

**Selection Statement
For
Office of Human Capital Management (OHCM) Professional Services
Request for Proposal (RFP) NNG12418706R**

On May 16, 2013, I, along with key senior officials from NASA's Goddard Space Flight Center (GSFC), met with the Integrated Evaluation Team (IET) appointed to evaluate proposals in connection with the Office of Human Capital Management (OHCM) Professional Services procurement. A full briefing of the results of the evaluation conducted by the IET was presented to me, resulting in my source selection decision.

Procurement Description and History

The OHCM Professional Services requirement was issued as an 8(a) set-aside, competitive procurement under North American Industry Classification System (NAICS) Code 541611, with a small business size standard of \$14M. The OHCM Professional Services contract will be awarded as a Cost-Plus- Fixed- Fee (CPFF), Indefinite Delivery Indefinite Quantity (IDIQ) contract with a five year ordering period. There is also a not to exceed 30-day phase-in period, anticipated to commence on August 2, 2013, to be implemented as a separate firm fixed price purchase order.

The scope of work under the OHCM Professional Services procurement is to provide overarching professional Human Capital support services that will include a full array of support in accomplishing the vision and mission of OHCM. Services include, but are not limited to GSFC's recruitment projects, human capital projects, ongoing staffing and classification services, learning, training, coaching, leadership development, organizational effectiveness, change management, career development, labor relations, awards, performance management, and work life initiatives.

NASA issued the OHCM Professional Services RFP on October 12, 2013. The following Amendments were issued to the RFP:

Amendment #1	October 17, 2012	Revised the Solicitation response date under item 9 of Standard Form 33 from November 13, 2012 to November 15, 2012.
Amendment #2	October 24, 2012	Revised the minimum average cost/fee values under clause L.22 and M.6.
Amendment #3	November 8, 2012	Revised the Proposal Content and Page Limitations table at Article L.18 b(1); Revised Exhibit 2, Representative Task Plan Summary to change subcontractor definition; Replaced Exhibit 17, RTO Statement of Work #1 Human Resources Administration; Replaced Exhibit 17, RTO Statement of Work #2 Overall Services; Revised the Solicitation response due date to 2PM EST on November 20, 2012

The following eight Companies submitted proposal by the RFP due date of November 20, 2012:

All Native, Inc.
Aspen of DC, Inc.
Business Management Associates, Inc.
Delan Associates, Inc.
Logical Innovations, Inc
SDSE, LLC
Syneren Technologies Corporation
Unispec Enterprises, Inc.

The IET presented its initial findings to me on May 16, 2013. The presentation included the evaluation of mission suitability, cost and past performance factors.

Evaluation Procedures

The evaluation was conducted in accordance with FAR 15.3, "Source Selection", and NASA FAR Supplement (NFS) 1815.3, "Source Selection", and the OHCM Professional Services RFP evaluation criteria. The RFP provided that the factors used for evaluation of the proposal are Mission Suitability, Cost and Past Performance. Section M.3 of the RFP specified the relative order of importance of the evaluation factors, as follows:

"The Cost Factor is significantly less important than the combined importance of the Mission Suitability Factor and the Past Performance Factor. As individual Factors, the Cost Factor is less important than the Mission Suitability Factor but more important than the Past Performance Factor."

The RFP contained a detailed explanation of the evaluation procedures, including the evaluation Factors and Subfactors, the Mission Suitability numerical scoring scheme delineated below, and the criteria to be used in the evaluation.

The RFP stated that only the Mission Suitability Factor would be point scored in the evaluation process. The Mission Suitability Factor consisted of the following two Subfactors with assigned points as indicated:

Subfactor	Points
Subfactor A-Representative Task Orders	400
Subfactor B-Management Approach	600
Total	1000

The IET conducted an independent Mission Suitability evaluation of each proposal in accordance with the criteria set forth in the solicitation. The proposals were evaluated by classifying the proposal findings in each Subfactor as "Strengths", "Weaknesses", "Significant Strengths", "Significant Weaknesses", or "Deficiencies", per the definitions in the RFP, Section M.4. The Mission Suitability Subfactors were then evaluated using the adjectival ratings, definitions, and percentile ranges as set forth at NFS 1815.305(a)(3)(A). The applicable adjectival ratings for

each Mission Suitability Subfactor were “Excellent”, “Very Good”, “Good”, “Fair”, and “Poor”. Then, the maximum points available for each Subfactor were multiplied by the assessed percent rating for each Subfactor to derive the score for that respective Subfactor. The individual scores in each Subfactor were then summed to determine the overall Mission Suitability scoring. The adjectival ratings of the findings and the adjectival ratings and assessed percent ratings of the Subfactors were determined by consensus of the IET voting members.

The RFP stated the cost evaluation will be conducted in accordance with FAR 15.305 (a) (1) and NFS 1815.305(a)(1)(B). The RFP referred Offerors to FAR 2.101(b) for a definition of “cost realism” and to FAR 15.404-1(d) for a discussion of “cost realism analysis” and “probable cost”.

The proposed cost for Representative Task Orders 1 through 4, proposed direct and indirect rates; Representative Task Orders 1 through 4, along with the proposed phase-in were analyzed to determine reasonableness and cost realism. The proposed and probable costs were presented to me along with any cost risk identified in the IET’s analysis of Offerors’ proposals.

For the Past Performance Factor, the RFP stated the evaluation of past performance would be conducted in accordance with FAR Part 15. The evaluation of past performance involved the degree of relevance (i.e., level of pertinence) of the contract based on size and content, and the quality of performance on the contract. First, the IET examined the Offeror’s contract references (including those significant subcontractors) to determine whether each contract met the minimum requirements to warrant consideration. If the contract was deemed “recent” and met the minimum cost/fee (relevant size) criteria, the IET evaluated the degree of relevance and quality of contract performance of each referenced contract. Finally, the IET assigned an overall Level of Confidence rating to each Offeror based on a subjective evaluation of the information provided for all of the referenced contracts.

