

**SOURCE SELECTION STATEMENT FOR THE
JSC ADMINISTRATIVE SUPPORT SERVICES II (JASS II) CONTRACT
AT JOHNSON SPACE CENTER**

On August 20, 2015, I, along with other key officials of the National Aeronautics and Space Administration's (NASA's) Johnson Space Center (JSC) met with the members of the Streamlined Procurement Team (SLPT) appointed to evaluate proposals for the JSC Administrative Support Services (JASS II) Contract Request for Proposals NNJ13473923R. Prior to the SLPT presentation, information was presented to me that NASA and Exceed Resource Inc. ("Exceed") opted not to continue to pursue a contractual relationship. I determined that I needed an SLPT data presentation, in addition to the presentations made on April 9 and May 5, 2015, to allow me to determine if award could properly be made to the remaining offeror in the competitive range, AWD Management Services (AWD). No additional SLPT deliberation or evaluation has taken place since the May 5, 2015, presentation. The August 20, 2015, presentation was conducted to allow me to refresh my recollection of the SLPT findings before determining if AWD could successfully perform the required JASS II effort, and to determine if AWD's proposal contains fair and reasonable pricing that represents the best value to the government.

The presentation charts represent the final source evaluation report and are herein incorporated by reference. The JASS II solicitation is an 8(a) set-aside and has been assigned the North American Industry Classification System code 561110, Office Administrative Services, with a Small Business Administration-designated small business size standard of \$7 million.

The JASS II contract will provide full-time, part-time and temporary administrative support to organizations in fulfilling JSC's mission and objectives. This procurement provides secretarial and administrative support to program directorate, branch/office, and divisional levels throughout the Center, to flight crews (mission support), to special teams and to short-term projects. Performance will occur at JSC, Ellington Field, Sonny Carter Training Facility, White Sands Training Facility, and other NASA operating locations that may be determined subsequent to contract award.

JASS II will be awarded as a single award Firm-Fixed Price (FFP) Indefinite-Delivery Indefinite-Quantity (IDIQ) contract. The phase-in effort will be Firm Fixed-Price. The Government anticipates a period of performance (POP) of approximately five years, including a phase-in period. The POP is anticipated to end on May 31, 2020. The Government has reserved the right to award the representative IDIQ Task Orders as proposed, at contract start. The IDIQ guaranteed minimum to be ordered under JASS II is \$750,000 and the potential contract value is not to exceed \$73,000,000.

The JASS II solicitation incorporates Federal Acquisition Regulation (FAR) 52.212-1, Instructions to Offerors-Commercial Items. In accordance with RFP Section 6.1, "Performance Price Tradeoff (PPT) Evaluation and Award," Offerors are notified that the Government may elect to award a contract without discussions with Offerors. Therefore, the Offerors were notified that their initial proposal should contain the Offeror's best terms from a price and technical standpoint.

Background

On April 29, 2013, Request for Information (RFI) NNJ13473923L was released through the Government-wide Point of Entry (GPE), specifically through NASA Acquisition Internet Service (NAIS). There were 83 interested parties that submitted capability statements; this information, along with market research, was used to determine that a small business set-aside was appropriate for this acquisition. On September 18, 2013, a pre-solicitation synopsis was posted to NAIS. Subsequently, on September 20, 2013, the drafts of the Statement of Work (SOW), Management Operating Plan (MOP) Data Requirements Document (DRD), Organizational Conflicts of Interest (OCI) DRD, Safety and Health (S&H) DRD, Instructions to Offerors, and Evaluation Factors were posted to NAIS. The Request for Proposals (RFP) NNJ13473923R was released on November 1, 2013, replacing the draft documents. There was no pre-proposal conference for this effort. This avoided the need for small businesses to spend valuable proposal preparation/travel dollars to obtain information that can easily be presented through a Preproposal Bulletin (PB). The PB was posted on the JASS II acquisition website on November 14, 2013. A Pricing Webex was held on November 18, 2013.

