

Report Recipient:
AO/Chief Information
Officer

**OPPORTUNITIES FOR COST SAVINGS
IN PURCHASING PERIPHERAL AND
ACCESSORY EQUIPMENT AND SUPPLIES
FOR DESKTOP COMPUTING SERVICES**

July 18, 2003

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National Aeronautics and
Space Administration

OFFICE OF INSPECTOR GENERAL

Released by: [original signed by]

David M. Cushing, Assistant Inspector General for Auditing

Opportunities for Cost Savings in Purchasing Peripheral and Accessory Equipment and Supplies for Desktop Computing Services

The master Outsourcing Desktop Initiative for NASA (ODIN) contract requires the ODIN contractor at each NASA installation to offer optional computer products (that is, peripheral equipment, accessories, and supplies) to augment the ODIN desktop seats. NASA users may order the optional products through an on-line catalog maintained by the ODIN contractor at each installation. In 2002, for example, NASA purchased \$13.9 million in computer products from ODIN catalogs. Our objective was to determine whether NASA can achieve cost savings when purchasing computer products for use with ODIN desktop seats. Details regarding the audit objectives, background, scope, and methodology are in Appendix B.

Results of Audit. We identified the following three issues that may affect the cost-effectiveness of purchasing computer products for use with ODIN desktop seats:

- ODIN contracting officers had not adequately reviewed the prices of ODIN catalog products to determine whether the catalog prices were fair and reasonable. Instances of excessive pricing occurred because contracting officers had not adequately reviewed product features and prices. Without sufficient review, the Agency lacked assurance that it had purchased computer products in a cost-effective manner (Finding A).
- NASA may have opportunities to realize additional volume discounts when purchasing ODIN catalog products. Volume discounts have been infrequent for various reasons, including the absence of formal procedures for consolidating ODIN catalog purchases and the lack of provisions in some delivery orders for obtaining volume discount pricing. Increased use of volume discounts could enable NASA to secure more cost savings when purchasing computer peripherals (Finding B).
- NASA has not established a uniform, Agencywide approach for purchasing computer products for ODIN seats. NASA permitted installations to use either of two procurement approaches – mandatory or optional use of ODIN catalogs – based on the assumption that the installations were best qualified to determine the extent of ODIN catalog use. As a result, not all installations have used an approach that provides the greatest overall benefit to the Agency (Finding C).

Recommendations. We recommend that the NASA Chief Information Officer (CIO):

- Ensure that the ODIN Program Office and the ODIN contracting officers adequately review ODIN catalog prices for reasonableness and consistency with current market prices, fully document the results of such reviews, and recover an overpayment to the Headquarters ODIN contractor (Finding A).
- Direct the ODIN Program Office to establish procedures for the consolidation of ODIN purchasing requirements and negotiate volume discount provisions into future ODIN delivery orders (Finding B).
- Require that all installations use the ODIN catalogs as an optional rather than mandatory source for purchasing computer peripherals, accessories, and supplies (Finding C).

Findings and Recommendations

Finding A. ODIN Catalog Prices

ODIN catalog prices are sometimes excessive for desktop computing products. ODIN contractors priced some catalog products unreasonably high, bundled the products with unnecessary hardware and software, and offered the products in only the most expensive support category. Instances of excessive pricing occurred because contracting officers had not adequately reviewed product features and prices. Based on the ODIN catalog products we reviewed, NASA may have paid an average of about 24 percent more than necessary for computer peripherals, accessories, and supplies.

Indicators of Deficient Product Pricing

Although ODIN contracting officers said they had reviewed ODIN catalogs, they provided little or no written documentation to support their reviews. For example, the ODIN contracting officers provided no documentation indicating the dates of their reviews, the review methodologies used, the sample items selected for review, or any problems found. We identified the following four issues pertaining to improper product prices and features that ODIN contracting officers should have raised during their reviews:

- **Unreasonable Product Pricing.** The Headquarters ODIN contractor priced some catalog products unreasonably high because the contractor used excessive product acquisition costs in the pricing calculations. The ODIN contractor also incorrectly based its pricing calculations on a 15 percent rather than the specified 13 percent profit rate. As a result of the incorrect profit rate, NASA overpaid about \$9,000. Appendix C shows that the Headquarters' ODIN catalog prices averaged about 24 percent more than the prices we calculated for the same products.

