

National Aeronautics and
Space Administration
Goddard Space Flight Center
Wallops Flight Facility
Wallops Island, VA 23337-5099



April 7, 2011

Reply to Attn of: **800**

Mr. James W. Bishop
Vice President
LJT and Associates, Inc.
9881 Broken Land Parkway, Suite 400
Columbia, MD 21046

Dear Mr. Bishop:

In accordance with the terms of contract NNG10WA14C, the NASA Range Operations Contract (ROC), an award fee evaluation of contract performance for the first evaluation period of Contract Year 1, August 27, 2010, through February 26, 2011, has been conducted.

NASA Goddard Space Flight Center's Wallops Flight Facility (WFF) provides an Award Fee Determination of "Very Good" which is defined as "Contractor has exceeded many of the significant award fee criteria and has met overall cost, schedule, and technical performance requirements of the contract as defined and measured against the criteria in the award fee plan for the award-fee evaluation period." The maximum award fee available was . Your organization earned a Very Good rating of 90% resulting in an overall award fee of . The ROC team provided very good overall contract performance with some deficiencies.

For Factor I, Technical, the ROC team's performance was very good during this evaluation period. The ROC team supported all four NASA Mission Directorates; Science, Space Operations, Aeronautics Research, and Exploration Systems during the evaluation period. The ROC contract also supported Department of Defense, civilian, and commercial programs and missions. In supporting these activities, the ROC contractor worked closely with a diverse group of customers including NASA, U.S. Navy, U.S. Air Force, the National Weather Service (NWS), the National Oceanic and Atmospheric Administration (NOAA), Government of Bermuda, Space Exploration Technologies Corporation (SpaceX), and Orbital Sciences Corporation (OSC). The ROC contractor supported the following missions during the evaluation period; NASA Sounding Rocket Program's Norway Campaign, Alaska Campaign, and Suborbital Technology Experiment Carrier III; NASA Unmanned Aerial Vehicle Program's Technology Test Flights; NASA's STS-133 Space Shuttle Discovery; U.S. Navy's Atlantic Trident Tracking Exercise, High Performance Aircraft Testing, and Advanced RADAR Technology Integrated System Testbed (ARTIST) Performance Exercise; USAF Operationally Responsive Space-1; Gulfstream Corporation's G650 Aircraft Water Ingestion Test, SpaceX's Commercial Orbital Transportation Services (COTS) Demonstration Flight 1 and OSC's Taurus II implementation. The diverse mission set mentioned above is recognized as one of the most challenging 6-month periods in WFF history and the ROC team achieved 100 percent mission data delivery.

The ROC team contributed to the goal of modernizing telemetry, tracking, and command assets through advanced technology in hardware upgrades and new or improved software. Several engineering modernization projects from the previous range operations contract continued with extremely effective implementation and several additional projects began during the evaluation period. Each of these modernization projects is needed to ensure critical capabilities for support to NASA, Department of Defense, civil agency, and commercial programs and missions. The ROC team demonstrated outstanding performance in Alaska Campaign by implementing safety-improving software modifications

that enabled location of spent rocket motors which could be recovered to protect the Alaskan public and the environment. The ROC team demonstrated outstanding performance in the Norway Campaign by utilizing

to ensure reliable target acquisition and tracking, thus significantly reducing the risk to the Sounding Rocket mission.

The ROC team implemented a new safety program intended to be consistent with NASA's safety goals and objectives. The ROC team was observed:

These examples demonstrate an extremely proactive effort to ensure safety across all of WFF, not just for ROC personnel. In addition, no injuries, mishaps, or lost time due to accidents were recorded from the contractor during this performance period.

The ROC team does have areas needing improvement including the full implementation of an approved configuration management system:

In addition, there is no
presenting increased risk to missions.

Also, the ROC team does not effectively report on equipment failures, scheduled maintenance, or preventive maintenance activities that could impact service support and this was substantiated with the lack of a _____ for the RRS Program's systems valued at more than \$250M.

