

National Aeronautics and
Space Administration

Goddard Space Flight Center
Greenbelt, MD 20771



Reply to Attn of: 210.H

July 3, 2014

Digital Management Inc.
Attn: Neysa Spence
6550 Rock Spring Dr, 7th Floor
Bethesda, MD 20817

Subject: Contract NNH12CF39C, HITSS Incentive Fee Period 3

Dear Ms. Spence,

NASA has completed the evaluation of your company's technical performance for the third reporting period, October 1, 2013 through March 31, 2014, under NASA Headquarters Contract Number NNH12CF39C, Headquarters Information Technology Support Services (HITSS) Contract.

The result of NASA's evaluation was that your company earned a total incentive fee of [REDACTED] b(4)
The Contracting Officer will prepare and forward the contract modification under separate cover for payment of the earned incentive fee.

This letter conveys a summary of your company's performance for the third 6-month period. The scoring scheme used for evaluating performance is detailed in Attachment K of the contract, Incentive Fee Plan and Incentive Fee Quality Assurance Plan.

TECHNICAL PERFORMANCE

PWS Metrics

The tables below provide summary level data for each metric. Specific comments are provided for each metric in Table 1. Table 2 provides a breakdown of the incentive fee calculation by metric.

Table 1 – Metrics: Technical Surveillance Results

PWS Section	PWS Area	Metric #	Content of Selected Plan Updates	% of Metric Met	NASA Surveillance Manager Comments	Performance Level for Incentive Fee	% of the Incentive Fee
2	Program Management	1	Content of Selected Plan Updates	75%	See Below	Minimum Fee	7%
2	Program Management	1	Content of Selected Plan Updates - Application Service Roadmap and Implementation Plan, Legacy Applications Disposition Plan	50%	(100% metric given) - The Legacy Applications Disposition Plan was updated and reviewed by the government. The plan does require an update before 9/30/2014 and this next update must meet ITCD requirements and match ITCD planned initiatives. (100% metric given) - The Application Service Roadmap and Implementation Plan was approved by the government.		
2	Program Management	1	Content of Selected Plan Updates - Training Program and Outreach Plan	25%	Updates to the Training Program and Training Plan were approved by technical monitor. Updates met expectations.		
2	Program Management	1	Content of Selected Plan Updates - Data Center Modernization Plan	0%	Per technical monitor, there were no updates to the Data Center Modernization Plan this period. The initial plan was not accepted by ITCD, therefore, no updates to the plan were proposed or initiated.		
2	Program Management	1	Accomplishment of Plan Objectives	50%	See Below	Minimum Fee	8%

PWS Section	PWS Area	Metric #		% of Metric Met	NASA Surveillance Manager Comments	Performance Level for Incentive Fee	% of the Incentive Fee
2	Program Management	2	Accomplishment of Plan Objectives - Application Service Roadmap and Implementation Plan, Legacy Applications Disposition Plan	25%	<i>(100% metric given)- The Legacy Applications Disposition Plan objectives identified for period 3 were either met or reprioritized per the government. (0% metric given) - The Application Service Roadmap and Implementation Plan.</i>		
2	Program Management	2	Accomplishment of Plan Objectives- Training Program and Outreach Plan	25%	<i>100% of the objectives were met.</i>		
2	Program Management	2	Accomplishment of Plan Objectives- Data Center Modernization Plan	0%	<i>None of the objectives were met since the plan was not approved by ITCD and no revised plan was submitted by the contractor.</i>		
2	Program Management	3	Adherence to Service Request Schedules	66%		Minimum Fee	5%
2	Program Management	4	Problem Ticket Response Time	92%	Actual metric report: 91.95%	Minimum Fee	5%
3	Program Wide Services	5	Prime Time Password Resets	99%	Actual metric report: 98.65%	Maximum Fee	4%
3	Program Wide Services	6	Restore Prime time Service Outages for Applications and Servers	100%		Maximum Fee	6%
3	Program Wide Services	7	Resolve Prime Time Application and Server Hardware and Software Problems	100%		Maximum Fee	5%
4	Customer Relationship Management	8	Customer Satisfaction Surveys	100%		Maximum Fee	15%
5	Application Development and Information Management	9	Post-Release Bug Fixes	86%	The % of metric met was calculated using the measurement as described within the PWS. The measurement for this metric is computed as the number of successful releases divided by the	Target Fee	13%

PWS Section	PWS Area	Metric #		% of Metric Met	NASA Surveillance Manager Comments	Performance Level for Incentive Fee	% of the Incentive Fee
					number of total releases multiplied by 100. For the reporting period in question there were a total of 50 releases with 43 of those being categorized as successful. Per the calculation, the % of Metric Met was derived to be 86% and is therefore denoted as such.		
6	Headquarters Datacenter	10	Data Center Availability	100%		Maximum Fee	8%
6	Headquarters Datacenter	11	Compliance with Patch Management Plan	100%		Maximum Fee	7%
7	Systems Engineering and Integration	12	Delivery of Annual Tactical Plan and Updates on Demand	100%	This is waived for this reporting period since the tactical plan was reprioritized.	Maximum Fee	2%
8	IT Security	13	Vulnerability Mitigation	100%		Maximum Fee	10%
8	IT Security	14	Incident Response	100%		Maximum Fee	5%

Table 2 – Incentive Fee: Technical Performance

Metric #	Score	Performance Level	Pool Earned Adjective	Available Fee pool for 6 months	Incentive Fee	Earned Fee (Calculated)	Earned Fee (Rounded)
1	75%	Less than 83% of the required elements are included.	Minimum Fee	b(4)	7%	b(4)	b(4)
2	50%	Less than 81% of the objectives are completed.	Minimum Fee		8%		
3	66%	Less than 94% meet the criteria.	Minimum Fee		5%		
4	92%	Less than 93% meet the criteria.	Minimum Fee		5%		
5	99%	Meet	Maximum Fee		4%		

Metric #	Score	Performance Level	Pool Earned Adjective	Available Fee pool for 6 months	Incentive Fee	Earned Fee (Calculated)	Earned Fee (Rounded)
		metrics 96%-100% of the time.					
6	100%	Meet response and mitigation metrics 96% - 100% of the time.	Maximum Fee	b(4)	6%	b(4)	b(4)
7	100%	Meet response and mitigation metrics 96% - 100% of the time.	Maximum Fee		5%		
8	100%	98%-100% meet the criteria	Maximum Fee		15%		
9	86%	75%-92% are error free	Target Fee		13%		
10	100%	99.99%-100% average	Maximum Fee		8%		
11	100%	99%-100% meet criteria	Maximum Fee		7%		
12	100%	100% submitted on time	Maximum Fee		2%		
13	100%	98%-100% meet the criteria	Maximum Fee		10%		
14	100%	Meet the criteria 96%-100% of the time	Maximum Fee		5%		

Compliance to the DRD requirements and delivery schedules were reviewed as part of the technical surveillance. During this period, 62 DRDs were eligible for review. Of the 62 DRDs, 9 DRDs failed to meet requirements and/or the delivery schedule. (For specific comments, reference the DRD rating provided in Addendum A of the Incentive Fee Letter.)

The DRDs that failed to meet requirements and/or delivery schedules outlined in the Performance Work Statement are as follows:

DRD #8	HQ Enterprise Architecture Plan Updates
DRD #34A	Framework for Development Program
DRD #34B	Framework for Web Site Development Program

DRD #36	Software Management Guide
DRD #37	Standard requirements template that documents the service or design need from the perspective of effected discipline areas (e.g. applications development, IT security, customer training, operations) and by level of need (e.g. mandatory, optional, preferred).
DRD #39	Application Status Review materials
DRD #41	As built detailed functional and physical description of development environment, its interfaces and processes
DRD #55	Data Center (including SEF) SOP Audit & Recommendations Report
DRD #57	Data Center Modernization Plan

General Technical Performance

The following were identified as either continuing or new concerns by NASA with regards to technical performance:

- Continuing Concerns
 - Delivery of the On Demand system – This system was required for delivery and implementation six months after the contract transition. As of the conclusion of period 3 performance, this system has yet to be delivered. NASA requests an explanation for the [b(4)] expended by DMI on this system. NASA also requests DMI to determine appropriate mitigations and accommodations with regards to resources assigned, management of the project, and costs incurred by the government.
 - Application Migration of HQ Applications to the West Prime Environment – Since the time that DMI was informed of this project, this project has been used as a blocker for addressing resourcing of other service requests. NASA has expressed concerns over the preparation for this project (which affects the most of the HITSS task orders). The HITSS Program Manager and Deputy Program Manager have implemented mitigations to improve the workflow, internal HITSS communication, and assignment of work for this project. While progress has improved (largely due to government assistance), NASA continues to emphasize its concerns and frustration with the schedule and execution of the schedule for this project.
 - Software Management Guide – The SMG has been and continues to be a challenge for DMI to transition and implement. Poor management of the deliverable and weak resource/staff selection for the development of this deliverable continues to be a source of frustration for NASA. (This deliverable was not delivered per the Performance Work Statement (PWS) requirements or delivery schedule. Consequently, the deliverable was approved by NASA with the understanding that the SOPs and templates needed for the pilot of the SMG (and the agile SDLC it governs) would be delivered in early May. However, a transition plan, the SOPs, the templates, and the implementation plan have yet to be provided to NASA. Recently, DMI has implemented mitigations to address these remaining activities, processes, and related documentation. Therefore,

this remains high on NASA's critical initiatives list and continues to impact progress on ITCD's strategic plan.)

- Deficiency of Technical Skill Sets Required – There continues to be concerns regarding the skills and experience of the technical staff and the PM staff executing and managing the technical work. NASA has communicated the technical areas where skill sets are deficient, and has requested that DMI address this and that DMI provide a detailed plan for how this deficiency in technical expertise will be resolved. This impacts estimation, workflow, service request completion, technical capabilities, ITCD's strategic plan, etc. This needs to be addressed by the end of period 4 performance.
- Work Management System – The Work Management System (WMS) was scheduled for delivery in contract year 1. However, this system has yet to be delivered. Much progress has been made this performance period, but NASA requires that this system be implemented immediately in order to support the transition and implementation of the SMG and other key ITCD initiatives.
- Management of PC Mall Catalog – There was degradation in support and in the quality of services for the PC Mall Catalog as a result of staff changes. Due to limited guidance, coordination, and/or available staff, orders remained in the queue for extended periods and required customer escalation to ITCD for resolution. Poor communication was provided to HQ offices/ITCD customers on where to go and how to obtain assistance. Corrective action was initiated by hiring new staff and enlisting assistance from retired HITSS staff until the backlog was satisfied. This issue appears to have been resolved; however, there was a significant impact to service and performance as a result of resource issues.

COST PERFORMANCE

Cost performance remained a key concern during period 3. Costs on the Core task order 10.01 continued to burn higher than planned. NASA expressed concerns over the following factors as they pertain to costs on Core:

- allocation of work across SRs
- management of work and staff labor hours related to complexity and type of service requests and related support
- allocation of staff across all HITSS task orders. (Based on review of the task orders, 533s, and invoices, Core appears to be used as a charge line for staff when needed. Resources not planned on the Core task order (10.01) were performing work on the Core task order instead of performing work on the other task orders to which these resources were originally proposed and planned. NASA continues to work with the HITSS Program Manager and Deputy Program Manager to address.)
- the perception that remaining funding for ODCs can be used to offset overruns in Labor
- weaknesses in specific skill sets on the Core task order contribute to challenges with estimation and execution of work
- Distributed Direct Labor percentage appears to be below target for the performance period. (This has since been mitigated by the HITSS Program Manager.)

