

National Aeronautics and  
Space Administration  
**John F. Kennedy Space Center**  
Kennedy Space Center, FL 32899



**APR 26 1999**

AA

o Attn of:

TO: OP-ESO/Contracting Officer

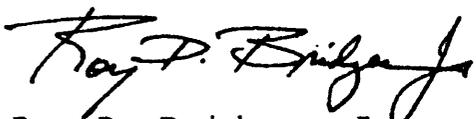
FROM: AA/Chairman, Joint Base Operations and Support  
Contract Award Fee Board

SUBJECT: Determination of Award Fee, NAS10-99001

In accordance with 15E-2-14, "Memorandum of Agreement between the 45<sup>th</sup> Space Wing and the John F. Kennedy Space Center for Joint Performance Management," the Contract Award Fee Board for NAS10-99001, Space Gateway Support, Inc., met and reviewed the contractor's performance for the period October 1, 1998 through March 31, 1999. In its deliberations, the Board considered the Award Fee Evaluation Committee's report, oral input from Board members, as well as other factors pertinent to the evaluation process.

The Board assigned an adjective rating of "Good" and a numerical score which represents 80% of available award fee.

As Fee Determination Official, I hereby approve and authorize for payment to the contractor the amount of \$                    . The same award fee percentage may be applied to any available fee for subsequent modifications from the same period of performance.

  
Roy D. Bridges, Jr.



AA

November 9, 1999

TO: SGS 6380/Program Manager

FROM: AA/Chairman, Joint Base Operations and Support  
Contract Award Fee Board

SUBJECT: Determination of Award Fee, NAS 10-99001

In accordance with 15E-2-14, "Memorandum of Agreement Between the 45<sup>th</sup> Space Wing and the John F. Kennedy Space Center for Joint Performance Management," the Contract Award Fee Board for NAS10-99001, Space Gateway Support, Inc., met and reviewed the contractor's performance for the period April 1, 1999 through September 30, 1999. In its deliberations, the Board considered the Award Fee Evaluation Committee's report, oral input from Board members, as well as other factors pertinent to the evaluation process.

The contractor's responsiveness to special events and emergency situations during this performance period has been noteworthy. They have demonstrated their ability to perform most of the requirements of the contract with flexibility and resilience. Efforts to meet and exceed subcontracting goals have been commendable and the workforce has shown a commitment to meeting customer expectations. The contractor has also demonstrated partnership through savings initiatives such as reduced space utilization and fire equipment replacement. Areas for improvement still exist in the further development and maturation of contract-wide business systems for work control, financial management and project planning. We have not noted significant improvements in these areas since the last reporting period. The contractor must continue to emphasize safety as a guiding principle. We are also disappointed with the lack of major new efficiency/effective initiatives during this period.

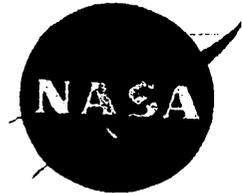
The Board assigned an adjective rating of "Good" and a numerical score that represents 80 % of available award fee. As Fee Determining Official, I hereby approve and authorize for payment to the contractor the amount of \$ \_\_\_\_\_ . The same award fee percentage may be applied to any available fee for subsequent modifications from the same period of performance.

  
Roy D. Bridges, Jr.

cc:  
OP-ESO/J-BOSC Contracting Officer

National Aeronautics and  
Space Administration

**John F. Kennedy Space Center**  
Kennedy Space Center, FL 32899



11 MAY 2000

Reply to Attn of: AA

TO: SGS-6380/B. Hickman

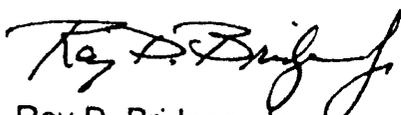
FROM: AA/Chairman, Joint Base Operations and Support Contract Award Fee Board

SUBJECT: Determination of Award Fee, NAS10-99001

In accordance with 15E-2-14, "Memorandum of Agreement Between the 45<sup>th</sup> Space Wing and the John F. Kennedy Space Center for Joint Performance Management," the Contract Award Fee Board for NAS10-99001, Space Gateway Support, Inc., met and reviewed the contractor's performance for the period October 1, 1999 through March 31, 2000. In its deliberations, the Board considered the Award Fee Evaluation Committee's report, oral input from Board members, as well as other factors pertinent to the evaluation process.

The contractor effectively performed the contract requirements in most areas, with only minor deficiencies. We noted a turnaround in the leadership provided by senior management and its impact was particularly noted in the latter part of this period. The realignment of duties in Transformation Office and Work Control has had a positive effect and customer satisfaction continues to increase through effective outreach and education. A favorable development this period is the reduction to the frequency and severity rate of lost time injuries; however, the contractor must continue to develop the ability of the work control function to be responsive to potential safety hazards as well as to improve customer satisfaction. The contractor continued to display noteworthy responsiveness to mission support, special events and emergency situations, in most areas. A significant number of metrics have been established and populated. Further work is required to validate the metrics and partner goals which would assist in the objective measure of performance. Subcontracting goals are being exceeded. Financial management systems have improved; however, cost control and estimating accuracy remains a concern.

