

National Aeronautics and Space Administration
Goddard Space Flight Center
Greenbelt, MD 20771



November 14, 2014

Reply to Attn of: 560

Mr. Gregg Einfalt
ASRC Space & Defense (AS&D), Inc.
7000 Muirkirk Meadows Drive
Suite 100
Beltsville, MD 20705

Dear Mr. Einfalt:

The Government has completed its evaluation of the performance of ASRC Space and Defense Inc. (hereinafter referred to as "the Contractor") under contract NNG13CR48C for Electrical Systems Engineering Services II (ESES II) for the second evaluation period dated March 1, 2014, through August 31, 2014. The Contractor is awarded (b) (4) or approximately (b) (4) of the total available fee of (b) (4). The Contracting Officer (CO) will forward, under separate cover, a modification to the contract for the amount of earned award fee. It should be noted that the Contractor Senior Management Team was proactive to work with the CO and Contracting Officer Representative (COR) to address the issues and concerns brought forth in the Fee Determining Officer (FDO) Letter for Period 1 dated April 23, 2014.

The following is a summary of our findings:

Technical Performance

The Technical Performance category was rated as "Excellent" with an overall score of (b) (4).

There were a total of 112 active tasks during this period. Government Task Monitors (TMs) representing the various GSFC projects evaluated and rated tasks in accordance with the criteria set forth in the contract Performance Evaluation Plan. These projects include, but are not limited to the Magnetospheric MultiScale (MMS) mission, the Global Precipitation Measurement (GPM) mission, the Ice, Cloud, and land Elevation Satellite-2 Advanced Topographic Laser Altimeter System (ICESat-2 ATLAS), the James Webb Space Telescope (JWST), the Origins-Spectral Interpretation-Resource Identification-Security-Regolith Explorer (OSIRIS-REx) mission, the Soil Moisture Active Passive (SMAP) instrument, the Mars Organics Molecule Analyzer (MOMA) instrument, the Wide-Field Infrared Survey Telescope (WFIRST), Parts & Radiation, and Detectors/Code 550 Technology Tasks.

Below is a summary of the technical performance findings from this period:

The Contractor has exceeded performance of many of the tasks called out in the statement of work. More specifically, the Contractor developed a run time accounting program to track

operating time for each MMS spacecraft. The Contractor has also developed the launch procedures that powers up the spacecrafts for launch and has supported additional duties during thermal vacuum, including thermal system test conductor, electrical ground support operator, and backup systems test director.

The Contractor staff successfully supported post launch operations for GPM. The Contractor team supported shifts, covered activities in the launch support room, and supported the moves of the Command & Data Handling (C&DH) hardware to the new home of the GPM Flatsat in the Mission Operations building. The team was instrumental in helping to organize the moves and setting up the facility.

The Contractor provided excellent service for engineering support of the ATLAS Main Electronics Box (MEB). In particular, the Contractor MEB team was able to deliver three separate MEB units to the project during this period. The Contractor team has been flexible and responsive to the projects needs as priorities have dictated. One example of excellent service is when there were multiple problems with the fabrication of the Photon Counting Printed Wiring Boards (PWB's) due to outside vendor process issues. The Contractor MEB team was proactive in working with the vendor to correct the issues and to mitigate the schedule impacts caused by these problems.

The Contractor's communication was excellent with weekly status reports, phone calls to notify issues and concerns were all proactive and greatly appreciated. The sub-contractor's performance, Jackson & Tull (J&T), was outstanding with the delivery of the electronics Deployment Unit Converter (DUC) on schedule and under the estimated budget while meeting all requirements. The Contractor and their sub-contractor were excellent in managing the risks of the DUC build and they provided early identification of risks, developed cooperatively with the government team risk reduction plans, and executed them flawlessly. The JWST program awarded the JWST Webby to J&T for their excellent support.

The Contractor provided an excellent level of quality for all the required services. This included end-to-end radio frequency (RF) communications systems engineering, in-depth knowledge of the spacecraft subsystem components, and expertise of on-orbit operations with various NASA RF communication assets. The Contractor team provided invaluable technical insight. They leveraged from prior technical experience and lessons learned with the SMAP instrument to highlight potential issues with a new vendor's X-band diplexer. To reduce technical risk, the design and testing of several prototypes was recommended, ultimately yielding a successful design that met the challenging 100 dB isolation and met multiplication requirements. This decision prudently saved the project about \$100K.

The Contractor has performed all WFIRST tasks at an exceptional level. Suggested improvements to the project have been incorporated and are paying dividends in enhanced project performance and efficiency. The assigned Contractor lead has set up and defined the WFIRST Public Engagement Activities. In a short period of time, the lead also set up and coordinated with all members of the WFIRST Outreach team. In addition, the lead also provided much needed project management support for the Payload Systems Team and Project Science Team.

The Contractor supported an exceptionally heavy load of project and program radiation tests as well as numerous technical interchange meetings and conferences. The Nuclear and Space Radiation Effects Conference (NSREC) is the largest annual gathering of radiation effects professionals in the world. Several of the papers presented at this conference received commendations and/or awards, indicating high levels of innovation, quality, and successful communication. The Contractor employees continued their high-level of successful support for many GSFC flight projects and programs, including the NASA Electronic Parts and Packaging (NEPP) program and the ICESat-2 project. ICESat-2 successfully completed all of its radiation engineering deliverables by the mission's critical design review (CDR), due in no small part to the Contractor support. The Contractor has been pivotal in providing support to early-stage mission concepts through environmental analysis and 3-dimensional ray traces. This has had a positive impact on all of the Europa Clipper instrument proposals, where radiation is one of the driving technical risks.

The Contractor provided excellent services in enhancing and managing the parts engineering services for multiple projects support. The Contractor parts engineers provided detailed reports of their activities on a biweekly basis and attended the parts engineering meetings regularly. The sub-contractor parts engineers are providing much needed support at Johns Hopkins University Applied Physics Laboratory (JHU-APL) independently and collaboratively as appropriate. The Contractor task lead is constantly monitoring to determine how best the work force can be managed effectively, and has come up with some very innovative and interesting reports on the status of the critical deliverables, while motivating the employees to be more pro-active in closing out the pending issues.

The following are deficiencies that the Government would like to see corrected in the next evaluation period:

The Contractor had an issue on Task 24 with one of their employees providing false status reporting during scheduled design reviews. Once this issue was identified in March 2014, the Contractor provided additional oversight to the task. Unfortunately a schedule slip occurred, which resulted in the project being cancelled.

