

**Source Selection Statement for the Technology and Integrated Discipline Engineering Services
(TIDES) Solicitation Number NNG15499033R**

On July 29, 2015, I, along with other senior officials from the Goddard Space Flight Center (GSFC) met with the Source Evaluation Board (SEB) appointed to evaluate proposals in connection with the Technology and Integrated Discipline Engineering Services (TIDES) acquisition.

Procurement Description

The purpose of the TIDES contract is to provide engineering and related services to the Mission Engineering and Systems Analysis Division (MESAD) and related organizations, as required for the formulation, design, development, fabrication, integration, testing, verification, and operations of Guidance, Navigation, and Control (GN&C) space flight and ground system hardware and software. This includes development and validation of services in the area of GN&C systems, which includes GN&C systems engineering, Attitude Control Systems (ACS) hardware and software development, and propulsion engineering and development.

The TIDES Request for Proposal (RFP) was released on November 18, 2014. One amendment was issued. Among other things, the amendment provided the following:

- ❑ Amendment 1 revised Section L.14 Mission Suitability Volume Instructions to update instructions in the Management Approach section, revised Section L.15 Cost Volume Instructions to update the instructions, revised Section L.12 Proposal Preparation – General Instructions to update the page count, and revised the titles of some of the personnel positions. It also revised Section M.5, Past Performance Evaluation Factor to state that content is more important than size in the evaluation of relevance. In addition, enclosure 1, RTO's, was revised to update the EDU Delivery to project date; Enclosure 2, incumbent composite labor rates was revised; and minor revisions were made in Exhibit 1 On-site GPM and Exhibit 2A.

The contract is a Cost Plus Fixed Fee (CPFF), Indefinite Delivery Indefinite Quantity (IDIQ) contract with an effective ordering period of 5 years from the effective date of the contract with no options. A separate contractual vehicle for a 45 day phase-in period is anticipated.

This procurement was conducted as an 8(a) Set-Aside under NAICS Code 541712: Research and Development in the Physical Engineering, and Life Sciences. Small business size standard is 1000 employees.

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Proposals Submitted

On December 22, 2014, NASA received timely proposals from the following five companies:

Offerors
Aerie Aerospace, LLC (Aerie) JV
Bizzell Group Solutions (BGS) JV
Arctic Slope Technical Services, Inc. (ASTS)
MRI Technologies (MRI)
Trident Vantage Systems, LLC (TVS) JV

Evaluation Procedures

The SEB evaluated proposals in accordance with the source selection procedures identified in Federal Acquisition Regulation (FAR) part 15.3 "Source Selection," and NASA FAR Supplement (NFS) 1815.3. The Source Evaluation Board procedures at NFS 1815.370, NASA Source Evaluation Boards, were applied.

The RFP listed three evaluation factors, Mission Suitability, Cost, and Past Performance. The RFP specified the relative order of importance of these 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.

Mission Suitability has two Subfactors as follows:

- Subfactor A, Technical Approach (Representative Task Orders 1 & 2 and Sample Problem)
- Subfactor B, Management Approach

The available points for each Subfactor are set forth below:

Subfactor	Points
A - Technical Approach	500
B - Management Approach	<u>500</u>
Total Points	1,000

The Mission Suitability subfactors and the total Mission Suitability factor were evaluated using the adjectival ratings, definitions and percentile ranges NFS 1815.305(a)(3)(A). The maximum point

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value available for each Subfactor was multiplied by the assessed percent for each Subfactor to derive the score for the particular Subfactor.

The proposed costs of the Government Pricing Model and the rates proposed in Attachment B, Direct Labor Rates, Indirect Rates and Award Matrices, were assessed to determine reasonableness and cost realism. The cost evaluation was conducted in accordance with FAR 15.305(a)(1) and NFS 1815.305(a)(1)(B). Offerors were referred 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." Both the "proposed and probable cost" reflected the offeror's proposed fee amount. Proposed fee was not adjusted in the probable cost assessment.