The initial proposal due date was December 9, 2013 at 1:30 p.m. CST. To allow the Government adequate time to respond to the questions/comments received from prospective Offerors related to the RFP and allow prospective Offerors adequate time to review the Government's answers, once posted, the proposal due date was extended to December 18, 2013 at 1:30 p.m. CST. Subsequently, the due date for proposal and past performance data submissions was extended for prospective Offerors to January 2, 2014 at 1:30 p.m. CST. During the SLPT's initial proposal review, it became evident that multiple Offerors were not compliant with the RFP's font size, margin, line spacing, and page requirements. The Contracting Officer sent letters to those Offerors who were not compliant, specifying their non-compliance issues and returning the non-compliant proposal pages. An Agency-level and a GAO protest were filed as a result of the RFP non-compliance issues. After reviewing the protests and solicitation provisions related to proposal formatting instructions, it was determined that clarifications of the language in the solicitation were necessary to remedy the confusion evident from a large number of proposals regarding requirements. The proposed corrective action was the issuance of an amendment to enable those Offerors who submitted proposals by January 2, 2014, to resubmit proposals in accordance with the amended proposal instructions. As a result of these amended proposal instructions, the due date was extended to May 1, 2014 at 1:30 p.m. CDT. The final due date extension for proposal submissions was to May 8, 2014 at 1:30 p.m. CDT. Prior to the receipt of proposals on May 8, 2014, ten RFP amendments were issued.

In August 2015, the SLPT reviewed the published RFP and determined that the RFP continues to accurately represent the Government's current requirements.

The RFP divided the proposals into five volumes: Volume I – Technical Acceptability, Volume II – Past Performance, Volume III – Price Proposal, Volume IV – Eligibility Considerations, and Volume V – Model Contract.

Evaluation Procedures

In accordance with provision 6.1 of the RFP, Performance Price Tradeoff (PPT) Evaluation and Award,

The Government will award to the Offeror whose technically acceptable proposal offers the best overall value to the Government that meets all solicitation requirements and is determined responsible in accordance with FAR 9.104, Standards. Further, the subcontracting arrangement information (SAI) and the OCI information will also be used to determine eligibility.

The proposals were evaluated in accordance with the JASS II RFP. The evaluation process is as follows: First, an initial review was performed to determine if any proposals were unacceptable in accordance with NASA FAR Supplement (NFS) 1815.305-70, Identification of Unacceptable Proposals. Second, all Offerors were checked against the System for Award Management (SAM) and reviewed for compliance with the solicitation instructions. Third, all proposals were evaluated against the factors listed in the RFP. These factors are technical acceptability and the trade-off factors of Past Performance and Price. In accordance with RFP Section 6.1 –

For those Offerors who are determined to be “acceptable” under the Technical Acceptability Factor, tradeoffs will be made between past performance and price. Past performance is more important than price.

Technical Acceptability was assessed ratings of Acceptable, Potentially Acceptable, or Unacceptable. To be considered Acceptable, the proposal had to pass all Technical Acceptability subfactors. The three subfactors were the Management Operating Plan, Phase-In Plan, and Safety and Health Plan. To be found Acceptable, each subfactor was required to be at a “level of completeness, feasibility and reasonableness such that associated risks do not jeopardize an acceptable level of contract performance.” A Potentially Acceptable proposal was one that “does not fully meet the definition for an ‘acceptable’ or ‘unacceptable’ rating and the Government anticipates that the provision of additional information during discussions could result in a proposal rating of ‘acceptable’.” An Unacceptable proposal was one “where any subfactor is individually rated unacceptable based on the level of completeness, feasibility, and reasonableness such that associated risks do jeopardize an acceptable level of contract performance.” (RFP §6.1)

All Technically Acceptable and Potentially Acceptable proposals were evaluated against past performance and price criteria. Each Technically Acceptable and Potentially Acceptable proposal received a Past Performance confidence rating based on the SLPT’s evaluation of available information regarding each Offeror’s relevant Past Performance on recent projects. The SLPT relied upon the narratives provided by the Offerors in Volume II – Past Performance, completed Past Performance Questionnaires submitted by the Offeror’s customers, conversations with Contracting Officers and Contracting Officer Representatives to obtain details about the questionnaires, the Government Past Performance Information Retrieval System (PPIRS), OSHA logs, Underwriter Letters, the OSHA website, and the EPA Enforcement and Complaints History

Online website. The past performance evaluation assessed the degree of confidence the Government had in the Offeror's ability to fulfill the solicitation requirements for the contract while meeting schedule, budget, and performance quality constraints. The past performance evaluation considered each Offeror's demonstrated record of performance in supplying the requirements of this solicitation that meet the user's needs. Each Offeror's past performance record was examined for recent and relevant past performance to determine its ability to perform the required work. In accordance with the RFP, performance confidence ratings were assessed at the overall factor level for past performance after evaluating aspects of the Offerors' recent and relevant past performance. Confidence ratings could be assigned as follows: Very High Level of Confidence, High Level of Confidence, Moderate Level of Confidence, Low Level of Confidence, Very Low Level of Confidence, or Neutral.