The Board discussed and the Fee Determining Official assigned an adjective rating of "Very Good" and a numerical score that represents 86 % of available award fee. As Fee Determining Official, I hereby approve and authorize for payment to the contractor the amount of \$                     . The same award fee percentage may be applied to any available fee for subsequent modifications from the same period of performance.

  
Roy D. Bridges, Jr.



**DEPARTMENT OF THE AIR FORCE**  
45TH SPACE WING (AFSPC)

13 November 2000

**MEMORANDUM FOR SPACE GATEWAY SUPPORT**  
**ATTN: MR. MIKE BUTCHKO**

**FROM: 45 SW/CC**  
1201 Edward H. White II Street  
Patrick AFB FL 32925-3299

**SUBJECT: Determination of Award Fee, NAS10-99001**

1. In accordance with the Award Fee Evaluation Plan, Section J-8, of the Joint Base Operations and Support Contract, NAS10-99001, with Space Gateway Support (SGS), the Contract Award Fee Board met and reviewed SGS's performance for the period 1 April 2000 through 30 September 2000. As Chairman of the Board of Directors, in accordance with 45 SW document #15E-2-14, "Memorandum of Agreement between the 45<sup>th</sup> Space Wing and the John F. Kennedy Space Center for Joint Performance Management, paragraph 5.1.11, Fee Determination, I have made the determination of the percentage and amount of Fee to be awarded for the Fourth Period. In its deliberations, the Board considered the Award Fee Evaluation Committee's report, oral input from Board members, as well as other factors pertinent to the evaluation process.
2. SGS very effectively performed the requirements of the contract in most areas, with minor deficiencies. SGS has reduced the frequency and severity rate for lost time injuries, performed all mission support and special event operations very effectively and added several new capabilities during the period that will continue to bear fruit over the rest of the contract term. Customer satisfaction is at a high level, for the most part, and several best value process improvements were implemented. However, these accomplishments are degraded by a perceived lack of risk management in maintenance and operations activities as typified by the accident with the crane at the heavy equipment yard of the M&O Building. The lack of a risk management approach for critical spares was identified at the mid-term; to date SGS has not presented their risk mitigation approach to the Government. Other weaknesses include the lack of execution in the Installation Improvement Program, the poor quality of responses to requests for proposals and project design execution. Significant progress has been made toward establishing a framework for cost management. However, actual results in this area have been mixed. The untimely, significant upward adjustment of FY99 charges at the end of FY00 created a difficult situation for Government financial managers. Subcontracting goals for small and minority businesses were exceeded in all categories and subcontractor interfaces have been satisfactory.

3. The presentation of a corrective action plan was viewed by the Board as a significant improvement in SGS's response to the government's assessment of SGS's performance. SGS' presentation and corrective action plan impressed the Board and have raised the expectation of performance improvement in the coming period.

4. As Fee Determination Official, I assign an adjective rating of "Very Good" and a numerical score that represents 85% of available award fee. As Fee Determining Official, I hereby approve and authorize for payment to the contractor the amount of \$\_\_\_\_\_. The same award fee percentage may be applied to any additional fee added to the Fourth Award Fee period through subsequent modifications covering work performed during this same period.



DONALD P. PETTIT  
Brigadier General, USAF  
Commander



**DEPARTMENT OF THE AIR FORCE**  
45TH SPACE WING (AFSPC)

4 May 2001

**MEMORANDUM FOR OP-OSO**  
**ATTN: MR. RENE PAQUETTE**

**FROM: 45 SW/CC**  
1201 Edward H. White II Street  
Patrick AFB, FL 32925-3299

1. In accordance with the Award Fee Evaluation Plan, Section J-8, of the Joint Base Operations and Support Contract, NAS10-99001, with Space Gateway Support (SGS), the Contract Award Fee Board met and reviewed SGS's performance for the period 1 October 2000 through 31 March 2001. As Chairman of the Board of Directors, in accordance with 45 SW document #15E-2-14, "Memorandum of Agreement between the 45<sup>th</sup> Space Wing and the John F. Kennedy Space Center for Joint Performance Management," paragraph 5.1.11, Fee Determination, I have made the determination of the percentage and amount of fee to be awarded for the Fifth Period. In its deliberations, the Board considered the Award Fee Evaluation Committee's report, oral input from Board members and SGS' presentation in response to the Award Fee Evaluation Committee's report.

2. The Board would like to acknowledge the leadership of Mr. Mike Butchko as Program Manager of the J-BOSC. It is recognized that the significant improvement in contract performance during the Fifth Period is a direct reflection of the decisiveness, creativity, and willingness to challenge the status quo that Mr. Butchko brings to this position.

3. SGS very effectively performed the requirements of the contract in most areas, with minor deficiencies. Risk management processes have improved as evidenced by the response to the load break switch incident and the activities associated with the J-BOSC Voluntary Protection Plan. SGS has experienced reduced frequency and severity rates for lost time injuries, performed all mission support and special event operations very effectively and added several new capabilities during the period. Customer Satisfaction is at a high level, for the most part, and several Best Value process improvements were implemented. Improvement is needed in daily operations and maintenance to reduce the frequency of spills. Deficiencies identified by the Defense Contract Audit Agency detracted from generally improved performance in cost reporting. While timeliness of cost estimates and RFP responses has improved since the Fourth

Period, accuracy is still less than expected. Examples of this weakness include the incomplete reconciliation of cost reports, the inaccurate 533M Report for FY00 year-end, and the WBS 4.0 descope negotiations starting point.

