment for incurred hours) not earned for an evaluation period is not transferable to a subsequent period.

Award Fee Allocation and Periods

Evaluation Period	From	To	Maximum Available Hours* (Core/Cust)	Incurred Hours** (Core/Cust)	Award Fee per hour* (Core/Cust)	Available Award Fee***
One	1 Jun 03	30 Sep 03	/	/	/	
Two	1 Oct 03	30 Sep 04	/	/	/	
Three	1 Oct 04	30 Sep 05	/	/	/	
Four	1 Oct 05	30 Sep 06	/	/	/	
Five	1 Oct 06	30 Sep 07	/	/	/	
Six	1 Oct 07	30 Sep 08	/	/	/	
		Total	/	/	/	

Notes:

* Will be computed and inserted by offerors in their proposals.

** Incurred hours to be determined at the end of the award fee period.

*** To be inserted by offerors in their proposals. Will be adjusted after the end of the award fee period to reflect the lesser of either the incurred hours or the maximum available hours.

7. PERFORMANCE CRITERIA:

a. The performance evaluation areas will be evaluated using the performance criteria contained in Annex 2. For the initial evaluation period, the performance evaluation areas with their corresponding percentage weightings are set forth below:

<u>Area</u>	<u>Weighting</u>
Program Management	40%
Cost Control	30%
Quality of Technical Services	30%

100%

b. If the CO does not give specific notice in writing to the contractor of any change to the performance evaluation areas prior to the start of a new evaluation period, then the same areas listed for the preceding period will be used in the award fee evaluation period. However, subsequent evaluation period performance evaluation criteria may require greater or lesser emphasis and other performance evaluation criteria may surface as the effort becomes clearer or as emphasis shifts. Any changes to performance evaluation criteria and/or percentage weightings will be made by revising Annex 3, to apply, prospectively, and by the CO advising the contractor in writing prior to the start of the evaluation period. Subsequent to the commencement of a period, changes may only be made by mutual agreement of the parties.

c. The contractor will earn award fee by achieving a level of effectiveness in accordance with the award fee standards set forth below. Contractor's effort in a particular area rated below the award fee standard of "Satisfactory" shall receive zero award fee dollars (\$0) for that area. (See Annex 3 for sample computation). In addition, if the Contractor's "overall performance" is rated 50% or below the contractor shall receive zero award fee dollars (\$0) for the award fee period and be rated "Unsatisfactory".

Rating		
Description	Point Score	% of Award Fee
Excellent	91-100	91-100%
Very Good	76-90	76-90%
Satisfactory	51-75	51-75%
Unsatisfactory	1-50	0%

8. AWARD FEE EVALUATION PROCESS - SPECIFIC RESPONSIBILITIES OF AWARD FEE PARTICIPANTS:

a. Performance Monitors: Performance Monitors from each of the organization's functional areas, (see Annex 1) will maintain a continuous written record of the Contractor's performance in their evaluation area(s) of responsibility. Within 5 workdays of the end of each evaluation period, the AFRB Recorder will request that performance monitors submit an evaluation report and will rate the Contractor in performance criteria, covering strong and weak performance. The evaluation report is to include a recommended award fee rating.

b. Award Fee Review Board: AFRB members will review evaluation reports, consider all information obtained from pertinent sources, and arrive at a fee recommendation to be given to the FDO by the AFRB Chairperson.

c. Fee Determining Official: The FDO will review the recommendation of the AFRB, consider all appropriate data, and advise the Contractor and CO of the award fee determination.

d. Recorder: The Recorder is a non-voting member of the AFRB and is responsible for coordinating the administrative actions required by the performance monitors, the AFRB and the FDO, including: 1) receipt, processing and distribution of evaluation inputs from all required

sources; 2) scheduling and assisting with internal evaluation milestones, such as briefing; and 3) accomplishing other actions required to insure the smooth operation of the award fee process.

