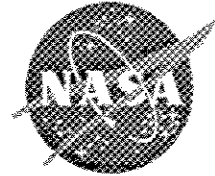


National Aeronautics and
Space Administration

John H. Glenn Research Center
Lewis Field
Cleveland, OH 44135-3191



SOURCE SELECTION STATEMENT

Glenn Engineering & Scientific Services - 2

Request for Proposal (RFP) NNC05GESS2

Procurement History

This procurement is a 100% 8(a) set-aside to establish a follow-on contract for Glenn Engineering & Scientific Services to support the Glenn Research Center. To accomplish this requirement, the Government will award a single Cost Plus-Award-Fee Contract. The contract will have a "basic" period of performance of two (2) years plus three (3) one-year options. The maximum contract period of performance shall not exceed five (5) years.

A draft Request for Proposal (RFP) was issued on September 23, 2005, through the NASA Acquisition Internet Service (NAIS). The final RFP was issued on February 3, 2006. Three (3) amendments to the RFP were issued. Seven (7) proposals were received by the solicitation due date of March 20, 2006. After initial review, all proposals were considered acceptable. The Offerors are indicated below:

- **ASRC Aerospace Corporation of Greenbelt, MD teamed with Analex, Inc.**
- **Bastion Technologies, Inc. of Houston, TX teamed with ZIN Technologies, Inc. (and AP Solutions, a minor subcontractor)**
- **Future Research Corporation (FRC) of Huntsville, AL teamed with RS Information Systems, Inc. and Teledyne Brown Engineering, Inc.**
- **Mainthia Technologies, Inc. of Cleveland, OH**
- **Qualis Corporation of Huntsville, AL teamed with Jacobs/Sverdrup**
- **Sierra Lobo, Inc. of Fremont, OH teamed with QSS Group, Inc.**
- **Sigma Space Partners, LLC, of Lanham, MD, a SBA 8(a) Mentor-Protégé, Joint Venture consisting of SGT, Inc. and Sigma Space Corporation**

The proposals were evaluated by the SEB in accordance with Federal Acquisition Regulation (FAR) 15.3 Source Selection, NASA FAR Supplement 1815.3 Source Selection, and the evaluation criteria included in the RFP. Offerors were notified in the

solicitation that the Government intended to make an award without discussions.

The proposals were evaluated considering three Factors: Mission Suitability, Past Performance, and Cost/Price. Of the evaluation Factors identified, Mission Suitability and Past Performance are equal in importance, and when combined are significantly more important than Price. Mission Suitability and Past Performance individually are more important than Price.

Within the Mission Suitability factor were five sub-factors. The relative weights in terms of maximum numerical scores established for each sub-factor were as follows:

<u>Mission Suitability Sub-factor</u>	<u>Maximum Score</u>
Contract Transition Approach	100
Business Management Approach	300
Personnel Management Approach	250
Task Management Approach	300
Safety and Health	<u>50</u>
	1000

The Board developed evaluation guidelines that documented the standards against which all sub-factors of the proposals would be rated and scored. Each Board member read each written proposal and evaluated it against the standards of the evaluation guidelines. The SEB, as a group, considered each member's individual findings and reached a consensus of strengths and weaknesses for each sub-factor. The Board then reached a consensus whether the strengths and weaknesses were significant, assigned an adjective rating for each sub-factor (defined below), individually assigned a score for each sub-factor, then discussed substantial variances in individual scores, if any, and then reached consensus on a final score. All sub-factors for all proposals were scored and then the Board conducted a "horizontal review" of each sub-factor of all Offerors to ensure consistency among the findings for all Offerors.

Definition of Mission Suitability Adjectival Ratings:

- **Excellent.** A comprehensive and thorough proposal of exceptional merit with one or more significant strengths. No deficiency or significant weakness exists. 91-100 percent
- **Very Good.** A proposal having no deficiency and which demonstrates over-all competence. One or more significant strengths have been found, and strengths outbalance any weaknesses that exist. 71-90 percent
- **Good.** A proposal having no deficiency and which shows a reasonably sound response. There may be strengths or weaknesses, or both. As a whole, weaknesses not off-set by strengths do not significantly detract from the Offerors' response. 51-70

percent

- **Fair.** A proposal having no deficiency and which has one or more weaknesses. Weaknesses outbalance any strengths. 31-50 percent

- **Poor.** A proposal that has one or more deficiencies or significant weaknesses that demonstrate a lack of overall competence or would require a major proposal revision to correct. 0-30 percent

The Past Performance factor was evaluated by SEB. The SEB assembled and evaluated past performance data obtained through the Past Performance volume of the proposals, client questionnaires, the NASA Past Performance 1680 database, the Past Performance Information Retrieval System (PPIRS), and other relevant sources.