- **Inconsistent Prices Among Installations.** The highest and lowest catalog prices for selected ODIN products differed by an average of 27 percent among installations. The ODIN Program Manager told us that NASA did not perform periodic price comparisons among installations because price differences likely occurred due to differences in geographical locations, contractors' pricing methods, and unique installation requirements. We found no documentation indicating that the price differences resulted from those factors. Further, installation contracting officers gave no specific reasons for the price differences among installations. Appendix D compares prices of selected products among installations at the Category 1 support level.
- **Lack of Product Support Choices.** At several NASA installations, the ODIN catalogs offered only Category 1 prices – thereby denying users an opportunity to purchase computer products at significantly lower costs. Catalog products with Category 1 support include product installation and maintenance and, therefore, cost more than the same products with Category 3 support. The ODIN catalogs at the Goddard Space Flight Center (Goddard) and the Langley Research Center (Langley) offered only Category 1 support for computer supplies and accessories (such as printer cartridges, cables, and keyboards) despite their ease of installation, requirement for little or no maintenance, and low cost of replacement. Similarly, the Headquarters' ODIN catalog offered only Category 1 support for all of its products except certain supplies and accessories. If Category 3 support had been available at Goddard, Langley, and Headquarters, NASA users at those installations may have found the reduced level of support sufficient for their needs.

In response to our inquiries, the contracting officers at Goddard and Langley directed their respective ODIN contractors to offer computer supplies and accessories at the less expensive Category 3 support level. The impact of this change was readily apparent. For example, Langley's ODIN catalog had listed a hard drive cable (Part No. 1669) at a Category 1 price of \$52.14. Following the change in Category-level pricing, Langley's ODIN catalog offered the same product at a Category 3 price of only \$2.00 – or 96 percent less than the Category 1 price.

- **Product Bundling.** NASA Headquarters' users may be paying for unnecessary product features when buying catalog products that have been bundled with additional items. For example, the ODIN contractor at Headquarters bundled the Palm m505 hand-held electronic organizer with several communication and Web-browsing software programs for a total Category 1 price of \$1,128.93. The contractor offered no opportunity to separate the Palm m505 organizer from the software programs. ODIN catalogs at other installations offered the basic Palm m505 (that is, without the additional software) for the Category 1 price of less than \$500. The ODIN contracting officer at Headquarters told us he could not recall why the Headquarters ODIN contractor had offered NASA employees no

opportunity to purchase only the basic Palm m505 organizer. As a result of our inquiry, the contracting officer said he had instructed the ODIN contractor at Headquarters to offer an unbundled Palm m505 organizer in the ODIN catalog.

Until ODIN contracting officers perform more in-depth reviews of catalog prices, the Agency lacks assurance that it is purchasing computer products in a cost-effective manner. Specifically, ODIN contractors may charge unnecessarily high ODIN catalog prices through excessive or inaccurate product pricing, and NASA users may purchase more product capability (due to product bundling and “Category 1 support only”) than is required.

Recommendation for Corrective Action

1. The NASA CIO should require the ODIN Program Office and the ODIN contracting officers to adequately review ODIN catalog prices for reasonableness and consistency with current market prices, fully document the results of such reviews, and recover an overpayment to the Headquarters ODIN contractor.

Management’s Response and Our Evaluation of the Response

NASA concurred with the recommendation. The ODIN Program Office will establish procedures and responsibilities for adequately reviewing ODIN catalog prices for reasonableness and consistency with current market prices and for documenting the results on an ongoing basis at all installations. Additionally, management stated that it has recovered the overpayment from the ODIN contractor. The complete text of management’s response is in Appendix F.