Under Task 28, a Contractor employee was assigned to supervise and train a new Contractor employee on the maintenance and up-keep of the (b) (4) system. The Contractor employee did not properly supervise the trainee and as a result a piece of (b) (4) was left inside the system after maintenance. (b) (4) Over a month was spent trying to recover, clean, and decontaminate the system in an effort to return to the quality films that was obtained before the incident.

Business Management

The Business Management category was rated as "Very Good" with an overall score of (b) (4).

1. Contract Administration and Compliance –

During Evaluation Period 2, nineteen (19) task orders were initiated and one hundred sixteen (116) task modifications were processed. Although twenty (20) proposal submissions did have to be resubmitted it should be noted that fewer resubmissions were required this period in comparison to Period 1 and in general the quality of the proposals has significantly improved. There were occasions the Contractor's task proposals required minor revisions including providing missing supporting documentation, and material/travel basis for estimates. During the entire period there were fifty (50) authorizations to proceed (ATPs) requested by the Contractor and no proposals were submitted late. Having no late proposals is a significant improvement over the previous period and the Contractor is commended for this accomplishment.

Deliverables:

The Safety and Health Plan was approved by Code 350 on April 15, 2014. It should be noted that during this period, one of the subcontractors had a Close Call incident involving the violation of a Lock-Out/Tag-Out (LOTO) procedure. Although the Close Call incident was explained in the monthly Health and Safety Report, which was submitted to the CO and COR on August 14th, the actual incident occurred on July 14th. The CO and COR, per the contract, should have been notified "immediately." The contract states in 1852.223-70 Safety and Health and GSFC 52.223-91 Safety and Health-Additional Requirements, "The Contractor shall immediately notify and promptly report to the Contracting Officer or a designee any accident..."

Foreign Travel requests saw an improvement in the timeliness of submittals. It appears that internal Contractor processes and controls have aided in the submission of more accurate and complete foreign travel requests and reports. Monthly technical reports have been submitted on time for most tasks and subtasks with minimal errors, in accordance with the Reports of Work outlined in the contract. Once notified of the errors, the Contractor was quick to make the necessary corrections. PIV reports, Subcontracts, and Responsiveness of Upper Management has been timely with no concerns.

2. Contract Changes –

On some occasions the Contractor was slow in responding to journal entries where questions were posed by the CO, COR, and Contract Specialist, which resulted in delays to task awards. On August 4th & 5th the COR submitted a journal entry for Tasks 100 and 87 respectively. The COR sent a follow-up email to the Contractor on August 13th requesting the status of the journal entries, at which time the Contractor responded to both journal entries. The CO and COR expressed this to the Contractor with feedback that an effort for improvement in this area needs to be made. This area will continue to be monitored by the CO and COR.

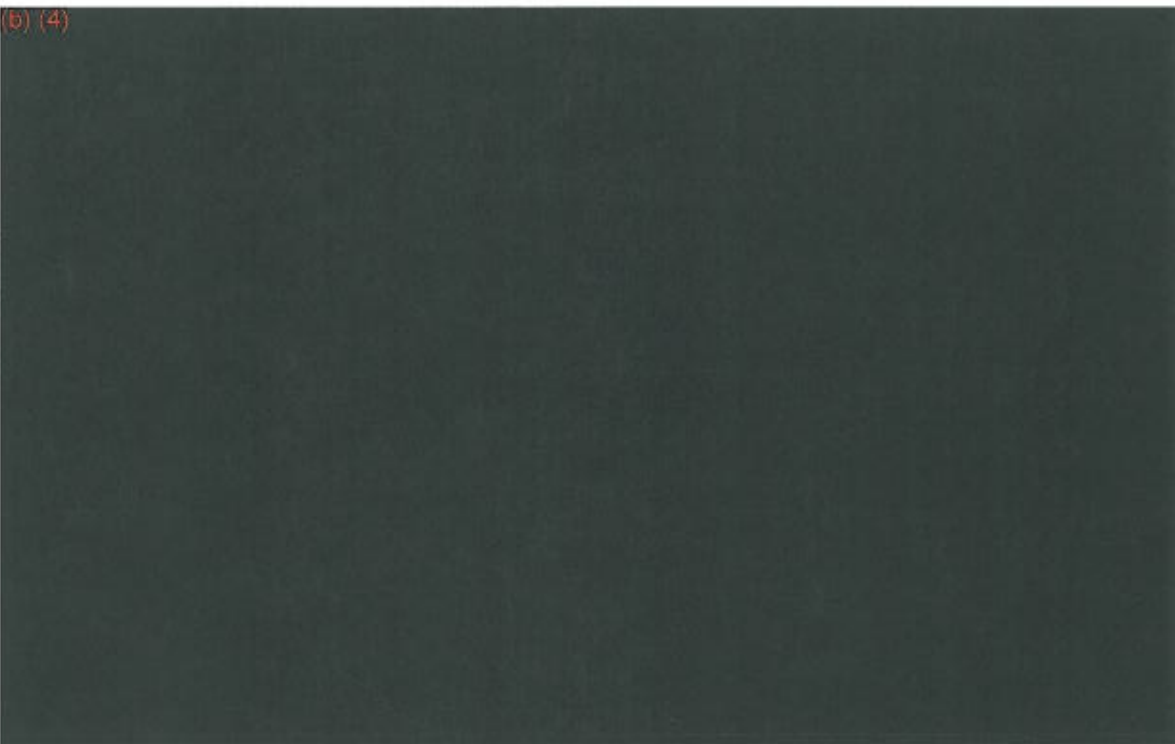
Biweekly tag-ups between the CO, Contracts Administrator, and Business Manager have helped to ensure there is continuity to services and prompt resolution to issues as they surface. In general, the Contractor has been responsive to inquiries and concerns from the CO and COR. Although as cited above, the Contractor is encouraged to be more responsive to Task Order Management System (TOMS) journal entries.

3. Financial Reporting –

During Period 1, the Contractor submitted the monthly 533M financial reports using an alternate format, which was not approved by the government. The Contractor was advised, in writing on December 18, 2013, that this alternate format was not in compliance with the Financial Reporting Requirements of the contract. At that time, the Contractor was advised to comply with the format per Attachment C, Amendment C, and in accordance with 1852.242-73 NASA Contractor Financial Management Reports and GSFC 52.242-90 Financial Management Reporting. It was not until the submission of the May 2014 533M report that the Contractor was finally in compliance with financial reporting requirements stated in the contract.