4. As Fee Determination Official, I assign an adjective rating of Very Good and a numerical score of 89% of the available award fee. As Fee Determining Official, I hereby approve and authorize payment to the contractor the amount of \$\_\_\_\_\_ This amount was calculated based upon the fee pool available through Modification 98. The same award fee percentage may be applied to any additional fee added to the Fifth Award Fee Period through subsequent modifications covering work performed during this same period.



DONALD P. PETTIT  
Brigadier General, USAF  
Commander



**DEPARTMENT OF THE AIR FORCE**  
45TH SPACE WING (AFSPC)

MEMORANDUM FOR OP-OS  
ATTN: Mr. Rene Paquette

**9 NOV 2001**

FROM: 45 SW/CC  
1201 Edward H. White II Street  
Patrick AFB, FL 32925-3299

SUBJECT: Determination of Award Fee, NAS10-99001, Sixth Period

1. In accordance with the Award Fee Evaluation Plan, Section J-8, of the Joint Base Operations and Support Contract, NAS10-99001, with Space Gateway Support (SGS), the Contract Award Fee Board met and reviewed SGS's Performance for the period 1 April 2001 through 31 September 2001. As Chairman of the Board of Directors, in accordance with 45<sup>th</sup> Space Wing (45 SW) document #15E-2-14, "Memorandum of Agreement between the 45<sup>th</sup> Space Wing and the John F. Kennedy Space Center for Joint Performance Management," paragraph 5.1.11, Fee Determination, I have made the determination of the percentage and amount of fee to be awarded for the Sixth Period. In its deliberations, the Board considered the Award Fee Evaluation Committee's report, oral input from Board members, and SGS's presentation in response to the Award Fee Evaluation Committee's report.

2. SGS performed the requirements of the contract in a timely, efficient and effective manner with a few minor performance deficiencies. All Area of Emphasis items in the Performance Evaluation Factor were met or exceeded. The J-BOSC senior management team demonstrated superior leadership in response to the 11 Sep 01 terrorist attacks and subsequent Force Protection status. SGS performed all mission support with a high degree of professionalism and demonstrated robust capability in response to a demanding launch rate. Customer satisfaction is at a high level, and several new capabilities and best value process improvements were implemented. Improvement is needed in daily operations of the landfills and the Lost Time Frequency and Lost Time Severity rates.

3. Cost performance to the Negotiated Estimated Cost, (NEC) is the predominant criteria in the cost evaluation factor (CEF). We are concerned that you may have misinterpreted your performance to the Operating Plan as the predominant criteria in the CEF rather than the language in the Award Fee Plan which states that performance against the NEC is the predominant consideration. Performance to NEC will continue to be the predominant criteria in future periods. Performance in this area must improve or the potential for failure in this factor will be great. In the Sixth Period, the contractor's cost performance exceeded the NEC for the period by approximately 7.2%, excluding Government controlled activity. The Government has serious concern about the contractor's ability to negotiate a verifiable contract value given the deficiencies in

current cost allocation, validation and reporting systems. The contractor failed to meet the Government's expectations for timely and quality products to support the Contract Baseline Study. Differences in the Government Contract Value for the balance of the contract and the contractor's planned cost must be resolved during the Seventh Period. Problems with SGS Cost Impact Proposals identified by the Defense Contract Audit Agency included estimating system deficiencies and lack of backup documentation. While timeliness of cost estimates and request for proposal (RFP) responses continue to improve, accuracy and completeness of documentation is still less than expected.

4. Subcontracting continues to meet all targets for small business, disadvantaged, and women-owned business participation.

5. Mr. Mike Butchko, Program Manager, led the J-BOSC team with distinction during the Sixth Period. Under Mr. Butchko's leadership and with the support of the extensive resources available through Northrop Grumman and the other joint venture principals, the Government has high expectations that critical improvements to business management and cost control systems can be implemented.

6. As the Fee Determination Official, I assign an adjective rating of Excellent and a numerical score of 91% of the available award fee. I also hereby approve and authorize payment to the contractor the amount of \$                    . This amount was calculated based upon the fee pool available through Modification 115. The same award fee percentage may be applied to any additional fee added to the Sixth Award Fee Period through subsequent modifications covering work performed during this same period.



DONALD P. PETTIT  
Brigadier General, USAF  
Commander



**DEPARTMENT OF THE AIR FORCE**  
45TH SPACE WING (AFSPC)

MEMORANDUM FOR OP-OS

ATTN: Ms. Laura Rochester

FROM: 45 SW/CC  
1201 Edward H. White II Street  
Patrick AFB FL 32925-3299

SUBJECT: Determination of Award Fee, NAS10-99001, Seventh Period

1. In accordance with the Award Fee Evaluation Plan, Section J-8, of the Joint Base Operations and Support Contract, NAS10-99001, with Space Gateway Support (SGS), the Contract Award Fee Board met and reviewed SGS's Performance for the period 1 October 2001 through 31 March 2002. As Chairman of the Board of Directors, in accordance with 45<sup>th</sup> Space Wing (45 SW) document #15E-2-14, "Memorandum of Agreement between the 45<sup>th</sup> Space Wing and the John F. Kennedy Space Center for Joint Performance Management," paragraph 5.1.11, Fee Determination, I have made the determination of the percentage and amount of fee to be awarded for the Seventh Period.

