

National Aeronautics and
Space Administration
John H. Glenn Research Center
Lewis Field
Cleveland, OH 44135-3191



May 30, 2008

Reply to Attn of: FT

Mr. Brian W. Rice
Sierra Lobo, Incorporated
Glenn Research Center at Lewis Field
21000 Brookpark Road, MS 6-2
Cleveland, OH 44135

Dear Mr. Rice:

The Award Evaluation Board for the Test Facilities Operations, Maintenance and Engineering (TFOME) contract, met on May 12, 2008, to evaluate contract performance during Award Fee Period 3b (October 1, 2007, - March 31, 2008). The three evaluation factors and results are as follows:

Technical Performance - Excellent

Your performance in this area was most noteworthy for your ongoing successes with the welding subcontractors in support of the Ares I-X project and your staff's willingness to lead the Facilities Division electronic data system knowledge-capture efforts, and the outstanding level of technical performance TFOME continues to provide in numerous Center facilities.

We offer the following comments and recommendations for areas of improvement:

- Adherence to Glenn work and safety procedures could have prevented an incident when a contract employee sustained a minor shock. Since safety is such a high priority at Glenn, we recommend you thoroughly review the incident, document your findings, provide appropriate staff safety training, and report all your remedial actions to your COTR. Also please include a summary of your response in your next award fee period self-evaluation.
- Contract technical leads in the Aero Power and Propulsion Technical Branch have not taken sufficient leadership in the planning, operations, and maintenance of the wind tunnels. We strongly encourage you to develop and execute a carefully designed and monitored corrective action strategy that does not rely on Government direction and meets Government requirements.

Business Management - Excellent

Your performance in this area was most noteworthy since you exceeded our expectations for the Award Fee Period 3b technical and engineering staffing challenges, implemented several upgrades and improvements to help clarify terms in the TFOME Enterprise Resource Management Solutions (TERMS) 533 financial reporting categories, and maintained an efficient and effective contract management/program support structure. We particularly appreciate your continued willingness to deploy staffing resources where needed.

We offer the following comments and recommendations for areas of improvement:

- The Glenn Research Center's (GRC's) Office of Equal Opportunity Programs (OEOP) findings indicate pockets of under utilization in certain job categories, and we urge your contract managers to meet pro-actively with the GRC OEOP to obtain an in-depth understanding of the metrics which comprise the criteria for under representation/under utilization.
- We also expect future communication processes to improve between key contract offices and the Government, particularly with regard to the undisclosed increase in the applied Material Handling rate.

Cost Control - Very Good

Your performance in this area was most noteworthy for your continued high-quality welding subcontractor efforts for the Ares I-X project, and your current management-to-employee ratio continues to demonstrate a strong policy towards cost savings and reflects your continued commitment to cost control.

We offer the following comment and recommendation for areas of improvement:


- Now that your full-time equivalent numbers have nearly reached originally proposed levels, we expect further reductions to the General and Administrative cap, labor business overhead, and we expect you to honor your commitment to reduce the Material Handling rate.

We trust that you will continue to exercise every effort to minimize overhead costs and that you will assume keeping the rates at or below projections as a manageable goal.

In conclusion, we have rated your performance during the 3b Award Fee Period as, "Excellent." This rating demonstrates your commitment to providing quality services. In view of these facts, I have determined that Sierra Lobo, Incorporated merits 95 percent of the available award fee pool. We appreciate your positive efforts as they continue to provide our

customers with the best possible service. Lastly, we encourage the continuation of open communication and ask that you proactively offer your input during this period of potential growth. I commend your efforts in all areas of performance, and extend the appreciation of the entire staff of the GRC for your contributions and continued success.

Sincerely,


Vernon W. Wessel
Award Determination Official

National Aeronautics and
Space Administration
John H. Glenn Research Center
Lewis Field
Cleveland, OH 44135-3191



May 11, 2007

FT

Repl. to Attn of:

Mr. Brian Rice
Sierra Lobo, Inc.
11401 Hoover Road
Milan, OH 44846

Dear Mr. Rice:

The Performance Evaluation Board for the Test Facilities Operations Maintenance and Engineering (TFOME) Contract met on April 26, 2007 to evaluate contract performance during Award Fee Period 2b, which ran from October 1, 2006 through March 31, 2007.

The three evaluation factors were Technical Performance, Business Management, and Cost Control. The results are as follows:

Technical Performance was rated "Excellent". Most noteworthy has been the significant achievements made in the reduction of occupational injuries and lost work time for this award fee period, your staff's sustained commitment to outstanding technical performance, your continued efforts to improve communications between Contract and Government teams, and the continued refinements to the facility "core knowledge" repository. In the area of improvement, our findings indicate pockets of noticeable tension exist between contract engineers and contract technicians in several facilities. We would like to recommend that contract managers find opportunities in their hectic schedules to interact more closely with their employees in the test facilities.