4. Equal Employment Opportunity (EEO) –

(b) (4)



Recruitment and Career Development Initiatives:

(b) (4)



(b) (4)



Community Outreach Activities:

(b) (4)



5. Government Property --

The Contractor continues to work with the Industrial Property Officer (IPO) to identify and enhance the property accountability on the contract. On October 15, 2014, the Contractor submitted the FY 2013 NF-1018 report, which was due on October 15, 2013. Furthermore, a list of Installation Accountable Government Property (IAGP) accountable to the contract has been provided to the CO and COR and work is underway toward a contract modification to reflect the incorporation of this property.

Cost Control

The Cost Control category was rated as "Good" with an overall score of (b) (4).

(b) (4)

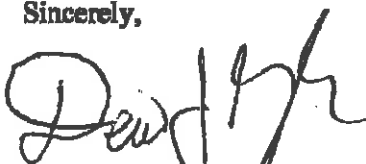


Summary

In summary, the Government was pleased with the overall performance and improvement of the Contractor and its continuing efforts to meet and exceed customer expectations during this performance evaluation period. With the exception of a few tasks, Task Monitor's feedback reflected that the Contractor continues to do an excellent job in their technical efforts. As stated before, the Contractor Senior Management Team was proactive in working with the Government to address the issues and concerns brought forth in the FDO Letter for Period 1. A recovery plan meeting was held on May 12, 2014 that laid out initiatives to improve responsiveness between the Contractor and the Government with an implementation date of July 1, 2014. Since the implementation of the recovery plan, communication between the Contractor and Government personnel has significantly improved. The Contractor has been, for the most part, responsive to the Government's requests and made attempts to be responsive to all deliverables. As noted above, the Contractor is encouraged to be timely with their responses to TOMS journal entries made by the CO, COR, and Contract Specialists. (b) (4)

(b) (4)

Sincerely,



Dennis J. Andracyk
Fee Determination Official

Enclosure

cc:

100/C. Scolese
210/C. Canales
560/R. Lebair
560/A. Sanders
560/M. Proctor

National Aeronautics and Space Administration
Goddard Space Flight Center
Greenbelt, MD 20771



May 19, 2015

Reply to Attn of: 560

Mr. Gregg Einfalt
President, Engineering and Aerospace Solutions Group
ASRC Federal, Inc.
7000 Muirkirk Meadows Drive
Suite 100
Beltsville, MD 20705

Dear Mr. Einfalt:

We have completed our evaluation of your company's performance under contract NNG13CR48C for the Electrical Systems Engineering Services II (ESES II) for the evaluation period three, which is September 1, 2014, through February 28, 2015. AS&D's overall performance during this period corresponds to a rating of "Very Good". Your company earned a fee of (b) (4) which is approximately (b) (4) of the total available fee of (b) (4). The Contracting Officer (CO) will prepare and forward, under separate cover, a modification to the contract for the amount of earned award fee.

The composite score of (b) (4) is based on the overall program performance rating, which includes the following categories: Technical (including schedule), Business Management, and Cost Performance. The following is a summary of our findings:

Technical Performance

The Technical Performance category was rated as "Excellent" with an overall score of (b) (4).

There were a total of 104 active tasks during this period. The Task Monitors (TMs) representing the various GSFC projects evaluated and rated tasks in accordance with the criteria set forth in the contract Performance Evaluation Plan. These projects include, but are not limited to the Magnetospheric MultiScale (MMS) mission, the Global Precipitation Measurement (GPM) mission, the Ice, Cloud, and land Elevation Satellite-2 Advanced Topographic Laser Altimeter System (ICESat-2 ATLAS), the James Webb Space Telescope (JWST), the Origins-Spectral Interpretation-Resource Identification-Security-Regolith Explorer (OSIRIS-REx) mission, the Neutron star Interior Composition Explorer (NICER) mission, the Mars Organics Molecule Analyzer (MOMA) instrument, the Wide-Field Infrared Survey Telescope (WFIRST), Parts & Radiation, and Detectors/Code 550 Technology Tasks.

AS&D has done an excellent job delivering quality products and providing outstanding technical support throughout this period. The completion of the Photon Counting Field Programmable Gate Arrays (FPGAs) testing marks a significant milestone toward the ATLAS

Instrument development program. The AS&D team should be proud of this significant accomplishment. The AS&D Integration and Test personnel also did an excellent job supporting the ICESÁT-II project as it moved through integration of the box structure and into the avionics Thermal Vacuum (TVAC) testing. During this period, the assembly of the Photon Counting Electronics (PCE) flight spares also proceeded without issues and the rapid response by the AS&D team to rework requests exceeded all of the project's needs.

AS&D's communication on the JWST Avionics task was highly effective; issues were brought to the Task Monitor's (TM's) attention and resolution plans were quickly agreed upon and executed. The AS&D team identified risks for the Ka-Band Modulator Controller cables early, analyzed potential impacts, and developed the mitigations plans expeditiously and efficiently meeting the schedule commitments.

The AS&D team supported the testing of the MOMA project flight Command & Data Handling (C&DH) processor card as well as the integration and test of the Main Electronics Board (MEB). The entire effort was performed successfully; board testing was thorough and timely. The board assembly was error free, on schedule, and the testing and integration of the MEB went very smooth. This was in part because of the excellent test procedures that were written by the AS&D personnel.

The AS&D Parts Engineering Task Lead managed the entire task very effectively, ensuring high quality parts support to more than 20 projects at GSFC. The seventeen (17) parts engineers that support the task work as a very closely-knit team, utilizing each other's expertise and completing the work as a team rather than focusing on their individual assignment only. Regular discussions between the parties have allowed a high level of work efficiency and to quickly resolving issues as they arise. The AS&D Team have been very proactive in identifying the risks in Electrical Electronic & Electro-Mechanical (EEE) parts usage and identifying mitigation strategies for them.

Business Management

The Business Management category was rated as "Very Good" with an overall score of .

1. Contract Administration and Compliance –

During Evaluation Period 3, twelve (12) new task orders were initiated and eighty-one (81) task modifications were processed. From the nineteen (19) proposal submissions, fourteen (14) had to be resubmitted due to changes made to the Statement of Work (SOW) by the by Government personnel and five (5) due to AS&D errors or omissions. The reduction in the number of tasks submitted with errors is attributed to AS&D's better understanding of the SOW work and enhanced communication between themselves and Government personnel. The AS&D team is commended for the improved quality and timely submission of all tasks and encouraged to continue with this improvement trend.

Safety:

AS&D attended all requested safety and quality meetings. They have also participated in several audits, including: a Code 360 and Code 302 Quality audits. The AS&D Safety Team was very involved in preparatory activities for the upcoming NASA Headquarters Institutional, Facilities, and Operations Safety Audits. During this period, one of the sub-contractor employee's training/certification had expired while performing work. An extension was granted to the sub-contractor by the Project but the ESES-II Mission Assurance Safety Manager was not informed until later. A periodic review of both prime and sub-contractor employees certification due dates is recommended in order to avoid future occurrence.