Past Performance evaluations were based on FAR Part 15 and were conducted in accordance with provision M.5 of the solicitation. As stated in provision M.5 all past performance references must meet the "recent" and minimum average annual cost/fee expenditures criteria provided in the RFP for both prime contractor references and significant subcontractor references in order to be evaluated. An Offeror's past performance record indicates the relevant quantitative and qualitative aspects of performing services or delivering products similar in size and content to the requirements of this acquisition.

An Offeror's Past Performance was assigned an overall confidence rating that reflects a subjective evaluation of the information contained in the written narrative; past performance evaluation input provided through customer questionnaires; and other references. As set forth and described in Section M.5 of the RFP, the applicable level of confidence ratings were: Very High, High, Moderate, Low, Very Low, and Neutral.

For purposes of past performance, the term "Offeror" refers to a prime contractor and its significant subcontractors. Accordingly, the past performance of significant subcontractor(s) was also evaluated and attributed to the offeror. The past performance of a significant subcontractor was compared to the work proposed to be performed by that subcontractor, and weighted accordingly in assigning the overall past performance adjectival rating to the offeror. The past performance of the prime contractor was weighted more heavily than any significant subcontractor or combination of significant subcontractors in the overall past performance evaluation.

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Detailed Results of the Evaluation

As a result of the evaluation process, the Mission Suitability Subfactor ratings and Total Score are summarized below:

Offerors	Ratings/Score by Subfactor		
	Subfactor A	Subfactor B	Total Score
Aerie Aerospace, LLC JV	Poor	Good	435
Bizzell Group Solutions JV	Fair	Poor	255
Arctic Slope Technical Services, Inc.	Very Good	Very Good	795
MRI Technologies	Good	Very Good	725
Trident Vantage Systems, LLC JV	Excellent	Excellent	920

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Mission Suitability Factor

AERIE AEROSPACE, LLC

Subfactor A: Technical Approach

Aerie received 0 Significant Strengths, 1 Strength, 2 Weaknesses, 3 Significant Weaknesses, and 0 Deficiencies, resulting in an adjectival rating of Poor for this Subfactor.

Strength #1

Aerie recognized an easily overlooked inherent challenge of RTO 2 in that the MIL-STD-1553 might have trouble sampling all identified data sources without unacceptable lag. This recognition increases the likelihood of successful performance.

Weakness #1

Aerie's proposed response fails to adequately demonstrate and explain the staffing approach for the RTOs at the sub-task and task levels. This raises questions concerning the effectiveness and reasonableness of the staffing approach in managing and executing technical activities, which increases the risk of unsuccessful contract performance.

Weakness #2

Aerie's proposed response fails to adequately demonstrate consistent and effective problem solving, risk management and issue resolution processes, which increases the risk of unsuccessful contract performance.

Significant Weakness #1

Aerie's proposed response to RTO-2 fails to demonstrate a complete understanding of the development of avionics hardware for a flight mission. This appreciably increases the risk of unsuccessful contract performance.

Significant Weakness #2

Aerie's response fails to adequately demonstrate understanding of Guidance Navigation and Control (GN&C) technical roles and responsibilities. Furthermore, the response to RTO-1 & RTO-2 describes a number of incomplete, incorrect, or inefficient techniques and procedures. This proposal flaw appreciably increases the risk of unsuccessful contract performance.

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Significant Weakness #3

Aerie does not demonstrate a clear understanding of requirements related to propulsion systems. Furthermore, Aerie proposes techniques for testing the propulsion system with hydrazine, which in itself will substantially increase schedule risk, cost, and risk to personnel. Overall, these flaws increase risk to personnel, have a negative impact on mission reliability, and appreciably increase the potential for unsuccessful contract performance.

Subfactor B: Management Approach

Aerie received 1 Significant Strength, 1 Strength, 1 Weakness, 1 Significant Weakness, and 0 Deficiencies, resulting in an adjectival rating of Good for this Subfactor.

Significant Strength #1

Aerie proposes five “Key Offerings” along with other employee-focused programs that greatly enhance the potential for a high rate of employee retention. These employee-focused programs significantly invest in the development of employees and establish very good employee incentives, greatly enhancing the potential of capturing incumbent personnel and maintaining a stable contractor workforce.