For Factor II, Business Management, the ROC team's performance was excellent during this evaluation period. During the evaluation period, there were many "initial" contract administration and compliance elements the ROC contractor managed extremely efficiently and effectively. The ROC team responded to two requests for task plans in this performance evaluation period. Both of these task plans were completed within the 15 days as required by the contract. The ROC team submitted all NF 533M and NF 533Q reports on or ahead of schedule during the performance period demonstrating their attention to detail and their strong desire to ensure that customer responsiveness. Providing this high level of service for critical business matters was extremely critical in a Government Continuing Resolution environment.

For Factor III, Cost Control, the ROC team's performance was excellent during this evaluation period. The ROC team demonstrated excellent cost efficiency trending below target cost by 2 percent. Efficiencies, cost saving initiatives, and cost effective process improvements were demonstrated during this evaluation period. One example is the

This exceptional effort saved the government over \$300,000 dollars. In addition, due to the ever-changing requirements associated with the Wallops Research Range, the contractor still managed to arrive at a final cost below the task estimate, demonstrating a very strong cost control and cost management capability and ensuring that the Government was not at risk in a very tight budget climate.

I appreciate the ROC team's performance and dedication to safety, strong mission readiness and reliability, customer support, and cost control. Your team's efforts make a significant contribution to WFF's overall mission success. I would like to point out and thank in particular your help on Operation Clean Sweep where you led the excess of over 650 pieces of equipment. We look forward to seeing the results of your ongoing continuous improvement efforts to increase the level of your very good overall contract performance.

Sincerely,



William A. Wrobel
Fee Determination Official

cc:

100/Mr. Obenschain
210/Ms. Stoltz
210.I/Ms. Taylor
210.I/Mr. Pagliaro
800/Mr. Bellinger
800/Mr. Purdy
800/Ms. Vucovich
840/Mr. Pittman
840/Mr. Kremer
840/Mr. Hurley

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Reply to Attn of: 800

James W. Bishop, Vice President
LJT and Associates, Inc.
9881 Broken Land Parkway, Suite 400
Columbia, MD 21046

Dear Mr. Bishop:

The performance of LJT and Associates, Inc. (LJT), under contract NNG10WA14C, for the NASA Range Operations Contract (ROC) has been evaluated. For February 27, 2011 through August 26, 2011, the second evaluation period LJT is awarded \$ or approximately 93% of the available award fee of \$ The Available and Earned Award Fee Matrix is included in this letter. Under separate cover, the Contracting Officer (CO) will forward a modification for payment of the earned award fee.

LJT was evaluated against the following performance factors: Technical Performance, Business Management, and Cost Control. LJT earned an Excellent rating overall which is defined as "Contractor has exceeded almost all of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period." The ROC Team provided excellent contract performance with some areas of improvement noted.

Under the Technical Performance Factor, the ROC Team performed excellent during this evaluation period. The ROC Team supported one of the most challenging 6-month period in the history of the launch range at Wallops Flight Facility. The mission set included uninhabited aerial vehicles, sounding rockets both at Wallops and Alaska, student outreach rocket activities, expendable launch vehicle launch operations, and key sustaining engineering activities. The ROC Team continued to support the worldwide needs of the Wallops Launch Range in the midst of a challenging transformation whereby the Wallops Flight Facility is becoming the nation's newest medium-class expendable launch vehicle spaceport.

For the still maturing Taurus II activities under Task Order #02, the ROC Team performed very well. The ROC Team offered an innovative and lower cost solution to maintaining stringent safety requirements in the Horizontal Integration Facility on Wallops Island. The Taurus II Video Project ROC Team also performed very well. They have instituted numerous cost savings measures, remained on schedule on a technically challenging effort,

and provided the project leadership direly needed to ensure success. Finally, also associated with the Taurus II effort, the Mobile Integrated Telemetry System has been very successful. With over \$1.5M in new hardware required for this effort, it was a technical challenge and a challenge to maintain schedule due to the Taurus II mission schedule and complexity of the system requirements. The ROC Team has managed to maintain leadership to ensure the project remains on schedule and most importantly, did so by reaching out to the NASA engineering personnel to add benefit to the overall effort. The gesture to create a team approach to the effort is one that is to be commended and in doing so, has created a very positive working environment between ROC and NASA engineering organizations.