9. INTERIM LETTERS:

At approximately the midpoint of the evaluation period, the AFRB Chairperson will send an interim letter to the contractor, which addresses the contractor's performance with emphasis on areas needing improvement. The AFRB Chairperson may also issue letters at any time when it is deemed necessary to highlight areas of Government concern. For each letter issued, the contractor is required to provide a written response within 30 days. The response should set forth plans for increasing effectiveness in the areas addressed or explain why it is not feasible to do so.

10. AWARD FEE INTEGRITY:

The award fee process is recognized to be subjective in nature, but every effort will be made to assure fairness. The written records of the performance monitors, the inputs from other pertinent sources (e.g., DCMC, DCAA, GAO, IG and users) and the contractor's self-assessment (if provided) assist in providing the checks and balances necessary to assure award fee integrity. Disclosure statements must be signed by performance monitors, AFRB members, etc.

11. TERMINATION FOR CONVENIENCE:

In the event the contract is terminated for the convenience of the Government after the start of an award fee period, the award fee deemed earned and to be paid for this period will be determined by the FDO using standard procedures outlined above. The remaining award fee dollars for all periods subsequent to this termination shall not be considered available or earned and, therefore, shall not be paid.

- 3 Annexes
- 1. Award Fee Organization
- 2. Performance Criteria
- 3. Sample Computation

ANNEX 1: AWARD-FEE ORGANIZATION

Table of Award Fee Review Board Members

Fee Determining Official: Commander, Detachment 12 *SMC Det 12/CC*

Award Fee Review Board Chairperson: Director, Space Vehicle Operations *SMC Det 12/VO*

Award Fee Review Board Members:

Deputy Director, Space Vehicle Operations	<i>SMC Det 12/VO</i>
Contracting Officer	<i>SMC Det 12/PKV</i>
Director, Contracting or designee	<i>SMC Det 12/PK</i>
Chief, Center for Research Support	<i>SMC Det 12/VOC</i>
Chief, RD&E Support Complex	<i>SMC Det 12/VOF</i>
Chief, Plans, Programs, and Policy	<i>SMC Det 12/VOX</i>
Chief, Program Control	<i>SMC Det 12/FMV</i>
Judge Advocate or designee*	<i>377 ABW/JAN</i>
Recorder*	<i>SMC Det 12/VOX</i>

* Non-voting members

ANNEX 2: PERFORMANCE CRITERIA

General performance Descriptions

Unsatisfactory Performance: Contractor's performance of most contract tasks is inadequate and inconsistent. Quality, responsiveness, and timeliness in many areas require attention and action. Corrective actions have not been taken or are ineffective. Unsatisfactory is determined when the contractor does not meet the contract requirements. **Overall unsatisfactory performance shall not earn an award fee.**

Satisfactory Performance: Contractor's performance of most contract tasks is adequate with some tangible benefits to the Government due to contractor's effort or initiative. Although there are areas of good or better performance, these are more or less offset by lower-rated performance in other areas.

Very Good Performance: Contractor's performance of most contract tasks is consistently above standard and provides significant tangible and intangible benefits to the Government (e.g., improved quality, responsiveness, increased timeliness, or generally enhanced effectiveness of operations). Although some areas may require improvement; these areas are minor and are more than offset by better performance in other areas. Few, if any, recurring problems have been noted, and contractor takes satisfactory corrective action.

Excellent Performance: Contractor's performance of virtually all contract tasks is consistently noteworthy and provides numerous significant, tangible or intangible, benefits to the Government. The few areas for improvement are all minor. There are no recurring problems. Contractor's management initiates effective corrective action whenever needed.