Business Management was rated "Excellent". Most noteworthy has been exceeding our expectations for the Award Fee period 2b staffing challenges. We particularly appreciate your efforts with regard to recent Equal Opportunity hirings, proactively establishing quarterly meetings with our GRC EO Office, and expanding your professional job group recruitment networks. We also appreciate the continuing partnership with our Financial Management Division, your willingness to share corporate skills, and your efficiency in deploying staffing resources when needed. Although this bears no impact on the award fee score, it is our recommendation that TFOME managers partner with the Testing Division to begin a workforce "succession plan" for the near future and out years of the Contract.

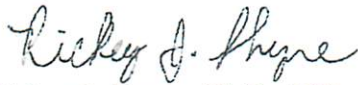
Cost Control was rated "Excellent". Most noteworthy has been the significant efforts in establishing the welding services subcontract for ARES PATHFINDER II. Your management to employee ratio continues to demonstrate a strong policy towards cost savings and reflects your commitment to cost control. We trust you will continue to exercise every effort to minimize overhead costs and assume that keeping the rate at or below projections is a manageable goal.

In conclusion, we have rated your performance during this 2b Award Fee Period as "Excellent." This rating demonstrates your commitment to providing quality services. In view of these facts, I have determined that your Company merits 96% of the available award fee pool.

We appreciate your positive efforts and ask that they continue. We ask your full cooperation to ensure that we minimize programmatic disruptions and continue to provide our customers with the best possible service. We feel certain that we can rely on Sierra Lobo, Inc. and its' partners to assist us in these goals. Lastly, we encourage the continuation of open communication and ask that you continue to offer your input during this period of potential growth.

I commend your efforts in all areas of performance and extend the appreciation of the entire staff of Glenn Research Center for your contributions to our continued success.

Sincerely,



Rickey J. Shyne, Ph.D., P.E.
TFOME Award Determination Official

bcc:

CHE/L. Stervagi
CHE/R. W. Sepesi
F/R. J. Shyne
FT/J. E. Haas
FT/J. A. Swan
FTE/R. B. Kelly
FTJ/W. M. Furfaro

National Aeronautics and
Space Administration
John H. Glenn Research Center
Lewis Field
Cleveland, OH 44135-3191



November 20, 2007

Reply to Attn of: FT

Mr. Brian W. Rice
Sierra Lobo, Inc.
11401 Hoover Road
Milan, OH 44846

Dear Mr. Rice:

The Performance Evaluation Board for the Test Facilities Operations, Maintenance and Engineering (TFOME) Contract met on October 31, 2007, to evaluate contract performance during Award Fee Period 3a, which ran from April 1, 2007 through September 30, 2007.

The following are the three evaluation factors/ratings:

Technical Performance – Excellent

Most noteworthy was the significant achievements made with the welding subcontracts in support of ARES Pathfinder; the leadership TFOME provided in designing a standardized facility and test related division level electronic file storage format; and your outstanding safety performance both in recordable occupational injuries and lost time, as well as your efforts to lead the Center in developing the new Electrical Arc Flash Protection Program. In the area of improvement, we would encourage establishing tighter controls to the contract tool and equipment inventory.

Business Management - Excellent

Most noteworthy has been exceeding our expectations for the Award Fee Period 3a staffing challenges. We are particularly pleased with your recent equal opportunity hiring which boast no under-representation in any category. We also appreciated your willingness to estimate and cost critical Fiscal Year funds; perform an earned/used analysis of the Banked Time-Off Program and have contract engineering managers increase their presence in our test facilities. We also credit your willingness to share corporate skills and your efficiency in deploying staffing resources where needed. We would like to recommend several areas for improvement: business representatives are encouraged to provide more clarity in the TERMS database on NASA Form 533 Monthly Contractor Financial Management Report categories; the Wind Tunnel Facility contract leads should take a more pro-active role in problem resolution, overtime mitigation and task order labor estimating; and contract managers are encouraged to be more receptive, less defensive in discussions involving sensitive contract task or performance issues.

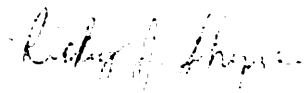
Cost Control - Excellent

Most noteworthy was the significant efforts in establishing and maintaining the welding services subcontracts for ARES Pathfinder and your management to employee ratio continues to demonstrate a strong policy towards cost savings and reflects your commitment to cost control. In the area of improvement, we strongly suggest as your full-time equivalent numbers continues to reach proposed rates, we expect you to both hold to the proposed General and Administrative (G&A) cap by January 1, 2008, and bring your labor overhead (LBOH) rates back to the proposed level. For the next award fee period, we further expect a more thorough break down of LBOH and G&A cost drivers as part of your award fee presentation. We trust you will continue to exercise every effort to minimize overhead costs and assume that keeping the rate at or below projections is a manageable goal.