The rating system used to determine the Past Performance rating for each Offeror is as follows:

Definition of Past Performance Adjectival Ratings:

- **Excellent.** Consistent record of exceptional past performance by the Offeror and any proposed major subcontractors on work identical or very similar to the work requirements of the proposed contract. One or more significant strengths exist. No significant weaknesses exist. The mere absence of a significant weakness does not make a proposal meet the excellent rating. Based on the Offeror's performance record, there is a very high level of confidence that the Offeror will successfully perform the required effort.

- **Very Good.** Consistent record of successful past performance by the Offeror and any proposed major subcontracts on work identical or very similar to the work requirements of the proposed contract. One or more significant strengths exist. Strengths far outbalance any weakness. Based on the Offeror's performance record, there is a high level of confidence that the Offeror will successfully perform the required effort.

- **Good.** Record of effective past performance by the Offeror and any proposed major subcontracts on work identical, very similar, or relevant to the work requirements of the proposed contract. There may be strengths or weaknesses, or both. Strengths outweigh any weaknesses. Based on the Offeror's performance record, there is confidence that the Offeror will successfully perform the required effort.

- **Fair.** Past performance record of meeting or slightly exceeding minimally acceptable standards, by the Offeror and any proposed major subcontracts, on work identical, very similar, or relevant to the work requirements of the proposed contract. One or more weaknesses exist. Weaknesses outweigh strengths. Based on the Offeror's performance record, there is low confidence that the Offeror will successfully perform the required effort.

- **Poor.** Past performance record by Offeror and any proposed major subcontracts does not meet minimum acceptable standards on work identical, very similar, or relevant to the work requirements of the proposed contract. One or more deficiencies or significant weaknesses exist. Based on the Offeror's performance record, there is very low confidence that the Offeror will successfully perform the required effort.

- **Neutral.** Neutral score. Assigned to Offerors with no relevant past performance.

The Price factor was evaluated by the SEB Price Analyst to determine the most probable cost. The analyses included field pricing support from the Defense Contract Audit Agency (DCAA), assessment of the reasonableness and realism of proposed wages, review of support staffing levels, annual escalations, other direct costs and compliance with RFP instructions.

The Government developed an independent Government estimate in advance of the issuance of the solicitation based on the RFP specified staffing levels as the baseline for its review.

Findings

The following are summaries of the findings organized by the Mission Suitability rating. Detailed evaluation results are provided for the three highest rated proposals based on the two most important evaluation factors. Summary evaluation results are provided for the remaining proposals.

Company	Mission Suitability	Past Performance
ASRC Aerospace Corporation	Excellent	Excellent
Sierra Lobo, Inc.	Very Good	Excellent
Bastion Technologies, Inc.	Very Good	Very Good
Future Research Corp.	Good	Good
Sigma Space Partners, LLC	Fair	Good
Mainthia Technologies, Inc.	Fair	Neutral
Qualis Corporation	Fair	Very Good

ASRC AEROSPACE CORPORATION

Mission Suitability rating was "Excellent."

Contract Transition - Excellent

A "Significant Strength" was identified in that ASRC provided a low risk, comprehensive and detailed transition plan covering all activities necessary to ensure a successful transition within 60 days.

A "Strength" was identified in that ASRC proposed an excellent plan for initial staffing of technical labor.

A "Strength" was identified in that ASRC provided an excellent approach to transition management

A "Strength" was identified in that ASRC has a line of credit far exceeding the working capital needs for anticipated GESS-2 financial obligations.

A "Weakness" was identified in that ASRC demonstrated a lack of understanding to equip, operate, and maintain general purpose labs for GESS-2.

Business Management Approach - Very Good

A "Significant Strength" was identified in that ASRC proposed an excellent organization and management structure.

A "Strength" was identified in that ASRC proposed an effective Program Management Office (PMO).

A "Strength" was identified in that ASRC has substantial corporate resources available for use on GESS-2.

A "Strength" was identified in that ASRC has a government-approved automated property control system.

A "Weakness" was identified in that ASRC failed to discuss maintaining a balance between cost minimization and contract performance quality.