Strength #1

Aerie provides a comprehensive and realistic Phase-In Plan that demonstrates considerable corporate knowledge with phase-in of government contracts. This knowledge increases the potential of an effective and timely contract transition, enhancing the potential for successful performance.

Weakness #1

Aerie fails to demonstrate an adequate approach to risk management. Processes pertaining to and responsibility for risk management are ambiguous, increasing the risk of unsuccessful contract performance.

Significant Weakness #1

Aerie’s proposed Safety and Health (S&H) Plan fails to adequately address NASA expectations as listed in Appendix E of NPR 8715.3. The plan contains several flaws that appreciably increase the potential for misunderstandings, work stoppages, and unsuccessful contract performance.

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BIZZELL GROUP SOLUTIONS (BGS)

Subfactor A: Technical Approach

BGS received 1 Significant Strength, 2 Strengths, 6 Weaknesses, 2 Significant Weaknesses, and 0 Deficiencies resulting in an adjectival rating of Fair for this Subfactor.

Significant Strength #1

BGS's response demonstrates a comprehensive understanding of the benefits of the judicious, rigorous, and multidisciplinary approach to the use of simulations in a space flight mission, substantially increasing the overall likelihood of successful contract performance.

Strength #1

BGS's proposed staffing approach to RTO-1, specifically regarding the importance of maintaining continuity of personnel from mission simulations through launch and early operations, increases the potential of successful mission operations and contract performance.

Strength #2

BGS's proposed response to RTO-2 demonstrates considerable knowledge about building flight Guidance, Navigation and Control hardware and provides detail in the areas of avionics box design and analysis. BGS demonstrates an understanding of the requirements and the inherent challenges of avionics box design, analysis and fabrication, increasing the likelihood of successful contract performance.

Weakness #1

BGS's response to RTO-1 fails to demonstrate full understanding of the requirements and inherent challenges of GN&C Systems and ACS Engineering work, increasing the risk of unsuccessful contract performance.

Weakness #2

BGS's proposed response to the sample problem fails to comprehensively detail the course of action required to minimize schedule impacts, increasing the risk of unsuccessful contract performance.

Weakness #3

BGS's response to RTO-2 fails to adequately address the implications and related risks of the avionics interfacing with technology demonstration hardware. The response fails to adequately demonstrate understanding of engineering techniques and best practices associated with technology demonstration hardware. This lack of understanding could adversely impact technical performance, resulting in unsuccessful contract performance.

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Weakness #4

BGS's proposed response to RTO-2 lacks adequate detail in the approach to system architecture through the project life cycle. BGS's failure to demonstrate a full understanding in this area increases risk of unsuccessful contract performance.

Weakness #5

BGS fails to demonstrate a clear and complete understanding of the requirements for qualification and acceptance testing of flight hardware in RTO-2. Such a lack of understanding increases the risk of unsuccessful contract performance.

Weakness #6

BGS fails to demonstrate an effective risk identification and mitigation process in its response to RTO-1 and 2, increasing the risk of unsuccessful contract performance.

Significant Weakness #1

BGS's proposed staffing plans for RTO-1 and RTO-2 are inadequate to successfully and effectively fulfill task requirements based on historical data. The proposed level of staffing does not demonstrate a reasonable and comprehensive understanding of task requirements, which appreciably increases the risks of unsuccessful contract performance.

Significant Weakness #2

BGS does not demonstrate a clear understanding of the requirements and inherent challenges related to propulsion systems. This lack of understanding can negatively impact the areas of personnel safety and technical performance, which appreciably increases the risk of unsuccessful contract performance.

Subfactor B: Management Approach

BGS received 0 Significant Strengths, 1 Strength, 2 Weaknesses, 5 Significant Weaknesses, and 0 deficiencies, resulting in an adjectival rating of Poor for this Subfactor.

Strength #1

BGS provides a detailed and well-developed task order management process. This process increases the potential of effective task order management and successful contract performance.

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Weakness #1

BGS's proposed Management Approach fails to adequately demonstrate the effectiveness of its subcontracting strategy. An ineffective subcontracting strategy increases the risk of unsuccessful contract performance.