Management’s completed and planned actions are responsive to the recommendation. The recommendation is resolved but will remain undispositioned and open until the corrective action is completed. Details related to disposition and closure of the recommendation are in Appendix A.

Finding B. Opportunities for Volume Discounts

NASA may have opportunities to realize additional volume discounts when purchasing ODIN catalog products. Volume discounts have been infrequent for various reasons, including the absence of formal procedures for consolidating ODIN catalog purchases and the lack of provisions in some delivery orders for obtaining volume discount pricing. An increased use of volume discounts could enable NASA to secure more cost savings when purchasing computer peripherals, accessories, and supplies.

Possible Approaches to Achieving Volume Discounts

NASA may increase cost savings by negotiating unit price discounts from ODIN contractors when purchasing multiple units of ODIN catalog products. NASA can also negotiate a percentage discount based on the total dollar amount of ODIN catalog purchases made over a specified period.

NASA has realized some cost savings when purchasing ODIN catalog products in volume. Specifically, Goddard saved more than \$200,000 by purchasing 5,000 units of an anti-virus software program. Lyndon B. Johnson Space Center (Johnson) saved about \$31,000 by purchasing 168 copies of the Microsoft Project 98 software program.

The Agency cannot make volume purchases practical in all instances. For example, users do not always purchase the same ODIN catalog products at the same time. Nonetheless, the Agency can establish procedures for consolidating purchase requirements and negotiate provisions for volume discounts in future delivery orders. In this regard, Dryden Flight Research Center (Dryden), Glenn Research Center at Lewis Field (Glenn), and Langley included provisions in their delivery orders that allow the installations to earn volume discounts based on their total purchasing activity over a 3-month period. Without such provisions, NASA must pay the single-unit prices shown in the ODIN catalogs, regardless of the quantities purchased.

Recommendations for Corrective Action

The NASA CIO should direct the ODIN Program Office to:

2. Establish procedures to encourage the consolidation of ODIN purchasing requirements both within and among NASA installations.
3. Advise all installations to include volume discount provisions in future delivery orders.

Management's Response and Our Evaluation of the Response

NASA concurred with the recommendations. Regarding Recommendation 2, the ODIN Program Office will establish procedures and guidance for consolidating purchasing requirements within and among NASA installations to the maximum extent possible. Regarding Recommendation 3, the ODIN Program Office will issue an "ODIN Program Notice" to the ODIN Program Board to formalize the procedures and guidance for consolidating purchasing requirements (see Appendix F).

Management's planned actions are responsive to the recommendations. The recommendations are resolved but will remain undispositioned and open until the corrective actions are completed (see Appendix A).

Finding C. Mandatory and Optional Use of ODIN Catalogs

Some NASA installations required their employees to purchase ODIN-related computer peripherals, accessories, and supplies only through ODIN catalogs even though the same products were available from non-ODIN sources at substantially lower prices. The installations cited various reasons for purchasing products in this manner. Based on the ODIN catalog products we reviewed, NASA employees at those installations could have saved an average of about 29 percent if they had purchased the products from lower-priced, non-ODIN sources.

Current Practices

Good management practices would have NASA select the most cost-effective procurement approach and require all installations to consistently follow that approach. The ODIN Program Office instead allowed NASA installations to use either of two procurement approaches (mandatory or optional use of ODIN catalogs) based on the assumption that installations are best qualified to determine the extent of ODIN catalog use. Specifically, Dryden, Headquarters, John F. Kennedy Space Center (Kennedy), and George C. Marshall Space Flight Center (Marshall), required their employees to purchase all computer products only through ODIN catalogs. Langley required its personnel to purchase all internal components (that is, components to be installed within the central processing unit of the ODIN seat) through the ODIN catalog. Ames Research Center (Ames), Glenn, Goddard, Johnson, and John C. Stennis Space Center (Stennis) allowed their employees to purchase computer products from the ODIN catalogs and from other sources.