A "Weakness" was identified in that ASRC failed to show the appropriate interfaces between Contracting Officer (CO) & Program Manager (PM) and Contracting Officer's Technical Representative (COTR) & Business Manager (BM).

A "Weakness" was identified in that ASRC failed to address the avoidance of functional and management conflicts when task work crosses organizational lines.

Personnel Management Approach - Excellent

A "Significant Strength" was identified in that ASRC proposed a strong and innovative approach for managing workload fluctuations including both increases and decreases in work.

A "Significant Strength" was identified in that ASRC proposed an excellent total compensation package that demonstrated a sound management approach and increases the likelihood of retaining highly skilled incumbent personnel and attracting prospective new hires.

A "Strength" was identified in that ASRC proposed a clearly defined and thorough process for identifying skill needs and providing resources to tasks in a timely manner.

A "Strength" was identified in that ASRC proposed a thorough plan to maintain core technical skills through formal education and professional development opportunities.

A "Strength" was identified in that ASRC proposed a total compensation package for the prime and subcontractor that are nearly identical promoting equity and minimizing discord within the contract team

A "Strength" was identified in that ASRC proposed key personnel with very good qualifications.

A “Strength” was identified in that ASRC proposed a clearly defined plan for identifying and providing key personnel.

A “Weakness” was identified in that ASRC failed to provide adequate information regarding the time commitment to GESS-2 for some key personnel.

Task Management Approach - Excellent

A “Significant Strength” was identified in that ASRC proposed an excellent approach to Cost and Schedule control. There was emphasis on continual open communication between government and contractor at all levels for timely reporting and analysis, and the application of innovative mechanisms to identify and report performance issues.

A “Significant Strength” was identified in that ASRC proposed an excellent plan for technical quality control with realistic time frames for gaining ISO certification for its proposed GESS-2 Quality Management System (QMS).

A “Strength” was identified in that ASRC proposed a very good approach to technical supervision.

Safety and Health – Good

A “Strength” was identified in that ASRC proposed a very good approach to Safety and Health.

Past Performance rating was “Excellent.”

A “Significant Strength” was identified in that the ASRC team has a record of successfully performing work of an identical or very similar nature to GESS-2. Significant work has been performed in engineering design and research and technology areas and covers broad technical scope. Also, the ASRC team performed work in the development of space flight hardware including applications associated with manned systems.

A “Significant Strength” was identified in that ASRC has successful experience in managing major subcontractors performing work very similar or identical to the proposed effort.

A “Strength” was identified in that the ASRC team has a record of successfully managing contracts very similar or relevant to GESS-2 involving a high level of managerial complexity.

A “Strength” was identified in that ASRC team has a consistent record of excellent award fee scores.

Cost/Price Factor

ASRC’s proposed contract price was 12% below the Government estimate. An upward adjustment was made to the proposed price to account for .4 Work Year Equivalents (WYEs) of the Department Managers’ time not included in ASRC’s Program

Management Office (PMO) costs. The overall effect of the adjustment was a net increase in the proposed contract price of approximately \$.5 million and resulted in a probable cost that was slightly higher than the two other highly rated offers, and was approximately 5% higher than lowest probable cost of all offers.

SIERRA LOBO, INC.

Mission Suitability rating was "Very Good."

Contract Transition - Good

A "Strength" was identified in that Sierra Lobo proposed a very good plan for initial staffing of technical labor.

A "Weakness" was identified in that Sierra Lobo failed to provide sufficient information regarding critical transition activities.

A "Weakness" was identified in that Sierra Lobo demonstrated a lack of understanding to equip, operate, and maintain general purpose labs for GESS-2.

Business Management Approach - Fair

A "Strength" was identified in that Sierra Lobo has alternate facilities available for overflow or specialized work relevant to GESS-2.

A "Strength" was identified in that Sierra Lobo has a government-approved automated property control system.

A "Strength" was identified in that Sierra Lobo proposed transferring all contractor-acquired property (CAP) to installation-accountable property (IAP) within 5 days of receipt.

A "Weakness" was identified in that Sierra Lobo failed to provide sufficient information on the roles and responsibilities of organizational segments to assess the potential for functional or management conflict.

A "Weakness" was identified in that Sierra Lobo failed to show an appropriate interface between CO/COTR & BM.