To ensure that the final agreed-to prices were fair and reasonable, the Government performed price analysis and cost analysis of all technically Acceptable or Potentially Acceptable proposals in accordance with FAR 15.305 – Proposal Evaluation, FAR 15.404 – Proposal Analysis, and NASA FAR Supplement (NFS) 1815.305 – Proposal Evaluation. In accordance with RFP Section 6.1.3, the Government performs a price evaluation inclusive of the IDIQ fully burdened rates (FBR) for each Standard Labor Category (SLC) and the reasonableness of the non-labor resources (NLR).

Proposals Received

In response to the JASS II RFP, twenty-four Offerors submitted proposals. One of the twenty-four Offerors, Precise Information Systems and Professional Services, submitted its proposal late and, therefore, it was not evaluated. Twenty-three proposals were received on January 2, 2014 at 1:30 p.m. CST, in accordance with the RFP. In response to the amended proposal instructions that were issued after the protests, twenty-one Offerors submitted amended proposals, which were received by May 8, 2014 at 1:30 p.m. CDT. Two Offerors did not submit amended proposals. These two proposals had been received by the initial deadline of January 2, 2014 at 1:30 p.m. CST, and were determined to be compliant with the RFP instructions and to be acceptable for evaluation. Proposals were received from the following companies and are listed in order of review as established in accordance with the JASS II Evaluation Plan:

1	Exceed Resource Inc. ("Exceed") 294 New Road Monmouth Junction, NJ 08852
2	Global Technical Services, LLC ("GTS") 4600 DeBarr Road, Suite 200 Anchorage, AK 99508-3126
3	Adventus Technologies, Inc. ("Adventus") 6001 Savoy Drive, Suite 511 Houston, TX 77036-3365
4	MIRACORP ("MIRACORP")

	6634 E. Baseline Road, Suite 101 Mesa, AZ 85206
5	Syneren Technologies Corporation ("Syneren") 4325 Forbes Blvd., Suite D Lanham, MD 20706-4856
6	SAWTST, LLC ("SAWTST") 401 Westpark Court, Suite 100 Peachtree City, GA 30269
7	i4 Now Solutions ("i4 Now") 2064 Oakwood Drive Troy, MI 48085
8	SOL Engineering Services, LLC ("SOL Engineering") 106 S. President Street, Suite 400 Jackson, MS 39201
9	Right Direction Technology Solutions ("Right Direction") 300 E. Lombard Street, Suite 840 Baltimore, MA 21202
10	SFS Global, LLC ("SFS Global") 1626-B Main Street Susanville, CA 96130
11	Reliable Government Solutions, Inc. ("RGS") 4061 Powder Mill Road, Suite 700 Beltsville, MD 20705-4053
12	H2 Performance Consulting ("H2PC") 222 West Main Street, 3 rd Floor Pensacola, FL 32502-5743
13	Sonoran Veterans Enterprise JV ("Sonoran") 15655 W. Roosevelt Street, Suite 141 Goodyear, AZ 85338
14	AQA SETA, LLC ("AQA SETA") 21355 Ridgetop Circle, Suite 200 Sterling, VA 20166
15	AWD Management Services ("AWD") 1745 N. Brown Road, Suite 110 Lawrenceville, GA 30043-8156

16	Droidan, Inc. ("Droidan") 11951 Freedom Drive, Suite 1300 Reston, VA 20190
17	Kumeyaay Technologies, LLC ("Kumeyaay") 218 North Lee Street, Suite 321 Alexandria, VA 22314
18	LOGZONE, Inc. ("LOGZONE") 555 Sparkman Drive, suite 1040 Huntsville, AL 35816
19	NAVAR ("NAVAR") 7050 Infantry Ridge Road Manassas, VA 20109
20	CTR-GAPSI Joint Venture ("CGJV") 12054 North Shore Drive Reston, VA 20190
21	Franklin Government Services ("Franklin") 2525 South Lamar Blvd., Suite 6 Austin, TX 78704
22	Advanced Decision Vectors, LLC ("ADV") 5270 Shawnee Road, Suite 104 Alexandria, VA 22312-2380
23	JESLogic ("JESLogic") 16870 Royal Crest Drive Houston, TX 77058

All proposals were determined to be acceptable in accordance with FAR Part 15 and NFS Part 1815, as well as the criteria stated in the RFP. None of the proposals submitted took exception to the RFP requirements.

The results of the initial evaluation were presented to the Source Selection Authority (SSA) at the Competitive Range Determination on December 9, 2014. On December 11, 2014, the SSA concurred with the Contracting Officer's competitive range determination. Three Offerors were included in the competitive range: Exceed, ADV, and AWD.