Consistent with the RFP, the past performance of significant subcontractors was evaluated and attributed to the Offeror and weighted according to the work proposed to be performed on the OHCM Professional Services contract. Performance of the Prime Offeror was weighted more heavily than any significant subcontractor or combination of significant subcontractors.

The Past Performance Factor was not point scored, but was assigned one of the following adjectival ratings:

Very High Level of Confidence
High Level of Confidence
Moderate Level of Confidence
Low Level of Confidence
Very Low Level of Confidence
Neutral

Mission Suitability Evaluation Factor

After evaluating each Subfactor in accordance with the weights delineated in the RFP, the IET assigned the following Subfactor ratings to each Offeror:

Mission Suitability Subfactor Adjectival Ratings	All Native	Aspen	BMA	Delan	Logical	SDSE	Syneren	Unispec
Subfactor A: Representative Task Orders	EXCELLENT	VERY GOOD	FAIR	POOR	FAIR	FAIR	GOOD	FAIR
Subfactor B: Management Approach	GOOD	FAIR	POOR	POOR	GOOD	VERY GOOD	GOOD	FAIR

Numerical scoring was also assigned, consistent with the adjectival ratings, as prescribed in the RFP. The details of the IET’s evaluation of Mission Suitability for each Offeror’s proposal are presented below:

Logical Innovations:

For **Subfactor A, Representative Task Orders**, the Logical Innovations, Inc. proposal received zero (0) significant strengths, one (1) strength, one (1) significant weakness, one (1) weakness, and zero (0) deficiencies for a Subfactor A rating of “Fair”.

Strength #1: The Logical Innovations, Inc. proposal received a strength for value-added in their technical approach to meeting the training and career development requirements of the OHCM Professional Services contract. Their technical approach to validating learning objectives against job competencies and providing career maps exceeds what would be required in this area. Logical Innovation’s proposal for training and career development provides additional value to the government and enhances the potential for successful contract performance.

Significant Weakness #1: The Logical Innovations, Inc. proposal received a significant weakness for RTO#4, HQ Training and Career Development Services, as it lacks thoroughness. The proposal did not thoroughly address interfacing with OPM and NASA. Logical Innovation’s proposed technical approach for RTO#4 is significantly flawed and appreciably increases the risk of unsuccessful contract performance.

Weakness #1: The Logical Innovations, Inc. proposal received a weakness for RTO#1, Human Resource Administration, lacked thoroughness for how they will support several requirements and activities of the Talent Acquisition Office (TAO) specific to human resources support such as assistance to organizational restructuring, processing SF52s, position description quality assurance, or weekly vacancy announcement blaster. Logical Innovation’s proposed technical approach for RTO#1 is flawed and increases the risk of unsuccessful contract performance.

For **Subfactor B, Management Approach**, the Logical Innovations, Inc. proposal received zero (0) significant strengths, one (1) strength, zero (0) significant weaknesses, one (1) weakness, and zero (0) deficiencies for a Subfactor B rating of “Good”.

Strength #1: The Logical Innovations, Inc. proposal received a strength for its proposed management approach offered methods, practices, and incentives which exceed requirements in addressing staff retention and morale. Logical Innovation’s proposal for staff management provides additional value to the government and enhances the potential for successful contract performance.

Weakness #1: The Logical Innovations, Inc. proposal received a weakness because it did not provide a thorough and complete plan for integrating their efforts with those of their proposed subcontracting partners. Logical Innovation’s proposed management approach for integrating subcontractors is flawed and increases the risk of unsuccessful contract performance.

Aspen of DC:

For **Subfactor A, Representative Task Orders**, the Aspen of DC, Inc. proposal received one (1) significant strength, three (3) strengths, zero (0) significant weaknesses, one (1) weakness, and zero (0) deficiencies for a Subfactor A rating of “Very Good”.

Significant Strength #1: The Aspen of DC, Inc. proposal received a significant strength for its significantly well defined technical approach to meeting the comprehensive set of human capital services requirements of the OHCM Professional Services contract. Their technical approach relating to organizational leadership and culture, strategic workforce analysis and plans, and facilitation services is supported by a level of knowledge and understanding that gives the government strong confidence that any task within the scope of the contract dealing with human capital services will exceed requirements. Aspen’s proposal for human capital overall services greatly enhances the potential for successful contract performance and contributes significantly toward exceeding the OHCM Professional Services contract requirements in a manner that provides additional value to the government.

Strength #1: The Aspen of DC, Inc. proposal received a strength because its technical approach strongly addresses the training and career development requirements of the OHCM Professional Services contract. The proposal emphasizes that this Offeror has knowledge in authoring Standard Operating Procedures (SOPs) and Program Management Documentation (PMDs) and apply this knowledge and value-added best practices that exceed the government’s requirements in the area of training and career development and enhances the potential for successful contract performance.

Strength #2: The Aspen of DC, Inc. proposal received a strength for a well defined technical approach for meeting the NASA Headquarters training requirements of the OHCM Professional Services contract. The Offeror references an innovative eMerge Mentoring program and “Flash” mentoring event, which are both reasonable techniques and technologies that can have a positive impact and enhances the potential for successful contract performance.

Strength #3: The Aspen of DC, Inc. proposal received a strength for its ability to demonstrate they understand the importance of metrics to track progress against goals and offer a comprehensive set of reports in their technical approach that exceed requirements. Aspen’s

proposal for metrics and reporting provides additional value to the government and enhances the potential for successful contract performance.