A "Weakness" was identified in that Sierra Lobo failed to discuss its approach to maintaining a balance between cost minimization and contract performance quality in controlling contract level costs.

A "Weakness" was identified in that Sierra Lobo proposed an ineffective Program Management Office (PMO).

Personnel Management Approach - Excellent

A “Significant Strength” was identified in that Sierra Lobo proposed a strong and innovative approach for managing workforce fluctuations.

A “Significant Strength” was identified in that Sierra Lobo proposed an excellent total compensation package that demonstrates a sound management approach and increases the likelihood of retaining highly skilled incumbent personnel and attracting prospective new hires.

A “Significant Strength” was identified in that Sierra Lobo proposed key personnel with exceptional qualifications that will be dedicated 100% to GESS-2 providing excellent management of work activities.

A “Strength” was identified in that Sierra Lobo proposed a very good incentive-based compensation plan to reward top performers. It includes award fee sharing with employees and bonuses.

A “Strength” was identified in that Sierra Lobo proposed a detailed description of the qualification requirements for Key Personnel. The requirements are more than adequate to ensure that the key personnel will have the required skills to perform their positions.

A “Strength” was identified in that Sierra Lobo proposed a clearly defined plan for identifying and providing key personnel. Recruiting processes and sources are innovative and likely to provide qualified individuals.

A “Strength” was identified in that SLI proposed a very good plan to maintain core technical skills through formal education and professional development opportunities.

Task Management Approach - Excellent

A “Significant Strength” was identified in that Sierra Lobo proposed an excellent approach to Cost and Schedule control. There was emphasis on continual open communication between government and contractor at all levels for timely reporting and analysis, and the application of innovative mechanisms to identify and report performance issues.

A “Significant Strength” was identified in that Sierra Lobo proposed an excellent plan with realistic time frames for gaining ISO certification for its proposed GESS-2 Quality Management System (QMS).

A “Strength” was identified in that Sierra Lobo proposed a very good approach to technical supervision.

Safety and Health - Good

A “Strength” was identified in that Sierra Lobo proposed a very good approach to Safety and Health.

Past Performance rating was "Excellent."

A "Significant Strength" was identified in that the Sierra Lobo team has a record of successfully performing work of an identical or very similar nature to GESS-2. Significant work has been performed in engineering design and research and technology areas and covers broad technical scope. Also, the Sierra Lobo team performed work in the development of space flight hardware including applications associated with manned systems.

A "Significant Strength" was identified in that Sierra Lobo team has a record of successfully managing contracts identical to GESS-2 involving a high level of managerial complexity.

A "Strength" was identified in that Sierra Lobo team has a record of excellent customer satisfaction based on the feedback from the questionnaires.

A "Strength" was identified in that Sierra Lobo team has a consistent record of excellent award fee scores.

Cost/Price Factor

Sierra Lobo's proposed contract price was 14% below the government estimate. An upward adjustment was made to the prime contractor's fringe rate per the recommendation of DCAA. Finally, the Government determined that the proposed staffing structure of the proposed Program Management Office was inadequate. Therefore, upward adjustments were made to add costs for approximately 2 WYEs of support staff over the five-year contract period. The overall effect of the adjustments was a net increase of approximately \$1 million to the proposed contract price and resulted in a probable cost that was approximately equal to the lowest probable cost of the highest rated offers, and was approximately 3% higher than the lowest probable cost of all offers.

BASTION TECHNOLOGIES, INC.

Mission Suitability rating was "Very Good."

Contract Transition - Fair

A "Strength" was identified in that Bastion proposed a very good plan for initial staffing of technical labor which increases the likelihood of successfully capturing highly-skilled incumbents.

A "Significant Weakness" was identified in that Bastion proposed a poor, unrealistic transition plan/schedule to fulfill the necessary GESS-2 business system requirements within the 60-day transition period

A "Weakness" was identified in that Bastion proposed an ineffective approach to transition management.

A “Weakness” was identified in that Bastion failed to provide a plan/approach for equipping, operating and maintaining general purpose labs for GESS-2.

Business Management Approach - Good

A “Strength” was identified in that Bastion proposed a very good approach for establishing and controlling contract-level costs.

A “Strength” was identified in that Bastion proposed a good organization and management structure.

A “Strength” was identified in that Bastion has a Government-approved automated property control system.

A “Strength” was identified in that Bastion proposed to transfer all CAP to IAP within 5 days of receipt.