The Government requested written responses from the three Offerors in the competitive range, which were received timely. Between January 28 and January 30, 2015, the Government conducted face-to-face oral discussions with the three Offerors. Discussions remained open after

the face-to-face meetings in an attempt to resolve remaining issues. Discussions were closed on February 24, 2015. Final Proposal Revisions (FPRs) were due by March 11, 2015. All three Offerors submitted FPRs by March 11, 2015. The AWD FPR indicated that its offer was valid for 365 days. These were reviewed and evaluated by the SLPT in accordance with Section 6 of the RFP. The results of the FPR evaluations were presented to the SSA on April 9, 2015. As previously indicated, subsequent meetings with the SSA were held on May 5 and August 20 2015.

The results from these meetings are summarized below.

Assessment

I have spent time independently studying the information in the slides and backup documents. Following the presentation by the SLPT members, and my vigorous questioning of the SLPT, I fully considered the evaluations the SLPT presented to me. I commended the SLPT on their comprehensive and detailed evaluation of the proposals, and their patience with this lengthy selection process.

Information regarding the factual circumstances surrounding this source selection process have been presented to me and I understand that NASA and Exceed have opted not to continue to pursue a contractual relationship.

Prior to making my final source selection decision and after my meetings with the SLPT on April 9, 2015, May 5, 2015, and August 20, 2015, I made an assessment of the remaining technically acceptable proposal in the competitive range based upon the evaluation factors in the solicitation. My final decision is based on the culmination of information that has been presented to me during the course of this selection process, including the presentation made by the SLPT prior to the competitive range determination. Prior to that competitive range presentation, I was provided detailed documentation of the results of the SLPT analysis of the initial proposals.

The initial and final proposals were evaluated in accordance with the RFP. In considering Technical Acceptability, a proposal had to be acceptable for each subfactor: Management Operating Plan, Phase-In Plan, and Safety and Health Plan.

The Management Operating Plan subfactor documented the Offeror's overall and detailed planning and operations for satisfying the contract requirements. This subfactor considered how the proposal would completely, feasibly and reasonably provide an acceptable level of contract performance when implementing the requirements of the SOW. The SLPT analyzed each proposal's method of addressing the requirements of the Management Operating Plan (DRD-01), which included recruitment, staffing, and retention; implementation of SOW requirements; anticipated risks; supervision of staff; procedures for ensuring protection and control of Government property, Privacy Act Data, and PII; description of their organization; processes that would ensure quality services; strategy to provide high-level personnel training; and the procedures for measuring and reporting customer satisfaction.

The Phase-In Plan documented the Offeror's planned approach for contract phase-in. The Offeror's approach was evaluated by the SLPT to ensure the proposal would completely, feasibly and reasonably provide an acceptable level of contract performance to implement efficient continuity of services. The SLPT analyzed each proposal's method of addressing the requirements of the Phase-In Plan (DRD-10), which included accomplishing a smooth transition, meeting specific customer requirements, phase-in schedule, securing initial staffing and training, ensuring completion of badging requirements and personnel clearances, and identification of key personnel with commitments to employment prior to contract start.

The Safety and Health Plan documented the Offeror's establishment of a Safety and Health Plan to provide support to JSC organizations. The Offeror's approach was evaluated by the SLPT to ensure the proposal would completely, feasibly, and reasonably provide an acceptable level of contract performance that would meet the required health and safety requirements at JSC. The SLPT analyzed each proposal's approach to meeting the requirements of the Safety and Health Plan (DRD-02), which included addressing safety policies, procedures, goals, and training to sustain a safe and healthy work environment that is in compliance with JSC standards.

I understand that pursuant to the terms of the RFP an initial proposal needed to be Acceptable or Potentially Acceptable to be evaluated against Past Performance and Price Factors. I understand that pursuant to the RFP proposals rated as Unacceptable were eliminated from further evaluation. I reviewed the SLPT analysis regarding the Offerors' Technical Acceptability evaluations and I take no exception to the SLPT conclusions. The initial proposal review resulted in seven of the twenty-three proposals being Potentially Acceptable. The seven Potentially Acceptable proposals were submitted by Exceed, ADV, AWD, AQA SETA, Syneren, JESLogic, and CGJV. The remaining sixteen proposals were Technically Unacceptable.

I reviewed the analysis by the SLPT and concur that each of the sixteen Technically Unacceptable proposals did not pass one or more of the Technical Acceptability subfactors. The remaining seven proposals were evaluated under the Past Performance and Price factors. Upon review of these trade-off factors, I concurred with the Contracting Officer's Competitive Range Determination under FAR 15.306(c), NFS 1815.306. Consistent with the weighting of the Evaluation Criteria in Section 6 of the RFP, the competitive range consisted of Exceed, ADV, and AWD.