Weakness #2

BGS fails to provide a phase-in plan that adequately demonstrates their ability to manage a smooth and effective contract transition. This increases the risk of unsuccessful contract performance, particularly early in the contract period.

Significant Weakness #1

BGS fails to adequately demonstrate their ability to perform an effective risk assessment. This major flaw appreciably increases the risk of unsuccessful contract performance.

Significant Weakness #2

BGS's Total Compensation Plan (TCP) is ambiguous, inconsistent, and lacks detail. An ineffective TCP significantly impacts the ability of BGS to recruit and retain a competent workforce. This would severely impact their capacity to provide uninterrupted high-quality work and appreciably increases the risk of unsuccessful contract performance.

Significant Weakness #3

BGS fails to demonstrate that they have an adequate, reasonable and consistent organizational plan for conducting the contract, significantly increasing the risk of unsuccessful contract performance.

Significant Weakness #4

BGS fails to provide a detailed and complete Quality Assurance Plan, increasing technical and programmatic risk. This major proposal flaw appreciably increases the risk of unsuccessful contract performance.

Significant Weakness #5

BGS's Safety and Health (S&H) Plan fails to adequately address NASA expectations as listed in Appendix E of NPR 8715.3 and fails to demonstrate a full understanding of TIDES S&H needs. This plan is considered unacceptable, significantly increasing the potential for unsuccessful contract performance.

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ARCTIC SLOPE TECHNICAL SERVICES (ASTS)

Subfactor A: Technical Approach

ASTS received 1 Significant Strength, 5 Strengths, 4 Weaknesses, 0 Significant Weaknesses, and 0 Deficiencies resulting in an adjectival rating of Very Good for this Subfactor.

Significant Strength #1

ASTS's response to RTO-2 demonstrates extensive knowledge of Guidance, Navigation and Control (GN&C) hardware development, specifically avionics boxes that are extremely relevant to the work that may be required as part of this contract. Their comprehensive understanding of the processes for development of avionics for space missions reduces risks and greatly enhances the potential for successful contract performance.

Strength #1

ASTS's RTO-2 labor estimate provides an innovative technical approach to streamlining staffing levels in a reasonable manner. This increases the likelihood of reliable staffing, enhancing the potential for successful contract performance.

Strength #2

ASTS's response to RTO-1 demonstrates desirable understanding of the formulation, execution, and follow-up activities for mission simulations. This knowledge will contribute to favorable technical performance and enhances the potential of successful contract performance.

Strength #3

ASTS demonstrated noteworthy competence in its handling of the 30-degree westward orbit changes to occur every six months during the mission described in RTO-1. This enhances the likelihood that ASTS will be able to address unique mission needs, increasing the potential for successful contract performance.

Strength #4

ASTS presents a comprehensive and logical approach for addressing the sample problem. This level of detailed analysis increases the potential of successful contract performance.

Strength #5

ASTS's proposed plan for capturing and transferring institutional knowledge at the beginning of the task period increases the potential of successful contract performance.

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Weakness #1

ASTS's response to launch site propulsion activities lacks sufficient detail for review, resulting in a failure to demonstrate full understanding of the challenges and requirements associated with propulsion testing and propellant loading. Additionally, ASTS's approaches to staffing the propellant loading activities and scheduling the GSE certification are insufficient. Lack of such understanding would increase risk to personnel and increases risk of unsuccessful contract performance.

Weakness #2

ASTS's proposed approach to technical risk management fails to provide comprehensive identification and mitigation of technical risk and adequate justification for final disposition of risks. This lack of information increases the risk of unsuccessful contract performance.

Weakness #3

ASTS fails to provide adequate explanation for the overall staffing levels planned for Subtasks 1 & 2 in RTO-1. The elevated probability of inadequate staffing for related work on contract tasks increases the potential for unsuccessful contract performance.

Weakness #4

ASTS fails to demonstrate a clear and complete understanding of the requirements for qualification and acceptance testing of flight hardware in RTO-2. Such a lack of understanding increases the risk of unsuccessful contract performance.

Subfactor B: Management Approach

ASTS received 1 Significant Strength, 4 Strengths, 2 Weaknesses, 0 Significant Weaknesses, and 0 Deficiencies resulting in an adjectival rating of Very Good for this Subfactor.