2. In its deliberations, the Board considered the Award Fee Evaluation Committee's report, oral input from Board members, and SGS's presentation in response to the Award Fee Evaluation Committee's report.

3. The Contractor's performance is normally evaluated in three areas: the Performance Evaluation Factor (PEF), the Cost Evaluation Factor (CEF) and the Subcontracting Evaluation Factor (SEF), with weighting of each factor as follows: PEF (.55) + CEF (.30) + SEF (.15). The evaluation for the Seventh Period will not address the Cost Evaluation Factor due to the ongoing negotiations of the contract baseline study. The NEC vs. actual cost will be evaluated for the entire fourth year of the contract at the end of the Eighth Period, which is September 30, 2002. The Award Fee Pool for the Seventh Period has been reduced by 30% to reflect the deferred assessment of Cost Performance.

4. The Government's assessment of the Performance Evaluation Factor is that SGS performed the requirements of the contract in a timely, efficient and effective manner with few very minor performance deficiencies and no adverse effect on overall performance. The contractor provided significant support to the overarching Area of Emphasis item for metrics development\*. However, their ability to identify and abate technical and business management risk\*, the other overarching Area of Emphasis for the period, is poor. Performance in the category of Safety, Health and Environmental Leadership improved from the Sixth period, with the achievement of the " Demonstration Star" rating by OSHA\*. In addition, several significant examples of proactive Safety and Health teamwork and leadership were noted. While SGS has done extensive work to develop the new gold metrics that will replace the Lost Time Frequency and Severity metrics (LTF and LTS), the contract requirements for LTF & LTS were not met. The relocation of several SGS functions due to the Converter Compressor Facility remediation project was successful due to the superior efforts of the contractor and there was no impact to program requirements, system reliability or mission readiness\*. SGS is meeting expectations in the execution of maintenance and repairs identified in the Facility Condition Assessments

\* Indicates Area of Emphasis Item

(FCAs)\* as well as the plan to identify and quantify the work order backlog\*. The contractor provided effective protective services and information technology response and highly commendable mission readiness with successful support to 10 launches, two Space Shuttle landings and three scrubs. Several examples of superior accomplishments in infrastructure engineering and maintenance were noted. The Facility Overtime Restructuring Initiative improved the trend for emergency and urgent work order completion. A significant weakness was noted in the management of Government property. The AFMETCAL inspection identified several deficiencies and the certification was withheld for the Physical PMEL at Cape Canaveral Air Force Station. The Customer Satisfaction survey was successfully expanded to cross a wider range of functional areas\* and the transition of the planned communications functions to the Consolidated Space Operations Contract\* was provided in a responsive manner. Numerous examples of customer satisfaction were noted; however, some customer dissatisfaction with slow work order completion and quality was noted. SGS successfully identified and provided business case analyses for several low cost projects with a short payback. The contractor demonstrated progress, specifically in the printing area, in improving productivity and met expectations for the development of strategies and metrics for providing best value\*. SGS is meeting the Government's expectations in regard to a strategy that achieves cost control and labor efficiencies in collective bargaining agreement renewals\*.

5. As indicated in Paragraph 3, the Government's assessment of performance in the Cost Evaluation Factor has been deferred until the Eighth Period.

6. Subcontracting exceeded the small-business subcontracting cost goal through March in all areas including small business, disadvantaged, and women-owned business participation. However, a lack of discipline persists in the contractor's ability to identify, maintain and manage their subcontractors' baseline contract content.

7. Mr. Mike Butchko, Program Manager, continues to display strong leadership as demonstrated by his implementation of the Force Protection measures, the Voluntary Protection Program and several high level personnel changes which indicate responsiveness to Government priorities.

8. As the Fee Determination Official, I assign an adjective rating of Excellent and a numerical score of 91 % of the available award fee. I also hereby approve and authorize payment to the contractor in the amount of \$ . This amount was calculated based upon the fee pool available through Modification # 126. The same award fee percentage may be applied to any additional fee added to the Seventh Award Fee Period through subsequent modifications covering work performed during this same period. Note that this award fee pool has been reduced by 30% to reflect the deferral of the Cost Evaluation to Period Eight, as indicated in Paragraph 2.