Discussions provided these three Offerors with the opportunity to revise their Potentially Acceptable proposals. At the conclusion of discussions, FPRs were submitted and reviewed by the SLPT. The SLPT then presented its evaluations to me.

I understand that the extensive discussions with ADV failed to result in the submission of a Technically Acceptable proposal. I reviewed this Technically Unacceptable conclusion thoroughly and questioned the SLPT on its analysis. I am confident that the evaluation conducted by the SLPT appropriately concluded that ADV's FPR did not provide a Management Operating Plan at a level of completeness, feasibility and reasonableness such that associated risks do not jeopardize an acceptable level of contract performance. This determination is based on the proposal's unreasonable, unfeasible training approach and its unreasonable, unfeasible

utilization of Administrative Specialists as trainers and to perform tasks supervisory in nature. ADV's proposed training method utilizes a member of ADV's management team who does not have the experience, knowledge, or complete functional understanding necessary to effectively train the employees. This creates a risk that jeopardizes an acceptable level of contract performance. In addition, the Offeror's proposed approach relies on the Administrative Specialists to perform both supervisory and training duties, but does not articulate how these additional duties can be accomplished without diverting a substantial portion of Administrative Specialist's time away from their duties prescribed by the SOW. This proposed approach would increase the risk for not accomplishing the work required under the SOW, which would dramatically increase the risk of unacceptable contract performance. The proposal is Technically Unacceptable and was therefore excluded from further consideration in this competitive procurement, in accordance with RFP Section 6.1.

The SLPT Final Proposal evaluations found that Exceed and AWD provided Technically Acceptable proposals. As a result of discussions, both companies were able to revise their Potentially Acceptable proposals in a manner that resulted in an evaluation of Technically Acceptable. I have reviewed the SLPT analysis of these two Final Proposals and concur with the SLPT evaluations. I determine that both Exceed and AWD have submitted proposals where each Technical Acceptability subfactor is at a level of completeness, feasibility and reasonableness such that associated risks do not jeopardize an acceptable level of contract performance. However, NASA and Exceed have chosen not to continue to pursue a contractual relationship. Therefore, the proposal for AWD is evaluated under the trade-off factors of Past Performance and Price. In this analysis pursuant to the terms of the RFP, Past Performance is more important than Price.

I considered the Past Performance confidence ratings and relevancy determinations from the SLPT's evaluation of available information regarding AWD's Past Performance on recent projects. I evaluated past performance for recency, and then for relevancy. For the past performance quality, I did not evaluate or consider contracts that were found to be Not Relevant.

To ensure that the final agreed-to prices were fair and reasonable, I reviewed the SLPT price and cost analyses of the Technically Acceptable AWD proposal. I understand that the SLPT evaluation was done in accordance with FAR 15.305 (Proposal Evaluation), FAR 15.404 (Proposal Analysis), and NASA FAR Supplement (NFS) 1815.305 (Proposal Evaluation). The price evaluation included an evaluation of the offeror's Fully-Burdened Labor Rates. The SLPT performed a price analysis on the firm fixed price proposals by comparing the proposed prices among each other and by comparing the proposed prices with the Government Estimate. The SLPT used its analysis to assess the performance risk associated with the proposed FFP price, in accordance with Section 6 of the solicitation. The price templates provided insight into proposed labor, indirect, and profit rates, including the bases to adequately review the fully burdened labor rates and determine price reasonableness. The price of phase-in was presented to me, but as I have determined that the presented phase-in price is fair and reasonable, it is not included in the total overall price I considered for selection purposes. I reviewed the price and cost analyses completed by the SLPT and take no exception to it. I determine that the price submitted in the AWD proposal is fair and reasonable.

AWD Analysis

Technical Acceptability

As previously stated, under the evaluation standards set forth in the RFP, I determined that the Technical Acceptability Volume of the proposal submitted by AWD is Acceptable. Specifically, AWD's proposal provides an acceptable Management Operating Plan, an acceptable Phase-In Plan, and an acceptable Safety and Health Plan. The proposal demonstrates an understanding of the JASS II requirements and provides a reasonable, feasible, and complete approach consistent with the requirements of this contract. AWD demonstrates a sound approach to the requirements, where risks do not jeopardize an acceptable level of contract performance.

Past Performance

Overview

In evaluating AWD's Past Performance, I noted the SLPT's confidence assessment rating for AWD to be of "Moderate Confidence" based on the cumulative assessment of the materials presented to me by the SLPT. AWD Management Services, Inc. will perform 67% of the JASS II requirements and 33% will be performed by REDE Inc.