Areas and Subcategories	Weighting
Area A: Program Management Business Relations Management of Key Personnel Schedule Management Subcontractor Management Technical Management Transition Support	40%
Area B: Cost Control Cost Management Resource and Cost Reporting	30%
Area C: Quality of Technical Services On-orbit Mission Execution Mission Readiness Execution Research Project Execution Engineering Support	30%

Area A: Program Management

Unsatisfactory – Unsatisfactory is determined when the contractor does not meet the contract requirements

Satisfactory	Very Good	Excellent
<ul style="list-style-type: none"> ▪ Closely monitors all subcontractor key tasks and activities and ensures completion within specification and schedule. ▪ No foreseeable or preventable schedule, cost, or technical impacts result from any subcontractor ▪ Ensures taskings are initiated through proper channels ▪ Establishes clear lines of authority and provides effective communication with program office, other agencies, and associate contractors ▪ Minimal programmatic or technical impacts experienced because of communication problems ▪ Implements management control systems that provide for identification of problems to the appropriate management level ▪ Clearly defines problems with factual supporting information and rationale ▪ Responsive to program office in supporting programmatic and technical issues ▪ Develops realistic schedules and keep them up to date ▪ Responds to government direction in compliance with industry standards and modes of operation. Provides timely, logical response to program office concerns ▪ Program planning is comprehensive and contains a logical flow of activities ▪ Program status and visibility into near term actions is provided through schedules and status of contract tasks ▪ Ensures security requirements are met. ▪ Successfully implements the Small Business Subcontracting Plan. Achieves minimum percentage goal of 25 percent of total contract cost for subcontracting with small, small disadvantaged, woman-owned small business, HUBZone and Veteran-owned small business and proposed targets. Honors commitments to subcontract with small business concerns specifically identified in the subcontracting plan 	<p>Substantially meets the requirements of Satisfactory, plus:</p> <ul style="list-style-type: none"> ▪ Demonstrates a positive control of subcontractor program resources and minimizes cost of overall effort. ▪ Plays a key role in identifying issues and recommendations for program improvements ▪ Provides pertinent planning data to program office management ▪ Management initiates and promotes strong two-way communication with Government counterparts and associate contractors ▪ Seek continual interaction with program office representatives on contract status, goals, and objectives. ▪ Coordinates with the program office thru the PCO to ensure contractor interpretation of contract tasking is correct ▪ Takes the initiative to see that all relevant personnel are kept informed ▪ Implements an effective program to identify and resolve internal problems, which adversely affect contractor performance in meeting Air Force needs ▪ Responsive to program office technical and business management requests, such as Request for Proposals, cost/schedule reporting, and plans and forecast information. ▪ Makes maximum use of informal reporting to provide timely data. ▪ Responds quickly to action items and questions ▪ Accommodates changing schedules, program activities, and associate contractors with minimal impact to the overall program ▪ Anticipates most associate contractor's potential problem areas and provides alternative resolutions, which clearly consider and identify impact to schedule and cost to all parties ▪ Continuously reviews labor resource allocations in order to minimize labor usage, while maintaining adequate staffing levels to maintain schedule, an 	<p>Substantially meets the requirements of Very Good, plus:</p> <ul style="list-style-type: none"> ▪ Management demonstrates the highest degree of foresight into program planning, depth of analysis, accomplishment of tasks, advance identification of problems and problem resolution ▪ Integrates total program concept and a comprehensive management approach. ▪ Demonstrates a concern for the correct understanding of contract tasking and cost growth avoidance, and is responsive to the changing nature and levels of work ▪ Maintains complete and effective coordination and liaison with Government counterparts and other contractors ▪ Independently supports program activities in a consistent and cooperative mode ▪ Demonstrates initiative in planning, analyzing, and assessing the total impact of potential problems ▪ Identifies high-risk /problem areas early, plans alternative/parallel courses of action, and keeps the program office well informed of developments ▪ Demonstrates initiative in support of program office by taking a leadership role in identifying issues and providing significant, timely recommendations and actions for program improvements ▪ Develops an effective, efficient contractor team, which reflects strong, open lines of communication. ▪ Demonstrates to the program office how net reduction in labor loading and overtime will be effected and how these reductions will produce cost and schedule savings to the program without degrading performance ▪ Contractor's team consists of highly qualified and motivated personnel, with an emphasis on productivity and mission success ▪ Minimizes changes of key individuals. ▪ Critical milestones are planned as early as possible to provide for maximum program contingency time ▪ Many milestones are met early, to the