The planning and proactive discussions concerning concurrent operations with various missions were outstanding. The ROC Range Services Managers had to absorb a great amount of additional tasks during the rating period. The ROC Team did this during this very busy period with not one complaint or maligned comment. The Government focused on the "team" approach to Range operations in the NASA solicitation for this contract and the ROC Team has taken this team approach seriously and excelled at making it a successful solution for the entire team.

Among the most critical unforeseen mission requirements was the Sounding Rockets Program Office need to conduct a test flight in April 2011 of a Black Brant motor in Alaska. The ROC support for this mission was excellent including telemetry, radar, meteorological operations, photography, timing, communications, and engineering services.

The Daytime Dynamo Sounding Rocket Campaign was perhaps the most challenging Sounding Rocket mission yet presented to the ROC Team since the contract was awarded. The NASA Project Manager noted the extremely high performance of the ROC Telemetry team in preparing for the Daytime Dynamo mission. With all the great support the ROC Team provided the ORS-1 mission, both in pre-mission and launch operations, they immediately and accurately reconfigured the range systems for Daytime Dynamo which was excellent.

Installation, test, and operations support from the ROC Team was essential to getting the S-Band surveillance radar system Safety-certified for Range operations. The ROC Team exhibited a high degree of professionalism, technical skill, and was the key to getting the system certified.

The entire ROC Team technically performed at an excellent level in support of the ORS-1 mission. The leadership and dedication of the ROC Team was very evident. When NASA assigned ROC new requirements on ORS-1, they quickly jumped in and fully met the needs.

The ROC Team's support of the Unites States Air Force's ORS-1 mission was very successful. The ROC Team frequently supported last minute needs of the project. From project documentation, testing support, to mission operations and launch support, the ROC Team supported this United States Air Force customer with utmost professionalism and quality.

Communication with the Government on technical issues, problems and changes was done well. Government/Contractor partnership still flourishes in Low Cost Telemetry Transmitter (LCT2) and Autonomous Flight Safety System (AFSS) engineering projects. Well integrated

teams work on projects such as surveillance upgrades and others such as Taurus II encourage government insight.

The ROC Team continues to effectively utilize a team approach with their subcontractors that added value and leadership to their overall technical implementation. In addition, the ROC Team provided

that significantly aided the Government in establishing new programs. The ROC Team is extremely aggressive in ensuring the future viability of the Wallops Flight Facility and in doing so, never hesitated to ensure quality service providers were integrated into the intended solution.

The ROC Team continues to manage a new safety program intended to be consistent with NASA's safety goals and objectives. The ROC Safety organization is seen by the NASA Institutional Safety Office as an expert and a leader in providing services required both by the contractor and by NASA. In addition, the ROC Team was noted for their excellent support during the WFF Telecommunications System IT Security Assessment Onsite Visit that took place on June 16, 2011. The ROC Team did a very good job writing the security documents, assembling related artifacts for the assessment, and answering questions on the security controls of the System Security Plan. The excellent performance of the ROC Team in this endeavor was justified by the Compliant Services Team's (CST) very complimentary comments of the support given by the ROC Team and the CST was grateful for the willingness of the ROC Team to stay well past their normal hours in support of the task. Conducting an IT Security Assessment is intrusive by nature, and the cooperation received in the course of the assessment was greatly appreciated. Maintaining the security posture of an IT system is a daunting task. Creating and continuously maintaining documentation, the monthly reporting of statistics, and participating in tri-annual IT Security Assessments requires a great amount of effort that must not be underestimated.