Installations cited the following benefits of purchasing computer products through ODIN catalogs only.

- Centralized ODIN-contractor management of computer assets.
- Reduction in NASA procurement, asset management, and logistics workloads.
- Increased NASA visibility of desktop computing costs.
- Uniform ODIN contractor support of seats as well as computer “add-ons.”

Installations cited the following benefits of purchasing computer products from ODIN catalogs and from other sources.

- Pressure on the ODIN contractors to price the ODIN catalog products competitively.
- More choices and flexibility for NASA users.

Although both procurement approaches offer benefits to the Agency, the optional approach could allow significant cost savings because users may purchase from sources that offer prices lower than those found in the ODIN catalogs. To illustrate, Appendix E shows that, for selected products, NASA can achieve average cost savings of about 29

percent by purchasing computer products from non-ODIN sources. Until NASA requires all installations to use the optional approach, the Agency has limited its potential for increased cost savings.

Recommendation for Corrective Action

4. The NASA CIO should require that all installations use the ODIN catalogs as an optional rather than mandatory source for purchasing computer peripheral equipment, accessories, and supplies.

Management's Response and Our Evaluation of the Response

NASA concurred with the recommendation. The ODIN Program Office will issue guidance for installations to use ODIN catalogs as one mechanism for achieving the best value for the Government, but not as a mandatory source for purchasing computer peripheral equipment, accessories, and supplies. The ODIN Program Office will issue an "ODIN Program Notice" to this effect to the ODIN Program Board (see Appendix F).

Management's planned actions are responsive to the recommendation. The recommendation is resolved but will remain undispositioned and open until the corrective actions are completed (see Appendix A).

List of Appendixes

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Acronyms Used in the Report

CIO	Chief Information Officer
ODIN	Outsourcing Desktop Initiative for NASA

Appendix A. Status of Recommendations

Recommendation No.	Resolved	Unresolved	Open/ECD ¹	Closed	Monetary Benefits
1	X		7/31/03		\$9,015 ²
2	X		6/30/03		
3	X		6/30/03		
4	X		6/30/03		

¹ECD -- Estimated completion date. Regarding Recommendation 4, management's response did not provide an estimated completion date. We subsequently confirmed with management the estimated completion date of June 30, 2003.

²Questioned costs resulted from the Headquarters ODIN contractor's calculation of ODIN catalog prices for which it incorrectly used a 15-percent profit rate rather than 13-percent profit rate. The affected period was May 24, 2002, through October 31, 2002.

Appendix B. Objectives, Background, Scope, and Methodology

Objectives

Our overall objective was to identify opportunities for cost savings within ODIN. Specifically, we determined whether NASA can achieve cost savings when purchasing computer products for use with ODIN seats.

Background

NASA chartered ODIN in December 1996 to develop an outsourcing arrangement that provides support for the majority of NASA's desktop and intra-installation communication systems. In 1998, NASA awarded a master ODIN contract (contract NAS5-98144) to seven companies. The contract's total estimated value is \$1.3 billion over 9 years, and its period of performance is June 22, 1998, through June 21, 2007. The master contract allows installations to award delivery orders for desktop, server, and communication services to any of the seven companies. Delivery orders cannot exceed 3 years in duration and may be renewed on a sole-source basis.

ODIN contractors provide services to NASA employees on a "per seat" basis. Seats include the following components.

- Hardware and software, installation, and maintenance
- System administration, relocation, and network access
- Customer support and training

As of October 2002, NASA Headquarters and nine installations had awarded delivery orders totaling \$377 million for desktop, server, and communication services.

The master ODIN contract requires the contractors to offer optional computer products (that is, peripheral equipment, accessories, and supplies) to augment the desktop seats. NASA users may order the optional products through an on-line catalog maintained by the ODIN contractor at each installation. In 2001, the Agency purchased a total of \$14.2 million in computer products through the ODIN catalogs.