- an increase in indirect rates for staff working at a DMI office location.
- numerous resources allocated to the delivery of the Software Management Guide (SMG), SMG related artifacts and processes, On Demand development and implementation, DMS redesigns, etc.
- ITCD's allocation of funding and a PM resource to address DMI's lack of addressing deficiencies in management and communication on task order 10.06. ITCD covered this cost to improve the communication on task 10.06 in order to improve customer confidence. However, cost continues to be an area of frustration for the task 10.06 customer and a challenge for DMI as they continue to provide support on that task.

The table below outlines the planned versus actual period 3 performance for option year 1 (FY14).

Table 3 – Cost Performance: Labor

Period 3 - October 1, 2013 - March 31, 2014					
Metric Description	Planned (Allowable) Cost at the Completion of Period 3 Performance	Actual Cost at the Completion of Period 3 Performance	Variance	Performance Level	Earned Fee
Core Labor	b(4)	b(4)	b(4)	Minimum Fee (Due to Slight Overrun)	b(4)
Core ODC				Maximum Fee (Due to Underrun)	
Core Variance				Performance Level is TBD pending cost management for the remainder of the Option Year (FY14)	

As a result of the aforementioned factors, NASA has requested that DMI consider providing additional guidance to HITSS staff developing estimates, ROMs, and pricing plans to ensure that an appropriate model and technique is utilized on Core as well as all other HITSS task orders. While this request is actively worked by the HITSS Program Manager and Deputy Program Manager to address with HITSS staff contributing to estimates, ROMS, and pricing plans, much progress needs to be made in order to prevent gross over/under estimation, staff assignments, and allocation of WYEs across task orders.

Based on the cost performance above, NASA considers cost performance as a high risk on this contract.

SUMMARY

In summary, NASA was concerned with your company's technical performance and cost performance during this period. As the contract continues in option year 1, better communication and management of labor cost is expected.

The mitigation plan your company implemented to address the cost overruns from period 2 performance is appreciated. However, there are some actions in the mitigation plan that have not been fully executed or implemented. NASA looks forward to concluding the first option year of the contract when these and other mitigations can be realized.

Overall, NASA is not satisfied with the technical performance during this period. There continues to be concern regarding progress made on some of the DRDs that failed compliance with requirements and/or delivery schedules. NASA must see progress on these DRDs as some of these DRDs are vital to NASA's, specifically ITCD's, strategic plan and goals. Furthermore, the inability to deliver on some of these DRDs implies that there is an apparent lack of appropriate skills and expertise on the contract. As such deficiency manifests itself in the technical performance, impacts and risks are incurred for overall cost, budget, and service delivery for this contract.

NASA understands that there is a change in the Program Manager for this contract and understands that the new Program Manager and Deputy Program Manager are assessing the DRDs, cost, and specific areas of technical performance. While they have made some progress, NASA requests that DMI provide them with the resources and support to assist them with addressing the aforementioned concerns and risks. HQ ITCD appreciates the involvement and partnership from the new Program Manager and Deputy Program Manager as their communication has improved the relationship with HQ ITCD. As stated in the last incentive fee letter, thoughtful management of cost and technical performance is imperative to ensure that the IT services and support required by ITCD and HQ organizations are sustained and enriched. NASA/HQ ITCD still expects that the areas of concern for cost and technical performance will be managed closely and that completion of critical deliverables and the deficient DRDs, listed above, will be achieved.



Terence Haynes
Contracting Officer

Cc: HQ/ITCD/Victor Thompson
HQ/ITCD/Liteshia Dennis

Addendum A – Data Requirements Delivery Schedule Compliance and Surveillance Results

Score Card Key: N/A – The delivery of the DRD is not applicable for this contract reporting period. The DRD was provided per the schedule outlined and all requirements were completed in period 1.
 M – The DRD requirements and delivery schedule were met satisfactorily.
 F – The DRD requirements and/or delivery scheduled were not met.

DRD #	DRD Name/Description	Requirements & Delivery Schedule	Score Card	NASA Review Results
DRD #1	Documentation environment of metrics, analytics and deliverables implementation plan and migration schedule	Updated and available weekly during the first two months of contract start; enhancements and additional content added monthly thereafter until established baseline schedule is met	N/A	N/A – DRD is related to the contract transition.
DRD #2	Transition plan and integrated schedule	Available at contract start with significant weekly updates for the transition period up to Operational Readiness Review and acceptance.	N/A	N/A – DRD is related to the contract transition.
DRD #3	Contract Status Meeting	Monthly – no later than last week of the month	M	
DRD #4	Daily Tag Up Review	Daily	M	
DRD #5	Integrated Master Schedule with ability to drill down to supporting data, including resource loading	Updated every 2 weeks from month 2 of contract start date.	M	
DRD #6	Project Schedule Adherence Report	Monthly – no later than second week of the month	M	
DRD #7	Logistics Management Plan	Three months after contract start date.	N/A	N/A

DRD #8	HQ Enterprise Architecture Plan Updates	8 months after contract start date	F	This DRD is under NASA review and will need to be updated per NASA feedback.
DRD #9	Operational Level Agreements	Initial set due 4 months after contract start; subsequent due in accordance with Government schedules	M	Requirement and deliverable was addressed in the IDAs and ICDs updated for individual applications.
DRD #10	Report on response times, ticket aging, and customer satisfaction, delivered	1 month after start date and monthly after that.	M	
DRD #11	Root Cause Analysis and Corrective Action Plan	as requested by ITCD	M	
DRD #12	Configuration Management Plan	Update as required by ITCD	N/A	No updates were requested this performance period.
DRD #13	CCB Meeting Minutes	Weekly – 2 days after meeting	M	
DRD #14	Spare Parts Inventory Report	3 months after contract start, quarterly thereafter	M	
DRD #15A	Summary of updates to ROSA showing what was created	One time deliverable due with Data Migration Plan for RAM	M	
DRD #15B	Summary of updates to RAM showing what was created and modified over previous 3 months	Available quarterly after RAM Implementation	M	
DRD #16	Diagrams of Application logic, connectivity, interdependence and data flow	90 days after contract start and update continuously	M	
DRD #17	Diagrams of Server dependencies (sinks/sources), physical placement and relationship	Draft three months after contract start; final six months and update continuously	M	
DRD #18	Health & Safety Plan	Submit with proposal	N/A	N/A

DRD #19	Occupational Injuries and Illnesses Report	One month from contract start and monthly thereafter	M	
DRD #20	Customer Service Metrics Proposal	Deliver final three months after contract start	N/A	N/A
DRD #21	Customer Satisfaction Survey Report	Deliver at contract start with the customer satisfaction survey, monthly summary analytics and trending	M	
DRD #22A	Training Program & Outreach Plan, detailing materials, methods and approach and to include communications, and facilitating relationship building activity. Two plans submitted each year with each plan covering the period of performance April 1 thru September 30 and October 1 thru March 31.	Initial Draft 45 days from contract start; Final two months from contract start. Subsequent draft plan due each August 1 with final due Oct 1; and Feb 1 with final due April 1.	M	
DRD #22B	ITCD Communications Plan	Draft 45 days from contract start; final six months from contract start. Updates as required by ITCD.	N/A	No updates were requested.
DRD #23	Customer Advisory and Service Review, meeting notes, action items, results, and schedule.	As required within 2 business days of meetings.	M	
DRD #23A	On-Boarding and Off-Boarding Statistics Report	Deliver weekly beginning 3 months from contract start.	M	
DRD #24	Customer Requirements Adherence Metrics Proposal	Deliver within 75 days of contract start; final due 3 months after contract start	M	
DRD #25	Requirements Adherence Report	Deliver 3 months after contract start date, monthly thereafter	M	

DRD #26	Summary and Trend Ticket Reporting including number of tickets opened, completed and pending (e.g. under a week, under two or over three) number escalated, rating, closed, times to first respond, customer satisfaction. Summary and reporting of phone support, email support, and drop-in support.	One month from contract start date and monthly thereafter	M	
DRD #27	Service Request Processing Plan describing overall management and execution of the SR system and customer satisfaction report	Within two weeks of contract start date	N/A	N/A
DRD #28			N/A	N/A (This DRD was removed from the DRD requirement list.)
DRD #29	Catalog Orders Report/Checkbook includes number of orders by category, requisition number and funding source (if known), number complete, funds used versus available; funds in process, summary total of monthly catalog invoice and break out of ITCD funded monthly total.	Two weeks from contract start date, monthly thereafter	M	
DRD #30	Application Service Framework	Two months from contract start date, modifications reflecting approved changes as required	N/A	Was delivered late. This document has a dependency on the SMG methodology implementation therefore this document will remain in draft form. The SMG completion timeline has had a negative effect on this deliverable.
DRD #31	Application Service Roadmap and Implementation Plan	Six months after contract start and every six months thereafter, modifications reflecting approved changes as required. (Due last business day of each Incentive Fee Period)	N/A	Dependent upon completion of the Service Framework Document.

DRD #32	Legacy application disposition plan	Six months from contract start date, modifications reflecting status and approved changes every 60 days. (Initial plan due last business day of Incentive Fee Period (3/29/2013); 60 day status due the first business day of July, September, November, January and March)	M	
DRD #33	Legacy application portfolio report	Six months from contract start date, modifications reflecting status and approved changes every 60 days. (Initial plan due last business day of Incentive Fee Period (3/29/2013); 60 day status due the first business day of July, September, November, January and March)	M	
DRD #34A	Framework for Development Program	Due at contract start, modifications reflecting approved changes as required	F	
DRD #34B	Framework for Web Site Development Program	Due nine months after contract start	F	
DRD #35	Interface Control Documents	One month from contract start date and as needed thereafter	N/A	None required this contract period.