One item that was noted as needing improvement was the SubTEC V Instrumentation Support Brief (ISB) held on May 19, 2011. The presentation

However, as a note of immediate response to the concerns voiced to the Range Services Manager (RSM) after the ISB, the RSM immediately implemented NASA recommendations to improve future ISB's and the next ISB performed by this RSM was very effective. Therefore, while the ROC Team did indeed perform less than optimal, they immediately responded to NASA recommended improvements and in doing so, greatly improved their performance in this area. In addition, another minor concern was the of the final version of the Alaska 2011 Sounding Rocket Campaign Post Mission Summary Report. This report is extremely important in implementing lessons learned for all subsequent missions and the delay in the production increases risk of all missions. The Government notes that the unforeseen requirement of the Black Brant Motor Test in Alaska added to the this document, however asks the contractor to consider alternate solutions in producing mission closeout documentation when these issues occur. Finally, the ROC Team was not successful in receiving and recording one of the telemetry links in North Carolina even though they did receive and record at WFF. To the ROC Team's credit, they quickly disclosed that problem when discovered and admitted their error. ROC's openness to willingly admit their errors when they occur and to then learn from them is a positive reflection of their professionalism.

Under the Business Management Factor, the ROC team's performance was excellent during this evaluation period. The ROC Team initiated the

During this evaluation period, the Contracting Officer (CO) had occasion to request information on a variety of contractual data in response to requests for information from GSFC and NASA HQ and the ROC Team consistently provided accurate, comprehensive, and response results. The ROC Team is to be commended for this level of contract administration communication. In addition, contract changes were handled very responsively by the ROC Team.

LJT exceeded their proposed goals in of the identified small business categories, as well as in the Total Small Business Goal. LJT exceeded their total small business goal with compared to the NASA Total Goal of 15%. Even though LJT does not have to provide a small business plan nor are they required to meet small business goals, they have worked to meet or exceed the majority of their goals. LJT provided a plan that demonstrated their commitment to continue their efforts to meet or exceed all the Small Business Subcontracting Goals in future contract years.

The ROC management environment is obviously bringing a different culture to Wallops. The ROC management team is willing to take creative risks in proposing solutions and with that is breeding personal integrity, a drive to carry through on promises, ownership of the services whether that is excellent or below par, and personal commitment in exceeding customer expectations. The ROC management team is consistently responsive to customer requirements and of special note were the multitude of unforeseen customer requirements during this very stressful rating period.

One of the two NF533Q (Table 4) reports due this rating period was submitted eight days late. The late report had no impact to the Government. In addition, the ROC Team immediately implemented a corrective action solution for this small error by

In addition, business management functions to be implemented by the contractor were lacking in a few areas, including project cost reporting being available in . This added capability would have aided in providing more timely insight into business management functions for project specific cost reporting metrics. However, it should be noted that the ROC Team depends on the delivery of software products from the Wallops WICC contractor and this contractor is not under the management control of the ROC Team and this contributed to some of the delay noted above.

Of special note this period was the professional, responsive, and excellent support provided by the ROC Team in support of Range Commanders Council conferences in the local area. These events were a first for Wallops and the performance by the ROC Team instilled a level of respect in Wallops by the other ranges across the country that will benefit our future in many ways.

Under the Cost Control Factor, the ROC team's performance was very good during this evaluation period. For Task Order #02, the Cumulative-To-Date actual costs versus the plan had a variance of 19%. This is a result of over runs in direct labor, ODC's, and travel, and a significant under run in materials. This was a requirements timing issue that will correct itself over time, but has resulted in issues with the accuracy of NASA's cost accruals during

this performance period. For Task Order #03, the Cumulative-To-Date actual costs compared to the plan had an overall variance of 16%. This is a result of under runs in direct labor, ODC's, and travel, and a slight over run in materials. Once all trailing costs have been received, the Estimate-At-Completion less award fee had a variance of only 0.4% compared to the negotiated task baseline. This was an excellent overall variance result given the extremely uncertain nature of the Taurus II impact on Task Order #03 staffing.