Significant Strength #1

ASTS's proposed subcontracting strategy and the array of resources available through teammate subcontractors are exemplary, reduce programmatic risk, and greatly enhance the potential of successful contract performance.

Strength #1

ASTS proposes several commendable innovative business practices, including a mature and comprehensive management software suite that increase the likelihood of successful contract management.

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Strength #2

ASTS provides a sound and realistic Phase-In Plan that includes tools and techniques that would facilitate a smooth and timely contract transition. This plan increases the likelihood of successful contract performance.

Strength #3

ASTS proposes a mature and well developed Quality Assurance Plan (QAP). Implementation of this plan will increase the potential of successful contract performance.

Strength #4

ASTS proposes a sound Safety and Health (S&H) Plan addressing and sometimes exceeding NASA expectations as listed in Appendix E of NPR 8715.3. The plan increases the potential for successful safety performance and reduces the probability of S&H incidents and work stoppages.

Weakness #1

ASTS fails to clearly demonstrate that the proposed Group Lead staffing approach is adequate and effective. The proposed approach increases the likelihood of unsuccessful contract performance.

Weakness #2

ASTS's management approach fails to adequately demonstrate an effective approach to programmatic risk assessment and risk management. This proposal flaw increases the risk of unsuccessful contract performance.

MRI TECHNOLOGIES

Subfactor A: Technical Approach

MRI received 1 Significant Strength, 2 Strengths, 4 Weaknesses, 1 Significant Weakness, and 0 Deficiencies resulting in an adjectival rating of Good for this Subfactor.

Significant Strength #1

MRI's proposed response to RTO-1 and RTO-2 provides several outstanding methodologies that increase on-time delivery of hardware and engineering support. These methodologies demonstrate an overall commitment to the maximizing schedule opportunities, which greatly enhances the potential of successful contract performance.

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Strength #1

MRI's response to RTO-1 and Sample Problem demonstrates considerable knowledge with the development and deployment of novel tools. These tools have the potential to enhance MRI's technical and schedule performance, increasing the potential for successful contract performance.

Strength #2

MRI's response to RTO-1 demonstrates considerable understanding of the processes and purposes of pre-launch team preparation for post-launch commissioning. Their efficient and effective preparation of individuals for Flight Operations should enhance the potential for successful contract performance.

Weakness #1

MRI's response to RTO-1 fails to adequately demonstrate understanding of the requirements and inherent challenges of GN&C Systems Engineering on a flight project. Such a lack of understanding would increase the likelihood of inadequate staffing decisions, enhancing the risk of unsuccessful contract performance.

Weakness #2

MRI's proposed response in RTO-2 fails to demonstrate a clear and concise understanding of the technical approaches to avionics development. This lack of completeness adversely impacts the ability to evaluate the response for adequacy and relevance, resulting in an increased potential of unsuccessful contract performance.

Weakness #3

MRI fails to demonstrate adequate knowledge of propulsion system testing and equipment certification, which increases the risk of unsuccessful contract performance.

Weakness #4

MRI's approach to the Sample Problem lacks realism and fails to demonstrate a clear and complete understanding of propellant line design, accessibility, and various associated risks and challenges. This approach may adversely impact the contract, increasing the risk of unsuccessful contract performance.

Significant Weakness #1

MRI's proposed schedules and staffing plans for RTO-1 and RTO-2 are inadequate to realistically and effectively fulfill task requirements. This proposal flaw appreciably increases the risk of unsuccessful contract performance.

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Subfactor B: Management Approach

MRI received 1 Significant Strength, 8 Strengths, 1 Weakness, 0 Significant Weakness, and 0 Deficiencies resulting in an adjectival rating of Very Good for this Subfactor.

Significant Strength #1

MRI's Phase-In Plan is detailed, comprehensive and includes an outstanding description of methods to maintain continuity and ensure a smooth and efficient contract transition. This plan greatly enhances the potential for successful contract performance.

Strength #1

MRI proposes an excellent Total Compensation Plan (TCP) that is commendable and very employee-focused. This TCP increases the probability of attracting and retaining skilled employees, enhancing the potential for successful contract performance.