DRD #36	Software Management Guide	Interim due three months after contract start date; updated SDLC due six months after contract start; modifications reflecting approved modifications quarterly thereafter	F	This document was delivered on 2-28-2014. This date is quite some time after the agreed upon date. The document was in such a condition as to require multiple comment and revision cycles. This document is currently partially complete as there are a number of related supporting artifacts that will need to be created.
DRD #37	Standard requirements template that documents the service or design need from the perspective of effected discipline areas (e.g. applications development, IT security, customer training, operations) and by level of need (e.g. mandatory, optional, preferred).	Within two months from contract start date	F	
DRD #38	System Design Specification	Two months from contract start date, modifications reflecting approved modifications as needed thereafter	M	
DRD #39	Application Status Review materials	Three months from contract start, monthly thereafter	F	This DRD was not delivered.
DRD #40	Portfolio Management Views of Application Services and Inventories	Six months from contract start date, continuously thereafter	M	
DRD #41	As built detailed functional and physical description of development environment, its interfaces and processes	Two months from contract start date, provided within 2 days of changes to structural or ITS environment including patches	F	

DRD #42A	Application Delivery Implementation Plan (Formerly Version Description Document but renamed to Release Implementation Plan Template)	Initial draft five months from contract start; final six months from contract start date	M	Still called VDD. Tied to SMG. DRDs 42A, 42B, 42C, 43A, 43B were delivered based on redefined requirements per ITCD and DMI collaborative efforts.
DRD #42B	Website Delivery Implementation Plan (Formerly Version Description Document but a secondary plan created specifically for Website Implementations)	Initial draft eight months from contract start; final nine months from contract start date	M	DRDs 42A, 42B, 42C, 43A, 43B were delivered based on redefined requirements per ITCD and DMI collaborative efforts.
DRD #42C	Release Notes Document Template	Initial draft five months from contract start; final six months from contract start date	M	Started with WestPrime effort. Currently takes the form of "Read Me" files. This will be retitled to Release Notes. DRDs 42A, 42B, 42C, 43A, 43B were delivered based on redefined requirements per ITCD and DMI collaborative efforts.
DRD 43A	Release Implementation Plan (for each Application and Website)	Scheduled in accordance with CCB	M	Met via VDD and CR implementation plans.
DRD #43B	Release Notes Document (for each Application and website)	Scheduled in accordance with CCB	M	Meet via VDD and CR implementation plans. DRDs 42A, 42B, 42C, 43A, 43B were delivered based on redefined requirements per ITCD and DMI collaborative efforts.
DRD #44A	Biennial Review of Forms Final Report	First report due 10/1/2014 and biennially per NPD 1420.1	N/A	Will be delivered during performance period 4 of option year 1.

DRD #44B	Quarterly Data to Produce Forms Bulletin (one for Agency and 1 for HQ)	Quarterly (Dec, March, June & Sept)	M	
DRD #45	Data Exchange Agreement Audit and Gap Analysis	Six months from contract start date	N/A	N/A
DRD #46	Service Level Agreement Audit	One month from contract start date and monthly thereafter	N/A	Initial was provided, PWS Description says: Six months from contract start. I think this should be changed to be either quarterly or on demand.
DRD #47	Availability of hosted and housed services	One month from contract start date and monthly thereafter	M	
DRD #48	Performance of hosted and housed services	One month from contract start date and monthly thereafter	M	
DRD #49	Diagram of server location	Three months from contract start date and every three months thereafter	M	
DRD #50	Diagram of servers logical connection to network	Three months from contract start date and on-demand thereafter	M	
DRD #51	Capacity and Performance Report	Two months from contract start date, on-demand thereafter	M	
DRD #52	Quarterly/Monthly Patch Release Report	One month after contract start date, monthly thereafter	M	
DRD #53	Equipment Upgrade Evaluation Report	90 days of contract start date and semiannually thereafter	M	
DRD #54	Moved to DRD#67		N/A	N/A
DRD #55	Data Center (including SEF) SOP Audit & Recommendations Report	Six months from contract start date and monthly thereafter	F	Provided initially, but have not provided monthly
DRD #56	Reserved	Reserved	N/A	N/A

DRD #57	Data Center Modernization Plan	Initial Plan three months from contract start date; updated plan at six months; and every six months thereafter	F	Provided initial, but have not provided updates. Government and HITSS/DMI will need to determine a new plan (but it cannot take a year to create) that includes WESTPrime, further SEF reductions, NETApp upgrade, etc.
DRD #58	Data Exchange Agreement Audit and Gap Analysis	Six months from contract start date.	M	
DRD #59	Reserved	Reserved	N/A	N/A
	Reserved		N/A	N/A
DRD #60	Contractor Information Security Management Plan	Within one month from contract start date, updated annually thereafter	M	
DRD #61	Draft Policy, Requirement, Procedure, or Standard	On demand	M	
DRD #62	eDiscovery Data Search Results	On demand	M	
DRD #63	Reserved		N/A	N/A
DRD #64	Security Reviews and Assessments	On demand	M	
DRD #65	Daily Risk Vulnerability Report	Daily	M	
DRD #66	Monthly Vulnerability Scan Report (encrypted)	One month after contract start date, monthly thereafter	M	
DRD #67	Intrusion Detection Summary	One month after contract start date, quarterly thereafter	M	
DRD #68	Monthly Wireless 802.11 Scanning Report (encrypted)	Two months after contract start date, monthly thereafter	M	
DRD #69	Annual Penetration Test Plan and Rules of Engagement and Schedule	On demand	M	

DRD #70	Annual HQ Penetration Testing Report	On demand	M	
DRD #71	IT C&A Security Plan Assessment using the NASA standard template	On demand	M	
DRD #72	Risk Assessment	On demand	M	
DRD #73	Security Controls Assessment Report Assessment using the NASA standard template	On demand	M	
DRD #74	Plan of Actions and Milestones Assessment using the NASA standard template	On demand	M	
DRD #75	System Certification Report	On demand	M	
DRD #76	Monthly POA&M Status Report	One month after contract start date, monthly thereafter	M	
DRD #77	Monthly ISSA Status Report	Two months after contract start date, monthly thereafter	M	
DRD #78	Incident Response Training and Test Report	annually by fiscal year's end	M	
DRD #79	Quarterly Metric Report summarizing the transaction history, incidents, and inventories/inspections for that report	Due 90 days from contract start date, and every 3 months thereafter	M	
DRD #80	HQ ITS Contingency & Continuity Plan, Training and Test Report annual update	annually by fiscal year's end	M	

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Goddard Space Flight Center
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Reply to Attn of: 210.H

December 19, 2014

Digital Management Inc.
Attn: Neysa Spence
6550 Rock Spring Dr, 7th Floor
Bethesda, MD 20817

Subject: Contract NNH12CF39C, HITSS Incentive Fee Period 4

Dear Ms. Spence,

NASA has completed the evaluation of your company's technical performance for the fourth reporting period, April 1, 2014 through September 30, 2014, under NASA Headquarters Contract Number NNH12CF39C, Headquarters Information Technology Support Services (HITSS) Contract.

The result of NASA's evaluation was that your company earned a total incentive fee of [REDACTED] b(4)
The Contracting Officer will prepare and forward the contract modification under separate cover for payment of the earned incentive fee.

This letter conveys a summary of your company's performance for the fourth 6-month period. The scoring scheme used for evaluating performance is detailed in Attachment K of the contract, Incentive Fee Plan and Incentive Fee Quality Assurance Plan.

TECHNICAL PERFORMANCE

PWS Metrics

The tables below provide summary level data for each metric. Specific comments are provided for each metric in Table 1. Table 2 provides a breakdown of the incentive fee calculation by metric.

Table 1 – Metrics: Technical Surveillance Results

Metric #		Percent of Metric Met	NASA Surveillance Manager	NASA Surveillance Manager Comments	DRDs Mapped to Metric and/or PWS Area	Performance Level for Incentive Fee	Percent of the Incentive Fee %
1	Content of Selected Plan Updates	75%	Dennis/McCoy, Shouse, Hong	See Below (This metric consists of four plans. Only three of the four were delivered.)		Minimum	7%
1	Content of Selected Plan Updates - Application Service Roadmap and Implementation Plan, Legacy Applications Disposition Plan	50%	Liteshia Dennis/Chris McCoy	Only one of the two deliverable requirements were met.	DRDs 31 & 32		
1	Content of Selected Plan Updates - Training Program and Outreach Plan	100%	Mary Shouse		DRD 22A		
1	Content of Selected Plan Updates - Data Center Modernization Plan	100%	Linda Hong	Received updated Modernization plan and baselined.	DRD 57		
1	Accomplishment of Plan Objectives	75%	Dennis/McCoy, Shouse, Hong	See Below (This metric consists of four plans. Only three of the four were delivered.)		Minimum	8%
2	Accomplishment of Plan Objectives - Application Service Roadmap and Implementation Plan, Legacy Applications Disposition Plan	50%	Liteshia Dennis/Chris McCoy	Only one of the two deliverable requirements were met.	DRDs 31 & 32		
2	Accomplishment of Plan Objectives- Training Program and Outreach Plan	100%	Mary Shouse		DRD 22A		

Metric #		Percent of Metric Met	NASA Surveillance Manager	NASA Surveillance Manager Comments	DRDs Mapped to Metric and/or PWS Area	Performance Level for Incentive Fee	Percent of the Incentive Fee %
2	Accomplishment of Plan Objectives- Data Center Modernization Plan	100%	Linda Hong	Execution of plan objectives for server reductions - decommissioned 12 servers, including 3 Solaris servers. Tested proposed solution for moving e-Delivery to VM cluster and began SR work. Enhanced HQ VM cluster to accommodate applications that were in process for West Prime. Moved one application NVDB from West Prime to the VM cluster.	DRD 57		
3	Adherence to Service Request Schedules	96%	T. Dodson		DRDs 5 & 6	Target	5%
4	Problem Ticket Response Time	94%	T. Dodson		DRDs 10 & 26	Target	5%
5	Prime Time Password Resets	88%	T. Dodson		DRD 26	Minimum	4%
6	Restore Prime time Service Outages for Applications and Servers	100%	L. Hong	No outages for the reporting period. Reviewed all server ops tickets (847) for the period and none were related to application or server outages.		Maximum	6%
7	Resolve Prime Time Application and Server Hardware and Software Problems	100%	L. Hong	No outages for the reporting period. Reviewed all server ops tickets (847) for the period and none were related to application or server outages.		Maximum	5%
8	Customer Satisfaction Surveys	100%	S. Artis		DRDs 20 & 21	Maximum	15%

Metric #		Percent of Metric Met	NASA Surveillance Manager	NASA Surveillance Manager Comments	DRDs Mapped to Metric and/or PWS Area	Performance Level for Incentive Fee	Percent of the Incentive Fee %
9	Post-Release Bug Fixes	96%	C. McCoy	This metric is the result of having two application deployment failures for the reporting period. There were a total of 52 planned deployments of which 50 were successful. The metric for Post-Release Bug Fixes per the PWS is calculated as the number of successful deployments divided by the number of total deployments multiplied by 100. In this case the result is ~96%. For detailed stats, please see the Metric Post-Release Bug Fixes Report (ppt).		Maximum	13%
10	Data Center Availability	100.00%	L. Hong	Deliverables received monthly on time	DRDS 47 & 48	Maximum	8%
11	Compliance with Patch Management Plan	100%	L. Hong	Deliverables received monthly on time	DRD 52	Maximum	7%
12	Delivery of Annual Tactical Plan and Updates on Demand	100%	S. Artis	This metric was waived for this period. The tactical plan was reprioritized.		Maximum	2%
13	Vulnerability Mitigation	100%	M. Meissner			Maximum	10%
14	Incident Response	100%	M. Meissner			Maximum	5%

Table 2 – Incentive Fee: Technical Performance

Metric #	Metric Description	Score	Performance Level	Pool Earned Adjective	Available Fee pool for 6 months	Incentive Fee	Earned Fee
1	Content of Selected Plan Updates	75%	Less than 83% of the required elements are included.	Minimum Fee	b(4)	7%	b(4)
2	Accomplishment of Plan Objectives	75%	Less than 81% of the objectives are completed.	Minimum Fee		8%	
3	Adherence to Service Request Schedules	96%	94% - 97% meet the criteria.	Target Fee		5%	
4	Problem Ticket Response Time	94%	93% - 96% meet the criteria.	Target Fee		5%	
5	Prime Time Password Resets	88%	Meet metrics less than 90% of the time.	Minimum Fee		4%	
6	Restore Prime time Service Outages for Applications and Servers	100%	Meet response and mitigation metrics 96% - 100% of the time.	Maximum Fee		6%	
7	Resolve Prime Time Application and Server Hardware and Software Problems	100%	Meet response and mitigation metrics 96% - 100% of the time.	Maximum Fee		5%	
8	Customer Satisfaction Surveys	100%	98%-100% meet the criteria	Maximum Fee		15%	
9	Post-Release Bug Fixes	96%	93% - 100% are error free.	Maximum Fee		13%	
10	Data Center Availability	100%	99.99%-100% average	Maximum Fee		8%	
11	Compliance with Patch Management Plan	100%	99%-100% meet criteria	Maximum Fee		7%	
12	Delivery of Annual Tactical Plan and Updates on Demand	100%	100% submitted on time	Maximum Fee		2%	
13	Vulnerability Mitigation	100%	98%-100% meet the criteria	Maximum Fee		10%	
14	Incident Response	100%	Meet the criteria 96%-100% of the time	Maximum Fee		5%	

Compliance to the DRD requirements and delivery schedules were reviewed as part of the technical surveillance. During this period, 51 DRDs were eligible for review. Of the 51 DRDs, 4 DRDs failed to meet requirements and/or the delivery schedule. (For specific comments, reference the DRD rating provided in Addendum A of the Incentive Fee Letter.)