The accuracy of _____ on monthly reports needs to be improved as there were large variances in these areas on a regular basis. These variances have caused cost accruals for the contract to not be as accurate as expected. The contractor has taken steps to improve this area of their financial reporting and presented their corrective action plan to accomplish this to the COTR and Resource Analyst. This proactive attention to this matter was greatly appreciated.

In summary, the ROC Team has exceeded most of the significant award fee criteria and has met or exceeded overall cost, schedule, and technical performance requirements of the contract as defined and measured against the criteria in the award fee plan for this award fee evaluation period.

The rating period included very demanding technical requirements during one of the busiest periods at Wallops for a range operations contractor. In doing so the contractor performed very well. Only in a few instances did the contractor perform below a standard of excellence expected. The contractor should be commended for their support during the range schedule complexity in this rating period.

Of special note in this rating period is the ROC Team's ability to go above and beyond in supporting student outreach and community service. The ROC Team actively pursued student interns during the summer of 2011 and placed a number of local students, both high school and college, into extremely beneficial work environments. The ROC Team _____ demonstrating a corporate commitment to the importance of inspiring the next generation of explorers. In addition, the ROC Team's support of the Chesapeake Regional in Baltimore, MD for the local NASA FIRST robotics team is to be commended. It is efforts like this that are critical in enabling local students to compete in these event.

Also to be commended is the responsiveness of the ROC Team in preparing for Hurricane Irene. The ROC Team responded to main base and island storm preparations and their effective and thorough planning approach was demonstrated by not having a single issue as a result of the storm's aftermath.

The contractor was noted for needing improvement in a few areas. Most notably of these was cost control associated with _____. However, to be noted also is that the contractor has already presented a corrective action plan to solve that issue and it was accepted by the Government as an effective get-well plan, demonstrating a clear attempt to be responsive to the Government's concern.

The following table is a summary of the Available and Earned Award Fee Matrix.

Performance Factor	Factor Weighting	Maximum Award Fee	Score	Earned Award Fee*
Technical Performance	60%		94.00	
Business Management Performance	15%		94.25	
Cost Control	25%		89.75	
TOTAL	100%		92.98	

*Rounded to the next dollar amount

Sincerely,



William A. Wrobel
Fee Determination Official

cc:

100/Mr. Obenschain
210/Ms. Stoltz
210.I/Ms. Taylor
210.I/Mr. Pagliaro
800/Mr. Purdy
800/Ms. Vucovich
840/Mr. Pittman
840/Mr. Kremer
840/Mr. Hurley

National Aeronautics and Space Administration
Goddard Space Flight Center
Wallops Flight Facility
Wallops Island, VA 23337-5099



October 2, 2012

Reply to Attn of: 800

Mr. James W. Bishop
Vice President
LJT and Associates, Inc.
9881 Broken Land Parkway, Suite 400
Columbia, MD 21046

Dear Mr. Bishop:

The performance of LJT and Associates, Inc. (LJT), under contract NNG10WA14C, for the NASA Range Operations Contract (ROC), has been evaluated. For August 27, 2011, through August 26, 2012, the third evaluation period, LJT is awarded \$ or 94% of the available award fee of \$ The Available and Earned Award Fee Matrix is included in the letter.

LJT was evaluated against the following performance factors: Technical Performance, Business Management, and Cost Control. LJT earned an Excellent rating overall which is defined as "Contractor has exceeded almost all of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period." The ROC Team provided excellent contract performance for this evaluation period with some area of improvements noted.

Under the Technical Performance Factor, the ROC Team performed excellent during this evaluation period. The ROC Team supported all NASA Mission Directorates during the evaluation period. The ROC Team also supported Department of Defense and civil agency missions. The mission set included uninhabited aerial vehicles, sounding rockets from Wallops, Norway, and Alaska, student outreach rocket activities, expendable launch vehicle mission preparation, and key sustaining engineering activities. All instrumentation and systems scheduled for these missions were 100% available and 100% successful during mission support, demonstrating effectiveness in overall technical performance.