The SLPT evaluated the three AWD past performance narratives from the Past Performance volume, two past performance narratives for REDE Inc., one proposed Program Manager past performance narrative, reviewed performance assessments from the Past Performance Information Retrieval System (PPIRS), Past Performance Questionnaires, a safety assessment, and e-mail responses in developing a Confidence Rating in accordance with NFS 1815.305(a)(2)(A).

The SLPT evaluated three AWD contracts: DOE/SRO Administrative Support Services (DOE/SRO), US NRC Region II Division of Resource Management and Administration (DRMA), and US EPA Library Support Services and Records Management (EPA). The SLPT evaluated two REDE/Critique, Joint Venture contracts. The first was REDE/Critique NSS, Joint Venture JSC Administrative Support Services (JASS). The second was REDE/Critique, Joint Venture KSC Institutional Support Services (KISS). The SLPT evaluated one proposed Program Manager past performance narrative for work on JASS.

Recency

All contracts reviewed in this Past Performance evaluation meet the definition of "recent" as set forth in the RFP.

Relevancy of the Prime Contractor's Past Performance

I concur with the SLPT assessment that AWD's work under the DOE/SRO contract is Not Relevant. While the contract involved some functions similar to the JASS II SOW, the DOE/SRO contract did not involve any of the magnitude of effort, content, or complexity this solicitation required. Many factors influenced this determination. First, the annual contract

value is significantly lower than the JASS II effort, with a total value of \$3.44 million. Second, the contract effort was completed on September 30, 2012, and spanned a little over two years. This is a shorter length of time than the JASS II period of performance. In addition, the work effort is not as recent as other past performance efforts offered for consideration. Third, the DOE/SRO contract merely employed 26 individuals, significantly fewer than required for JASS II. Fourth, the type of work and distribution of work among employees on the DOE/SRO contract does not reflect JASS II requirements. Only one of the 26 individuals is classified as an administrative assistant, and six others are classified as general clerks. During its presentation, the SLPT expressed that the remaining work on this contract related to the performance of discreet functions, such as operating a mailroom, operating commercial vehicles, or providing print services. While some of these discreet functions may overlap a narrow portion of the JASS II SOW, others have no correlated function in the JASS II SOW. The JASS II effort will require placement of individuals who can perform a multitude of tasks, supporting office operations, as opposed to providing a single, discreet function or service. This is a distinctly different type of contract effort than the provision of the niche services seen in the DOE/SRO contract. While the work on the DOE/SRO contract reflected parts of 8 of the 13 JASS II SOW requirements, I do not find that this overlap is a significant indicator of how well the Offeror can be expected to perform the work in JASS II.

I concur with the SLPT evaluation that AWD's work under the DRMA contract is Not Relevant. While the contract contained some functions that are similar to JASS II's required effort, the total value of this contract was \$703,584 and employed, at most, four individuals. The effort on this contract lasted almost four years, so the annual value for the DRMA contract was significantly smaller than the requirements of JASS II. While the two to four employees were described as administrative assistants with tasks that were similar to portions of 9 of the 13 JASS II SOW requirements. Therefore, as the DRMA contract evidenced some functions similar to JASS II requirements and it did not have any of the magnitude or complexity this solicitation required.

I also concur with the SLPT evaluation that AWD's past performance under the EPA contract is Not Relevant. While the contract contained some functions similar to JASS II's required effort, the total value of this contract was \$2.9 million, over a three year and nine month period of performance. The EPA contract employed nine individuals, but none were classified as administrative or secretarial employees. The EPA contract provided library management and record management services, which were similar to only 3 of the 13 JASS II SOW requirements. Viewed holistically, I do not find that this contract is a meaningful indicator of how well the Offeror can be expected to perform the work in JASS II.

AWD had five contracts in PPIRS, providing services such as technical support, resource management, administrative (switchboard operations/receptionist and mailroom clerk services), and information technology support. Based on the contract effort descriptions provided in PPIRS, I concur that these contracts are Not Relevant.

Relevancy of the Major Subcontractor's Past Performance

As stated in its proposal, AWD Management Services, Inc. will perform 67% of the JASS II requirements and 33% will be performed by REDE Inc. I understand that the SLPT used the

AWD proposed contract functions as the basis to determine if AWD's past performance was Relevant to the JASS II requirements.