The DRDs that failed to meet requirements and/or delivery schedules outlined in the Performance Work Statement are as follows:

DRD #8	HQ Enterprise Architecture Plan Updates
DRD #16	Diagrams of Application logic, connectivity, interdependence and data flow
DRD #31	Application Service Roadmap and Implementation Plan
DRD #41	As built detailed functional and physical description of development environment, its interfaces and processes

General Technical Performance

The following were identified as either continuing or new concerns by NASA with regards to technical performance:

- Continuing Concerns
 - Delivery of the On Demand System – During period 4 performance, a partial solution was delivered. The solution delivered only addressed about 15% of the total requirements outlined in the PWS and expected by ITCD and DMI for use at the program, service, and contract levels of operations. After implementation of this partial solution, NASA requested that the software vendor be engaged to provide technical expertise to DMI on providing ITCD and DMI with an operational, scalable, and manageable solution that addresses PWS requirements, ITCD’s internal operational and service needs as well as DMI’s needs for the HITSS program. DMI engaged the vendor who is now working with DMI to redesign a scalable architecture and solution. NASA still requests a deep-dive analysis from DMI with regards to the [b(4)] expended on this project prior to the implementation of the partial solution deployed during period 4. Although DMI has assigned a different technical team and project management team to the effort, NASA still requests weekly checkpoints with both the vendor and DMI teams to ensure integration, collaboration, and awareness of progress made.
 - Software Management Guide and Agile Implementation - The HITSS Program Manager has implemented mitigations to improve the workflow, internal HITSS communication, and assignment of work for this project. While progress improved (largely due to government assistance) and SOPs have been delivered, ITCD’s implementation and execution of an agile lifecycle required for enhancement of many of ITCD’s services has yet to be realized. As a result, NASA has authorized an agile coach for DMI to assist with this transition. NASA still has concerns that this expertise did not appear to reside within the DMI

employee base and that additional funds outside of the labor dollars budgeted for the contract were needed to supplement this lack of expertise.

- Deficiency of Technical Skill Sets Required – There continues to be concerns regarding the skills and experience of the technical staff and the PM staff executing and managing the technical work. NASA has communicated the technical areas where skill sets are deficient, and has requested that DMI address this and that DMI provide a detailed plan for how this deficiency in technical expertise will be resolved. This impacts estimation, workflow, service request completion, technical capabilities, ITCD's strategic plan, etc. This should have been addressed by the end of period 4 performance. However, little progress was made with regards to technical staff and skill sets. NASA continues to request a mitigation plan and strategy accompanied with an actual implementation schedule for addressing this deficiency. NASA still awaits resolution and a thoughtful, realistic, executable plan from DMI.
- Management and Allocation of Staff Across the Contract – NASA requested a resource allocation and management plan (that provided details on what resources/staff currently support HITSS, how those resources/staff members would be assigned work, how work would be managed, etc.) from DMI during period 4. DMI's response to this request was insufficient. ITCD technical monitors and ITCD leadership continue to express frustration and concern regarding (but not limited to) the following:
 - Work performed is often single threaded or performed serially.
 - DMI can rarely provide an explanation of resource assignments.
 - DMI cannot provide a percentage allocation for each resource/staff member across the contract and across task orders.
 - DMI still not appear to have a strong understanding of the skills and expertise of its HITSS staff.
 - DMI continues to express that its concern regarding sufficient staffing, however, when asked to produce a staffing plan, it cannot.
 - DMI projects potential overruns for labor, but the amount of service requests does not support the projected cost overrun on labor.
 - Some DMI HITSS managers (at the COE level) do not demonstrate a good grasp on cross training, cross utilization, matricing, and managing resources and work to ensure timeliness of deliverables.
 - Some HITSS staff do not appear to have a sense of schedule or of urgency with regards to product delivery and completion of work. It takes HITSS too long to complete service requests and this impacts stakeholder operations.

Due to the above concerns, NASA requests escalation to DMI executive management. NASA expects resolution by end of period 5.

- Agency and HQ Forms – The Agency Forms Manager and the HQ Forms Manager communicated concerns to ITCD and DMI regarding the lack of completion of the Biennial Forms Review project and the Agency & HQ Form Conversion project. NASA requested a change in resourcing/staffing in this area to ensure that there was appropriate oversight and execution of work. Furthermore, communication was weak and compliance with Agency SOPs and ITCD's service request workflow/process was lacking. Although DMI was able to regain stakeholder confidence at the Agency level, NASA/ITCD still has concerns

regarding the staffing required to support Agency and HQ forms as well as the stability of the team with regards to turn-over. It is critical for DMI to show stability and consistency with regards to communication and execution of work for Agency forms as well as HQ forms. Furthermore, it is critical that DMI show that it can support Agency forms and HQ forms with a reasonable and justifiable staffing level. This is critical to ensure consistency in the deliverables, continuity in communication, and management of budget.

- The HITSS security team was short-staffed during period 4. Despite the low staffing, the HITSS security team has done an excellent job in FY14. NASA realizes that resource issues are being addressed and looks forward to another year of outstanding support in FY15. However, NASA is still concerned that the timeliness of mitigation of the staffing levels for security needs to be aligned with key deliverables and key projects initiated at the Agency and HQ levels to ensure continuity of quality of services.

COST PERFORMANCE

Cost performance remained a key concern during period 4 due to funding concerns. Costs on the Core task order 10.01 continued to burn higher than planned until mitigations were implemented by the DMI HITSS Program Manager. NASA expressed concerns over the following factors as they pertain to costs on Core:

- allocation of work across SRs
- management of work and staff labor hours related to complexity and type of service requests and related support
- allocation of staff across all HITSS task orders. (Based on review of the task orders, 533s, and invoices, it appears that Core continues to be used as a charge line for staff when needed. Resources not planned on the Core task order (10.01) were performing work on the Core task order instead of performing work on the other task orders to which these resources were originally proposed and planned. NASA continues to work with the HITSS Program Manager and Deputy Program Manager to address. Some progress was made during period 4, NASA will continue to scrutinize CORE staffing and hours.)
- weaknesses in specific skill sets on the Core task order contribute to challenges with estimation and execution of work
- additional resources/staffing required to mitigate risks and non-delivery for Agency and HQ forms

The table below outlines the planned versus actual period 4 performance for option year 1 (FY14).

Table 3 – Cost Performance: Labor and ODCs

Period 4- April 1, 2014 - September 30, 2014					
Metric Description	Allowable Cost at the Completion of Period 4 Performance	Actual Cost at the Completion of Period 4 Performance	Variance	Performance Level	Earned Fee
The cost performance incentive fee payable shall be determined based on the final total allowable cost at the completion of the contract compared against the target cost in accordance with the share ratios and procedures specified in Clauses B.8 and B.9.					
Core Labor	b(4)	b(4)	b(4)	Maximum Fee (Due to Underrun)	b(4)
Core ODC				Maximum Fee (Due to Underrun)	
Core Total					

As a result of the aforementioned factors, NASA has requested that DMI consider providing additional guidance to HITSS staff developing estimates, ROMs, and pricing plans to ensure that an appropriate model and technique is utilized on Core as well as all other HITSS task orders. While this request is actively worked by the HITSS Program Manager to address with HITSS staff contributing to estimates, ROMS, and pricing plans, much progress needs to be made in order to prevent gross over/under estimation, staff assignments, and allocation of WYEs across task orders.

NASA considers cost performance as a key focus on this contract due to the remediation of technical debt and mitigation of deficiencies in technical talent required for NASA to execute on many of its key initiatives. The DMI HITSS Program Manager has done a great job managing costs for this period. Close management of costs should continue to ensure timely preparation for potential budget impacts.

SUMMARY

In summary, NASA was concerned with your company’s technical performance and cost performance during this period. As the contract continues into option year 2, continued monitoring and management of labor costs is expected to ensure that potential for overruns is minimized.

Overall, NASA is not satisfied with the technical performance during this period. There continues to be concern regarding progress made on some of the DRDs that failed compliance with requirements and/or delivery schedules. NASA must see progress on these DRDs as some of these DRDs are vital to NASA’s, specifically ITCD’s, strategic plan and goals. Furthermore, the inability to deliver on some of these DRDs implies that there is an apparent lack of appropriate skills and expertise on the contract. As such

deficiency manifests itself in the technical performance, impacts and risks are incurred for overall cost for projects/service requests, budget, and service delivery for this contract.

NASA continues to request that a thoughtful management of cost and technical performance (based on DMI management engagement with staff, DMI corporate's assistance to the HITSS Program Manager with addressing technical deficiencies and needed skill sets on the HITSS contract, and a true, fact based analysis of the technical deficiencies with staff and of the deficiencies with regards to the execution of work on this contract) is imperative to ensure that the IT services and support required by ITCD and HQ organizations are sustained and enriched. NASA/HQ ITCD still expects that the areas of concern for cost and technical performance will be managed closely and that completion of critical deliverables and the deficient DRDs, listed above, will be achieved.

NASA also requests careful scrutiny with regards to the current communications and escalation protocol across the HITSS staff. Expectations with regards to appropriate communication and escalation protocol must be established by DMI with HITSS staff to ensure that the staff understands, acknowledges, and complies with the guidelines for how information is communicated for the following:

- Between the HITSS Contract and ITCD (as the owner of governance for HQ IT services offered under the HITSS contract)
- Between the HITSS Contract and NASA/Agency (as the owner of policy)
- From the Contractor to Government – (understanding that contractors cannot act on behalf of the government)
- Appropriate relationships between contractors and civil servants – (understanding that civil servants provide direction and guidance for work to be executed and performed; understanding that there is a political climate on every contract and being mindful regarding what and how to communicate as well as the implications for thoughtless communication.)

NASA expects that this concern regarding communication protocol be addressed immediately and that DMI provides a sufficient framework for managing HITSS staff communication compliance and a consequences for non-compliance.