A “Weakness” was identified in that Bastion failed to provide sufficient information regarding the supervisory span of control at the first line supervisor level.

A “Weakness” was identified in that Bastion failed to demonstrate an understanding of the roles and responsibilities of government officials (CO, COTR and Technical Representatives (TR)).

Personnel Management Approach – Very Good

A “Significant Strength” was identified in that Bastion proposed key personnel with exceptional qualifications that will be dedicated 100% to GESS-2 providing excellent management of work activities.

A “Strength” was identified in that Bastion proposed a clearly defined and thorough process for identifying skill needs and providing resources to tasks in a timely manner.

A “Strength” was identified in that Bastion provided a very good total compensation package demonstrating a sound management approach is sufficient to retain skilled personnel.

A “Strength” was identified in that Bastion provided a very good incentive-based compensation plan to reward top performers. Plan offers award fee sharing and a variety of bonuses.

A “Strength” was identified in that Bastion provided a detailed description of the qualification requirements for key personnel. The requirements are more than adequate to ensure that the key personnel will have the required skills to perform their positions.

A “Weakness” was identified in that Bastion proposed an ineffective approach to maintaining technical skills.

A “Weakness” was identified in that prime and subcontractor compensation packages are disparate in areas of health insurance and life/disability insurance plans creating a potential preferred employer environment.

Task Management Approach - Very Good

A "Significant Strength" was identified in that Bastion proposed an excellent approach to cost and schedule control. There was emphasis on continual open communication between government and contractor at all levels for timely reporting and analysis, and the application of innovative mechanisms to identify and report performance issues.

A "Strength" was identified in that Bastion proposed a very good approach for technical quality control.

A "Weakness" was identified in that Bastion did not demonstrate an understanding of the need to institute specific processes to avoid the development of personal services relationships.

Safety and Health - Good

A "Strength" was identified in that Bastion proposed a very good approach to Safety and Health.

Past Performance rating was "Very Good."

A "Significant Strength" was identified in that Bastion team has a record of successfully performing work of an identical or very similar nature to GESS-2. Significant work has been performed in engineering design and research and technology areas and covers broad technical scope. Also, performed work in the development of space flight hardware including applications associated with manned systems.

A "Strength" was identified in that the Bastion team has a record of excellent customer satisfaction based on the feedback from the questionnaires.

A "Strength" was identified in that the Bastion team has a consistent record of excellent award fee scores.

Cost/Price Factor

Bastion's proposed contract price was 15% below the government estimate. One adjustment was made to this proposed price. Labor cost for Department Managers were not accounted for in the PMO. Therefore, an upward adjustment was made to add costs for 3 WYEs to the PMO. The effect of this adjustment was an increase of approximately \$2 million to the proposed contract price which resulted in a probable cost that was lower than the other two highly rated offers, and was approximately 2% higher than the lowest probable cost of all offers.

FUTURE RESEARCH CORPORATION

Mission Suitability rating was "Good."

Contract Transition Approach - Fair. FRC had 3 Weaknesses.

Business Management Approach - Good. FRC had 3 Strengths and 5 Weaknesses.

Personnel Management Approach - Good. FRC had 6 Strengths and 1 Weakness.

Task Management Approach - Good. FRC had 1 Weakness.

Safety and Health - Excellent. FRC had 1 Significant Strength.

Past Performance - FRC's Past Performance rating was "Good."

FRC had 1 Strength.

Cost/Price Factor

FRC's proposed price estimate was 12% lower than the government estimate. Some adjustments were made to this proposed price. Downward adjustments were made at the contract level to fringe benefit costs per the recommendation of DCAA. The Government determined the Program Management Office costs did not include Department Heads. Therefore, an upward adjustment was made to add costs for approximately 2 WYEs. The overall effect the adjustments was a reduction in the proposed price of about \$1 million and resulted in a probable that was slightly higher than the lowest offer.

SIGMA SPACE PARTNERS, LLC

Mission Suitability rating was "Fair".

Contract Transition Approach - Fair. SSP had 2 Strengths, 1 Significant Weakness, and 1 Weakness.

Business Management Approach - Poor. SSP has 2 Significant Weaknesses and 1 Weakness.

Personnel Management Approach - Good. SSP had 5 Strengths.

Task Management Approach - Fair. SSP had 1 Weakness.

Safety and Health - Excellent. SSP had 1 Significant Strength.

Past Performance - SSP's Past Performance rating was "Good."