Weakness#1: The Aspen of DC, Inc. (Aspen) proposal received a weakness because RTO #1, Human Resource Administration, lacked thoroughness for how they will support several requirements and activities of the Talent Acquisition Office (TAO) specific to human resources support. As a result, Aspen's proposed technical approach for RTO #1 is flawed and increases the risk of unsuccessful contract performance.

For **Subfactor B, Management Approach**, the Aspen of DC, Inc. proposal received zero (0) significant strengths, one (1) strength, zero (0) significant weaknesses, three (3) weakness, and zero (0) deficiencies for a Subfactor B rating of "Fair".

Strength #1: The Aspen of DC, Inc. proposal received a strength for its proposed management approach which includes a Quality Assurance Plan that will be effective in ensuring quality assurance concepts and principles are implemented and used throughout the contract. Aspen's proposed Quality Assurance Plan provides additional value to the government and enhances the potential for successful contract performance.

Weakness #1: The Aspen of DC, Inc. proposal received a weakness because it did not provide a thorough phase-in plan which clearly demonstrates an ability to assume full contract responsibility on the effective date of the contract. The information proposed was not thorough, especially with regard to schedule. Aspen's proposed phase-in plan is flawed and increases the risk of failure to assume full contract responsibility on the effective date of the contract.

Weakness #2: The Aspen of DC, Inc. proposal received a weakness for its task management plan which contained a flawed checklist of task order procedures. In addition, the Offeror proposed management controls that contained a flawed assumption regarding OHCM resource management. Aspen's proposed management approach for task ordering procedures and management controls are flawed and increases the risk of unsuccessful contract performance.

Weakness #3: The Aspen of DC, Inc. proposal received a weakness because the proposal did not provide a Safety and Health plan that fully complies with all applicable NASA policies and procedures relative to safety, occupational health, and NASA Procedural Requirements (NPR) 8715.3 "NASA General Safety Program Requirements." Aspen's proposed Safety and Health plan is flawed and increases the risk of unsuccessful contract performance.

Smart Data Solutions, LLC (SDSE):

For **Subfactor A, Representative Task Orders**, the Smart Data Solutions, LLC (SDSE) proposal received zero (0) significant strengths, four (4) strengths, one (1) significant weakness, two (2) weaknesses, and zero (0) deficiencies for a Subfactor A rating of "Fair".

Strength #1: The Smart Data Solutions, LLC proposal received a strength for its well defined technical approach to meeting the program management requirements of the OHCM Professional Services contract. They propose technical management of the work with a level of professional

management training and certification that exceeds government requirements. SDSE's proposal for program management provides additional value to the government and enhances the potential for successful contract performance.

Strength #2: The Smart Data Solutions, LLC proposal received a strength because they identified fifteen (15) subject matter experts with knowledge that maps directly to the representative tasks that are core to the needs of the OHCM Professional Services contract. SDSE's proposal for human capital subject matter experts provides additional value to the government and enhances the potential for successful contract performance.

Strength #3: The Smart Data Solutions, LLC proposal received a strength for several innovative techniques and technologies in response to the representative task orders of the OHCM Professional Services contract. The Offeror proposes to use eLearning training modules, checklists, podcasts, webinars, and white papers, which are all reasonable techniques and technologies that can have a positive impact and will enhance the potential for successful contract performance.

Strength #4: Smart Data Solutions, LLC provided exceedingly meaningful risks and useful mitigation strategies in responding to the contract's RTOs. SDSE's technical approach to each RTO is enhanced by their relevant risk management efforts which provides additional value to the government and enhances the potential for successful contract performance.

Significant Weakness #1: The Smart Data Solutions, LLC proposal received a significant weakness because RTO #1, Human Resource Administration, lacked thoroughness for how they will support several requirements and activities of the Talent Acquisition Office (TAO) and the Performance and Worklife Dynamics Office (PWDO). The Offeror also emphasizes the capabilities of their significant subcontractor in the core requirements of this RTO, but does not propose them in their staffing plan. SDSE's proposed technical approach for RTO #1 is significantly flawed and appreciably increases the risk of unsuccessful contract performance.

Weakness #1: The Smart Data Solutions, LLC proposal received a weakness for its coaching process as part of their technical approach to RTO #3, Training and Career Development. The proposed process includes SEVATEC which indicates an outdated process supporting the OHCM Professional Services contract. As a result, SDSE's proposed technical approach for RTO #3 is flawed and increases the risk of unsuccessful contract performance.

Weakness #2: The Smart Data Solutions, LLC proposal received a weakness because the proposed staffing of RTO #3, Training and Career Development, for training coordinator support is flawed. The proposal does not thoroughly describe how all training coordinator requirements for supporting the GSFC Learning Complex and training administration for internal and external training programs will be satisfied with the proposed staffing plan, which increases the risk of unsuccessful contract performance.

For **Subfactor B, Management Approach**, the SDSE proposal received one (1) significant strength, two (2) strengths, zero (0) significant weaknesses, zero (0) weakness, and zero (0) deficiencies for a Subfactor B rating of "Very Good".

Significant Strength #1: The Smart Data Solutions, LLC proposal received a significant strength for its well defined phase-in plan which clearly demonstrates an ability to assume full contract responsibility on the effective date of the contract. The proposal provides a comprehensive description of phase-in processes, organization, risks and mitigations, support tools, and schedule/milestones. Each of these elements to phase-in includes a level of detail which exceeds requirements. SDSE's proposed phase-in plan greatly enhances the potential for successful contract performance and contributes significantly toward exceeding the OHCM Professional Services contract requirements in a manner that provides additional value to the government.

Strength #1: The Smart Data Solutions, LLC proposal received a strength for its management approach offered methods, practices, and incentives which exceed requirements in addressing staff retention and morale. In addition, the Offeror's management plan strongly addresses lines of authority with respect to subcontracting partners, including significant subcontracting partners. SDSE's proposal for staff management provides additional value to the government and enhances the potential for successful contract performance.