Deliverables:

The timely submittal of Foreign Travel requests improved during Period 3. Due to last minute requests for travel by the TMs, some foreign travel paperwork were not submitted within the 30-day period required by the contract clause. AS&D is encouraged to make every effort for timely submissions of these travel requests to the Contracting Officer and to provide ample time to analyze those costs.

Contract Changes:

The burn rates per the allotment dates provided by AS&D were in line with burn rates calculated by the Resource Analyst. The Contracting Officer and Resource Analyst continue to monitor AS&D's performance in this area.

On occasion the AS&D's task proposals required minor revisions including providing missing supporting documentation, materials, and travel basis for estimate. This process has seen improvement since Period 2. The AS&D team is commended for their efforts and encouraged to continue with the improvement throughout the contract duration.

In order to avoid task delays, AS&D is encouraged to more thoroughly proofread written communication with Government personnel. In an effort to improve communication efficiency and avoid duplication of effort, AS&D should ascertain that all questions posed by Government personnel are thoroughly addressed the first time. AS&D has been more responsive to journal entries and provided the CO and Contract Specialists the information requested in a timely manner.

Biweekly tag-ups between the CO, Contracts Administrator, and Business Manager continue to be very effective ensuring continuity to services and prompt resolution to issues as they arise. In general, AS&D has been responsive to inquiries and concerns from the CO and COR.

2. Financial Reporting –

Submissions of 533 reports were timely and did not experience any problems. AS&D was helpful in providing the RA with additional reports to more effectively understand and analyze the 533 reports.

3. Responsiveness of Upper Management –

(b) (4) [REDACTED] the AS&D Vice President and General Manager Civil Programs, Charlie Bengston, and ESES-II Program Manager, Mark McQuaid, met with the CO and COR to convey their understanding of the situation and to assure (b) (4) [REDACTED]

(b) (4) [REDACTED]

4. Equal Employment Opportunity (EEO) –

(b) (4) [REDACTED]

[REDACTED]

Recruitment and Career Development Initiatives:

(b) (4) [REDACTED]

[REDACTED]

Community Outreach Activities:

(b) (4)



5. Government Property –

The AS&D team worked with the Industrial Property Officer (IPO) to address most of the property issues and completed the majority of corrective actions stemming from the FY 2013 NF-1018 reporting. AS&D submitted the FY 2014 NF-1018 report in a timely manner. Since identification of the equipment, the ASRC/AS&D Contractor's Property Manager (COPM) has communicated regularly with the IPO on property issues. AS&D worked with the IPO, Procurement, Project Technical Officer, and Project Property Custodians to provide a list of GFE accountable to the contract. AS&D has shown considerable improvement in regards to implementing and improving their property management processes. AS&D is encouraged to continue to refine their internal processes when making the distinction between Installation Accountable Government Property (IAGP) versus Government Furnished Equipment (GFE) listings. The AS&D team reported possession of 102 pieces of equipment with a cumulative value of \$181,109 via the IAGP listing, however, according to the GFE listing, AS&D possesses 16 pieces of equipment with a cumulative value of \$29,646. This large discrepancy has yet to be resolved along with the completion of GFE transfer documentation.

Cost Control

The Cost Control category was rated as "Good" with an overall score of

(b)
(4)

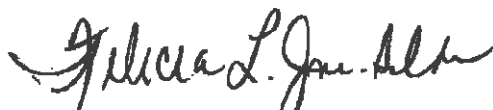
(b) (4)



Summary

In summary, we were pleased with the overall performance and improvement of AS&D and its continuing efforts to meet and exceed customer expectations during this performance evaluation period. I look forward to the continued excellent performance in the technical area, maintaining the upward trend in business management performance, and the implementation of the plan (b) (4)

Sincerely,



Felicia L. Jones-Selden
Fee Determination Official

Enclosure

cc:

100/C. Scolese
210/C. Canales
560/A. Azarbarzin
560/R. Lebair
560/M. Proctor

National Aeronautics and Space Administration
Goddard Space Flight Center
Greenbelt, MD 20771



October 29, 2015

Reply to Attn of: 560

Mr. Charlie Bengston
President, Engineering and Aerospace Solutions Group
ASRC Federal, Inc.
7000 Muirkirk Meadows Drive
Suite 100
Beltsville, MD 20705

Dear Mr. Bengston:

We have completed our evaluation of your company's performance under contract NNG13CR48C for the Electrical Systems Engineering Services II (ESES II) for the evaluation period four, March 1, 2015, through August 30, 2015. AS&D's overall performance during this period corresponds to a rating of "Very Good". Your company earned a fee of (b) (4) which is approximately (a) of the total available fee of (b) (4). The Contracting Officer (CO) will prepare and forward, under separate cover, a modification to the contract for the amount of earned award fee.

The composite score of (b) (4) is based on the overall program performance rating, which includes the following categories: Technical (including schedule), Business Management, and Cost Performance. The following is a summary of our findings:

Technical Performance

The Technical Performance category was rated as "Excellent" with an overall score of (b) (4)

There were a total of 108 active tasks during this period. The Task Monitors (TMs) representing the various GSFC projects evaluated and rated tasks in accordance with the criteria set forth in the contract Performance Evaluation Plan. These projects include, but are not limited to the Magnetospheric MultiScale (MMS) mission, the Laser Communication Relay Demonstration (LCRD), the Ice, Cloud, and land Elevation Satellite-2 Advanced Topographic Laser Altimeter System (ICESat-2 ATLAS), the Geostationary Operational Environmental Satellite R-Series (GOES-R), the James Webb Space Telescope (JWST), the Origins-Spectral Interpretation-Resource Identification-Security-Rogolith Explorer (OSIRIS-REx) mission, the Neutron star Interior Composition Explorer (NICER) mission, the Mars Organics Molecule Analyzer (MOMA) instrument, the Wide-Field Infrared Survey Telescope (WFIRST), Parts & Radiation, and Detectors/Code 550 Technology Tasks.

The AS&D team on ATLAS (Task 68) did an excellent job integrating the electronics components. They provided excellent insight into the design details of the Spacecraft Interface Simulator (SIS) hardware and software and were innovative in solving problems. They also responded and resolved every problem in a timely manner, providing a great amount of expertise, and ensuring overall quality support to the customer. The AS&D team's attention to detail extended to ensuring the safe operations in the lab and clean room facilities. The OSC/ATK Engineer would often discuss potential hazards to the personnel and hardware with the TM and his attention to detail helped to keep personnel from having accidents, mishaps and close calls.