DONALD P. PETTIT  
Brigadier General, USAF  
Commander

\* Indicates Area of Emphasis Item



**DEPARTMENT OF THE AIR FORCE**  
45TH SPACE WING (AFSPC)

8 November 2002

MEMORANDUM FOR OP-OS

ATTN: Ms. Laura Rochester

FROM: 45 SW/CC  
1201 Edward H. White II Street  
Patrick AFB, FL 32925-3299

SUBJECT: Determination of Award Fee, NAS10-99001, Eighth Period

1. In accordance with the Award Fee Evaluation Plan, Section J-8, of the Joint Base Operations and Support Contract, NAS10-99001, with Space Gateway Support (SGS), the Contract Award Fee Board met and reviewed SGS's Performance for the period 1: April 2002 through 30 September 2002. As Chairman of the Board of Directors, in accordance with 45<sup>th</sup> Space Wing (45 SW) document #15E-2-14, "Memorandum of Agreement between the 45<sup>th</sup> Space Wing and the John F. Kennedy Space Center for Joint Performance Management," paragraph 5.1.11, Fee Determination, I have made the determination of the percentage and amount of fee to be awarded for the Eighth Period.
2. As Board Chair, I considered the Award Fee Evaluation Committee's report, oral input from Board members, and SGS's presentation in response to the Award Fee Evaluation Committee's report.
3. The Contractor's performance is evaluated in three areas: the Performance Evaluation Factor, the Cost Evaluation Factor, and the Subcontracting Evaluation Factor which results in a score in each area. Each score is weighted as follows: PES (.55) + CES (.30) + SES (.15). The evaluation for the Seventh Period did not address the Cost Evaluation Factor due to the ongoing negotiations of the contract baseline study. The Cost Evaluation Factor for the Eighth Period consists of an evaluation of NEC vs. actual cost as well as other financial management areas for the Seventh and Eighth Periods. The Award Fee Pool for the Seventh Period was reduced by 30% to reflect the deferred assessment of Cost Performance. The Award Fee Pool for the Eighth Period reflects the full Eight Period Award Fee Pool amount plus the deferred 30% from the Seventh Period.
4. The Government's assessment in the Performance Evaluation Factor is that SGS performed the requirements of the contract in a noteworthy manner. Performance was timely, efficient and effective with a few very minor performance deficiencies. The contractor provided significant support to the overarching Area of Emphasis item for Metrics implementation\*. The contractor is continually improving their management of hazardous materials\*, their approach to project management\*, their support with the Integrated Financial Management Projects\*, their Material Acquisition Strategies and their Project Identification capabilities\*. The only Area of Emphasis Item that was not fully met was the achievement of labor efficiencies in the Best Value Objective area. Several examples of noteworthy performance were noted throughout the entire performance evaluation factor such as exceptional launch and landing support, seamless GIS transition to the operational stage, new testing methods for compressed gas trailers which avoided additional costs and the establishment of an Indoor Air quality risk assessment methodology. Areas that need improvement are compliance with PBC regulations and reporting processes for environmental compliance. Numerous examples of customer satisfaction were

\* Indicates Area of Emphasis Item

noted. SGS successfully identified and provided business case analyses for several low cost projects with a short payback. The contractor demonstrated progress, specifically in the printing area, in improving productivity and met expectations for the development of strategies and metrics for providing best value\*, with the exception of the decision to commercially lease vehicles. SGS is not meeting the Government's expectations in regard to a strategy that achieves cost control and labor efficiencies in collective bargaining agreement renewals\*.

5. Performance met expectations in the predominant factor of The Cost Evaluation Factor (CEF), comparing cost actuals to the Negotiated Estimated Cost for the Period. There were four Area of Emphasis Items in the CEF in the Eight Period which were evaluated as follows: the implementation of the BSSEIT was not evaluated due to the government's agreement to extend the implementation schedule, the preparation of the FY03 Operating Plan was evaluated as a strength with noted improvement, the end of year estimate activities were evaluated at a "meets" level due to incomplete information at the customer level, and finally, proposal quality and timeliness was judged as needing further improvement. Other strengths noted included the mitigation of Force Protection cost impacts, the increased emphasis on business management, and the J-BOSC support to financial briefings. A weakness was noted in the out year estimates provided to NOTU impacting their ability to prepare out year budgets.

6. Subcontracting exceeded the small-business subcontracting cost goal in all areas including small business, disadvantaged, and women-owned business participation.

7. Mr. Mike Butchko, Program Manager, displayed exceptional leadership as demonstrated by his unwavering focus on Force Protection measures, the Voluntary Protection Program and high-level personnel changes, which indicate responsiveness to Government priorities.

8. It is the Board's consensus was that this period's award fee score reflects higher technical performance rather than improved business management. The Board members agreed that the cost evaluation factor (CEF) for both the 7<sup>th</sup> and 8<sup>th</sup> period detracted from your otherwise excellent overall performance evaluation. While progress was noted in the Business Management area, continued emphasis needs to be focused on business processes to bring performance in CEF up to the quality of technical performance. This evaluation emphasis on CEF will continue until there is recognizable improvement in the CEF area.

9. As the Fee Determination Official, I assign an adjective rating of Excellent and a numerical score of 92 % of the available award fee. I also hereby approve and authorize payment to the contractor in the amount of \$                    . This amount was calculated based upon the fee pool available through Modification # 140 and has been adjusted to reflect the deferral of the CES evaluation in the 7<sup>th</sup> Period. The same award fee percentage may be applied to any additional fee added to the Eighth Award Fee Period through subsequent modifications covering work performed during this same period.

  
J. GREGORY PAVLOVICH  
Brigadier General, USAF  
Commander

\* Indicates area of emphasis item

National Aeronautics and  
Space Administration

**John F. Kennedy Space Center**  
Kennedy Space Center, FL 32899



May 13, 2003

of:

AA

TO: OP-OS-JP/Contracting Officer

FROM: AA/Director

SUBJECT: Determination of Award Fee, NAS10-99001, Ninth Period

In accordance with the Award Fee Evaluation Plan, Section J-8, of the Joint Base Operations and Support Contract, NAS10-99001, with Space Gateway Support (SGS), the Contract Award Fee Board met and reviewed SGS's performance for the period October 1, 2002 through March 31, 2003. As Chairman of the Board of Directors, in accordance with 45<sup>th</sup> Space Wing (45 SW) document #15E-2-14, "Memorandum of Agreement between the 45<sup>th</sup> Space Wing and the John F. Kennedy Space Center for Joint Performance Management," paragraph 5.1.11, Fee Determination, I have made the determination of the percentage and amount of fee to be awarded for the Ninth Period. In its deliberations, the Board considered the Award Fee Evaluation Committee's report, oral input from Board members, SGS's presentation to the Board, as well as other factors pertinent to the evaluation process.