The Anomalous Transport Rocket Experiment (ATREX) mission was the most challenging Sounding Rocket mission yet presented to NASA and the ROC team since the early 1970's. The ATREX mission required support of five rockets launched within five minutes with a full suite of range services: scheduling services, telemetry operations, timing and communications, radio frequency monitoring and communications, precision tracking radar, surveillance radar operations, data processing and display operations, surveillance operations,

NASCOM, weather forecasting, meteorological operations, photo, video, optical tracking, TV & production lab services, and post-production deliverables for pre-launch and launch. For the heroics involved in planning the Range instrumentation, especially the tracking plan, and coordinating Range support, the ROC Team was honored with a NASA award.

Over the last 12 months, the ROC Team promptly responded to the continuously expanding scope of the Antares Program. The ROC Team completed the development, testing, and deployment of the new Mobile Integrated Telemetry System (MITS) Van, a critical element for the Antares Program. The team completed the procurement, installation and testing of the Wallops Video Recording and Distribution System, providing the Range with high-definition video options, increased recording capabilities, and distribution of more than 40 streams of video. This was also critical in meeting Antares mission requirements. The contractor provided critical technical leadership in the ongoing safety certification of the Telemetry Processing System replacement, VTARS, which enables the Range to process more complex telemetry data formats.

During the evaluation period the ROC Team was able to develop, test, deploy and activate down-range mobile tracking stations in Coquina, North Carolina and Coopers Island, Bermuda. These stations include mobile power, telemetry, radar and command. Using lessons learned from past deployments, the ROC Team

ensuring setup would go smoothly once on site. Furthermore, the ROC Team implemented innovative communication systems to deliver full-rate mission data necessary to meet Range safety requirements. The ROC Team implemented a solution to obtain affordable bandwidth for the Antares mission. provide reliable vehicle telemetry and communications between Wallops and Bermuda. This is the communication backbone for all future missions and will eventually replace the legacy dial-up circuits. The ROC Team is to be commended for their innovation in implementing a that provides alerts in the event of fire, intrusion, or environmental system failures.

The ROC Ground Operations (GO) Team was extremely focused preparing the Range to conduct hypergolic fueling and received several notes of thanks from many customers. The GO Team continued to expand to meet growing needs of the Antares program. The scope of operations for the GO Team continued to expand and now includes; Alternate FOM duty, nitrogen recharger activates, sounding rocket support, pressure system operations, and second shift staffing at the HIF. The GO Team supported daily (7 days a week) HIF nitrogen system pumps as well as 3 Pad 0A nitrogen pumps per week during the rating period. The GO Team played a critical role in bringing all the pressure systems online (which included 7 separate systems in three different facilities). The Range is also in the process of standing up a Spacecraft Fueling Facility (SFF). The GO Team is an integral element of the fueling operation and progressed significantly in demonstrating their readiness to support this new service at WFF.

The ROC Team is to be commended for their achievements in the area of Discrepancy Reporting. The ROC leadership encourages employees to report discrepancies without

feeling that they will get into trouble. This is a cultural shift recognized by NASA WFF leadership in that the contractor truly recognizes NASA as their teammate in the success of the missions at Wallops by openly communicating challenges to more effectively resolve issues that could pose mission risk.

The NASA WFF and ROC Team embraces open communication and continuous learning and improvement throughout everything we do. In that regard, areas needing improvement are as follows; the contractor's Configuration Management System (CMStat) continues to be

The system is

As an

example,

1

The Government requests the contractor to evaluate the true configuration control needs of the Range and ensure that the system and the process implemented is the optimal solution. The Government is concerned with

of Post Mission Summary Reports (PMSR). The PMSR is critical as it focuses on the support provided by all range instrumentation services, products required to meet customer and derived requirements, and lessons learned that are crucial to the success of future projects. Finally, while the ROC Team does indeed recognize and respond to staffing needs, the is creating potential risk to ongoing missions.

Under the Business Management Factor, the ROC Team's performance was excellent during this evaluation period. The ROC Team submitted all NF 533M and NF 533Q reports on or ahead of schedule during this performance period. The accuracy of the 533 reports has greatly improved with the automation of the contractor's financial reporting system starting with the February 2012 reporting period.