Thank you for your support during period 4 performance and we look forward to making much progress in the areas of concern during period 5 performance.


Terence Haynes
Contracting Officer

Cc: HQ/ITCD/Victor Thompson
HQ/ITCD/Liteshia Dennis

Addendum A – Data Requirements Delivery Schedule Compliance and Surveillance Results

Score Card Key: N/A – The delivery of the DRD is not applicable for this contract reporting period. The DRD was provided per the schedule outlined and all requirements were completed in period 1.
 M – The DRD requirements and delivery schedule were met satisfactorily.
 F – The DRD requirements and/or delivery schedule were not met.

DRD #	DRD Name/Description	Requirements & Delivery Schedule	Score Card	NASA Review Results
DRD #1	Documentation environment of metrics, analytics and deliverables implementation plan and migration schedule	Updated and available weekly during the first two months of contract start; enhancements and additional content added monthly thereafter until established baseline schedule is met	N/A	N/A – DRD is related to the contract transition.
DRD #2	Transition plan and integrated schedule	Available at contract start with significant weekly updates for the transition period up to Operational Readiness Review and acceptance.	N/A	N/A – DRD is related to the contract transition.
DRD #3	Contract Status Meeting	Monthly – no later than last week of the month	M	
DRD #4	Daily Tag Up Review	Daily	M	
DRD #5	Integrated Master Schedule with ability to drill down to supporting data, including resource loading	Updated every 2 weeks from month 2 of contract start date.	M	
DRD #6	Project Schedule Adherence Report	Monthly – no later than second week of the month	M	
DRD #7	Logistics Management Plan	Three months after contract start date.	N/A	N/A
DRD #8	HQ Enterprise Architecture Plan Updates	8 months after contract start date	F	ITCD reviewed the second revision submitted by DMI. The document still requires extensive work and content. Feedback was provided to DMI. ITCD requests that this deliverable be reassigned to a team of HITSS staff or at least another Lead.

DRD #9	Operational Level Agreements	Initial set due 4 months after contract start; subsequent due in accordance with Government schedules	N/A	No updates were requested during the performance period.
DRD #10	Report on response times, ticket aging, and customer satisfaction, delivered	1 month after start date and monthly after that.	M	No updates were requested this performance period.
DRD #11	Root Cause Analysis and Corrective Action Plan	as requested by ITCD	M	
DRD #12	Configuration Management Plan	Update as required by ITCD	N/A	No updates were requested this performance period.
DRD #13	CCB Meeting Minutes	Weekly – 2 days after meeting	M	
DRD #14	Spare Parts Inventory Report	3 months after contract start, quarterly thereafter	M	
DRD #15A	Summary of updates to ROSA showing what was created	One time deliverable due with Data Migration Plan for RAM	N/A	No updates were requested.
DRD #15B	Summary of updates to RAM showing what was created and modified over previous 3 months	Available quarterly after RAM Implementation	N/A	No updates were requested.
DRD #16	Diagrams of Application logic, connectivity, interdependence and data flow	90 days after contract start and update continuously	F	DRD 16 has been delivered at the server level via the deployment diagrams but there is no trace of application logic within those diagrams. The intent of this DRD has been mis-interpreted. However, this will be satisfied by the Software Architecture Documents that are being delivered in the current period.
DRD #17	Diagrams of Server dependencies (sinks/sources), physical placement and relationship	Draft three months after contract start; final six months and update continuously	N/A	No updates were requested during this performance period. However, updates will be requested during period 5.
DRD #18	Health & Safety Plan	Submit with proposal	N/A	N/A
DRD #19	Occupational Injuries and Illnesses Report	One month from contract start and monthly thereafter	M	
DRD #20	Customer Service Metrics Proposal	Deliver final three months after contract start	N/A	N/A

DRD #21	Customer Satisfaction Survey Report	Deliver at contract start with the customer satisfaction survey, monthly summary analytics and trending	M	
DRD #22A	Training Program & Outreach Plan, detailing materials, methods and approach and to include communications, and facilitating relationship building activity. Two plans submitted each year with each plan covering the period of performance April 1 thru September 30 and October 1 thru March 31.	Initial Draft 45 days from contract start; Final two months from contract start. Subsequent draft plan due each August 1 with final due Oct 1; and Feb 1 with final due April 1.	M	Contractor has met base plan requirements, however, one key training component, the HR Training Support Plan Elements, is still pending final completion. It should be noted that additional information was requested by HITSS from the government to complete this training component. The requested information was provided but completion of the training component is still in progress.
DRD #22B	ITCD Communications Plan	Draft 45 days from contract start; final six months from contract start. Updates as required by ITCD.	M	Updates were requested during period 4 and were approved by ITCD.
DRD #23	Customer Advisory and Service Review, meeting notes, action items, results, and schedule.	As required within 2 business days of meetings.	N/A	Requirements to meet this DRD were relieved as a result of non-government activity.
DRD #23A	On-Boarding and Off-Boarding Statistics Report	Deliver weekly beginning 3 months from contract start.	M	
DRD #24	Customer Requirements Adherence Metrics Proposal	Deliver within 75 days of contract start; final due 3 months after contract start	N/A	Deliverable was required for contract year 1.
DRD #25	Requirements Adherence Report	Deliver 3 months after contract start date, monthly thereafter	N/A	Marked N/A for this period because of its dependence on DRD 24.
DRD #26	Summary and Trend Ticket Reporting including number of tickets opened, completed and pending (e.g. under a week, under two or over three) number escalated, rating, closed, times to first respond, customer satisfaction. Summary and reporting of phone support, email support, and drop-in support.	One month from contract start date and monthly thereafter	M	
DRD #27	Service Request Processing Plan describing overall management and execution of the SR system and customer satisfaction report	Within two weeks of contract start date	N/A	N/A

DRD #28			N/A	N/A (This DRD was removed from the DRD requirement list.)
DRD #29	Catalog Orders Report/Checkbook includes number of orders by category, requisition number and funding source (if known), number complete, funds used versus available, funds in process, summary total of monthly catalog invoice and break out of ITCD funded monthly total.	Two weeks from contract start date, monthly thereafter	M	
DRD #30	Application Service Framework	Two months from contract start date, modifications reflecting approved changes as required	M	The deliverable was delivered on time per the revised delivery date agreed upon by ITCD and DMI.
DRD #31	Application Service Roadmap and Implementation Plan	Six months after contract start and every six months thereafter, modifications reflecting approved changes as required. (Due last business day of each Incentive Fee Period)	F	

DRD #32	Legacy application disposition plan	Six months from contract start date, modifications reflecting status and approved changes every 60 days. (Initial plan due last business day of Incentive Fee Period (3/29/2013); 60 day status due the first business day of July, September, November, January and March)	N/A	Not requested
DRD #33	Legacy application portfolio report	Six months from contract start date, modifications reflecting status and approved changes every 60 days. (Initial plan due last business day of Incentive Fee Period (3/29/2013); 60 day status due the first business day of July, September, November, January and March)	N/A	Not requested
DRD #34A	Framework for Development Program	Due at contract start, modifications reflecting approved changes as required	M	Delivered on time.

DRD #34B	Framework for Web Site Development Program	Due nine months after contract start	M	Delivered on time.
DRD #35	Interface Control Documents	One month from contract start date and as needed thereafter	M	Multiple submitted on a per application basis where applicable as prescribed within an approved PTC.
DRD #36	Software Management Guide	Interim due three months after contract start date; updated SDLC due six months after contract start; modifications reflecting approved modifications quarterly thereafter	M	Was delivered last performance period with a due out that SOPs would be developed to define the low level processes and procedures. These SOPs were developed and delivered on time.
DRD #37	Standard requirements template that documents the service or design need from the perspective of effected discipline areas (e.g. applications development, IT security, customer training, operations) and by level of need (e.g. mandatory, optional, preferred).	Within two months from contract start date	M	Was delivered in the form of an Agile SOP for user story creation and a Production backlog template.
DRD #38	System Design Specification	Two months from contract start date, modifications reflecting approved modifications as needed thereafter	N/A	Not requested.
DRD #39	Application Status Review materials	Three months from contract start, monthly thereafter	N/A	Not requested.
DRD #40	Portfolio Management Views of Application Services and Inventories	Six months from contract start date, continuously thereafter	N/A	Not requested.
DRD #41	As built detailed functional and physical description of development environment, its interfaces and processes	Two months from contract start date, provided within 2 days of changes to structural or ITS environment including patches	F	Technical Monitor did not receive this DRD during this period.
DRD #42A	Application Delivery Implementation Plan (Formerly Version Description Document but renamed to Release Implementation Plan Template)	Initial draft five months from contract start; final six months from contract start date	M	Delivered with each application release as part of the deployment package. Due to current SDLC/SMG, the document is still referred to as VDD interchangeably by HITSS staff.

DRD #42B	Website Delivery Implementation Plan (Formerly Version Description Document but a secondary plan created specifically for Website Implementations)	Initial draft eight months from contract start; final nine months from contract start date	M	Delivered as part of the website deployment package under the current SLDC/SMG.
DRD #42C	Release Notes Document Template	Initial draft five months from contract start; final six months from contract start date	M	Template was delivered in a previous performance period. Template has not been implemented since the new SLDC has not been fully executed.
DRD 43A	Release Implementation Plan (for each Application and Website)	Scheduled in accordance with CCB	M	Delivered via the VDD for each application release/deployment.
DRD #43B	Release Notes Document (for each Application and website)	Scheduled in accordance with CCB	M	Release notes were delivered as readme files when transitioning applications from the HQ datacenter to the West Prime environment. These release notes were delivered on time and on a per application basis where required via an approved PTC.
DRD #44A	Biennial Review of Forms Final Report	First report due 10/1/2014 and biennially per NPD 1420.1	M	
DRD #44B	Quarterly Data to Produce Forms Bulletin (one for Agency and 1 for HQ)	Quarterly (Dec, March, June & Sept)	M	
DRD #45	Data Exchange Agreement Audit and Gap Analysis	Six months from contract start date	N/A	N/A
DRD #46	Service Level Agreement Audit	One month from contract start date and monthly thereafter	N/A	Initial was provided, PWS Description says: Six months from contract start. I think this should be changed to be either quarterly or on demand.