As the Fee Determination Official, I assign an adjective rating of Excellent and a numerical score of 94 % of the available award fee. I also hereby approve and authorize payment to the contractor in the amount of \$                     . This amount was calculated based upon the fee pool available through Modification #163. The same award fee percentage may be applied to any additional fee added to the Ninth Award Fee Period through subsequent modifications covering work performed during this same period.

We value the efforts of the SGS team and are confident of your continuing dedication to the KSC/45 SW overall missions. Please express to each team member our appreciation for the significant contributions they made to base support operations at the Cape Canaveral Spaceport.

A handwritten signature in black ink, appearing to read "Roy D. Bridges, Jr." with a stylized flourish at the end.

Roy D. Bridges, Jr.

National Aeronautics and  
Space Administration

**John F. Kennedy Space Center**  
Kennedy Space Center, FL 32899



October <sup>29</sup>~~28~~, 2003

AA

TO: OP-OS-JP

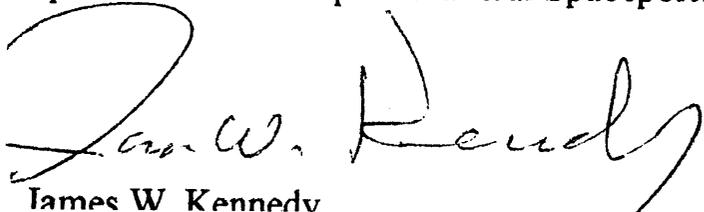
FROM: AA/Director

SUBJECT: Determination of Award Fee, NAS10-99001, Tenth Period

In accordance with the Award Fee Evaluation Plan, Section J-8, of the Joint Base Operations and Support Contract, NAS10-99001, with Space Gateway Support (SGS), the Contract Award Fee Board met and reviewed SGS's performance for the period April 1, 2003 through September 30, 2003. As Chairman of the Board of Directors, in accordance with 45<sup>th</sup> Space Wing (45 SW) document #15E-2-14, "Memorandum of Agreement between the 45<sup>th</sup> Space Wing and the John F. Kennedy Space Center for Joint Performance Management," paragraph 5.1.11, Fee Determination, I have made the determination of the percentage and amount of fee to be awarded for the tenth period. In its deliberations, the Board considered the Award Fee Evaluation Committee's report, oral input from Board members, SGS's presentation to the Board, as well as other factors pertinent to the evaluation process.

As the Fee Determination Official, I assign an adjective rating of Excellent and a numerical score of 95 % of the available award fee. I also hereby approve and authorize payment to the contractor in the amount of \$                     . This amount was calculated based upon the fee pool available through Modification #192. The same award fee percentage may be applied to any additional fee added to the tenth award fee period through subsequent modifications covering work performed during this same period.

We value the efforts of the SGS team and are confident of their continuing dedication to the KSC/45 SW overall missions. Especially noteworthy in this period was SGS's demonstrated ability to manage contract costs within Negotiated Estimated Cost (NEC). Please express to the SGS team our appreciation for the significant contributions they made to base support operations at the Cape Canaveral Spaceport.

  
James W. Kennedy

National Aeronautics and  
Space Administration  
**John F. Kennedy Space Center**  
Kennedy Space Center, FL 32899



April 30, 2004

Reply to Attn of:

AA

TO: OP-OS-JP  
FROM: AA/Director  
SUBJECT: Determination of Award Fee, NAS 10-99001, Eleventh Period

In accordance with the Award Fee Evaluation Plan, Section J-8, of the Joint Base Operations and Support Contract, NAS10-99001, with Space Gateway Support (SGS), the Contract Award Fee Board met and reviewed SGS's performance for the period October 1, 2003 through March 31, 2004. As Chairman of the Board of Directors, in accordance with 45<sup>th</sup> Space Wing (45 SW) document #15E-2-14, "Memorandum of Agreement between the 45<sup>th</sup> Space Wing and the John F. Kennedy Space Center for Joint Performance Management", paragraph 5.1.11, Fee Determination, I have made the determination of the percent and amount of fee to be awarded for the eleventh period. In its deliberations, the Board considered the Award Fee Evaluation committee's report, oral input from Board members, SGS's presentation to the Board, as well as other factors pertinent to the evaluation process.

As the Fee Determination Official, I assign an adjective rating of Excellent and a numerical score of 96 % of the available award fee. I also hereby approve and authorize payment to the contractor in the amount of \$\_\_\_\_\_ This amount was calculated based upon the fee pool available through Modification # 218. The same award fee percentage may be applied to any additional fee added to the eleventh award fee period through subsequent modifications covering work performed during this same period.