The AS&D personnel assigned to MOMA (Task 65) covered three major areas during this performance period: Engineering test support for the Command & Data Handling (C&DH) board testing, assembly of the final printed circuit cards, and harness/Ground Support Electronics (GSE) cabling for the Main Electronics Box (MEB). Communications on all efforts was excellent and status updates were provided. The AS&D team kept the TM informed of all questions or concerns and work was completed in a timely manner with high quality. The subcontractor (OSC/ATK) used an innovative automated piece of test equipment to verify the C&DH hardware. This allowed the team to completely test the hardware in a short time, with minimal risks because of the automated test nature.

The AS&D lead on WFIRST (Task 122) set up and defined the Public Engagement Activities and performed all required tasks at an exceptional level. In addition, incorporating AS&D's team lead suggestions, helped Project improving their efficiency thus enhancing their overall performance. The AS&D lead also supported NASA HQ in several recent outreach events, providing the requested material and working amongst multiple organizations to coordinate the presence at these events. The team continues to provide much needed and critical project management support for the Project Office, Payload Systems Team, the Wide Field Instrument Team, and Project Science Team.

The AS&D Radiation team completed the SLS Virtex-5 field programmable gate array (FPGA) test & evaluation work, which a substantial effort for the past two calendar years and may result in the generation of future work from the SLS program. The AS&D team continued to render excellent radiation environment support in the form of space climate and weather predictions for proposals, projects in development, and operational missions.

Business Management

The Business Management category was rated as "Very Good" with an overall score of (b) (4)

1. Contract Administration and Compliance –

During the 4th evaluation period, 22 new task orders were initiated and 84 task modifications were processed; for a total of 106 task actions. Although 19 proposals had to be re-submitted, only two of those resubmissions were due to contractor errors or omissions. The remaining 17 resubmissions were driven by changes to the SOW by government personnel (task monitors). AS&D is commended for effectively managing the timely submission of tasks and their responsiveness to Government directed SOW changes.

Deliverables:

The timeliness of the submission of Foreign Travel requests improved during Period 4.

Monthly technical and PIV reports have been timely with no concerns.

Safety:

The AS&D management demonstrated strong commitment to the safety of its employees and the personnel at all levels, participated in safety program activities. Management and support personnel participated in periodic all-hands meetings where safety was an important part of the agenda. AS&D Task Leads conducted weekly stand-up meetings where safety activities and project/tasks are reviewed and safety program status was reviewed at all subcontractor Program Status Reviews (PSRs).

The AS&D Safety Mission Assurance Manager, Safety Officer, and Management staff answered the findings from the Code 360 audit, conducted on March 10, 2015, including performing industrial hygiene monitoring for soldering operations that returned objective evidence that there were no airborne lead hazard when performing lead based low temperature soldering.

Contract Changes:

Funding modifications were issued during this period without problems. The burn rates per the allotment dates provided by AS&D were in line with burn rates calculated by the Resource Analyst. The Contracting Officer and Resource Analyst continue to monitor the AS&D's performance in this area. During this period the Government awarded 22 new task orders and 84 modifications for a total of 106 tasks. AS&D has been very responsive to journal entries and has provided the CO and Contract Specialists the information requested in a timely manner.

Biweekly tag-ups between the CO and AS&D's Contracts Administrator & Business Manager continue to ensure there is continuity to services and prompt resolution to issues as they surface. In general, AS&D has been very responsive to inquiries and concerns from the CO and COR.

Work continues on identifying tasks that are candidates for replanning (rebaselining) due to the AS&D's original overestimation of labor hours. The CO and COR continue to not only monitor tasks that are candidates for replanning but refining an approach for documentation that suits the needs of the government. The AS&D team is making the effort to identify those tasks.

2. Financial Reporting –

Submissions of 533 reports were timely and did not experience any problems.

3. Responsiveness of Upper Management –

In response to the (b) (4) the AS&D President of Engineering and Aerospace Solutions Group, Charlie Bengston, and ESES-II Program Manager, Mark McQuaid, met with the CO and COR to convey their understanding of the situation and to assure that

(b) (4)
(b) (4)

(b) (4)

4. Equal Employment Opportunity (EEO) –

(b) (4)

(b) (4)

Recruitment and Career Development Initiatives:

(b) (4)

Community Outreach Activities:

(b) (4)

5. Government Property --

When identified, the ASRC/AS&D Contractor's Property Manager (COPM) has continued to communicate regularly with the IPO Office on property issues. The contractor completed work with the IPO office, Procurement, Project Technical Office and Project Property Custodians, to attain transfer documentation associated with the previous ESES and ESES Interim awards (NNG05CA97C & NNG10CR08C, awarded to MEI) and all GFE, which should be accountable to the incumbent ESES II award (NNG13CR48C). The Contractor has communicated effectively and worked diligently with Contract Property on addressing disposition issues and confirming whether to ECN tag contractor-acquired property (CAP).

The COPM, continued work with the IPO Office, Procurement, Project Technical Officer, Project Property Custodians and ASRC contractor personnel supporting the contract, to revise the GFE listing making the distinction between IAGP and GFE. Presently, AS&D is awaiting approval of the revised GFE listing from the Project Technical Officer and the updating of the GFE listing, via contract modification from the CO.

Cost Control

The Cost Control category was rated as "Very Good" with an overall score of (b) (4)

(b) (4)

The 533M report is due the 10th working day following the close of AS&D's monthly accounting period. The 533M was received on time or ahead of schedule and appeared to be accurate.

The AS&D Business Manager and Financial Analyst have been responsive to the Contract Resource Analyst request for clarification and needed data support on the 533M and subtask reports. The Contract Resource Analyst received additional reports this period, which were useful tools for


monitoring the contract. The AS&D Financial Analyst has provided information when new subtasks were generated to secure funding ahead of time. During this period, the Contract Resource Analyst received an additional cost text file from AS&D, resulting in saving 2 - 3 hours each month of manual processing and reconciling cost information.