Strength #2: The Smart Data Solutions, LLC proposal received a strength for its proposed management approach strongly addresses the need for organizing, assigning staff, tracking, and managing tasks orders. In addition, their proposed task management approach is strengthened by value-added methods and processes noted in the Offeror's Quality Assurance Plan. SDSE's proposal for task management provides additional value to the government and enhances the potential for successful contract performance.

Delan Associates, Inc:

For **Subfactor A, Representative Task Orders**, Delan Associates, Inc. proposal received zero (0) significant strengths, zero (0) strengths, zero (0) significant weakness, zero (0) weaknesses, and two (2) deficiencies for a Subfactor A rating of "Poor".

Deficiency #1: The Delan Associates, Inc. proposal received a deficiency because it did not propose a reasonable technical approach to meeting the overall requirements of the OHCM Professional Services contract. The Offeror's technical approach is primarily based on identifying professional positions that will satisfy the requirements of the contract. The overall mission suitability is significantly weak, lacking thoroughness concerning how requirements will be met. As a result of this material failure of Delan Associates, Inc's proposal for meeting the overall requirements of the contract, the risk of unsuccessful contract performance increases to an unacceptable level.

Deficiency #2: The Delan Associates, Inc. proposal received a deficiency because it did not offer a reasonable technical approach to meeting the specific requirements of all four (4) representative tasks associated with the OHCM Professional Services contract. The Offeror's technical approach for each of the RTOs is significantly weak, lacking thoroughness concerning how requirements will be met. As a result of this material failure of Delan Associates, Inc's proposal to meet the government's RTO requirements, the risk of unsuccessful contract performance increases to an unacceptable level.

For **Subfactor B, Management Approach**, the Delan Associates, Inc. proposal received zero (0) significant strengths, zero (0) strengths, one (1) significant weakness, one (1) weaknesses, and zero (0) deficiencies for a Subfactor B rating of “Poor.”

Significant Weakness #1: The Delan Associates, Inc. proposal received a significant weakness because its proposed management approach contains flaws in several important areas, including lines of authority, subcontractor management, phase-in planning, and task management. Taken together, DAI’s proposed management approach for the OHCM Professional Services contract is significantly flawed and appreciably increases the risk of unsuccessful contract performance.

Weakness#1: The Delan Associates, Inc. proposal received a weakness because it did not provide a Safety and Health plan that fully complies with all applicable NASA policies and procedures relative to safety, occupational health, and NASA Procedural Requirements (NPR) 8715.3 “NASA General Safety Program Requirements.” As a result, Delan Associates, Inc’s proposed Safety and Health plan is flawed and increases the risk of unsuccessful contract performance.

All Native Inc:

For **Subfactor A, Representative Task Orders**, All Native, Inc. proposal received one (1) significant strengths, four (4) strengths, zero (0) significant weakness, zero (0) weaknesses, and zero (0) deficiencies for a Subfactor A rating of “Excellent”.

Significant Strength #1: The All Native, Inc. proposal received a significant strength for its well defined technical approach to meeting the specific requirements of RTO #2, OHCM Overall Services, associated with the OHCM Professional Services contract. The Offeror proposed a thorough process and approach, incorporating a phased approach to ensure change is effective and long lasting. The proposal also demonstrated an excellent understanding of the various stakeholders and how strategic resource planning will ensure the requirements of the RTO are executed within an appropriate and reasonable timeframe or schedule. All Native, Inc.’s proposal for RTO #2, OHCM Overall Services, greatly enhances the potential for successful contract performance and contributes significantly toward exceeding the OHCM Professional Services contract requirements in a manner that provides additional value to the government.

Strength#1: The All Native, Inc. proposal received a strength for its well defined technical approach to meeting the specific requirements of RTO #1, Human Resource Administration, that addresses the needs of the Talent Acquisition Office (TAO). The Offeror’s unique technical approach demonstrates a strong understanding of the policies associated with processing personnel records and in providing human resources support. The Offeror proposes to use best practice knowledge which exceed government requirements. All Native, Inc.’s proposal for personnel records and human resources support in this RTO provides additional value to the government and enhances the potential for successful contract performance.

Strength #2: The All Native, Inc proposal received a strength for its well defined technical approach to administering the awards program requirements of RTO #1, Human Resource Administration, that addresses the needs of the Performance and Worklife Dynamics Office

(PWDO). The Offeror's proposed awards process is strong and its proposal shows how it will apply best practices to exceed requirements. All Native, Inc.'s proposal for administering the awards program in this RTO provides additional value to the government and enhances the potential for successful contract performance.

Strength #3: The All Native, Inc. proposal received a strength for its well defined technical approach to meeting the specific requirements of RTO #3, Training and Career Development. The Offeror provided a detailed technical approach, government interface description, and proposed set of deliverables, for each part of the required training and career development support elements of this RTO with clarity and thoroughness that exceeded requirements. All Native, Inc. demonstrates a strong understanding of the level of effort and the visibility associated with developing the GSFC workforce through training and development. All Native, Inc.'s proposal for training and career development in this RTO provides additional value to the government and enhances the potential for successful contract performance.

Strength #4: The All Native, Inc. proposal received a strength for its technical approach to meeting the career development services requirements of RTO #4, HQ Training and Career Development Services, that put particular emphasis on "work-life balance". This emphasis goes beyond the stated requirements in a positive manner. All Native, Inc.'s proposal for career development services in this RTO provides additional value to the government and enhances the potential for successful contract performance.

For **Subfactor B, Management Approach**, the All Native Inc. proposal received zero (0) significant strengths, two (2) strengths, zero (0) significant weakness, one (1) weaknesses, and zero (0) deficiencies for a Subfactor B rating of "Good".