There was extensive discussion regarding AWD's subcontractor, REDE Inc. and how best to credit the company for its portion of the past performance on the JSC Administrative Support Services (JASS) contract and the Kennedy Space Center Institutional Support Services (KISS) contract performed by REDE/Critique NSS, Joint Venture and REDE/Critique, Joint Venture, respectively. At the April 9, 2015, meeting with the SLPT, I requested the SLPT to go back and reexamine the AWD proposal along with issues relating to SOW responsibly in the context of the JASS II requirements. Likewise, REDE Inc.'s proposed functions were used as the basis to determine REDE/Critique NSS, Joint Venture past performances were Relevant to the JASS II requirements. In the initial April 9, 2015 meeting, I was advised that only REDE Inc. would serve as a subcontractor. Neither of the joint ventures would serve as a subcontractor on the JASS II effort. This complicated the analysis, as the issue was how to fairly credit AWD team with the past performance to be attributed to its subcontractor, REDE, Inc. I consider each Joint Venture's past performance to be very valuable in light of its successful performance on the JASS and KISS contracts. I therefore, requested the SLPT to go back and reexamine JASS II SOW requirements in the context of what REDE, Inc. would provide under the AWD proposal.

In the presentation on May 5, 2015 the SLPT had reexamined REDE, Inc.'s Joint Venture performances on both the JASS and KISS contracts. The SLPT provided updated charts for my consideration. As a result of the May 5, 2015 meeting, I believe that the REDE/Critique NSS, Joint Venture's past performance under the JASS contract is, in fact, Very Relevant. I also note REDE, Inc. will be exercising supervisory authority over its own employees that are hired to fill Secretary II position on the JASS II contract. The SLPT advised, and I agree, that REDE, Inc.'s past performance would have a positive impact on the work proposed to be performed by REDE, Inc. under JASS II SOW, sections 2.0 through 14.0. I note that the JASS contract itself involved similar magnitude of effort, content and complexity to this solicitation. The annual contract value and total number of employees reflect the JASS II solicitation requirements. This ongoing contract has extended for almost six years, with a value of over \$58 million and 136 administrative and secretarial employees. The AWD proposal indicates that REDE Inc.'s experience in this Joint Venture past performance contract will be transferred to JASS II through REDE Inc.'s direct employment of the Secretary II positions. The Secretary II positions engage in work that spans the SOW requirements in Sections 3.0 through 14.0. Based on the AWD proposal and the type of work involved under JASS and JASS II, I believe it to be entirely appropriate to credit REDE Inc. with past performance for the type of work that is explicitly offered by AWD to the Government under the JASS II contract. The SLPT concluded, and I agree, that REDE Inc.'s past performance on the JASS contract was Very Relevant to the JASS II SOW.

Similarly, I also agree with the SLPT evaluation that REDE Inc.'s past performance under the KISS contract is appropriately characterized as Relevant. Although the KISS annual contract value was roughly equivalent to the JASS II effort, the total number of secretarial and administrative employees was less. This contract was completed on May 31, 2013 and ran for over five years, with a value of \$45 million. The contract had 140 employees, which included 40 administrative and secretarial personnel. The work that REDE/Critique, Joint Venture

performed under the KISS contract was similar to 10 of the 13 JASS II SOW requirements. Again, based on the AWD proposal, the type of work involved under the KISS contract and JASS II, I believe it to be entirely appropriate to credit REDE Inc. with Relevant past performance for the type of work offered by AWD to the Government under the JASS II contract.

Relevancy of Proposed Program Manager's Past Performance

In reviewing the proposed Program Manager's past performance, I concur with the SLPT evaluation that the JASS contract is Very Relevant. The proposed Program Manager's performance as Program Manager involves much of the magnitude of effort, content, and complexities this solicitation requires. The proposed Program Manager was responsible for overall JASS performance, including integrated support of all of the functional JASS SOW elements, managing the JASS workforce, formulating and enforcing work standards, assigning employees to positions, and establishing relationships with a diverse set of customers. Based on the contract effort description provided in the narrative, the SLPT determined the proposed Program Manager's past performance experience on JASS to be essentially of the same magnitude and complexity as JASS II and met all 13 of the SOW requirements.

Overall Confidence Rating

There were three evaluations in PPIRS for the JASS contract. The ratings were Exceptional in all of the following categories: quality of product/service, schedule, cost control, and management of key personnel. One past performance questionnaire was received for the JASS contract. The ratings were Excellent in all of the following categories: technical performance, management performance, and cost performance. There were three evaluations in PPIRS for the KISS contract. The ratings were Exceptional in all of the following categories: quality of product/service, schedule, business relations, and management of key personnel. One past performance questionnaire was received for the proposed Program Manager on the JASS contract. The ratings ranged from Very Good to Excellent with the majority being Very Good in Management Performance.