In conclusion, we have rated your performance during this 3a Award Fee Period as "Excellent." This rating demonstrates your commitment to providing quality services. In view of these facts, I have determined that your Company merits 99 percent of the available award fee pool.

We appreciate your positive efforts and ask that they continue. We ask your full cooperation to ensure that we minimize programmatic disruptions and continue to provide our customers with the best possible service. We feel certain that we can rely on Sierra Lobo, Inc., and their partners to assist us in these goals. Lastly, we encourage the continuation of open communication and ask that you proactively offer your input during this period of potential growth. I commend your efforts in all areas of performance and extend the appreciation of the entire staff of Glenn Research Center for your contributions to our continued success.

Sincerely,



Rickey J. Shyne
Award Determination Official

National Aeronautics and
Space Administration
John H. Glenn Research Center
Lewis Field
Cleveland, OH 44135-3191



Reply to Attn of:

DR

May 3, 2006

Mr. Brian W. Rice
Sierra Lobo, Inc.
11401 Hoover Road
Milan, OH 44846

Dear Mr. Rice:

The Performance Evaluation Board for the TFOME Contract, NNC05CA95C, met on April 27, 2006 to evaluate contract performance during Award Fee Period 1b of October 1, 2005 through March 31, 2006.

The three evaluation factors were Technical Performance, Business Management, and Cost Control, and the results are as follows:

Technical Performance was rated "Excellent." Most noteworthy has been the response to our concerns about maintaining a qualified technical staff; the significant progress being made to capture and document core facility knowledge; the efforts to improve communication between Contract and Government teams, and sustaining an excellent safety reputation.

Business Management was rated "Excellent." Most noteworthy has been the effort to maintain efficient business and administrative processes, development and administration of key labor and financial reporting, and effective cross-utilization of technician staff.

Cost Control was rated "Excellent." The reclassification of the technician staff and realignment of administrative and management staffing levels continue to show a strong commitment to cost control.

In the area of cultural diversity, the rating was "Highly Successful." We appreciate efforts to comply with Glenn Research Center's (GRC) commitment to diversity and request the continuation of striving for accomplishments in this area.

In conclusion, we have rated your performance during this Award Fee Period 1b as "Excellent." This demonstrates the commitment to providing quality services. In view of these facts, I have increased the recommended award fee that your company merits to 95 percent of the available award fee pool.

As GRC still faces numerous potential changes, we ask for your full cooperation to ensure that we minimize programmatic disruptions and continue to provide our customers with the best possible service. We are confident that Sierra Lobo and its partners will continue to assist us in achieving these goals. In the area of contract costs, we trust every effort will be exercised to minimize overhead costs.

It is assumed that despite losses to the labor base, keeping the rate at or below projections is a manageable goal. Finally, we encourage the continuation of open communications and ask that you proactively offer your input during these difficult times. I commend your efforts in all areas of performance and extend the appreciation of the entire staff of GRC for your contributions to our continued success.

Sincerely,

A handwritten signature in black ink, appearing to read "Olga D. Gonzalez-Sanabria". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Olga D. Gonzalez-Sanabria
Award Determination Official

bcc:

CHD/L. Stervagi

CHE/R. W. Sepesi

D/O. D. Gonzalez-Sanabria

DR/J. E. Haas

DR/J. A. Swan

DRE/R. B. Kelly

DRJ/W. M. Furfaro

DR/RBKelly:dlr:Award fee ltr:5-1-06

National Aeronautics and
Space Administration
John H. Glenn Research Center
Lewis Field
Cleveland, OH 44135-3191



November 9, 2006

Re: TFOME

DR

Mr. Brian Rice
Sierra Lobo, Inc.
11401 Hoover Road
Milan, OH 44846

Dear Mr. Rice:

The Performance Evaluation Board for the Test Facilities Operations, Maintenance and Engineering (TFOME) Contract met on October 26, 2006, to evaluate contract performance during Award Fee Period 2a, which ran from April 1, 2006 through September 30, 2006.

The three evaluation factors were Technical Performance, Business Management, and Cost Control and the results are as follows: Technical Performance was rated "Excellent". Most noteworthy has been: The seamless Phase B transition of 52 incumbent test engineers; your continued efforts to improve communications between Contract and Government teams; and your continued commitment to safety, exemplified by your recognition as Glenn Research Center's (GRCs) 2006 Safe Contractor of the Year. We would however, like to see an emphasis on lowering the Days Away, Restricted or Transferred (DART) rate to at or below the industry standard.