DRD #47	Availability of hosted and housed services	One month from contract start date and monthly thereafter	M	
DRD #48	Performance of hosted and housed services	One month from contract start date and monthly thereafter	M	
DRD #49	Diagram of server location	Three months from contract start date and every three months thereafter	N/A	No updates were requested for this performance period.
DRD #50	Diagram of servers logical connection to network	Three months from contract start date and on-demand thereafter	N/A	No updates were requested for this performance period.
DRD #51	Capacity and Performance Report	Two months from contract start date, on-demand thereafter	N/A	No updates were requested for this performance period.
DRD #52	Quarterly/Monthly Patch Release Report	One month after contract start date, monthly thereafter	M	
DRD #53	Equipment Upgrade Evaluation Report	90 days of contract start date and semiannually thereafter	M	
DRD #54	Moved to DRD#67		N/A	N/A
DRD #55	Data Center (including SEF) SOP Audit & Recommendations Report	Six months from contract start date and monthly thereafter	M	
DRD #56	Reserved	Reserved	N/A	N/A
DRD #57	Data Center Modernization Plan	Initial Plan three months from contract start date; updated plan at six months; and every six months thereafter	M	
DRD #58	Data Exchange Agreement Audit and Gap Analysis	Six months from contract start date.	N/A	No updates were requested during this performance period. However, updates will be requested during period 5.
DRD #59	Reserved	Reserved	N/A	N/A
	Reserved		N/A	N/A
DRD #60	Contractor Information Security Management Plan	Within one month from contract start date, updated annually thereafter	M	
DRD #61	Draft Policy, Requirement, Procedure, or Standard	On demand	M	
DRD #62	eDiscovery Data Search Results	On demand	M	
DRD #63	Reserved		N/A	N/A
DRD #64	Security Reviews and Assessments	On demand	M	

DRD #65	Daily Risk Vulnerability Report	Daily	M	
DRD #66	Monthly Vulnerability Scan Report (encrypted)	One month after contract start date, monthly thereafter	M	
DRD #67	Intrusion Detection Summary	One month after contract start date, quarterly thereafter	M	
DRD #68	Monthly Wireless 802.11 Scanning Report (encrypted)	Two months after contract start date, monthly thereafter	M	
DRD #69	Annual Penetration Test Plan and Rules of Engagement and Schedule	On demand	M	
DRD #70	Annual HQ Penetration Testing Report	On demand	M	
DRD #71	IT C&A Security Plan Assessment using the NASA standard template	On demand	M	
DRD #72	Risk Assessment	On demand	M	
DRD #73	Security Controls Assessment Report Assessment using the NASA standard template	On demand	M	
DRD #74	Plan of Actions and Milestones Assessment using the NASA standard template	On demand	M	
DRD #75	System Certification Report	On demand	M	
DRD #76	Monthly POA&M Status Report	One month after contract start date, monthly thereafter	M	
DRD #77	Monthly ISSA Status Report	Two months after contract start date, monthly thereafter	M	
DRD #78	Incident Response Training and Test Report	annually by fiscal year's end	M	
DRD #79	Quarterly Metric Report summarizing the transaction history, incidents, and inventories/inspections for that report	Due 90 days from contract start date, and every 3 months thereafter	M	
DRD #80	HQ ITS Contingency & Continuity Plan, Training and Test Report annual update	annually by fiscal year's end	M	

National Aeronautics and
Space Administration

Goddard Space Flight Center
Greenbelt, MD 20771



Reply to Attn of: 210.H

August 11, 2015

Digital Management Inc.
Attn: Thelma Miles
6550 Rock Spring Dr, 7th Floor
Bethesda, MD 20817

Subject: Contract NNH12CF39C, HITSS Incentive Fee Period 5

Dear Ms. Miles,

NASA has completed the evaluation of your company's technical performance for the fifth reporting period, October 1, 2014 through March 31, 2015, under NASA Headquarters Contract Number NNH12CF39C, Headquarters Information Technology Support Services (HITSS) Contract.

The result of NASA's evaluation was that your company earned a total incentive fee of [REDACTED] b(4)
The Contracting Officer will prepare and forward the contract modification under separate cover for payment of the earned incentive fee.

This letter conveys a summary of your company's performance for the fifth 6-month period. The scoring scheme used for evaluating performance is detailed in Attachment K of the contract, Incentive Fee Plan and Incentive Fee Quality Assurance Plan.

TECHNICAL PERFORMANCE

PWS Metrics

The tables below provide summary level data for each metric. Specific comments are provided for each metric in Table 1. Table 2 provides a breakdown of the incentive fee calculation by metric.

Table 1 – Metrics: Technical Surveillance Results

Metric #	Content of Selected Plan Updates	Percent of Metric Met	NASA Surveillance Manager	NASA Surveillance Manager Comments	DRDs Mapped to Metric and/or PWS Area	Performance Level for Incentive Fee	Percent of the Incentive Fee %
1		100%	Dennis/McCoy, Shouse, Hong	See Below (This metric consists of four plans. Only three of the four were delivered.)		Maximum	7%
1	<i>Content of Selected Plan Updates - Application Service Roadmap and Implementation Plan, Legacy Applications Disposition Plan</i>	100%	Liteshia Dennis/Chris McCoy	DRD31 - The Application Service Roadmap Deliverable was received on time and discussed in detail between HITSS App Dev and ITCD App dev. This deliverable was accepted for this performance period. Further changes will be required to accommodate changes in existing processes and service domain definitions. DRD32 - The Legacy Application Disposition Plan was received on time and discussed in detail between HITSS App Dev and ITCD App Dev. This This deliverable was accepted for this performance period. Further changes will be required during the next performance period to	DRDs 31 & 32		

Metric #		Percent of Metric Met	NASA Surveillance Manager	NASA Surveillance Manager Comments	DRDs Mapped to Metric and/or PWS Area	Performance Level for Incentive Fee	Percent of the Incentive Fee %
				accommodate changes in approach for retiring and replatforming legacy applications..			
1	<i>Content of Selected Plan Updates - Training Program and Outreach Plan</i>	100%	Mary Shouse		DRD 22A		
1	<i>Content of Selected Plan Updates - Data Center Modernization Plan</i>	100%	Linda Hong	Received updated Modernization plan and baselined.	DRD 57		
1	Accomplishment of Plan Objectives	75%	Dennis/McCoy, Shouse, Hong	See Below (This metric consists of four plans. Only three of the four were delivered.)		Minimum	8%
2	Accomplishment of Plan Objectives - Application Service Roadmap and Implementation Plan, Legacy Applications Disposition Plan	50%	Liteshia Dennis/Chris McCoy	Only one of the two deliverable requirements were met.	DRDs 31 & 32		
2	Accomplishment of Plan Objectives- Training Program and Outreach Plan	100%	Mary Shouse		DRD 22A		
2	Accomplishment of Plan Objectives- Data Center Modernization Plan	100%	Linda Hong	Execution of plan objectives for server reductions - Successfully migrated all resources in the data center that could be migrated to the VM Cluster. Reduced the number of physical servers by 20.	DRD 57		
3	Adherence to Service Request Schedules	96%	T. Dodson		DRDs 5 & 6	Target	5%

Metric #		Percent of Metric Met	NASA Surveillance Manager	NASA Surveillance Manager Comments	DRDs Mapped to Metric and/or PWS Area	Performance Level for Incentive Fee	Percent of the Incentive Fee %
4	Problem Ticket Response Time	79%	T. Dodson		DRDs 10 & 26	Minimum	5%
5	Prime Time Password Resets	82%	T. Dodson		DRD 26	Minimum	4%
6	Restore Prime time Service Outages for Applications and Servers	100%	L. Hong	No outages for the reporting period. Reviewed all server ops tickets\ for the period and none were related to application, service or server outages.		Maximum	6%
7	Resolve Prime Time Application and Server Hardware and Software Problems	100%	L. Hong	No outages for the reporting period. Reviewed all server ops tickets\ for the period and none were related to application, service or server outages.		Maximum	5%
8	Customer Satisfaction Surveys	100%	S. Artis		DRDs 20 & 21	Maximum	15%
9	Post-Release Bug Fixes	96%	C. McCoy	This metric is the result of having two application deployment failures for the reporting period. There were a total of 52 planned deployments of which 50 were successful. The metric for Post-Release Bug Fixes per the PWS is calculated as the number of successful deployments divided by the number of total deployments multiplied by 100. In this case the result is ~96%. For detailed stats, please see the Metric Post-Release Bug Fixes Report (ppt).		Maximum	13%

Metric #		Percent of Metric Met	NASA Surveillance Manager	NASA Surveillance Manager Comments	DRDs Mapped to Metric and/or PWS Area	Performance Level for Incentive Fee	Percent of the Incentive Fee %
10	Data Center Availability	100.00%	L. Hong	Deliverables received monthly on time	DRDS 47 & 48	Maximum	8%
11	Compliance with Patch Management Plan	100%	L. Hong	Deliverables received monthly on time	DRD 52	Maximum	7%
12	Delivery of Annual Tactical Plan and Updates on Demand	100%	S. Artis	This metric was waived for this period. The tactical plan was reprioritized.		Maximum	2%
13	Vulnerability Mitigation	100%	M. Meissner			Maximum	10%
14	Incident Response	100%	M. Meissner			Maximum	5%

Table 2 – Incentive Fee: Technical Performance

Metric #	Metric Description	Score	Performance Level	Pool Earned Adjective	Available Fee pool for 6 months	Incentive Fee	Earned Fee
1	Content of Selected Plan Updates	100%	96%-100% of the required elements are included.	Maximum	b(4)	7%	b(4)
2	Accomplishment of Plan Objectives	75%	Less than 81% of the objectives are completed.	Minimum		8%	
3	Adherence to Service Request Schedules	96%	94% - 97% meet the criteria.	Target		5%	
4	Problem Ticket Response Time	79%	Less than 93% meet the criteria.	Minimum		5%	
5	Prime Time Password Resets	82%	Meet metrics less than 90% of the time.	Minimum		4%	
6	Restore Prime time Service Outages for Applications and Servers	100%	Meet response and mitigation metrics 96% - 100% of the time.	Maximum		6%	
7	Resolve Prime Time Application and Server Hardware and Software Problems	100%	Meet response and mitigation metrics 96% - 100% of the time.	Maximum		5%	
8	Customer Satisfaction Surveys	100%	98%-100% meet the criteria.	Maximum		15%	
9	Post-Release Bug Fixes	96%	93% - 100% are error free.	Maximum		13%	
10	Data Center Availability	100%	99.99% - 100% average	Maximum		8%	
11	Compliance with Patch Management Plan	100%	99% - 100% meet the criteria.	Maximum		7%	
12	Delivery of Annual Tactical Plan and Updates on Demand	100%	100% submitted on time.	Maximum		2%	
13	Vulnerability Mitigation	100%	98% - 100% meet the criteria.	Maximum		10%	
14	Incident Response	100%	Meet the criteria 96% - 100% of the time	Maximum		5%	

Compliance to the DRD requirements and delivery schedules were reviewed as part of the technical surveillance. During this period, 51 DRDs were eligible for review. Of the 51 DRDs, 0 DRDs failed to meet requirements and/or the delivery schedule. (For specific comments, reference the DRD rating provided in Addendum A of the Incentive Fee Letter.)