ODIN contractors are not required to disclose their methodologies for pricing ODIN catalog products. Therefore, NASA contracting officers perform price analyses to determine the reasonableness of the ODIN catalog prices. Their analyses include:

- checking catalog products for unusually high prices,
- relying on NASA users to raise concerns about potentially overpriced catalog products,
- discussing pricing issues with the ODIN contractors and NASA users, and

- relying on ODIN contractor-prepared price comparisons for a few products.

The catalog price represents a one-time charge that allows NASA personnel to use the product typically for 36 months. At no additional charge, NASA may transfer the product to another new or existing ODIN seat during the 36-month period. The ODIN contractor owns the product and is responsible for asset tracking and inventory management. At the end of the 36-month period, the contractor may sell or otherwise dispose of the product.

ODIN catalog products can be priced in one or more of the following three categories.

Category 1. The catalog price reflects ODIN contractor costs to acquire, deliver, install, and maintain a product for a 36-month period. The ODIN contractor guarantees that the product will function with the desktop seat.

Category 2. The catalog price includes the ODIN contractor's costs to acquire, deliver, and install the product. Maintenance is limited to that which is covered in the manufacturer's standard warranty. The ODIN contractor guarantees that the product will function with the desktop seat.

Category 3. The catalog price includes the ODIN contractor's costs to acquire and deliver the product. The user is responsible for product installation, and maintenance is limited to that which is covered in the manufacturer's standard warranty. The ODIN contractor does not guarantee that the product will function with the desktop seat.

Agency Policies and Procedures

NASA's Strategic Management Handbook (February 2000), Paragraph 2.3.2.4, requires NASA program managers to use the most expeditious and cost-effective approach for managing NASA programs. A cost-effective approach for managing the ODIN program would include (1) reviewing ODIN catalogs to ensure that the product prices are reasonable and product features are appropriate and (2) seeking volume discounts when purchasing ODIN catalog products.

Appendix B

Scope and Methodology

We performed the following work:

- Interviewed NASA ODIN Program personnel to determine their methodologies for reviewing ODIN catalog prices and the extent of documentation supporting those reviews.
- Compared Headquarters ODIN catalog prices with our calculated prices to identify significant differences in those prices.
- Compared prices among installations for selected ODIN catalog products to identify significant differences in those prices.
- Compared ODIN catalog prices with prices charged by non-ODIN sources to identify significant differences in those prices.
- Interviewed the ODIN Program Manager to discuss the feasibility of purchasing ODIN catalog products in volume.
- Interviewed ODIN Program Office personnel to determine the installations' rationale for the mandatory and optional use of ODIN catalogs.
- Researched Federal Acquisition Regulation Subpart 15.4, Contract Pricing, to determine the extent to which contracting officers should review contract prices and document such reviews.

Management Controls Reviewed

We reviewed management controls regarding NASA's review for reasonableness of ODIN catalog prices. We considered the controls to be inadequate because NASA did not conduct thorough price reviews and document the results of the reviews. We also reviewed management controls relating to the volume purchasing of ODIN catalog products. We determined that NASA can increase savings through volume purchasing if the ODIN Program Office establishes procedures to encourage such purchases.

Audit Field Work

We performed the field work from November 2001 through March 2003. We conducted the audit in accordance with generally acceptable government auditing standards.

Appendix C. Comparison of Headquarters' ODIN Catalog Prices

[Withheld per FOIA exemption 4, 5 U.S.C. §552(b)(4).]

**Appendix D. Price Comparison Among Installations
at Category 1 Support Level**

[Withheld per FOIA exemption 4, 5 U.S.C. §552(b)(4).]

Appendix E. Comparison of ODIN Catalog Prices to Non-ODIN Prices for Selected Products

[Withheld per FOIA exemption 4, 5 U.S.C. §552(b)(4).]