<p>subcontracting plan</p> <ul style="list-style-type: none"> ▪ Establishes program milestones for events within the contractor’s control ▪ Provides sufficiently cleared, trained personnel to meet customer and core requirements ▪ Works with the Government and associate contractors to manage data. Ensures documents remain current and easily accessible ▪ Essentially meets the requirements of the contract for this area 	<p>acceptable quality of work, and maximum productivity</p> <ul style="list-style-type: none"> ▪ Provides visibility to program office of resource concerns and solutions ▪ Meets the minimum subcontracting goals with small and small disadvantaged businesses as stated in the Contractor’s Subcontracting Plan 	<p>benefit of the program, with no adverse effect on performance, schedule, cost, or risk</p> <ul style="list-style-type: none"> ▪ Exceeds the minimum percentage amount of 25 percent of total contract cost, for subcontracting with small, small disadvantaged, woman-owned small business, HUBZone and Veteran-owned small business, as stated in contractors subcontracting plan ▪ Supports the government in developing and implementing successful solutions for data management ensuring revision control, access control, and ownership
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Area B: Cost Control

Unsatisfactory – Unsatisfactory is determined when the contractor does not meet the contract requirements

Satisfactory	Very Good	Excellent
<ul style="list-style-type: none"> ▪ Demonstrates conscientious control of all expenditures ▪ All cost reports are clear and reconcile to a common database. ▪ Funds requirements data are projected accurately and clearly and are received in a timely manner ▪ Cost variances (including subcontractor) are identified early and plans for recovery revised, reported, and implemented ▪ Contractor insures all proposal data, including subcontractor data, is adequate for technical review and cost analysis ▪ Changes are suggested in a timely manner to achieve maximum cost savings when implemented ▪ Essentially meets the requirements of the contract for this area 	<ul style="list-style-type: none"> ▪ Substantially meets the requirements of Satisfactory, plus: ▪ Cost reports are submitted with full traceability within and between reports. Adjustments or other perturbations are fully and clearly explained ▪ Takes measures to avoid cost growth. Corrective actions are briefed to the program office and are generally accepted without changes ▪ Contractor recognizes where cost growth may be occurring and provides timely and well-documented justification of actual problems, which would require application of additional resources ▪ The Contractor provides accurate estimates for tasks and gives timely notice to the Government if it anticipates significant overrun or underrun ▪ Funds requirements reflect constant scrutiny to assure accuracy ▪ Prepares and develops graphic program cost data which provides clear program office visibility into current and forecast program costs ▪ Narratives explaining data variances (cost, at completion) are current, explicit, and relevant to the variances observed. They are fully accurate and a consistent indication of the program development ▪ Narratives address anticipated future program impacts and fully describe both current and future programmatic and cost impacts of the current cost performance ▪ Provides clear understanding of the assumptions provided with cost estimates and WAGs 	<ul style="list-style-type: none"> ▪ Substantially meets the requirements of Very Good, plus: ▪ Contractor consistently submits high quality cost forecasts. ▪ Contractor prepares and develops comprehensive, cost performance reports and permits early identification of problems areas. ▪ Funds requirements data and projections reported are extremely accurate and received ahead of schedule ▪ Consistently anticipates possible sources of cost growth and seeks ways to avoid potential cost problems ▪ Proposes innovative and thoroughly cost effective approach to problems with which the program office agrees ▪ Cost management system automatically identifies problems areas and implements solutions to maintain cost and manpower growth levels below the negotiated levels. ▪ Plans, develops and executes procedures that allow completion of major milestones ahead of schedule with no adverse impact on cost ▪ Plans, develops and executes viable procedures that incorporate the flexibility necessary to be responsive to changing priorities without adversely affecting core cost

Area C: Quality of Technical Services

Unsatisfactory – Unsatisfactory is determined when the contractor does not meet the contract requirements