The DRDs that failed to meet requirements and/or delivery schedules outlined in the Performance Work Statement are as follows:

DRD #	DRD Description
N/A	N/A

General Technical Performance

The following were identified as either continuing or new concerns by NASA with regards to technical performance:

- Continuing Concerns
 - Delivery of the On Demand System –Although DMI has assigned a different technical team and project management team to the effort, progress towards a final redesign and deployment of technical solution that meets NASA’s needs continues to be slow.
 - Agile Implementation – Although the agile pilot is in progress and NASA is beginning to see the transformation in how software development is executed, there continues to be much concern with the estimation, planning, and execution of work. Many of the concerns regarding estimation appear to be related to DMI’s ability to estimate the various types of technical activities/work. Other concerns such as planning and execution appear to be related to a learning curve with regards to agile/scrum methodology. Although, the agile coach has done a good job with the pilot, NASA requests that DMI provides training to the DMI staff to ensure that they are more equipped and knowledgeable to execute software development work based on an agile process.
 - Deficiency of Technical Skill Sets Required – There continues to be concerns regarding the skills and experience of the technical staff and the PM staff executing and managing the technical work. NASA has communicated the technical areas where skill sets are deficient, and has requested that DMI address this and that DMI provide a detailed plan for how this deficiency in technical expertise will be resolved. This impacts estimation, workflow, service request completion, technical capabilities, ITCD’s strategic plan, etc. This should have been addressed by the end of period 4 performance. However, little progress was made with regards to technical staff and skill sets. NASA continues to request a mitigation plan and strategy accompanied with an actual implementation schedule for addressing this deficiency. NASA still awaits resolution and a thoughtful, realistic, executable plan from DMI.
 - Management and Allocation of Staff Across the Contract – NASA requested a resource allocation and management plan (that provided details on what resources/staff currently support HITSS, how those resources/staff members would be assigned work, how work would be managed, etc.) from DMI during period 4. DMI’s response to this request was insufficient. ITCD technical

monitors and ITCD leadership continue to express frustration and concern regarding (but not limited to) the following:

- Work performed is often single threaded or performed serially.
- DMI can rarely provide an explanation of resource assignments.
- DMI cannot provide a percentage allocation for each resource/staff member across the contract and across task orders.
- DMI still not appear to have a strong understanding of the skills and expertise of its HITSS staff.
- DMI continues to express that its concern regarding sufficient staffing, however, when asked to produce a staffing plan, it cannot.
- DMI projects potential overruns for labor, but the amount of service requests does not support the projected cost overrun on labor.
- Some DMI HITSS managers (at the COE level) do not demonstrate a good grasp on cross training, cross utilization, matricing, and managing resources and work to ensure timeliness of deliverables.
- Some HITSS staff do not appear to have a sense of schedule or of urgency with regards to product delivery and completion of work. It takes HITSS too long to complete service requests and this impacts stakeholder operations.

Due to the above concerns, NASA requested escalation to DMI executive management. NASA expected resolution by end of period 5; however, NASA still waits for resolution.

- Agency and HQ Forms –NASA requested a change in resourcing/staffing in this area to ensure that there was appropriate oversight and execution of work. NASA still waits for the remaining mitigations and staff changes requested to be completed.
- Agency and HQ Forms - NASA/ITCD still has concerns regarding the staffing required to support Agency and HQ forms as well as the stability of the team with regards to turn-over. It is critical for DMI to show stability and consistency with regards to communication and execution of work for Agency forms as well as HQ forms. Furthermore, it is critical that DMI show that it can support Agency forms and HQ forms with a reasonable and justifiable staffing level. This is critical to ensure consistency in the deliverables, continuity in communication, and management of budget.
- Mitigation of Vacancies Across the HITSS Task Orders – There appears to be difficulty in addressing backfills for new and vacant positions across the contract. Several task orders have had vacant positions for months. While NASA appreciates DMI's commitment to finding qualified candidates, NASA is concerned that DMI does not appear to have sufficient resources (internal/DMI or external (via partners and other staffing resources)) to address these vacancies in a timely manner. Timeliness in addressing new and vacant positions on this contract is critical to continuity and quality of services.
- Strengths This Performance Period
 - Overall, the performance of the HITSS security team has been outstanding during this performance period. Some key accomplishments include:
 - The HITSS security compliance team successfully transitioned all HQ SA&A documentation and processes to the new NASA Security Authorization and Assessment Repository. In addition, the team

- supported Agency transition efforts by providing detailed feedback to the NSAAR team, drafting requirements for key updates and performing beta testing on tool revisions.
 - The HITSS security team provided thought leadership in our ongoing initiative to develop the HQ and NASA continuous monitoring framework and processes.
 - The software library tested and deployed automated installation on HQ end-user devices of commonly requested approved software. This allowed the team to deploy these applications more quickly and without the need to schedule time with the user.
 - The HITSS security team was instrumental in updating the NASA external system SA&A policy, based on the HQ external system SA&A process. The team conducted outreach and answered questions from across the Agency to facilitate adoption of this cost-effective risk management process.
- The services and support in the area of Scientific & Technical Information (STI) support was outstanding. The DMI staff supporting this area continues to demonstrate great professionalism, preparedness, competencies, and customer service.

COST PERFORMANCE

Cost performance remained a key concern during period 5 due to budget and funding impacts. Costs on the Core task order 10.01 were managed well by the DMI HITSS Program Manager. However, due to increasing impacts to the ITCD budget, the following factors and concerns will require continued attention to ensure that costs and budget are carefully managed:

- allocation of work across SRs
- management of work and staff labor hours related to complexity and type of service requests and related support
- allocation of staff across all HITSS task orders. (Based on review of the task orders, 533s, and invoices, it appears that Core continues to be used as a charge line for staff when needed. Resources not planned on the Core task order (10.01) were performing work on the Core task order instead of performing work on the other task orders to which these resources were originally proposed and planned. ITCD has requested that a review of the non-Core task order work be analyzed to determine sufficient resource planning and staffing needs. ITCD continues to work with non-Core task owners to communicate the burn-rate, funding, and other concerns that may affect DMI's resource planning and staffing needs. Some progress was made during period 5, NASA will continue to scrutinize CORE staffing and hours.)
- weaknesses in specific skill sets on the Core task order contribute to challenges with estimation and execution of work
- additional resources/staffing required to mitigate risks and non-delivery for Agency and HQ forms
- additional resources/staffing required to execute the agile transformation process and pilot
- additional resources/staffing required to address ITCD's requirements for Rational

The table below outlines the planned versus actual period 5 performance for option year 2 (FY15).

Table 3 – Cost Performance: Labor and ODCs

Period 5- October 1, 2014 – March 31, 2015					
Metric Description	Allowable Cost at the Completion of Period 5 Performance	Actual Cost at the Completion of Period 5 Performance	Variance	Performance Level	Earned Fee
The cost performance incentive fee payable shall be determined based on the final total allowable cost at the completion of the contract compared against the target cost in accordance with the share ratios and procedures specified in Clauses B.8 and B.9.					
Core Labor	b(4)	b(4)	b(4)	Maximum Fee (Due to Underrun)	b(4)
Core ODC				Maximum Fee (Due to Underrun)	
Core Total					

As a result of the aforementioned factors, NASA has requested that DMI consider providing additional guidance to HITSS staff developing estimates, ROMs, and pricing plans to ensure that an appropriate model and technique is utilized on Core as well as all other HITSS task orders. While this request is actively worked by the HITSS Program Manager to address with HITSS staff contributing to estimates, ROMs, and pricing plans, much progress needs to be made in order to prevent gross over/under estimation, staff assignments, and allocation of WYEs across task orders.

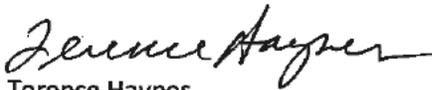
NASA considers cost performance as a key focus on this contract due to the remediation of technical debt and mitigation of deficiencies in technical talent required for NASA to execute on many of its key initiatives. The DMI HITSS Program Manager has done a great job managing costs for this period. Close management of costs should continue to ensure timely preparation for potential budget impacts.

SUMMARY

In summary, NASA was concerned with your company’s technical performance during this period. Overall, NASA is not satisfied with the technical performance during this period. Although there is great appreciation for the support and services provided in the area of Information Security, deficiencies in other technical areas continue to plague this contract, specifically on the Core task order, and the requirements requested of DMI to fulfill during this and previous performance periods. Due to slow resolution of deficiencies in technical performance, NASA, specifically ITCD, continues to incur risks to delivery of services, to experience delays with improvement of technologies and related resources that are critical to the NASA HQ offices and organization.

NASA continues to request that a thoughtful management of cost and technical performance (based on DMI management engagement with staff, DMI corporate's assistance to the HITSS Program Manager with addressing technical deficiencies and needed skill sets on the HITSS contract, and a true, fact based analysis of the technical deficiencies with staff and of the deficiencies with regards to the execution of work on this contract) is imperative to ensure that the IT services and support required by ITCD and HQ organizations are sustained and enriched. NASA/HQ ITCD expects that the areas of concern for technical performance will be fully addressed in preparation for the HITSS option year 3 (fiscal year 2016) in order to realize stability in process, execution, and delivery in the various HITSS contract services. This stabilization is essential as Mission Directorates, offices, and organizations begin to consider potential collaboration across their teams for technical capabilities and begin to assess budgets against technical services and support rendered across the various IT contracts. With more integration across the NASA HQ offices, organizations, and Mission Directorates, it is imperative that HITSS, specifically, DMI have a better handle on resource planning, technical skills/capabilities, and work estimation to ensure that execution of work across the HITSS task orders is timely and supportable.

Thank you for your support during period 5 performance and we look forward to making much progress in the areas of concern during period 6 performance.



Terence Haynes
Contracting Officer

Cc: HQ/ITCD/Victor Thompson
HQ/ITCD/Liteshia Dennis

Addendum A – Data Requirements Delivery Schedule Compliance and Surveillance Results

Score Card Key: N/A – The delivery of the DRD is not applicable for this contract reporting period. The DRD was provided per the schedule outlined and all requirements were completed in period 1.
 M – The DRD requirements and delivery schedule were met satisfactorily.
 F – The DRD requirements and/or delivery scheduled were not met.

DRD #	DRD Name/Description	Requirements & Delivery Schedule	Score Card	NASA Review Results
DRD #1	Documentation environment of metrics, analytics and deliverables implementation plan and migration schedule	Updated and available weekly during the first two months of contract start; enhancements and additional content added monthly thereafter until established baseline schedule is met	N/A	N/A – DRD is related to the contract transition.
DRD #2	Transition plan and integrated schedule	Available at contract start with significant weekly updates for the transition period up to Operational Readiness Review and acceptance.	N/A	N/A – DRD is related to the contract transition.
DRD #3	Contract Status Meeting	Monthly – no later than last week of the month	M	
DRD #4	Daily Tag Up Review	Daily	M	
DRD #5	Integrated Master Schedule with ability to drill down to supporting data, including resource loading	Updated every 2 weeks from month 2 of contract start date.	M	* IMS configuration is under review by both ITCD and DMI to improve content and usability. For reporting period 5, both ITCD and DMI have agreed to re-assess for period 6 and to implement configuration changes for option year 3.

