



Transportation
Security
Administration

TSA-08-02-137

March 12, 2008

Lockheed Martin Transportation & Security Solutions (LMTSS)
9221 Corporate Blvd.
Rockville, MD 20850

Attn: Ms. Joan Lavin

Reference: (1) Contract # HSTS02-07-D-TTC36
(2) Task Order # 1 HSTS02-07-J-TTC360
(3) LMTSS letter 08-034 dated 03/04/2008

Subject: TWIC Phase IV: Award Fee Waiver Request for Fingerprint Reject and Help Desk Wait Time

Dear Ms. Lavin:

The Transportation Security Administration (TSA) has reviewed the request for award fee waiver in reference (3).

For the Fingerprint Reject metric, the request for exclusion of metrics gathered for the two-week period of January 27-February 2, 2008 is granted. The Government concurs with your justification, i.e., that the FBI deployed modifications to their system that adversely impacted fingerprint reject rates. These changes were later rolled back by the FBI.

For the Help Desk Wait Time metric, the request for award fee waiver is denied. While the efforts being undertaken by LMTSS to address help desk wait time are acknowledged, the Government does not agree with the justifications submitted in reference (3) for an award fee waiver. The Transportation Worker Identification Credential (TWIC) Program Manager's position is that initial issues with activation, and CMS software configuration were the primary contributing factors to the significant increase in call center and help desk calls.

Please do not hesitate to contact me or Michelle Schmidt if you have any questions regarding this correspondence. You may contact me at 571-227-2998/mary.hallam@dhs.gov. You may also contact Michelle Schmidt at 571-227-1584/michelle.schmidt@dhs.gov.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mary F. Hallam".

Mary F. Hallam
Contracting Officer

Cc: Susan Hong, TSA
Rex Lovelady, TSA
Charles Rath, TSA
Michelle Schmidt, TSA
Alan Bloodgood, LMTSS



Transportation
Security
Administration

TSA-08-02-150

March 20, 2008

Lockheed Martin Transportation & Security Solutions (LMTSS)
9221 Corporate Blvd.
Rockville, MD 20850

Attn: Ms. Joan Lavin

Reference: (1) Contract # HSTS02-07-D-TTC366
(2) Task Order # 1 HSTS02-07-J-TTC360

Attachments: (a) Contractor Improvement Report Form

Subject: TWIC Phase IV: Help Desk Response Time—Contractor Improvement Form Completion

Dear Ms. Lavin:

This letter serves as notification that Lockheed Martin Transportation & Security Systems (LMTSS) has not met acceptable quality standards for Help Desk Response Time, as defined by the TWIC Phase IV Quality Assurance Surveillance Plan (QASP).

Per the QASP, the Acceptable Quality Level (AQL) for this measure is 3 minutes. Current performance, as reported in the February 2008 Program Management Review (March 13, 2008), is 16.08 minutes—over 13 minutes above the threshold. In addition, approximately 70% of calls placed to the Call Center are abandoned after an average of 8 minutes—also well above the AQL for Help Desk Response Time.

Although the efforts already underway to address this issue are acknowledged, the QASP requires the Contractor to complete a Contractor Improvement Report within 2 weeks of receiving this notification. Upon completion of the Contractor Improvement Report, and subsequent approval of the completed report by the Transportation Worker Identification Credential, the plan set forth in the report must be implemented within 5 days.

Please do not hesitate to contact me or Michelle Schmidt if you have any questions regarding this correspondence. You may contact me at 571-227-2998/mary.hallam@dhs.gov. You may also contact Michelle Schmidt at 571-227-1584/michelle.schmidt@dhs.gov.

Sincerely,


Mary E. Hallam
Contracting Officer

Cc: Susan Hong, TSA
Tina Jackson, TSA
Rex Lovelady, TSA
Michelle Schmidt, TSA
Alan Bloodgood, LMTSS

CONTRACTOR IMPROVEMENT REPORT

INITIAL IMPROVEMENT REPORT AND RESPONSE

DATE

TIME

20 March 2008

1530

DEFICIENCY OR PROBLEM (attach a continuation sheet if necessary)

Lockheed Martin Transportation & Security Systems (LMTSS) has not met acceptable quality standards for Help Desk Response Time, as defined by the TWIC Phase IV Quality Assurance Surveillance Plan (QASP).