We value the efforts of the SGS team and are confident of their continuing dedication to the KSC/45 SW overall missions. The Government would like to commend SGS for the smooth transition of key management personnel and organizational structure during this period. Their proactive response to issues has greatly enhanced communication. Please express to the SGS team our appreciation for the significant contributions they made to base support operations at the Cape Canaveral Spaceport.

A handwritten signature in black ink that reads "James W. Kennedy".

James W. Kennedy





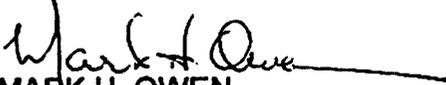
DEPARTMENT OF THE AIR FORCE  
45TH SPACE WING (AFSPC)

MEMORANDUM FOR OP-OS-JP

FROM: 45 SW/CC  
1201 Edward H. White Street, MS 7100  
Patrick AFB FL 32925

SUBJECT: Determination of Award Fee, NAS10-99001, Thirteenth Period

1. The 45<sup>th</sup> Space Wing (45 SW) and John F. Kennedy Space Center (JFKSC) have reviewed the thirteenth period (1 Oct 2004-31 Mar 2005) performance of the Joint Base Operations and Support Contract (JBOSC). Overall contract performance is rated "Excellent (93%)".
2. The JFKSC and 45 SW Board of Directors value the efforts of the Space Gateway Support (SGS) team in continuing to meet and exceed the requirements of the 45 SW/KSC missions. The government recognizes SGS for their exceptional leadership commitment and superior efforts in support of launch operations. The government also appreciates SGS's continued timely support to the hurricane recovery in preparation for the upcoming hurricane season.
3. The government emphasizes the importance of an uncompromised approach to protective services support. Security of the extant, one-of-a-kind range instrumentation as well as launch infrastructure, vehicles and payloads is paramount. Furthermore, environmental compliance at the spaceport is essential to our stewardship of environmental protection and conservation as well as our ability to operate.
4. Please accept and pass our appreciation for the significant contributions you make to base support operations at the Cape Canaveral Spaceport.

  
MARK H. OWEN  
Colonel, USAF  
Commander



DEPARTMENT OF THE AIR FORCE  
45TH SPACE WING (AFSPC)

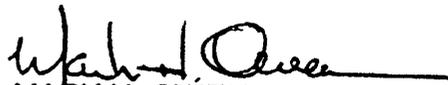
NOV 03 2005

MEMORANDUM FOR OP-OS-JP

FROM: 45 SW/CC  
1201 Edward H. White Street, MS 7100  
Patrick AFB FL 32925

SUBJECT: Determination of Award Fee, NAS10-99001, Fourteenth Period

1. The 45<sup>th</sup> Space Wing (45 SW) and John F. Kennedy Space Center (KSC) have reviewed the fourteenth period (1 Apr 05 - 30 Sep 05) performance of the Joint Base Operations and Support Contract (JBOSC). Overall contract performance is rated "Excellent (91.0%)".
2. The Board of Directors value the efforts of the Space Gateway Support (SGS) team in continuing to meet and exceed the requirements of the 45 SW/KSC missions. The Government recognizes SGS for their timely and quality support for local recovery projects finalizing numerous hurricane projects. Additionally, the local and deployed participation supporting the relief efforts for two critical NASA operating locations following the destruction caused by Hurricane Katrina was commendable. Also, dedicated base support was instrumental to the final Titan IV launch operation and ensured a successful satellite operation for the National Reconnaissance Office.
3. The government places special emphasis on the importance of ensuring the readiness of KSC/45SW launch facilities and equipment which are essential to our launch campaigns and expects the contractor to have an aggressive and timely implementation of proposed improvements.
4. Please accept and pass our appreciation for the significant contributions you make to base support operations at the Cape Canaveral Spaceport.

  
MARK H. OWEN  
Colonel, USAF  
Commander



DEPARTMENT OF THE AIR FORCE  
45TH SPACE WING (AFSPC)

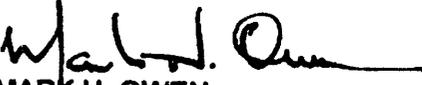
12 May 2006

MEMORANDUM FOR OP-OS-JP

FROM: 45 SW/CC  
1201 Edward H. White Street, MS 7100  
Patrick AFB FL 32925

SUBJECT: Determination of Award Fee, NAS10-99001, Fifteenth Period

- Team SGS*
1. The 45<sup>th</sup> Space Wing (45 SW) and John F. Kennedy Space Center (KSC) have reviewed the fifteenth period (1 Oct 05 - 31 Mar 06) performance of the Joint Base Operations and Support Contract (J-BOSC). Overall contract performance is rated "Very Good" (82%).
  2. The Board of Directors values the efforts of the Space Gateway Support (SGS) team in continuing to meet and exceed the requirements of the 45 SW/KSC missions. The Government appreciates the contractor support to launch campaigns during this period as well as the effort displayed implementing new information technology security initiatives.
  3. The Government continues to place special emphasis on the importance of ensuring the readiness of 45 SW/KSC launch facilities and equipment essential to our launch campaigns. Although improvement in preventative maintenance, launch readiness and documentation has been noted, it is not at the level of maturity the Government expected. Safety in the workplace and attention to detail, especially while working around flight hardware, will always be of significant importance to the Government.
  4. Overall this being the fifteenth period, the Government remains concerned in the PES area about the level of required Government oversight, processes that fall short of our ability to do predictive analysis and problem avoidance, and number of repeated problem areas. The Government looks for your continued focus on performance.
  5. Please accept and pass on our appreciation for the significant contributions you make to base support operations at the Cape Canaveral Spaceport.