(b) (4)

Summary

We were very pleased with the overall performance of AS&D during this period thus enhancing its efforts to meet and exceed customer expectations. I look forward to the continued excellent performance in the technical area, maintaining the upward trend in business management performance, and (b) (4)

Sincerely,



Felicia L. Jones-Seiden
Fee Determination Official

Enclosure

cc:
100/C. Scolese
210/C. Canales
560/A. Azarbarzin
560/M. Proctor

National Aeronautics and Space Administration
Goddard Space Flight Center
Greenbelt, MD 20771



April 29, 2016

Reply to Attn of: 560

Mr. Charlie Bengston
President, Engineering and Aerospace Solutions Group
ASRC Federal, Inc.
7000 Muirkirk Meadows Drive
Suite 100
Beltsville, MD 20705

Dear Mr. Bengston:

We have completed our evaluation of ASRC Space & Defense's (AS&D's) performance under contract NNG13CR48C for the Electrical Systems Engineering Services II (ESES II) for the fifth evaluation period, which spans from September 1, 2015, through February 29, 2016. AS&D's overall performance during this period corresponds to a rating of "Excellent". AS&D earned a fee of (b) (4) which is approximately (b) (4) of the total available fee of (b) (4). The Contracting Officer (CO) will prepare and forward, under separate cover, a modification to the contract for the amount of earned award fee.

The composite score of (b) (4) is based on the overall program performance rating, which includes the following categories: Technical (including schedule), business management, and cost performance. The following is a summary of our findings:

TECHNICAL PERFORMANCE

The technical performance category was rated as "Excellent" with an overall score of (b) (4).

There were a total of 118 active tasks during this period. The Task Monitors (TMs) representing the various GSFC projects evaluated and rated tasks in accordance with the criteria set forth in the contract Performance Evaluation Plan. These projects include, but are not limited, to the Laser Communication Relay Demonstration (LCRD), the Ice, Cloud, and land Elevation Satellite-2 Advanced Topographic Laser Altimeter System (ICESat-2 ATLAS), the Geostationary Operational Environmental Satellite R-Series (GOES-R), the James Webb Space Telescope (JWST), the Origins-Spectral Interpretation-Resource Identification-Security-Regolith Explorer (OSIRIS-REx) mission, the Neutron star Interior Composition Explorer (NICER) mission, the Mars Organics Molecule Analyzer (MOMA) instrument, the Wide-Field Infrared Survey Telescope (WFIRST), Global Ecosystem Dynamics Investigation Lidar (GEDI), Parts & Radiation, and Detectors/Code 550 technology tasks.

We were pleased with the AS&D Task Lead and Group Lead, for Task 7, who made sound decisions in terms of task assignments to their parts engineering team and simultaneously maintained excellent coordination with their subcontractor staff to ensure seamless services. The AS&D task lead demonstrated high levels of leadership in evaluating EBE parts risks across all the ongoing Goddard projects. The task lead ensured that risks were addressed fully in biweekly parts engineering meetings to ensure that respective parts engineers developed appropriate mitigation in consultation with the project design leads and the chief safety mission assurance officers for each project.

AS&D personnel supporting OSIRIS-REx (Task 8) provided an excellent level of quality for all the required services. This included end-to-end RF communications systems engineering, in-depth knowledge of the spacecraft subsystem components, and expertise of on-orbit operations with various NASA RF communication assets. The AS&D team maintained excellent communications with the OSIRIS-REx project management, the engineering leads, the TM and provided excellent support to ensure the deliverable hardware from outside vendors was compliant with all the requirements of the mission.

The AS&D team on ATLAS (Task 68) performed an excellent job in delivering a quality product and final closeout of the integrated ATLAS instrument. The team excelled in the development of the integration and verification procedures along with their design and interface support of the Spacecraft Interface Simulator (SIS). The AS&D team serves as a single point of contact to the spacecraft vendor and has made interchange of information efficient.

The AS&D technical lead and chief engineer did an exceptional job this period with the technical effort for NASA Search and Rescue (Task 75). Significant effort went into the preparation and execution of several large and important international meetings this period, including the annual Cospas-Sarsat Closed Council Joint Committee meetings in Montreal, Canada. The AS&D technical lead and chief engineer provided a thorough review of documentation in preparation for SAR/GPS meetings, attended reviews on schedule, technical discussions, and provided critical SAR/GPS frequency analysis to the Canadian Department of National Defense (DND).

In regards to JWST (Task 89) Jackson & Tull, an AS&D subcontractor, demonstrated commendable team work and effective communication when issues were brought to the Government's attention. Resolution plans were quickly agreed upon and executed without disruptions to the task. AS&D management identified and processed risks early, analyzed potential impacts, and quickly developed mitigations plans in a cost and schedule effective manner. For example, the integration review of the Deployment Electronics Unit Converter (DUC) identified risks with the planned integration procedure for the DUC to Deployment Electronics Unit that prevented damage to the flight units.

The AS&D team on GOES-R (Task 148) provided outstanding support for the GOES-R mission operations during this performance period. Notable activities included completing a highly successful GOES-R Flight Operations Review, Mission Rehearsal 1, and End-to-End Test 4A. The AS&D personnel developed tools for scripting operational sequences, which increased operations efficiency and reduced risk during execution of critical on-orbit activities.

BUSINESS MANAGEMENT

The business management category was rated as "Excellent" with an overall score of (b) (4). We are very pleased with the continued improvement in the business management area over the past three performance periods.

Contract Administration and Compliance:

During the 5th evaluation period, 26 new task orders were initiated and 92 task modifications were processed for a total of 118 task actions. Although 15 proposal submissions did have to be re-submitted, it should be noted that all 15 revisions were driven by changes to the SOW as directed by government personnel (task monitors). The Contractor is commended for effectively managing the timely submission of tasks and their responsiveness to Government directed SOW changes.

Deliverables:

The timeliness of the submission of foreign travel continued to improve during period 5.

Monthly technical and Personal Identity Verification reports have been timely with no concerns.

Contract Changes:

Funding modifications were issued during this period without problems. The burn rates per the allotment dates provided by AS&D were in line with burn rates calculated by the resource analyst. The CO and resource analyst continue to monitor the AS&D's performance in this area. AS&D has been very responsive to journal entries and has provided the CO and contract specialists the information requested in a timely manner.

Biweekly tag-ups between the CO and AS&D's Contracts Administrator & Business Manager continue to ensure there is continuity to services and prompt resolution to issues as they surface. AS&D has been very responsive to inquiries and concerns from the CO and COR and has provided timely solutions as issues arise.

Subcontract Management:

During this period, AS&D submitted the Secure Host Interface Module (SHIM) proposal (Task 167) and associated documentation in support of the LCRD Project. The SHIM task has a current value of (b) (4) with a majority of the work being performed by the subcontractor; L3 Telemetry West based out of San Diego, CA. The government appreciates AS&D's initiative in taking on the challenge of this time sensitive action and being responsive to the government's needs in delivering a timely proposal.