Per the QASP, the Acceptable Quality Level (AQL) for this measure is 3 minutes. Current performance, as reported in the February 2008 Program Management Review (March 13, 2008), is 16.08 minutes—over 13 minutes above the threshold. In addition, approximately 70% of calls placed to the Call Center are abandoned after an average of 8 minutes—also well above the AQL for Help Desk Response Time.

CONTRACTOR RESPONSE (attach Corrective Action Plan)

SIGNATURE OF CONTRACTOR

DATE

COMPLETION, APPROVAL, AND CLOSEOUT

DATE LETTER OF COMPLIANCE RECEIVED

CONTRACTOR SIGNATURE

SIGNATURE OF FSD/COTR

DATE



Transportation
Security
Administration

TSA-08-02-169

May 8, 2008

Lockheed Martin Transportation & Security Solutions (LMTSS)
9221 Corporate Blvd.
Rockville, MD 20850

Attn: Ms. Joan Lavin

Reference: (1) Contract # HSTS02-07-D-TTC366
(2) Task Order # 1 HSTS02-07-J-TTC360
(3) Task Order #1 - Quality Assurance Surveillance Plan (QASP)
(4) TSA Letter 08-02-150 dated 3/20/2008
(5) LMTSS Letter 08-043 dated 3/31/2008
(6) LMTSS Contractor Improvement Form dated 4/7/2008

Subject: TWIC Phase IV: Response to Contractor Improvement Form Completion - Help Desk Response Time

Dear Ms. Lavin:

This letter is in response to Lockheed Martin Transportation & Security Systems (LMTSS) submitted Contractor Improvement Report, reference (6). The Transportation Worker Identification Credential (TWIC) Program has determined that the submitted Improvement Report does not sufficiently detail how and when the Acceptable Quality Level (AQL) for Help Desk Response Time will be achieved.

Subsequently, LMTSS has not met the 3 minute AQL for Help Desk Response Time, as defined by the TWIC Phase IV Quality Assurance Surveillance Plan (QASP). As of the last Program Management Review for the Month of March (held on April 17, 2008), LMTSS reported an increase in time to an average total of 20.62 minutes—which equates to approximately 17 minutes over the above referenced threshold.


Additionally, the Program strongly disagrees with LMTSS' continued claims that the Help Desk's performance issues are a direct result of card status checks for delayed cards. These calls represent a small percentage of the total call volume (less than 3% in February). Consequently, even though card status checks for delayed cards only represent a tiny percentage of the overall call volume, LMTSS' inability to deploy a scalable Card Management System (CMS) significantly contributes to the issue. Thousands of cards sit in safes throughout the country due to the fact that LMTSS' CMS has a limited card activation capacity.

LMTSS continues to underestimate the level of support required to provide acceptable help desk services to the nation's port workers. As stated previously, help desk response time continues to be extraordinarily high - which results in over 50 percent of calls being abandoned before reaching a representative. This issue must be resolved immediately.

As a result and in accordance with the QASP, LMTSS is requested to complete a revised Contractor Improvement Report within 2 weeks of receiving this notification. The report at a minimum must address how and when the AQL for this measure will be achieved. Upon completion of the Contractor Improvement Report, and subsequent approval of the completed report by the Transportation Worker Identification Credential, the plan set forth in the report must be implemented within 5 days.

Please do not hesitate to contact me or Susan Hong if you have any questions regarding this correspondence. You may contact me at 571-227-2998/mary.hallam@dhs.gov. You may also contact Susan Hong at 571-227-1631/susan.hong@dhs.gov.