Appendix F. Management's Response

National Aeronautics and
Space Administration
Office of the Administrator
Washington, DC 20546-0001



June 11, 2003

TO: W/Assistant Inspector General for Audits

FROM: AO/Chief Information Officer

SUBJECT: Response to NASA Office of Inspector General (OIG) Draft Audit Report "Opportunities for Cost Savings in Purchasing Peripheral and Accessory Equipment and Supplies for Desktop Computing Services" (A-02-003-00, April 25, 2003)

We appreciate the consideration that the OIG gave to the office of the Chief Information Officer (CIO) and the ODIN Program Office input in developing the subject draft report.

The action official responsible for the four recommendations is Mr. Gary Cox, Program Manager, Outsourcing Desktop Initiative for NASA (ODIN), 301-286-4311.

The CIO Audit Liaison Representative, Mr. Scott Santiago, 202-358-1377, will obtain periodic status from Mr. Cox on the progress of completing the actions and will report closure status to the OIG.

OIG Recommendation 1: The NASA CIO should require the ODIN Program Office and the ODIN Contracting Officers to adequately review ODIN catalog prices for reasonableness and consistency with the current market prices, fully document the results of such reviews, and recover an overpayment to the Headquarters ODIN contractor.

NASA CIO Response to Recommendation 1: Concur.

The response to Recommendation 1 is segmented into two parts.

1. The NASA CIO should require the ODIN Program Office and the ODIN Contracting Officers to adequately review ODIN catalog prices for reasonableness and consistency with the current market prices, fully document the results of such reviews. Many Centers have already taken actions to this effect. For example, the Office of Space Flight (OSF) Lead Service Center at Kennedy Space Flight Center conducts monthly reviews of the catalog prices for all OSF Center using a random sampling technique. Catalog prices are compared with prices for like products from commercial sources, and historical prices are reviewed to ensure they are decreasing where appropriate. A documentation file of all pricing reviews conducted by the OSF Lead Service Center is maintained as well. However, this is not common practice at all Centers. Therefore, the NASA CIO will direct the ODIN Program Office to establish procedures and responsibilities for adequately reviewing ODIN catalog prices for reasonableness and consistency with current market prices, and documenting the results on an on-going basis at all Centers or

Enterprises. The ODIN Program Office will issue guidance to the ODIN Delivery Order Contracting Officers for reviewing and documenting catalog price reasonableness determinations. Additionally, the ODIN Program Office will establish responsibility within the ODIN Program Office for comparing a sampling of catalog prices among Centers on a quarterly basis and for reviewing each Center's documentation of price reasonableness determinations on an annual basis.

Projected completion date: July 31, 2003 for issuing guidance. Other actions will be on-going.

2. The NASA CIO should recover an overpayment to the Headquarters ODIN contractor. The recommendation is to recover a \$9,000 overpayment to the Headquarters ODIN contractor. The Headquarters ODIN Office has already completed this recovery.

No further action required.

OIG Recommendation 2: The NASA CIO should direct the ODIN Program Office to establish procedures to encourage the consolidation of ODIN purchasing requirements both within and among NASA installations.

NASA CIO Response to Recommendation 2: Concur. Although many Centers have consolidated requirements in the past to realize cost savings as indicated in the draft audit report, additional savings may be achieved through a concerted effort. Therefore, the NASA CIO will direct the ODIN Program Office to establish procedures and guidance for consolidating purchasing requirements within and among NASA installations, to the maximum extent possible. The ODIN Program Office will issue an "ODIN Program Notice" to the ODIN Program Board (OPB) to formalize the procedures and guidance for consolidating purchasing requirements to the maximum extent possible.

Projected completion date: June 30, 2003.

OIG Recommendation 3: The NASA CIO should direct the ODIN Program Office to advise all installations to include volume discount provisions in future delivery orders.