Business Management was rated "Very Good". Most noteworthy has been: Your effort to successfully phase-in test engineering activity with no disruptions to business processes or daily work activities. We appreciate your efforts in forming a successful partnership with our Financial Management Division, your willingness to share corporate skills; and your efficiency in deploying staffing resources when needed.

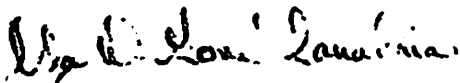
In the area of Equal Opportunity, you were rated "Successful". The TFOME managers are highly encouraged to expand their professional job group recruitment network to include more minority and female organizations. We also encourage you to work proactively with GRC's Office of Equal Opportunity Programs to identify ways and sources to increase your diversity hiring. We appreciate your efforts to comply with GRC's commitment to diversity and request you strive for noted accomplishments in this area in the upcoming award fee period.

Cost Control was rated "Excellent". The reclassification of your technician staff and adherence to the Area Wage Determination scale continues to provide on-going savings for GRC; and your realignment of administrative and management staffing levels verifies a strong policy towards cost savings and reflects your commitment to cost control. We trust you will continue to exercise every effort to minimize overhead costs and assume that despite losses to the labor base, keeping the rate at or below projections is a manageable goal.

In conclusion, we have rated your performance during this 2a Award Fee Period as "Excellent." This rating demonstrates your commitment to providing quality services. In view of these facts, I have determined that your Company merits 95 percent of the available award fee pool.

We appreciate your positive efforts and ask that they continue. We ask your full cooperation to ensure that we minimize programmatic disruptions and continue to provide our customers with the best possible service. We feel certain that we can rely on Sierra Lobo, Inc., and its' partners to assist us in these goals. Lastly, we encourage the continuation of open communication and ask that you proactively offer your input during this period of potential growth. I commend your efforts in all areas of performance and extend the appreciation of the entire staff of GRC for your contributions to our continued success.

Sincerely,



**Olga D. Gonzalez-Sanabria
Award Determination Official**

(TUE) NOV 29 2005 9:47/ 9:47/No. 6660545531 P 1

FROM

National Aeronautics and
Space Administration
John H. Glenn Research Center
Lewis Field
Cleveland, OH 44135-3191



November 21, 2005

D0

Reply to Attn of:

Mr. Jeffrey M. Sultzbaugh
Sierra Lobo, Inc.
11401 Hoover Road
Milan, OH 44846

Dear Mr. Sultzbaugh:

The Performance Evaluation Board for the TFOME Contract, NNC05CA95C, met on October 28, 2005, to evaluate contract performance during Award Fee Period 1a, which ran from March 1, 2005 through September 30, 2005.

The three evaluation factors were Technical Performance, Business Management, and Cost Control and the results are as follows.

Technical Performance was rated "Very Good." Most noteworthy has been your response to our concerns about maintaining a qualified technical staff, your efforts to improve communication between Contract and Government teams, and your continued commitment to safety.

Business Management was rated "Excellent." Most noteworthy has been your effort to successfully phase-in contract activity. Your attention to detail during phase-in resulted in minimal to no disruption to our programs.

Cost Control was rated "Excellent." The reclassification/temporary reassignments of your technician staff and realignment of administrative and management staffing levels verifies a strong policy towards cost savings and reflects your commitment to cost control.

In the area of cultural diversity, you were rated "Highly Successful". We appreciate your efforts to comply with GRC's commitment to diversity and we request that you continue to strive for accomplishments in this area.

In conclusion, we have rated your performance during this Award Fee Period 1a as "Excellent." This demonstrates your commitment to providing quality services. In view of these facts, I have determined that your Company merits 93% of the available award fee pool or a total of \$401,212.

Post-It [®] Fax Note	7671	Date	11/29/05	# of pages	2
To	<i>Jeff Sultzbaugh</i>		From	<i>William Thompson</i>	
Co./Dept.			Co.		
Phone #			Phone #		
Fax #	216-433-5739		Fax #		

(TUE) NOV 29 2005 9:47/9 9:47/No. 6660545531 P 2

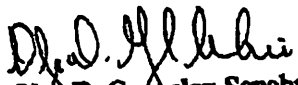
FROM

2

We appreciate your efforts and ask that they continue, as GRC still faces numerous potential changes. We ask your full cooperation to ensure that we minimize programmatic disruptions and continue to provide our customers with the best possible service. We feel certain that we can rely on Sierra Lobo and its partners to assist us in these goals. In the area of contract costs, we trust you will exercise every effort to minimize overhead costs. We will assume that despite losses to the labor base, keeping the rate at or below projections is a manageable goal. Finally, we encourage the continuation of open communications and ask that you proactively offer your input during these difficult times.

I commend your efforts in all areas of performance and extend the appreciation of the entire staff of Glenn Research Center for your contributions to our continued success.

Cordially,



Olga D. Gonzalez-Sanabria
Award Determination Official