Strength #1: The All Native, Inc. proposal received a strength for its well defined phase-in plan which demonstrates an ability to assume full contract responsibility on the effective date of the contract. The Offeror's phase-in proposal provides strategies for incumbent capture, communications and orientation, and training which exceed requirements. All Native, Inc.'s proposed phase-in plan provides additional value to the government and enhances the potential for successful contract performance.

Strength #2: The All Native, Inc. proposal received a strength because its proposed management approach includes a Quality Assurance Plan which incorporates a proprietary audit system and surveillance strategies that exceed government requirements. All Native, Inc.'s proposed Quality Assurance Plan provides additional value to the government and enhances the potential for successful contract performance.

Weakness #1: The All Native, Inc. proposal received a weakness because it did not to provide a Safety and Health plan that fully complies with all applicable NASA policies and procedures relative to safety, occupational health, and NASA Procedural Requirements (NPR) 8715.3 "NASA General Safety Program Requirements". All Native, Inc.'s proposed Safety and Health plan is flawed and increases the risk of unsuccessful contract performance.

Business Management Associates, Inc. (BMA):

For **Subfactor A, Representative Task Orders**, Business Management Associates, Inc. (BMA) proposal received zero (0) significant strengths, two (2) strengths, one (1) significant weakness, one (1) weaknesses, and zero (0) deficiencies for a Subfactor A rating of “Fair”.

Strength #1: The Business Management Associates, Inc. proposal received a strength for its demonstrated innovative support of their proposed technical approach to meeting the training and career development requirements of the OHCM Professional Services contract. Their technical approach to training delivery exceeds what would be required in this area. Business Management Associates, Inc.’s proposal for training and career development provides additional value to the government and enhances the potential for successful contract performance.

Strength #2: The Business Management Associates, Inc. proposal received a strength because its metrics and reporting is based on the “Lean Six Sigma” methodology. This technical approach adds both qualitative and quantitative value that benefits the government’s requirements for metrics collection and reporting requirements on the OHCM Professional Services contract. Business Management Associates, Inc.’s proposal for metrics and reporting provides additional value to the government and enhances the potential for successful contract performance.

Significant Weakness #1: Business Management Associates, Inc. did not offer a reasonable technical approach to meeting the specific requirements of the four (4) representative tasks associated with the OHCM Professional Services contract. The Offeror’s technical approach for each of the RTOs do little more than restate the RTO requirements and lack specific details concerning how requirements will be met. Business Management Associates, Inc.’s proposed technical approach for meeting the specific requirements of each RTO is significantly flawed and appreciably increases the risk of unsuccessful contract performance.

Weakness #1: The Business Management Associates, Inc. proposal received a weakness because it incorrectly identified this OHCM Professional Services contract as a Blanket Purchase Agreement (BPA) type of contract as opposed to the correct type, Cost-Plus-Fixed-Fee IDIQ Contract. As a result of this fundamental flaw in understanding the basic contract type, Business BMA proposed technical approach increases the risk of unsuccessful contract performance.

For **Subfactor B, Management Approach**, the Business Management Associates, Inc. proposal received zero (0) significant strengths, one (1) strength, one (1) significant weakness, two (2) weaknesses, and zero (0) deficiencies for a Subfactor B rating of “Poor”.

Strength #1: Business Management Associates, Inc. proposed management approach includes a Total Compensation Plan which will be effective in providing for uninterrupted, high-quality work in support of the OHCM Professional Services contract. The proposed plan includes unique employee benefits which will help in attracting and maintaining a skilled workforce. As a result, Business Management Associates, Inc.’s (BMA) proposed Total Compensation Plan provides additional value to the government and enhances the potential for successful contract performance.

Significant Weakness #1: The Business Management Associates, Inc. proposal received a significant weakness because it did not provide an organizational structure that is effective and efficient in managing the proposed work for the OHCM Professional Services contract. This flaw also leads to ineffective approach to resolving priority conflicts and a lack of thoroughness in addressing non-performance for subcontracted work. Business Management Associates, Inc.'s (BMA) proposed organizational approach is flawed and appreciably increases the risk of unsuccessful contract performance.

Weakness #1: The Business Management Associates, Inc. proposal received a weakness because it did not provide a phase-in plan which clearly demonstrates an ability to assume full contract responsibility on the effective date of the contract. The information proposed did not provide sufficient details, especially with regard to schedule. As a result, Business Management Associates, Inc.'s proposed phase-in plan is flawed and increases the risk of failure to assume full contract responsibility on the effective date of the contract.

Weakness #2: Business Management Associates, Inc. proposal received a weakness because it did not provide a Safety and Health plan that fully complies with all applicable NASA policies and procedures relative to safety, occupational health, and NASA Procedural Requirements (NPR) 8715.3 "NASA General Safety Program Requirements". Business Management Associates, Inc.'s proposed Safety and Health plan is flawed and increases the risk of unsuccessful contract performance.

Unispec:

For **Subfactor A, Representative Task Orders**, the Unispec Enterprises, Inc. (Unispec) proposal received zero (0) significant strengths, zero (0) strengths, zero (0) significant weakness, five (5) weaknesses, and zero (0) deficiencies for a Subfactor A rating of "Fair."

Weakness #1: The Unispec Enterprises, Inc. proposal received a weakness because it did not demonstrate in their proposal that they will make available subject matter experts with a broad spectrum of experience in areas that are core to the needs of the OHCM Professional Services contract. Unispec's proposed set of human capital subject matter experts is flawed and increases the risk of unsuccessful contract performance.

Weakness #2: The Unispec Enterprises, Inc. received a weakness because it did not establish that they will satisfy the metrics and reporting requirements on the OHCM Professional Services contract. The Offeror's unique technical approach does not propose to provide progress reports associated with task accomplishments in the five days required. As a result of this lack of thoroughness, Unispec's proposal for metrics and reporting is flawed and increases the risk of unsuccessful contract performance.