Satisfactory	Very Good	Excellent
<ul style="list-style-type: none"> ▪ Prepares and submits test plans and procedures in accordance with the CDRL. ▪ Provides traceability of mission requirements to MUS and operations procedures ▪ Adheres to RSC Configuration Management Plan and housekeeping guidelines ▪ Prepares concise, easy to understand briefings ▪ Performs readiness activities in a timely and responsive manner ▪ Follows standardized processes for operations and engineering development ▪ Performs timely reviews of associate contractors documentation ▪ Achieves a contact success rate of at least 95% excluding network and ground system induced failures ▪ Meets customer minimum requirements and objectives ▪ Essentially meets the requirements of the contract for this area 	<p>Substantially meets the requirements of Satisfactory, plus:</p> <ul style="list-style-type: none"> ▪ The engineering development effort minimizes the need for engineering design changes and recoding. ▪ Takes initiative to provide viable work-around to avoid schedule impacts. ▪ Test approach and philosophy is sound, well organized and cost effective. ▪ Support requirements are well defined and limited to necessary items. ▪ Makes maximum use of informal reporting procedures to provide timely reports of test status. ▪ Leads mission operations concept development ▪ Clearly identifies risk areas and aggressively works to mitigate risk ▪ Takes initiative in rehearsal planning and execution ▪ Achieves a contact success rate of at least 98% excluding network and ground system induced failures ▪ Exceeds the minimum customer requirements and objectives 	<p>Substantially meets the requirements of Very Good, plus:</p> <ul style="list-style-type: none"> ▪ Maintains vigorous and formal control over tests, discrepancies, method of reporting, technical evaluation and closure disposition. ▪ Requires a thorough, comprehensive understanding of all test anomalies and malfunctions prior to proceeding with the test. ▪ Is highly effective in anticipating problems and gives specific emphasis to these areas during testing. ▪ Monitors and reduces the need for rework and overtime. ▪ Responds quickly and prudently to spacecraft and ground system anomalies to reduce mission impact ▪ Has no more than one Personnel Error (PE) during the period. If a PE occurs, it does not adversely impact the mission ▪ Achieves a contact success rate of at least 99% excluding network and ground system induced failures ▪ Performs continuous process improvement and keeps processes and procedures up to date. ▪ Identifies and implements innovative operations and employment concepts that reduces risk and cost ▪ Defines and implements innovative training techniques ▪ Designs MUS to reduce development and maintenance cost and schedule ▪ Achieves significant benefit above the minimum customer requirements ▪

ANNEX 3: COMPUTATION OF AWARD FEE EARNED

Available Award Fee Example

CLIN	Maximum Hours Available	Actual Hours Expended during Period	Award Fee per hour	Available Award Fee for Period
Core	40,000	10,000	\$1.00	\$10,000
Customer	50,000	20,000	\$2.00	\$40,000
				\$50,000

Total Available		\$50,000
Program Management (40%)		\$20,000
Cost Control (30%)		\$15,000
Quality of Technical Services (40%)		\$15,000

Note: Maximum hours and award fee per hour figures are fictitious

Earned Award Fee Example 1

Performance Criteria	Weighting	Available Award Fee Pool	Evaluation Points (0-100)	Percentage Earned	Amount Earned
A: Program Management	40%	\$20,000	63.2	63.20%	\$12,640
B: Cost Control	30%	\$15,000	88.6	88.60%	\$13,290
C: Quality of Technical Services	30%	\$15,000	45.1	45.10%	\$0
Total	100%	\$50,000	65.4	51.9%	\$25,930

Note: A score of unsatisfactory in any category will result in \$0 award fee for that category.

Earned Award Fee Example 2

Performance Criteria	Weighting	Available Award Fee Pool	Evaluation Points (0-100)	Percentage Earned	Amount Earned
A: Program Management	40%	\$20,000	44.1	44.10%	\$0
B: Cost Control	30%	\$15,000	53.2	53.20%	\$0
C: Quality of Technical Services	30%	\$15,000	45.1	45.10%	\$0
Total	100%	\$50,000	47.13	0.00%	\$0

Note: An overall score of unsatisfactory will result in \$0 award fee for the entire award fee period.