In addition to the NF 533M reports, the contractor provided several other financial reports that were necessary for the Government to be able to manage the many reimbursable customers requiring services from the ROC contract. These reports included costs by mission number for 192 missions. The contractor also provided estimates to completion for 51 ongoing missions in their monthly Detailed Missions Report.

Under the Cost Control Factor, the ROC Team's performance was excellent during this evaluation period. The ROC Team controlled indirect costs throughout the evaluation period coming in below their plan. In addition, the contractor effectively controlled coming in significantly under their plan. The ROC Team continued to responsibly manage overtime hours associated with deployments.

The ROC Team continued to exceed expectations in controlling material cost versus the plan, enabling additional material procurements near the end of the contract year to address risks associated with aging infrastructure. The contractor should be commended for this great success. The ROC Team continued to effectively purchase all materials and services while following all the necessary procurement guidelines and procedures in an efficient and timely manner. The contractor placed almost 1,200 purchases. These

purchases required new account establishments with more than 225 vendors. The contractor hosted a Federal Acquisition Regulation (FAR) ethics training course to present acceptable practices regarding

vendor relationships according to the FAR and the contractor's corporate policies demonstrating a clear commitment to excellence in this critical service area for the Range.

The ROC Team is also to be commended for their efforts on competitive procurements which provided significant savings for the government.

In summary, the ROC Team exceeded many of the significant award-fee criteria and met or exceeded overall cost, schedule, and technical performance requirements of the contract as defined and measured against the criteria in the award-fee plan for this award-fee evaluation period. The rating period included an extremely dynamic range operations schedule, the successful launch of the ATREX sounding rocket salvo, and an Antares support schedule that was lacking any credibility to ensure responsiveness. However, in the midst of all of this change, challenge, and uncertainty, the contractor stood up a robust ground operations organization and supported all range operations requirements levied upon them. The contractor performed exceptionally well in practically all aspects of the contract scope of work. Only in a few instances did the contractor perform slightly below a standard of excellence expected and in these instances, in no case did it impact safety, flight customer support, or deliverables. The ROC Team should also be commended for their excellence in supporting the range schedule presented in this rating period.

Of special note in this rating period is the contractor's ability to go above and beyond in supporting student outreach and community service. The contractor actively pursued student interns during the summer of 2012 and even in other periods where students were available during breaks. The contractor placed a number of local students, both high school and college, into extremely beneficial work environments. The contractor demonstrating a corporate commitment to the importance of inspiring these men and women. In addition, the contractor established outreach into the local community through their charity golf tournament, raising more than \$10,000 for Community Foundation of the Eastern Shore. Furthermore, the contractor established a partnership with UMES School of Business and Technology through participation on their Engineering Advisory Council.

In closing, an important and often unforgotten matter in the support of the Range is the off-site deployments required of the contractor in meeting mission requirements. While carrying out mission operations, and sustaining and upgrading the Range, the contractor's operations, engineering, and management staff were deployed or on travel for more than 90 total man-months, and accumulated more than 600,000 miles of travel. This sacrifice of long days, intense travel, and combined months spent away from home demonstrated the ROC Team's dedication to mission success. The desire and passion of the contractor to be excellent in all they do to support NASA was evident.

The following table is a summary of the Available and Earned Award Fee Matrix.

Performance Factor	Factor Weighting	Maximum Award Fee	Score	Earned Award Fee*
Technical	60%		94.28	
Business Management	15%		94.18	
Cost Control	25%		94.41	
-Total	100%		94.30	

*Rounded to the next dollar amount

Sincerely,



William A. Wrobel
Fee Determination Official

cc:

100/Mr. Scolese
210/Ms. Stoltz
210.I/Mrs. Strong
210.I/Mr. Pagliaro
800/Mrs. Bass
800/Mr. Bellinger
800/Mrs. Vucovich
840/Mr. Pittman
840/Mr. Kremer
840/Mr. Hurley