SSP had no Strengths and no Weaknesses.

Cost/Price Factor

SSP's proposed price estimate was 16% below the government estimate. Several adjustments were made to the proposed price. The Government determined the Program Management Office costs did not include Department Leads. Therefore, an upward adjustment was made to add costs for 2.75 WYEs. In addition, a downward adjustment of 2 WYEs was made to the PMO cost for information technology (IT) - related functions/activities the Government determined unnecessary. The overall effect

of the adjustments was an increase in the proposed price of about \$1 million and resulted in the lowest probable cost of any offer.

MAINTHIA TECHNOLOGIES, INC.

Mission Suitability was rated "Fair."

Contract Transition Approach - Poor. Mainthia had 1 Strength, 1 Significant Weakness and 1 Weakness.

Business Management Approach - Poor. Mainthia had 1 Significant Weakness and 4 Weaknesses.

Personnel Management Approach - Fair. Mainthia had 1 Strength and 5 Weaknesses.

Task Management Approach - Good. Mainthia had 1 Weakness.

Safety and Health - Good. Mainthia had no Strengths and no Weaknesses.

Past Performance - Mainthia's Past Performance rating was "Neutral."

Mainthia had no strengths or weaknesses.

Cost/Price Factor

Mainthia's proposed price was 14% below the government estimate. A few adjustments were made to this proposed price. A downward adjustment was made at the contract level cost to the indirect rate based on DCAA recommendations. The Government determined the Program Management Office costs did not include Department Managers. Therefore, an upward adjustment was made to add costs for approximately 3 WYEs. In addition, the Government deemed 2 WYEs for clerks were excessive and removed these costs from the PMO. The overall effect of the adjustments was an increase in the proposed price of approximately \$2 million and resulted in a probable cost that was slightly higher than the lowest offer.

QUALIS CORPORATION

Mission Suitability was rated "Fair."

Contract Transition Approach - Poor. Qualis had 1 Significant Weakness and 3 Weaknesses.

Business Management Approach - Poor. Qualis had 1 Strength, 2 Significant Weaknesses, and 2 Weaknesses.

Personnel Management Approach - Fair. Qualis had 3 Strengths and 2 Weaknesses.

Task Management Approach - Fair. Qualis had 2 Weaknesses.

Safety and Health - Good. Qualis had 1 Strength.

Past Performance - Qualis' Past Performance rating was "Very Good."

Qualis had 1 Significant Strength and 3 Strengths.

Cost/Price Factor

Qualis' proposed price was 9% below the government estimate. Adjustments were made to the PMO costs. The Government determined the Program Management Office costs did not include costs for Department Managers, other proposed "key" positions, and an administrative support person. Therefore, an upward adjustment was made to add costs for approximately 7.35 WYEs. The overall effect of the adjustments was an increase in the proposed price of approximately \$5 million and a probable cost that was the highest of all offers.

DECISION

At a pre-meeting on June 16, 2006, I was provided a complete summary of the SEB findings including detailed findings for each offer. This provided additional time to review the information before the formal presentation. I reviewed all of the SEB findings.

A formal presentation and discussion meeting was convened on June 20, 2006. In attendance were members of the SEB plus appropriate GRC management. During the presentation, the SEB reviewed the procurement activities to date plus the RFP selection criteria. Included in the SEB presentation were detailed findings of all seven (7) offers. However, based on my earlier review of the detailed findings, I noted a natural break between the top three rated offers and the remaining offers and requested that the formal presentation concentrate on the three highest rated offers. I concluded that all of the lower rated offers technically were significantly weaker than the highest-rated three. I further noted and accepted the Board's evaluation of the Past Performance of the remaining offers, finding that none offered advantage in this area over the three highest rated offers. These relative weaknesses outweighed any possible cost advantage any of the less highly rated offers had. In making my decision to focus on the three highest rated offers, I gave careful consideration to Sigma Space Partners' probable cost. I concluded that its lower price was more than offset by its lower past performance rating and the multiple significant weaknesses in its proposal, and in particular its poor transition plan, poor organization and management structure, and inefficient Program Management Office, which are reflected in its lower Mission Suitability rating.

An active discussion ensued during the presentation to achieve a better understanding of the findings. It was clear from the information presented that in all likelihood, the three highest rated Offerors could successfully perform the work effort. However, during the discussion key areas of difference were identified that supported the final selection.