NASA CIO Response to Recommendation 3: Concur. The NASA CIO will direct the ODIN Program Office to draft volume discount provisions and guidance for ensuring the provisions are included in all future delivery orders. The ODIN Program Office will issue an "ODIN Program Notice" to the OPB to promulgate the provisions and guidance.

Projected completion date: June 30, 2003.

OIG Recommendation 4: The NASA CIO should require that all installations use the ODIN catalogs as an optional rather than mandatory source for purchasing computer peripheral equipment, accessories, and supplies.

NASA CIO Response to Recommendation 4: Concur. While many Centers, such as Marshall Space Flight Center and Kennedy Space Center, urge customers use the ODIN catalog for information technology purchases while providing flexibility to purchase elsewhere if the price or product offering warrants, this is not the case at all Centers. Therefore, the NASA CIO will direct the ODIN Program Office to issue guidance for installations to use ODIN catalogs as one mechanism for achieving the best value for the Government, but not as a mandatory source for purchasing computer peripheral equipment, accessories, and supplies. The ODIN Program Office will issue an "ODIN Program Notice" to this effect to the OPB.



Patricia L. Dunnington

Appendix G. Report Distribution

National Aeronautics and Space Administration (NASA) Headquarters

A/Administrator
AA/Chief of Staff
AD/Deputy Administrator
AO/Chief Information Officer
ADI/Associate Deputy Administrator for Institutions and Asset Management
ADT/Associate Deputy Administrator for Technical Programs
B/Deputy Chief Financial Officer for Financial Management
B/Comptroller
BF/Director, Financial Management Division
G/General Counsel
H/Assistant Administrator for Procurement
HK/Director, Contract Management Division
HS/Director, Program Operations Division
J/Assistant Administrator for Management Systems
JM/Director, Management Assessment Division
L/Assistant Administrator for Legislative Affairs
M/Associate Administrator for Space Flight
R/Associate Administrator for Aerospace Technology
S/Associate Administrator for Space Science
U/Associate Administrator for Biological and Physical Research
Y/Associate Administrator for Earth Science

NASA Centers

ARC/D/Director, Ames Research Center
DFRC/X/Director, Dryden Flight Research Center
GRC/0100/Director, John H. Glenn Research Center at Lewis Field
GSFC/100/Director, Goddard Space Flight Center
JPL/1000/Director, Jet Propulsion Laboratory
JSC/AA/Director, Lyndon B. Johnson Space Center
KSC/AA/Director, John F. Kennedy Space Center
KSC/CC/Chief Counsel, John F. Kennedy Space Center
LaRC/106/Director, Langley Research Center
MSFC/DA01/Director, George C. Marshall Space Flight Center
SSC/AA00/Acting Director, John C. Stennis Space Center

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Branch Chief, Science and Space Programs Branch, Energy and Science Division, Office of Management and Budget
Managing Director, Acquisition and Sourcing Management Team, General Accounting Office
Senior Professional Staff Member, Senate Subcommittee on Science, Technology, and Space

Chairman and Ranking Minority Member – Congressional Committees and Subcommittees

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Senate Committee on Commerce, Science, and Transportation
Senate Subcommittee on Science, Technology, and Space
Senate Committee on Governmental Affairs
House Committee on Appropriations
House Subcommittee on VA, HUD, and Independent Agencies
House Committee on Government Reform
House Subcommittee on Government Efficiency and Financial Management
House Subcommittee on Technology, Information Policy, Intergovernmental Relations, and the Census
House Committee on Science
House Subcommittee on Space and Aeronautics, Committee on Science

Congressional Member

Honorable Pete Sessions, U.S. House of Representatives

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Circle the appropriate rating for the following statements.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
1. The report was clear, readable, and logically organized.	5	4	3	2	1	N/A
2. The report was concise and to the point.	5	4	3	2	1	N/A
3. We effectively communicated the audit objectives, scope, and methodology.	5	4	3	2	1	N/A
4. The report contained sufficient information to support the finding(s) in a balanced and objective manner.	5	4	3	2	1	N/A

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