Weakness #3: The Unispec Enterprises, Inc. proposal received a weakness because it did not offer sufficient details in their proposal for RTO #1, Human Resource Administration. The Offeror's technical approach simply restates the requirements of the RTO without providing any processes or methodologies for addressing these requirements. Unispec's proposed technical approach for RTO #1 is flawed and increases the risk of unsuccessful contract performance.

Weakness #4: The Unispec Enterprises, Inc. proposal did not demonstrate complete understanding of the government's needs in their proposal for RTO #2, OHCM Overall Services. The Offeror's technical approach to this RTO was weak in the areas of leadership and management development program services and human capital statistician services. Unispec's proposed technical approach for RTO #2 is flawed and increases the risk of unsuccessful contract performance.

Weakness #5: The Unispec Enterprises, Inc. proposal did not offer sufficient details in their proposal for RTO #3, Training and Career Development. The Offeror's technical approach simply restated the requirements of the RTO without providing any processes or methodologies for addressing these requirements. Unispec's proposed technical approach for RTO #3 is flawed and increases the risk of unsuccessful contract performance.

For **Subfactor B, Management Approach**, the Unispec Enterprises, Inc. proposal received zero (0) significant strengths, zero (0) strengths, zero (1) significant weaknesses, zero (0) weaknesses, and zero (0) deficiencies for a Subfactor B rating of "Fair."

Significant Weakness #1: The Unispec Enterprises, Inc. proposal received a significant weakness because it did not provide an effective approach for resolving priority conflicts and integrating their efforts with subcontractors. Unispec's proposed management approach concerning lines of authority is flawed and appreciably increases the risk of unsuccessful contract performance.

Syneren:

For **Subfactor A, Representative Task Orders**, the Syneren Technologies Corporation (Syneren) proposal received zero (0) significant strengths, three (3) strengths, zero (0) significant weakness, three (3) weaknesses, and zero (0) deficiencies, for a Subfactor A rating of "Good".

Strength #1: The Syneren Technologies Corporation proposal received a strength for its well defined technical approach to meeting several human capital services requirements of the OHCM Professional Services contract. Their technical approach relating to NASA Headquarters training, human resource administration, human capital overall services, and metrics and reporting is supported by a level of demonstrated successes, thoroughness, and understanding that gives the government confidence that the Offeror will exceed requirements in support to these areas. Syneren's proposal for human capital support services provides additional value to the government and enhances the potential for successful contract performance.

Strength #2: The Syneren Technologies Corporation proposal received a strength for its innovative approaches in response to RTO #1, Human Resource Administration. The Offeror's proposes a "program vision" dashboard and an integrated workforce analysis and planning model, which are both innovative approaches that can have a positive impact and will enhance the potential for successful contract performance.

Strength #3: Syneren Technologies Corporation provided exceedingly meaningful risks and useful mitigation strategies in responding to two (2) of the contract's RTOs, RTO #1, Human

Resource Administration, and RTO #2, OHCM Overall Services. Syneren's technical approach to these RTOs is enhanced by their relevant risk management efforts which provides additional value to the government and enhances the potential for successful contract performance.

Weakness #1: The Syneren Technologies Corporation proposal received a weakness because it did not offer sufficient details in their proposal for facilitation support. Their proposal did not provide a specific general section for facilitation services and the relevant representative task, RTO #2, OHCM Overall Services, just mentions the requirement for facilitation services without providing specific details. Syneren's proposed technical approach for facilitation services is flawed and increases the risk of unsuccessful contract performance.

Weakness #2: The Syneren Technologies Corporation proposal received a weakness because RTO #1, Human Resource Administration, lacked thoroughness for how they will support several requirements and activities of the Talent Acquisition Office (TAO) specific to human resources support. Syneren's proposed technical approach for RTO #1 is flawed and increases the risk of unsuccessful contract performance.

Weakness #3: The Syneren Technologies Corporation proposal received a weakness for its proposed staffing of RTO #3, Training and Career Development, for training coordinator support is flawed. The proposal does not thoroughly describe how all training coordinator requirements for supporting the GSFC Learning Complex and training administration for internal and external training programs will be satisfied with the proposed staffing plan, which increases the risk of unsuccessful contract performance.

For **Subfactor B, Management Approach**, the Syneren Technologies Corporation proposal received zero (0) significant strengths, two (2) strengths, zero (0) significant weaknesses, zero (0) weaknesses, and zero (0) deficiencies for a Subfactor B rating of "Good".

Strength #1: The Syneren Technologies Corporation proposal received a strength for its well defined phase-in plan which demonstrates an ability to assume full contract responsibility on the effective date of the contract. The Offeror's phase-in proposal provides strategies for communications, equipment tracking, and mitigating transition risk which exceed requirements. Syneren's proposed phase-in plan provides additional value to the government and enhances the potential for successful contract performance.

Strength #2: The Syneren Technologies Corporation (Syneren) proposal received a strength because its proposed management approach includes a Quality Assurance Plan which incorporates continuous improvement, configuration control, and audit plans that exceed government requirements. Syneren's proposed Quality Assurance Plan provides additional value to the government and enhances the potential for successful contract performance.

Cost Evaluation Factor

The combination of the probable RTO costs and Phase-In Price resulted in the following ranking of Offeror's from lowest to highest:

Delan Associates, Inc.
Unispec Enterprises, Inc
Aspen of DC
Logical Innovations, Inc.
SDSE
Syneren Technologies Corporation
All Native Inc.
BMA

Most Offerors received cost adjustments based on their direct labor costs, particularly those Offerors that proposed to capture incumbent labor using rates that varied in comparison to NASA's data on incumbent direct labor rates. The Offerors that received cost adjustments to their direct labor costs are, as follows: All Native; Aspen, Delan; Logical; SDSE; Syneren; and, Unispec. All cost adjustments were specific to each Offeror's unique proposed approach to accomplishing the requirements of the RTOs. Other cost adjustments were made to some Offerors (Logical, Unispec and Syneren) based on the IET's evaluation of indirect rates, which included an analysis of historic rates in comparison to future projections. Additionally, Aspen received a probable cost adjustment for one of their proposed labor categories because they inadvertently substituted the rate of another labor category rate.