It was noted, however, that some cost details in the initial proposal submission were unclear. For future proposals, AS&D is reminded that they should not forego the quality and detail of the proposal at the expense of meeting the standard 14-day proposal turn-around period. In an effort for AS&D to produce a more thoroughly reviewed and analyzed proposal, AS&D should request task proposal extensions for future actions of similar complexity. Task proposal extensions will need to be coordinated and approved by the CO on a case-by-case basis.

As a result of this, AS&D drafted a corrective action plan to address their experience with the LCRD SHIM task and to improve the processing of other complex tasks in the future.

Responsiveness of Upper Management:

AS&D has been responsive to issues brought up by the CO and COR and provided timely solutions.

Equal Employment Opportunity (EEO):

(b) (4)



(b) (4)

Recruitment and Career Development Initiatives:

(b) (4)

Community Outreach Activities:

(b) (4)

Government Property:

When identified, the ASRC/AS&D Contractor's Property Manager (COPM) has continued to communicate regularly with the Industrial Property Officer (IPO) Office on property issues. The Contractor has communicated effectively and worked diligently with contract property on addressing contractor-acquired property (CAP) transfer and disposition issues. Due to the COPM's previous work to revise the Government Furnished Property (GFP) listing, the CO was able to process modification to add accountability of GFP to contract. The COPM, continued work with the IPO office and is keeping the GFP listing up to date. Transfers and returns of GFP are processed in a timely manner and the annual property report NF-1018, due by October 15, 2015, was submitted in a timely manner.

COST CONTROL

The Cost Control category was rated as "Very Good" with an overall score of (b) (4)

(b) (4)

The \$533M was received on time, or ahead of schedule and was accurate.

(b) (4)

There were two types of cost overruns for four tasks during this evaluation period that have been offset by underruns on other tasks. The more conventional overrun was directly related to AS&D's under estimation of labor hours. (b) (4)

(b) (4)

Although both types of overruns are non-fee bearing, AS&D is encouraged to avoid these overruns in future periods.

(b) (4)

SUMMARY

We were very pleased with the overall performance of AS&D during this period thus enhancing its efforts to meet and exceed customer expectations. I look forward to the continued excellent performance in the technical and business management areas and (b) (4)

(b) (4)

Sincerely,


Felicia L. Jones
Fee Determination Official

Enclosure

cc:

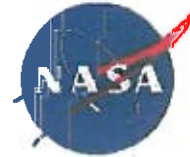
100/C. Scolese

210/C. Canales

560/A. Azarbarzin

560/M. Proctor

National Aeronautics and Space Administration
Goddard Space Flight Center
Greenbelt, MD 20771



November 30, 2016

Reply to Attn of: 560

Charlie Bengston
President, Engineering and Aerospace Solutions Group
ASRC Federal, Inc.
7000 Muirkirk Meadows Drive
Suite 100
Beltsville, MD 20705

Dear Mr. Bengston:

We have completed our evaluation of ASRC Space & Defense's (AS&D) performance under contract NNG13CR48C for the Electrical Systems Engineering Services II (ESES II) for the sixth evaluation period, which spans from March 1, 2016 through August 31, 2016. The evaluation for this period is comprised of two parts: the overall program performance for service tasks; and the end item interim performance for the Laser Communication Relay Demonstration (LCRD) Secure Host Interface Module (SHIM) development, Task 167. AS&D's overall rating for the program performance during this period corresponds to a rating of "Very Good". AS&D earned a fee of (b) (4) which is approximately (b) (4) of the total available fee of (b) (4). AS&D's rating for the Task 167 interim evaluation part, corresponds to a rating of "Excellent". AS&D earned (b) (4) which is approximately (b) (4) of the (b) (4) available award fee. The fee earned for the end item task is considered to be "Interim" until the final award fee evaluation period at which time it will become "Final". The fee earned is contingent upon a successful delivery of the flight hardware at the completion of the task. The milestones evaluated during the period for this task were: the System Requirements Review (SRR) and the Preliminary Design Review (PDR). The contracting officer (CO) will prepare and forward, under separate cover, a modification to the contract for the amount of earned award fee.

The composite services score of (b) (4) is based on the overall program performance rating, which includes the following categories: technical (including schedule), business management, and cost performance. The following is a summary of our findings:

TECHNICAL PERFORMANCE

The Technical Performance category was rated as "Excellent" with an overall score of (b) (4).

There were a total of 118 active tasks during this period. The Task Monitors (TMs) representing the various GSFC projects evaluated and rated tasks in accordance with the criteria set forth in the contract Performance Evaluation Plan. These projects include, but are not limited to: LCRD, the Ice, Cloud, and land Elevation Satellite-2 Advanced Topographic Laser Altimeter System, the Geostationary Operational Environmental Satellite R-Series (GOES-R), the James Webb Space Telescope (JWST), the Origins-Spectral Interpretation-Resource Identification-Security-Regolith Explorer mission, the Neutron star Interior Composition Explorer mission, the Mars Organics Molecule Analyzer instrument, the Wide-Field Infrared Survey Telescope (WFIRST), Global Ecosystem Dynamics Investigation Lidar, Plankton Aerosol Cloud ocean Ecosystem, Parts & Radiation, and Detectors/Code 550 Technology Tasks.

The AS&D radiation effects personnel (Task 2) continued to support a heavy load of projects and program radiation tests, evaluations, and analyses as well as numerous technical interchange meetings and conferences. There were several notable achievements during this performance period that are worth noting due to exceptional innovation and technical risk management. For example, AS&D personnel developed a Freescale/Next Experience processor-based synchronous dynamic random access memory (SDRAM) tester using 3rd party Koziol verification and test operating system software, and an ARM9 microcontroller USB3.0 development board designed to operate any open NAND flash interface-compatible NAND flash chip under any irradiation conditions.

The AS&D task lead continues to provide outstanding services to parts engineering support (Task 7), supporting more than 20 on-going GSFC projects. Also, the AS&D group lead has provided detailed technical reports summarizing the major activities on each sub task. The AS&D task lead has been outstanding in responding to the Satellite Servicing Capabilities Office's increase in the number of parts needing Parts Control Board (PCB) approval and chairing the PCBs herself to expedite the approval process. The AS&D Task Lead has also been working extensively with TRAX to resolve some critical issues that were significantly delaying the parts procurements.

The AS&D team on ATLAS (Task 68) continued to perform an excellent job in delivering a quality product and final closeout of the integrated ATLAS instrument. The team excelled in the development of the integration and verification procedures, along with their design and interface support of the Spacecraft Interface Simulator. The AS&D team serves as a single point of contact to the spacecraft vendor and has facilitated efficient flow of information between two parties.