Under Mission Suitability, I agree with the findings of the SEB. I note that ASRC had an overall rating of Excellent, and both Sierra Lobo and Bastion had overall ratings of Very Good.

In the Contract Transition sub-factor, ASRC had an excellent rating with a significant strength related to its thorough, comprehensive, and low risk transition plan covering all areas to ensure a successful transition. Sierra Lobo had a rating of Good in Contract Transition Approach with no significant strengths or significant weaknesses while Bastion had a rating of Fair with no significant strengths and 1 significant weakness. In my judgment, the depth of ASRC's contract transition plan provided meaningful advantages over the other two offers.

In the Business Management Approach sub-factor, I note that ARSC had 1 significant strength for its organization and management structure that is efficient, aligned with GRC organizations, has a logical distribution of work activities, appropriate supervisory span of control, and clear lines of communication and control of its subcontractor. Bastion had a rating of Good with no significant strengths or significant weaknesses and Sierra Lobo had a rating of Fair with no significant strengths or significant weaknesses. In my judgment, the significant strength provided meaningful advantages over the other two offers.

In the Personnel Management sub-factor, I note that ASRC and Sierra Lobo received Excellent ratings. Each received significant strengths in the same areas; total compensation packages and approaches to managing workload fluctuations. Sierra Lobo also had a third significant strength for providing exceptionally qualified key personnel. Bastion had a rating of Very Good with 1 significant strength for providing exceptionally qualified key personnel. ASRC and Sierra Lobo both demonstrated very effective approaches to 1) attracting, retaining and motivating highly skilled professional workers via competitive and attractive compensation plans, and managing workload fluctuations. I note that all three companies proposed the same individuals for the key positions of Program Manager and Business Manager. In my judgment, there is no clear advantage between ASRC and Sierra Lobo, but both offer meaningful advantage over Bastion.

In the Task Management Approach sub-factor, ASRC and Sierra Lobo received Excellent ratings with Bastion receiving a Very Good rating. All three offers had a significant strength for exceptional approaches to cost and schedule control. I also note that ASRC and Sierra Lobo received significant strengths for their quality control systems. This indicates that all have very effective systems that should ensure timely dissemination of cost, schedule and performance data to appropriate government/contractor team personnel to implement corrective actions. In my judgment, there is no clear advantage between ASRC and Sierra Lobo, but both offer meaningful advantage over Bastion.

In the Safety and Health sub-factor, I note that the highest rated offers were Sigma Space and FRC which received Excellent ratings. I note the overall three highest rated offers (ASRC, Sierra Lobo, and Bastion) were rated Good with very similar strengths. I find that all three are even in this area.


Overall in the Mission Suitability Factor, I find the ASRC offer to provided meaningful advantages over the two other highly rated offers in the area of Contract Transition and Business Management. These advantages will help insure a successful contract start up and effective business management.

In the area of Past Performance, I note that ASRC and Sierra Lobo received an Excellent rating and had similar significant strengths based on the past record of successful performance and managing contracts very similar to GESS. Bastion was rated Very Good with a significant strength based on the past record of successful performance similar to GESS. In this area, there was little difference in the top two rated companies and I find no meaningful advantages with either firm, but conclude both have a meaningful advantage over Bastion.

In the area of cost, I note and accept the Government probable cost adjustments which placed Bastion with the lowest costs followed by Sierra Lobo and ASRC. I note the approximate cost delta between these three offers was 2% and that Cost was the least important Factor.


In summary, my selection is based on a comparative assessment of the proposals against all source selection criteria in the RFP and represents my independent judgment. I noted in accordance with the RFP that Mission Suitability is equal to Past Performance and that Mission Suitability and Past Performance when combined are significantly more important than Price. And Mission Suitability and Past Performance are individually more important than Price.

Based primarily on its superior response to the requirements of the RFP specifically in the areas of the Contract Transition and Business management Approach, I believe ASRC Aerospace, Inc. provided the best combined approach to effectively manage and perform the anticipated effort. I conclude that the reduction in performance risk during transition for ASRC due to the detailed and comprehensive transition plan, and the increased potential for ASRC's highly successful contract performance from their excellent business management approach, organization, and management structure, more than compensate for their slightly higher probable cost. Accordingly, I hereby select ASRC Aerospace, Inc. to perform the anticipated contract.



Olga Gonzalez-Sanabria,
Source Selection Authority

Concurrence:



Bradley J. Baker
Procurement Officer