Past Performance Evaluation Factor

Delan Associates, Inc.'s:

Delan Associates, Inc. had two (2) contracts that were considered "moderate" to "low" relevance. No performance survey responses were received. Therefore, the technical customer(s) performance ratings for Delan Associates have been assigned a "neutral". Based on the Offeror's performance record, there is a moderate level of confidence that the Offeror will successfully perform the OHCM requirement.

Unispec:

Unispec had two (2) contracts evaluated for past performance. One was considered highly relevant and the other had a low relevance. The performance ratings given in the survey responses were positive. The overall customer technical performance ratings for Unispec have been "very high." Based on the Offeror's performance record, there is a high level of confidence that the Offeror will successfully perform the OHCM Professional Services requirement.

Syneren:

The Syneren Team had four (4) contracts provided for their subcontractor that were considered “high” to “low” relevance, and three (3) contracts for the prime Offeror that were considered “moderate” to “very low” in relevance. The performance ratings given in the survey responses were positive for the Syneren Team. The overall customer technical performance ratings for the Syneren Team and its proposed subcontractor have been “very high” to “high” with two neutral ratings. Based on the Offeror’s performance record, there is a moderate level of confidence that the Offeror will successfully perform the OHCM Professional Services effort.

Aspen of DC:

Aspen of DC had three (3) contracts that were considered “significantly relevant.” The performance ratings given in the survey responses were positive. The overall customer technical performance ratings for Aspen of DC have been “very high” to “high”. Based on the Offeror’s performance record, there is a very high level of confidence that the Offeror will successfully perform the OHCM requirement.

SDSE:

SDSE had one (1) contract provided for their subcontractor that was considered significantly relevant and two (2) contracts that were considered relevant. The performance ratings given in the survey responses were positive. The overall customer technical performance ratings for SDSE and its proposed subcontractor have been “very high” to “high.” Based on the Offeror’s performance record, there is a very high level of confidence that the Offeror will successfully perform the OHCM requirement.

All Native:

All Native had three (3) contracts that were considered significantly relevant. The performance ratings given in the survey responses were positive. The overall customer technical performance ratings for All Native have been “very high” to “moderate.” Based on the Offeror’s performance record, there is a very high level of confidence that the Offeror will successfully perform the OHCM Professional Services.

Logical Innovation:

Logical Innovation had two (2) contracts evaluated for past performance. One was considered highly relevant and the other had a low relevance. The performance ratings given in the survey responses were positive. The overall customer technical performance ratings for Logical Innovation have been “very high” and “high.” Based on the Offeror’s performance record, there is a high level of confidence that the Offeror will successfully perform the OHCM Professional Services requirement.

BMA:

BMA had two (2) contracts evaluated past performance and were considered moderately relevant. The performance ratings given in the survey responses were positive. The overall customer technical performance ratings for BMA have been “very high” to “high.” Based on the Offeror’s performance record, there is a very high level of confidence that the Offeror will successfully perform the OHCM Professional Services requirement.

Source Selection Decision

I have carefully reviewed the IET’s detailed written evaluation results for Mission Suitability, Cost, and Past Performance. The IET’s presentation on May 16, 2013 provided additional insight and explanation of the IET’s findings. I solicited and considered the views of all of the attendees at the presentation, including the IET members and other key senior officials at GSFC. These key senior officials have responsibility related to this acquisition and understood the application of the evaluation factors set forth in the RFP.

In determining which proposal offered the best value to NASA, I referred to the relative order of importance of the three evaluation factors as specified in the RFP:

The Cost Factor is significantly less important than the combined importance of the Mission Suitability Factor and the Past Performance Factor. As individual Factors, the Cost Factor is less important than the Mission Suitability Factor but more important than the Past Performance Factor.

My selection was based on a comparative assessment of each proposal against each of the RFP source selection Evaluation Factors.

Overall, I determined that the findings presented by the IET, as documented in the presentation slides, the Cost Report, and the Past Performance report, to be reasonable and valid for purposes of making a selection decision. The evaluation presented by the IET provided a clear understanding of the differences in the Mission Suitability factors, the Cost Evaluation factors, and the Past Performance factors between the proposals of all Offerors.

The IET’s overall evaluation of proposals under the Mission Suitability factor resulted in the ranking of proposals from highest to lowest, as follows: All Native, SDSE, Syneren, Aspen, Logical Innovations, Unispec, BMA, and Delan. A clear break was identified with All Native Inc.’s Mission Suitability very high point score. I recognized that all significant strengths, strengths and weaknesses are not equal in terms of their value to the Government, and I closely reviewed all of the Mission Suitability findings to determine if there were meaningful discriminators between the Offerors that would impact my selection decision.

Comparing the proposals under Mission Suitability, Subfactor A, Understanding the Key Requirements, the All Native proposal clearly distinguished itself. It was the only Offeror to receive an “Excellent” adjectival rating under Subfactor A. They provided the most comprehensive response to the technical approach that resulted in more Significant Strengths and

Strengths than the other seven Offerors. In reviewing the IET's findings for All Native, some of the most significant benefits I found were a well-defined technical approach to meeting the specific requirements of OHCM's overall services based on the following findings: proposing specific recommendations for OHCM Professional Services activities and outcomes, action plans, and options as they implement their proposed Human Capital statistical models and demonstrating a strong understanding of our Organizational Development and Organization Effectiveness requirements. All Native also exceeded the requirements in responding to personnel records and HR Support, Administering Awards Program, Training and Career Development, and Career Development Services with a thorough and sound technical approach and response.