Regarding the JWST (Task 89), AS&D exhibited exemplarily teamwork for design, development, build and test of the Protective Cover for Medium Gain Antenna. Communication between AS&D team and the government were highly effective with issues being brought up quickly and solutions agreed upon and implemented efficiently. The subcontractor, J&T, took advantage of early development hardware to test all design changes and risk mitigations effort prior to implementing them on engineering model and flight hardware.

The AS&D team on GOES-R (Task 148) continues to provide outstanding support during this performance review period. The AS&D GOES-R lead flight director provided significant operational improvements and innovations through the development of operational tools and process automation. The AS&D team responded very effectively to flight software and database deliveries, including conducting an extensive bit for bit validation effort of GOES-R commands and telemetry. AS&D Systems and subsystem engineering personnel ensured that GOES-R command and contingency procedures were completed in time to support mission rehearsals and launch.

The AS&D systems engineer assigned to the WFIRST ground system (Task 156) took a leadership role in the phase A ground system development by working requirements development, coordinating interfaces, and supporting mission trade studies. The AS&D systems engineer also provided substantial updates to the ground system requirements in the mission requirements document and led the effort to derive the level 3 ground system requirements that flow down from the mission requirements.

The AS&D I&T technician working on LCRD (Task 173) exceeded all expectations of her work by getting the chamber ready for the optical module thermal vacuum tests. The AS&D test engineer has done an excellent job at planning for environmental tests and writing work order authorizations.

BUSINESS MANAGEMENT

The Business Management category was rated as "Excellent" with an overall score of (b) (4)

Contract Administration and Compliance

During the sixth performance evaluation period, 13 new task orders were initiated and 86 task modifications were processed; for a total of 99 task actions. Five proposal submissions did have to be re-submitted. Only one submission was driven by an AS&D error; the other four changes were driven by changes to the statement of work (SOW) as directed by government personnel (task monitors). AS&D is commended for continuing to effectively manage the timely and accurate submission of tasks and their responsiveness to government directed SOW changes. Accuracy has become even more important as the tasks have grown in complexity and value. In fact, although fewer contract actions were processed this period in comparison to the previous period, the value of the actions processed for period 6 exceeds the value of the actions processed during period 5.

Deliverables

The timely submission of foreign travel requests continued to improve during period 6. Managing the surge in foreign travel requests was facilitated by AS&D providing reports of pending travel to the CO on an as needed basis.

Monthly technical and personal identity verification reports have been timely with no concerns.

Contract Changes

Seven funding modifications were issued during this period. The burn rates per the allotment dates provided by AS&D were in line with burn rates calculated by the resource analyst.

AS&D has been very responsive to journal entries and has provided the CO and contract specialists the requested information in a timely manner. AS&D is commended for maintaining the CO and COR aware of any issues that need attention or resolution and for prompt response times.

Biweekly tag-ups between the CO, contracts administrator, and business manager continue to ensure there is continuity to services and prompt resolution to issues as they surface. AS&D is encouraged to maintain open communication with the CO and COR to ensure all issues are addressed properly to avoid any work interruptions.

Subcontract Management

With tasks growing in complexity, AS&D is encouraged to continue to closely monitor all subcontractor activity, making sure that proposals are thoroughly analyzed before they are submitted to the government. There were no issues with subcontractor management during this period.

Responsiveness of Upper Management

AS&D has been responsive to issues brought up by the CO and COR and provided timely solutions.

Equal Employment Opportunity (EEO)

(b) (4)

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Recruitment and Career Development Initiatives

(b) (4)

A large black rectangular redaction box covering the content of the Recruitment and Career Development Initiatives section. The text "(b) (4)" is visible in the top left corner of the redacted area.

Community Outreach Activities

(b) (4)

A large black rectangular redaction box covering the content of the Community Outreach Activities section. The text "(b) (4)" is visible in the top left corner of the redacted area.

Government Property

The ASRC/AS&D contractor's property manager (COPM) has continued to communicate regularly with the Industrial Property Officer (IPO) on property issues. The AS&D COPM has communicated effectively and worked diligently with contract property on addressing contractor-acquired property transfer and disposition issues. Delegated property administrating entity DCMA/Baltimore, conducted a limited Property Management System Analysis and determined AS&D's property management procedures were in compliance with Federal Acquisition Regulation (FAR) policies and procedures. AS&D has been proactive in the process of the WFIRST property transfer from NASA Jet Propulsion Laboratory to GSFC. The total estimated property value of the transfer is approximately \$208 million.

COST CONTROL

The Cost Control category was rated as "Very Good" with an overall score of (b) (4)

(b) (4)

The 533M was received on time, or ahead of schedule and was accurate.

(b) (4)

(b) (4)

END ITEM TASK PERFORMANCE

The end item task order performance was rated "Excellent" with a composite score of (b) (4). The same weighting criteria used for the services portion were applied to this end item evaluation. We appreciate AS&D's diligent effort in managing the L-3 subcontract as you work towards a successful future delivery of critical hardware to the LCRD Project. Both reviews, the SRR and PDR were considered a success, as all action items were closed in a timely manner. We look forward to the continued successful effort during the next performance period with the delivery of a functional Engineering Design Unit to the LCRD team.

SUMMARY

We are very pleased with the overall performance of AS&D during this period thus enhancing its efforts to meet and exceed customer expectations. I look forward to the continued excellent performance in the technical and business management areas and (b) (4)

Sincerely,



Felicia L. Jones
Fee Determination Official

Enclosure

Under Separate Cover:
Award Fee Modification to the Contract

cc:
100/C. Scolese
210/C. Canales
560/A. Azarbarzin
560/M. Proctor

**End Item Task Order
Available and Earned Award Fee Matrix
NNG13CR48C
March 1, 2016 through August 30, 2016
Period 6**

The available award fee and earned award fee shown in the table below only represents the available and earned fee for this period. In accordance with Section 4 (k) of the Performance Evaluation Plan (PEP), "the final evaluation will consider AS&D's performance and will be evaluated against the PEP to determine the total delivery order earned Award Fee. The interim payments are superseded by the fee determination made in the final delivery order evaluation. The Government will then pay AS&D, or AS&D will refund to the Government, the difference between the final award fee determination and the cumulative interim fee evaluation payments". All adjustments will be made via the Award Fee Modification that follows this letter.

| Task Order | Task Description | End Date | Interim/Final | Available Award Fee for the period | Overall | Award Fee Dollars Earned During the Period |
|------------|-----------------------|-----------|---------------|------------------------------------|---------|--|
| 167 | LCRD SHIM Development | 9/30/2017 | Interim | (b) (4) | | |

Enclosure