Sincerely,



Mary F. Hallam
Contracting Officer

Cc: Susan Hong, TSA
Tina Jackson, TSA
Rex Lovelady, TSA
Ricky McGlothlin, TSA
Michelle Schmidt, TSA
Alan Bloodgood, LMTSS



Transportation
Security
Administration

TSA-08-02-170

May 8, 2008

Lockheed Martin Transportation & Security Solutions (LMTSS)
9221 Corporate Blvd.
Rockville, MD 20850

Attn: Ms. Joan Lavin

Reference: (1) Contract # HSTS02-07-D-TTC36
(2) Task Order # 1 HSTS02-07-J-TTC360
(3) Task Order #1 Quality Assurance Surveillance Plan (QASP)
(4) LMTSS Letter 08-034 dated 03/04/2008
(5) TSA Letter 08-02-137 dated 03/12/2008
(6) LMTSS Letter 08-043 dated 3/31/2008

Subject: TWIC Phase IV: Contracting Officer's Determination on Award Fee Waiver Request for Help Desk Response Time

Dear Ms. Lavin:

After review of Lockheed Martin Transportation & Security Solutions' (LMTSS) second request for award fee waiver stated in reference (6), the Transportation Worker Identification Credential (TWIC) Program maintains its original decision and disagrees with the Contractor's position on the issue, further explained below.

LMTSS contends that card status checks for delayed TWICs have contributed materially to help desk call volume spikes, thus directly impacting the Contractor's inability to meet minimal performance standards. Specifically, LMTSS cites issues associated with fingerprint rejections (delays providing contractual direction), the card printing backlog, and inconsistent communications regarding card availability. The TWIC Program acknowledges partial responsibility for issues relating to the fingerprint rejection problem and communication regarding card availability. However, the overall call volume associated with card status checks for delayed TWIC cards is less than 3% of the total call volume to the Help Desk.

The TWIC Program's position for each of the three issues cited in LMTSS letter reference (6) is as follows:

Delays Providing Contractual Guidance to Address Fingerprint Reject Issues

The Program Office acknowledges partial responsibility for delays associated with fixing the fingerprint rejection problem. While we recognize that 3,000 cards have been pending in reject status, the call volume connected to this issue has been minimal (less than 290 calls out of over 9500 during the month of February).

Card Printing Backlog

The Program Office strongly disagrees with LMTSS' position. Due to Card Management System (CMS) activation issues, LMTSS has been overwhelmed with the number of cards that had already been printed – regardless of the backlog. To limit activity of the CMS, the Contractor has been controlling the number of daily notifications provided to Transportation Workers to inform them that their card is ready to be

activated. The printing backlog at Corbin has no material impact on the number of calls received by the Help Desk.

Inconsistent Communications Regarding Card Availability

Similar to above, the Program Office acknowledges partial responsibility for issuing correspondence notifying Transportation Workers that their card would be ready in 10-30 days instead of 6-8 weeks. However, the overall call volume associated with this issue is minimal (less than 290 calls out of over 9500 during the month of February).

Additionally, in the month of February, according to LMTSS and CSC-DataTrak representatives (March 10th), only 290 calls (out of over 9500) were placed to the Help Desk to check the status of cards of Transportation Workers that enrolled more than 30 days prior to the call. This represents less than 3% of the total call volume. A majority of calls are for general inquiries, pre-enrollments and appointments, and card status checks of Transportation Workers that enrolled less than 30 days prior to the call. Also, the level of Help Desk performance in this area is characterized by the TWIC Program as less than optimal, which directly impacts the enrollment experience of port workers nationwide.

As a result, of the information stated above, it is the Contracting Officer's final determination that for the Help Desk Response Time metric, the request for an award fee waiver is denied. While the Government acknowledges that LMTSS has attempted to address the help desk response time issue, the Government does not agree with the justifications submitted in reference (6) for an award fee waiver.

Please do not hesitate to contact me or Susan Hong if you have any questions regarding this correspondence. You may contact me at 571-227-2998/mary.hallam@dhs.gov. You may also contact Susan Hong at 571-227-1631/susan.hong@dhs.gov.

Sincerely,



Mary F. Hallam
Contracting Officer

Cc: Susan Hong, TSA
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