  
MARK H. OWEN  
Brigadier General, USAF  
Commander



**DEPARTMENT OF THE AIR FORCE**  
**45TH SPACE WING (AFSPC)**



14 December 2006

MEMORANDUM FOR OP-OS-JP

FROM: 45 SW/CC  
1201 Edward H. White Street, MS 7100  
Patrick AFB FL 32925

SUBJECT: Determination of Award Fee, NAS10-99001, Sixteenth Period

1. The 45<sup>th</sup> Space Wing (45 SW) and John F. Kennedy Space Center (KSC) have reviewed the sixteenth period (1 Apr 06 - 31 Sep 06) performance of the Joint Base Operations and Support Contract (J-BOSC). Overall contract performance is rated "Very Good" (82.8%).
2. The Board of Directors values the efforts of the Space Gateway Support (SGS) team in continuing to meet the overall requirements of the 45 SW/KSC missions. The Government appreciates the contractor support to launch campaigns during this period as well.
3. The Government continues to place special emphasis on the importance of ensuring the readiness of 45 SW/KSC launch facilities and equipment essential to our launch campaigns. Although improvement in preventative maintenance, launch readiness and documentation has been noted, it is not at the level of maturity the Government expected. Safety in the workplace and attention to detail, especially while working around flight hardware, will always be of significant importance to the Government.
4. The Government remains concerned in the PES area about the level of required Government oversight, processes that fall short of our ability to do predictive analysis and problem avoidance, and number of repeated problem areas. The Government looks for your continued focus on performance and the development of proactive strategies to mitigate risk.
5. Please accept and pass on our appreciation for the significant contributions you make to base support operations at the Cape Canaveral Spaceport.

A handwritten signature in black ink, appearing to read "Susan J. Helms".

SUSAN J. HELMS  
Brigadier General, USAF  
Commander

National Aeronautics and Space Administration  
Kennedy Space Center  
Kennedy Space Center, FL 32899



May 25, 2007

Reply to Aith of: OP-OS-JP

TO: OP-OS-JP/Contracting Officer  
FROM: AA/Director  
SUBJECT: Determination of Award Fee for Seventeenth Award Fee Period,  
Joint Base Operations and Support Contract (J-BOSC), NAS10-99001

In accordance with the Award Fee Evaluation Plan, Section J-8, the Award Fee Board met and reviewed Space Gateway Support's (SGS's) performance for the period October 1, 2006, through March 31, 2007. As the Fee Determination Official, I have determined the final performance score and award fee amount for the seventeenth period. In making the determination, I considered oral input from the Award Fee Board, the Cape Canaveral Spaceport Management Office's Award Fee Evaluation Report, SGS's presentation to the Board of Directors, as well as other factors pertinent to the evaluation process.

As the Fee Determination Official, I assign an adjective rating of Good and a numerical score of 80. I also hereby approve and authorize payment to the contractor in the amount of \$..... This amount was calculated based upon the fee pool available through Modification 427.

The Government continues to place special emphasis on the importance of ensuring the readiness of Kennedy Space Center/45<sup>th</sup> Space Wing launch facilities and equipment essential to our launch campaigns. SGS's effort to improve processes necessary to ensure launch readiness and preventive maintenance is noted; however, it is still not at the maturity level that the Government demands. Significant Government guidance, involvement, and additional expense continue to be required to ensure confidence in mission readiness. The Government expects SGS to demonstrate a more effective leadership role in the future. Any continued failure by SGS to fully address and resolve the ongoing issues involving launch readiness and critical equipment/facilities could result in further degradation of future scores.

Please express to the J-BOSC team our appreciation for the significant contributions they made to base support operations at the Cape Canaveral Spaceport.

  
W. W. Parsons

National Aeronautics and Space Administration  
Kennedy Space Center  
Kennedy Space Center, FL 32899



November 15, 2007

Reply to Attn of: OP-OS-JP

Space Gateway Support  
Attn: Mr. Michael D. Flynn  
Joint Base Operations and Support Contract  
1980 North Atlantic Avenue, Suite 330  
Cocoa Beach, FL 32931-3222

Subject: Determination of Award Fee for Eighteenth Award Fee Period, Joint Base Operations and Support Contract (J-BOSC), NAS10-99001

The Kennedy Space Center (KSC) Award Fee Board met on November 5, 2007, and completed its evaluation of the contractor's performance under J-BOSC contract NAS10-99001 for the Eighteenth Award Fee period, April 1, 2007, through September 30, 2007.

In its deliberations, the Board considered the Award Fee Evaluation report and your presentation, as well as other factors pertinent to the evaluation period. As Fee Determination Official, I have assigned an adjective rating of "Very Good" and a numerical score of 83.5, representing 83.5 percent of the available award fee for this period.

Please express our sincere thanks to your entire team for their continuing support of the KSC mission.

A handwritten signature in black ink, appearing to read "W. W. Parsons".

W. W. Parsons, Director  
Fee Determination Official

cc:  
OP-OS-JP/B. Collins