Whereas, the Aspen proposal received a Very Good adjectival rating, based on a combination of a Significant Strength, Strengths, and a weakness. Aspen's most significant benefit was based on its response to overall OHCM Professional Services. Aspen demonstrated a strong understanding of Training and Career Development, and metrics and reporting. Although, Aspen's Human Resources Support response received a weakness, its proposal was competitive. Syneren was two adjectival ratings lower than All Native for Subfactor A, receiving a Good adjectival rating, based on a combination of strengths and weaknesses. Syneren demonstrated a good understanding of the Statement of Work Support Services, Innovative Approaches in RTO#1, and Risk Identification and Mitigation in RTO #1 and #2. Although, Syneren's proposal response to Facilitation Services, Human Resources Support in RTO #1 and Staffing Plan in RTO #3 received weaknesses.

For Subfactor A, Logical Innovations, SDSE, BMA, and Unispec were given adjectival rating of Fair and Delan Associates received a poor adjectival rating, resulting in a less competitive proposal in this Subfactor.

Overall, upon examining the findings and discussing the results with the IET, while all eight Offerors had similar benefits in Subfactor A, I determined that All Native's Excellent rating and higher score in this Subfactor A was based on a combination of more Significant Strengths and Strengths with no weaknesses, which represented a comprehensive and detailed response across the Statement of Work and all of the RTOs and their associated requirements. Although, Aspen and Syneren had a comprehensive proposal and demonstrated a thorough understanding of the requirements; Aspen and Syneren were not as comprehensive as All Native. In contrast, the other five Offerors proposals were less comprehensive, than All Native, and did not demonstrate a thorough understanding of the specified evaluation findings under Mission Suitability Subfactor A.

In Subfactor B, SDSE rated highest with a very good adjectival rating, since they received the only Significant Strength finding among all Offerors in this Subfactor. SDSE significant strength finding was associated with their comprehensive phase-in plan. Syneren and All Native also received strengths related to their Phase-in Plan, combined with other strengths that resulted in Good ratings. However, the Safety and Health Weaknesses identified for All Native was relatively minor and did not significantly detract from their proposal. Logical also received a Good rating in this Subfactor based on a combination of one Strength and one Weakness.

For Subfactor B, Aspen and Unispec were given adjectival rating of Fair and Delan Associates and BMA received a poor adjectival rating, resulting in a less competitive proposal in this Subfactor.

Ultimately, All Native's overall combination of more significant strengths and strengths provides an advantage over SDSE, Aspen, and Syneren in the Mission Suitability Factor, based on their demonstrated understanding of requirements and comprehensive approach to the Technical Approach/RTOs coupled with their good Management Approach that included a comprehensive and thorough phase-in plan. SDSE had a higher score than Aspen and Syneren based on their Subfactor B adjectival ratings. Yet, the overall Mission suitability Factor score for All Native exceeded that of all Offerors.

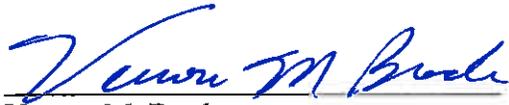
The Cost Factor resulted in more differentiation between Offerors. Overall, I accept the IET's probable cost recommendations as the basis for the cost comparison for all Offerors. Several Offeror's included proposed and probable costs that were reasonable and competitive in comparison to each other, including the following: Aspen; SDSE; All Native; and, Logical. Aspen had the lowest proposed and probable costs among these four Offerors while SDSE, All Native, and Logical were within an approximate range of 10% of each other. BMA stood out with both the highest proposed and probable costs. Phase-in prices were relatively low in comparison to the RTOs and therefore had no impact on the selection, but again, BMA's phase-in price was unusually high in comparison to other Offerors. I observed the lowest proposed costs were from Offerors that were not highly competitive in the more heavily weighted Mission Suitability Factor, including the following Offerors: DAI; Unispec; and, Syneren. Therefore, the relatively low proposed and probable costs of these three Offerors did not influence my selection decision.

For the Past Performance Factor, Aspen of DC, All Native Inc., and Unispec Technologies received Very High level of confidence ratings from the IET, based on the combination of very high relevance and overall performance. Logical Innovations and SDSE received a High level of confidence rating. Delan Associates, BMA and Syneren received Moderate level of confidence ratings from the IET. Delan Associates received a moderate for overall relevance; however, no surveys were received from the past contract references so they received a neutral for past performance. Overall, while Past Performance was weighted less heavily than Mission Suitability and Cost in the evaluation, the Very High Past Performance ratings from Aspen, All Native and Unispec offer an advantage over the other Offerors, given that each demonstrated past performance of similar size and content with very high performance.

In summary, I have concluded that while there were differences in the Mission Suitability ratings and findings among the Offerors and these differences identified a clear break to separate one Offeror from the others. All Native Inc.'s superior response to the technical approach/RTOs and good Management Approach gave them an advantage overall in the Mission Suitability Factor. All Native was also one of three Offerors that received a Very High rating in the Past Performance Factor. All Native had a reasonable and competitive proposed and probable cost, and while several Offerors had lower costs than All Native, the difference in cost was not significant. And the RFP indicated that the Cost Factor is significantly less important than the combined importance of the Mission Suitability Factor and the Past Performance Factor.

Therefore, I have concluded that All Native's superior Mission Suitability proposal, coupled with their Very High Past Performance and competitive Cost, offered the most significant advantages within the overall evaluation.

Accordingly, based on my analysis of the IET evaluation results and the RFP evaluation criteria, I have determined that All Native Inc.'s proposal offers the best value to the Government and I have selected All Native Inc. for contract award.



Verron M. Brade
Source Selection Authority



Date