Based on the Past Performance Questionnaire received on AWD, AWD received an Excellent rating for attentiveness to overall safety and health. Upon considering the Very Good Environmental, Safety and Health Past Performance (injury and incident) data and the excellent rating from the Past Performance Questionnaire, the SLPT recommended a Safety Assessment of Very High. I concur with that assessment.

My determination regarding the overall confidence rating considers the combination of the team's past performance, in light of the roles and responsibilities being undertaken in JASS II and the evaluation considerations outlined in the RFP. Section 6.1.2 of the RFP states that "[t]he proposed past performance effort of the program manager will receive less consideration in the performance confidence assessment than the proposed past performance effort of the same recency, magnitude, complexity, and content of that offered by a prime or subcontractor."

As a Major Subcontractor, 33% of the JASS II effort will be performed by REDE Inc. REDE Inc. will employ the Secretary II positions, which engage in work that spans the SOW

requirements in Sections 3.0 through 14.0. However, Secretary II positions are vested with less authority and responsibility than other positions filled through this contract. In addition, Secretary II positions make up less than 25% of the overall workforce on JASS II. I note that AWD is responsible for 67% of the work effort and will directly employ the Program Manager. AWD will supervise and manage every labor category on the contract, with the exception of the Secretary II positions. In my opinion AWD's expansive role, and REDE Inc.'s somewhat limited role in this proposal is significant in the overall past performance evaluation.

In the area of AWD's Past Performance, I inquired as to the SLPT's Moderate rating of AWD, noting the subcontractor role of REDE, Inc. and their Very Relevant rating on the JASS contract. I noted that the SLPT had determined that the resources being brought by REDE, Inc. were similar to 13 of 13 JASS II SOW requirements. Similarly, the SLPT determined that REDE, Inc. had received a Relevant rating on the KISS contract which was similar to 10 of the 13 JASS II SOW requirements. After some discussion, I concurred in the Moderate rating, noting that AWD had no relevant contract experience. But while I agreed with the adjectival rating of Moderate, I believed the rating to be a higher moderate than what the SLPT had given AWD. I attributed my higher moderate rating to several aspects of the evaluation of AWD. I noted that the Very Relevant PM's past performance on the JASS in relation to the proposed JASS II contract function. Again, the PM's performance on the JASS involved essentially the same magnitude, content and complexity as on this solicitation and that the PM's experience was determined to be Very Relevant. I also noted, AWD Management Services, Inc. team's past performance ratings ranged from Very Good to Excellent/Exceptional. Similarly, in the area of Safety, upon considering the very good rating for Environmental, Safety and Health Past Performance (injury and incident) data and their excellent rating from the Past Performance Questionnaire, the SLPT recommended, and I concurred, in a safety assessment of Very High. In totality, I viewed the AWD's past performance to be at a higher level Moderate than had been evaluated by the SLPT for the reasons outlined above. Still, notwithstanding the considerations I discussed, I believe that a rating of a Moderate Level of Confidence is appropriate.

My analysis is the result of a combination of the team's pertinent past performance, overall Excellent/Exceptional quality ratings, and a Very High safety assessment. I believe there to be a Moderate Level of Confidence that AWD Management Services, Inc. would successfully perform the required JASS II effort.

Price

Based on the technical evaluation, I found that AWD's proposed phase-in price to be fair and reasonable. However, after receiving the briefing on AWD's overall pricing of their proposal, I wanted to further explore price reasonableness and confirm that from a pricing perspective AWD's proposal demonstrated a complete understanding of the JASS II requirements and that it was fully consistent with a reasonable, feasible, and complete approach necessary to accomplish the requirements of JASS II. For that reason, at the April 9, 2015 meeting, I asked the SLPT to further investigate this issue. The issue was thoroughly discussed at the May 5, 2015 meeting and I am fully confident that AWD's pricing was fully consistent with a reasonable, feasible, and complete approach necessary to accomplish the requirements.

AWD offers a fair and reasonable price for the work under JASS II. My evaluation indicated that the pricing was fully consistent with a reasonable, feasible, and complete approach necessary to accomplish the requirements. AWD's Final Proposed Price was \$60.16 million.

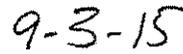
Selection Decision

Following the presentation by the SLPT on 20 August, 2015, I fully considered the SLPT's evaluation. I commended the SLPT on their comprehensive and detailed evaluation of the proposals.

As set out above, I determine that AWD could successfully perform the required JASS II effort, that AWD's proposal contains fair and reasonable pricing, and that AWD is the best value for award of JSC Administrative Support Services Contract. My selection is based solely on and is wholly consistent with, the selection criteria set out in the RFP and supported by the SLPT evaluation.



Melanie Saunders
Melanie Saunders
Source Selection Authority



9-3-15
Date