DRD #6	Project Schedule Adherence Report	Monthly – no later than second week of the month	N/A	See notes above.
DRD #7	Logistics Management Plan	Three months after contract start date.	N/A	
DRD #8	HQ Enterprise Architecture Plan Updates	8 months after contract start date	N/A	Per ITCD request, the EA Plan updates were deferred until reporting period 6.
DRD #9	Operational Level Agreements	Initial set due 4 months after contract start; subsequent due in accordance with Government schedules	N/A	* No OLA updates were requested during reporting period 5.
DRD #10	Report on response times, ticket aging, and customer satisfaction, delivered	1 month after start date and monthly after that.	M	
DRD #11	Root Cause Analysis and Corrective Action Plan	as requested by ITCD	M	
DRD #12	Configuration Management Plan	Update as required by ITCD	N/A	No updates were requested during reporting period 5.
DRD #13	CCB Meeting Minutes	Weekly – 2 days after meeting	M	
DRD #14	Spare Parts Inventory Report	3 months after contract start, quarterly thereafter	M	
DRD #15A	Summary of updates to ROSA showing what was created	One time deliverable due with Data Migration Plan for RAM	N/A	ROSA is no longer referenced for updates due to use of RAM.
DRD #15B	Summary of updates to RAM showing what was created and modified over previous 3 months	Available quarterly after RAM Implementation	N/A	No updates were requested.
DRD #16	Diagrams of Application logic, connectivity, interdependence and data flow	90 days after contract start and update continuously	M	

DRD #17	Diagrams of Server dependencies (sinks/sources), physical placement and relationship	Draft three months after contract start; final six months and update continuously	N/A	No updates were requested during this performance period. However, updates will be requested during period 5.
DRD #18	Health & Safety Plan	Submit with proposal	N/A	N/A
DRD #19	Occupational Injuries and Illnesses Report	One month from contract start and monthly thereafter	M	
DRD #20	Customer Service Metrics Proposal	Deliver final three months after contract start	N/A	N/A
DRD #21	Customer Satisfaction Survey Report	Deliver at contract start with the customer satisfaction survey, monthly summary analytics and trending	M	
DRD #22A	Training Program & Outreach Plan, detailing materials, methods and approach and to include communications, and facilitating relationship building activity. Two plans submitted each year with each plan covering the period of performance April 1 thru September 30 and October 1 thru March 31.	Initial Draft 45 days from contract start; Final two months from contract start. Subsequent draft plan due each August 1 with final due Oct 1; and Feb 1 with final due April 1.	M	
DRD #22B	ITCD Communications Plan	Draft 45 days from contract start; final six months from contract start. Updates as required by ITCD.	M	
DRD #23	Customer Advisory and Service Review, meeting notes, action items, results, and schedule.	As required within 2 business days of meetings.	N/A	Requirements to meet this DRD were relieved as a result of non-government activity.
DRD #23A	On-Boarding and Off-Boarding Statistics Report	Deliver weekly beginning 3 months from contract start.	M	
DRD #24	Customer Requirements Adherence Metrics Proposal	Deliver within 75 days of contract start; final due 3 months after contract start	N/A	Deliverable was required for contract year 1.

DRD #25	Requirements Adherence Report	Deliver 3 months after contract start date, monthly thereafter	N/A	Report was not delivered.
DRD #26	Summary and Trend Ticket Reporting including number of tickets opened, completed and pending (e.g. under a week, under two or over three) number escalated, rating, closed, times to first respond, customer satisfaction. Summary and reporting of phone support, email support, and drop-in support.	One month from contract start date and monthly thereafter	M	
DRD #27	Service Request Processing Plan describing overall management and execution of the SR system and customer satisfaction report	Within two weeks of contract start date	N/A	N/A
DRD #28			N/A	N/A (This DRD was removed from the DRD requirement list.)
DRD #29	Catalog Orders Report/Checkbook includes number of orders by category, requisition number and funding source (if known), number complete, funds used versus available, funds in process, summary total of monthly catalog invoice and break out of ITCD funded monthly total.	Two weeks from contract start date, monthly thereafter	M	
DRD #30	Application Service Framework	Two months from contract start date, modifications reflecting approved changes as required	M	Deliverable was received on time and discussed between HITSS App Dev and ITCD App Dev. Changes to accommodate new agile App Dev processes and to allow for clarification of existing services were proposed and will be factored into the next release. The results of Knowledge Management and Portfolio management will also be factored into a subsequent release.

DRD #31	Application Service Roadmap and Implementation Plan	Six months after contract start and every six months thereafter, modifications reflecting approved changes as required. (Due last business day of each Incentive Fee Period)	M	Deliverable was received on time and discussed in detail between HITSS App Dev and ITCD App dev. Further changes will be required to accommodate changes in existing processes and service domain definitions.
DRD #32	Legacy application disposition plan	Six months from contract start date, modifications reflecting status and approved changes every 60 days. (Initial plan due last business day of Incentive Fee Period (3/29/2013); 60 day status due the first business day of July, September, November, January and March)	M	Deliverable was received on time and discussed between HITSS App Dev and ITCD App Dev. Changes to accommodate an AWS Hosting Environment will be factored into the next release.
DRD #33	Legacy application portfolio report	Six months from contract start date, modifications reflecting status and approved changes every 60 days. (Initial plan due last business day of Incentive Fee Period (3/29/2013); 60 day status due the first business day of July, September, November, January and March)	N/A	Did not request this artifact for this performance period. Will be delivered within the current performance period.
DRD #34A	Framework for Development Program	Due at contract start, modifications reflecting approved changes as required	N/A	Did not request this artifact for this performance period.
DRD #34B	Framework for Web Site Development Program	Due nine months after contract start	N/A	Did not request this artifact for this performance period.

DRD #35	Interface Control Documents	One month from contract start date and as needed thereafter	M	These were delivered as requested on a per app basis when an application underwent changes as a result of the SR process.
DRD #36	Software Management Guide	Interim due three months after contract start date; updated SDLC due six months after contract start; modifications reflecting approved modifications quarterly thereafter	N/A	Submitted last performance period. No changes were requested during this performance period. Agile Pilot is ongoing with a goal of testing out the SMG and the associated SOPs. Changes will be required once
DRD #37	Standard requirements template that documents the service or design need from the perspective of effected discipline areas (e.g. applications development, IT security, customer training, operations) and by level of need (e.g. mandatory, optional, preferred).	Within two months from contract start date	M	Modified template delivered to accommodate capturing requirements as user stories. Additional changes may be needed to accommodate any changes from the Agile pilot.
DRD #38	System Design Specification	Two months from contract start date, modifications reflecting approved modifications as needed thereafter	N/A	Not requested.
DRD #39	Application Status Review materials	Three months from contract start, monthly thereafter	N/A	Not requested.
DRD #40	Portfolio Management Views of Application Services and Inventories	Six months from contract start date, continuously thereafter	N/A	Not requested.
DRD #41	As built detailed functional and physical description of development environment, its interfaces and processes	Two months from contract start date, provided within 2 days of changes to structural or ITS environment including patches	N/A	Not requested.
DRD #42A	Application Delivery Implementation Plan (Formerly Version Description Document but renamed to Release Implementation Plan Template)	Initial draft five months from contract start; final six months from contract start date	M	Delivered in form of VDD and CR Implementation plan.

DRD #42B	Website Delivery Implementation Plan (Formerly Version Description Document but a secondary plan created specifically for Website Implementations)	Initial draft eight months from contract start; final nine months from contract start date	M	Delivered in form of VDD and CR Implementation plan.
DRD #42C	Release Notes Document Template	Initial draft five months from contract start; final six months from contract start date	M	Delivered in form of VDD and CR Implementation plan.
DRD 43A	Release Implementation Plan (for each Application and Website)	Scheduled in accordance with CCB	M	Delivered in form of VDD and CR Implementation plan.
DRD #43B	Release Notes Document (for each Application and website)	Scheduled in accordance with CCB	M	Delivered in form of VDD and CR Implementation plan.
DRD #44A	Biennial Review of Forms Final Report	First report due 10/1/2014 and biennially per NPD 1420.1	M	Although the deliverables were submitted to ITCD, there were several process issues, resource issues, and concerns with regards to the content of the report. ITCD and DMI continue to work to mitigate these issues and concerns.
DRD #44B	Quarterly Data to Produce Forms Bulletin (one for Agency and 1 for HQ)	Quarterly (Dec, March, June & Sept)	M	Although the deliverables were submitted to ITCD, there were several process issues, resource issues, and concerns with regards to the content of the report. ITCD and DMI continue to work to mitigate these issues and concerns.
DRD #45	Data Exchange Agreement Audit and Gap Analysis	Six months from contract start date	N/A	N/A
DRD #46	Service Level Agreement Audit	One month from contract start date and monthly thereafter	N/A	Initial was provided, PWS Description says: Six months from contract start. I think this should be changed to be either quarterly or on demand.

DRD #47	Availability of hosted and housed services	One month from contract start date and monthly thereafter	M	
DRD #48	Performance of hosted and housed services	One month from contract start date and monthly thereafter	M	
DRD #49	Diagram of server location	Three months from contract start date and every three months thereafter	N/A	No updates were requested for this performance period.
DRD #50	Diagram of servers logical connection to network	Three months from contract start date and on-demand thereafter	N/A	No updates were requested for this performance period.
DRD #51	Capacity and Performance Report	Two months from contract start date, on-demand thereafter	N/A	No updates were requested for this performance period.
DRD #52	Quarterly/Monthly Patch Release Report	One month after contract start date, monthly thereafter	M	
DRD #53	Equipment Upgrade Evaluation Report	90 days of contract start date and semiannually thereafter	M	
DRD #54	Moved to DRD#67		N/A	N/A
DRD #55	Data Center (including SEF) SOP Audit & Recommendations Report	Six months from contract start date and monthly thereafter	M	
DRD #56	Reserved	Reserved	N/A	N/A
DRD #57	Data Center Modernization Plan	Initial Plan three months from contract start date; updated plan at six months; and every six months thereafter	M	
DRD #58	Data Exchange Agreement Audit and Gap Analysis	Six months from contract start date.	N/A	No updates were requested during this performance period. However, updates will be requested during period 5.
DRD #59	Reserved	Reserved	N/A	N/A

	Reserved		N/A	N/A
DRD #60	Contractor Information Security Management Plan	Within one month from contract start date, updated annually thereafter	M	
DRD #61	Draft Policy, Requirement, Procedure, or Standard	On demand	M	
DRD #62	eDiscovery Data Search Results	On demand	M	
DRD #63	Reserved		N/A	N/A
DRD #64	Security Reviews and Assessments	On demand	M	
DRD #65	Daily Risk Vulnerability Report	Daily	M	
DRD #66	Monthly Vulnerability Scan Report (encrypted)	One month after contract start date, monthly thereafter	M	
DRD #67	Intrusion Detection Summary	One month after contract start date, quarterly thereafter	M	
DRD #68	Monthly Wireless 802.11 Scanning Report (encrypted)	Two months after contract start date, monthly thereafter	M	
DRD #69	Annual Penetration Test Plan and Rules of Engagement and Schedule	On demand	M	
DRD #70	Annual HQ Penetration Testing Report	On demand	M	
DRD #71	IT C&A Security Plan Assessment using the NASA standard template	On demand	M	
DRD #72	Risk Assessment	On demand	M	
DRD #73	Security Controls Assessment Report Assessment using the NASA standard template	On demand	M	
DRD #74	Plan of Actions and Milestones Assessment using the NASA standard template	On demand	M	
DRD #75	System Certification Report	On demand	M	

DRD #76	Monthly POA&M Status Report	One month after contract start date, monthly thereafter	M	
DRD #77	Monthly ISSA Status Report	Two months after contract start date, monthly thereafter	M	
DRD #78	Incident Response Training and Test Report	annually by fiscal year's end	M	
DRD #79	Quarterly Metric Report summarizing the transaction history, incidents, and inventories/inspections for that report	Due 90 days from contract start date, and every 3 months thereafter	M	
DRD #80	HQ ITS Contingency & Continuity Plan, Training and Test Report annual update	annually by fiscal year's end	M	