Strength #2

MRI's management approach includes an efficient organizational model and shared corporate resources, which increase the potential of successful contract performance.

Strength #3

MRI's management approach includes a comprehensive staffing plan with a robust staffing backup plan. This sound plan increases the potential of successful contract performance.

Strength #4

MRI proposes a comprehensive and mature business system that provides efficient integration of various technical and programmatic data and tools. This system increases the potential of successful contract performance.

Strength #5

MRI's proposed approach to task order (TO) management is detailed and robust, enhancing the potential for successful contract performance.

Strength #6

MRI provides well-developed and thorough programmatic risk assessments, demonstrating a risk assessment approach that enhances the potential of successful contract performance.

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Strength #7

MRI proposes a comprehensive quality assurance plan (QAP) that strives to achieve higher quality standards than specified by the government. This QAP increases the potential of successful contract performance.

Strength #8

MRI proposes a sound Safety and Health (S&H) Plan addressing and sometimes exceeding NASA expectations as listed in Appendix E of NPR 8715.3. The proposed plan increases the potential for successful contract performance and reduces the probability of S&H incidents and work stoppages.

Weakness #1

MRI's proposed Management Approach fails to adequately describe its team's manufacturing capacity, which potentially increases the risk of unsuccessful contract performance.

TRIDENT VANTAGE SYSTEMS, LLC

Subfactor A: Technical Approach

TVS received 2 Significant Strengths, 4 Strengths, 2 Weaknesses, 0 Significant Weakness, and 0 Deficiencies resulting in an adjectival rating of Excellent for this Subfactor.

Significant Strength #1

TVS's proposed response to RTO-1 demonstrates an overall insightful and comprehensive technical knowledge in the engineering areas of Guidance, Navigation, and Control (GN&C), Attitude Control Systems (ACS), and Propulsion. The response provides excellent detail, significantly increasing the potential of successful contract performance.

Significant Strength #2

TVS's response to RTO-2 demonstrates a clear, comprehensive and complete understanding of technical and programmatic aspects of avionics development and build processes, which significantly increases the likelihood of successful contract performance.

Strength #1

TVS's proposed approach to capturing, transferring and managing knowledge at the beginning of the task periods for RTO-1 & RTO-2 increases the potential of successful contract performance.

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Strength #2

TVS provides a robust technical risk management process. This process enhances the potential for successful contract performance.

Strength #3

TVS provides a well-developed, realistic, and detailed schedule for proposed Sample Problem activities. The clear and concise schedule enhances the potential for successful contract performance.

Strength #4

TVS's approach to RTO-1 demonstrates a considerable capacity for technical problem solving that will increase the potential for successful contract performance.

Weakness #1

TVS's staffing plan for Subtasks 1 & 2 in RTO-1 lacks adequate realism and rationale. These staffing plans for GN&C and ACS work increases the risk of unsuccessful contract performance.

Weakness #2

TVS fails to provide adequate detail regarding qualification of the Attitude Control Electronics design for flight. This proposal flaw adversely impacts evaluation of the response for adequacy and relevance, resulting in increased risk of unsuccessful contract performance.

Subfactor B: Management Approach

TVS received 4 Significant Strengths, 5 Strengths, 2 Weakness, 0 Significant Weakness, and 0 deficiencies, resulting in an adjectival rating of Excellent for this Subfactor.

Significant Strength #1

TVS's proposal details an excellent organizational structure with roles, responsibilities, and lines of communication well-tailored to the needs of the TIDES contract. This approach greatly enhances the potential for successful contract performance.

Significant Strength #2

TVS proposes an excellent subcontracting strategy, with extensive resources available through teammate subcontractors, that reduces programmatic risk and significantly increases the potential of successful contract performance.

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Significant Strength #3

TVS provides a comprehensive Phase-In Plan with a well-developed schedule and effective phase-in management approach. Their plan also includes items which exceed expectations for the pre-Contract period that would bring additional value to the Government. This plan will greatly enhance the likelihood of a smooth contract transition and acceptance of full contract responsibility by Day 1 of awarded contract, appreciably increasing the likelihood of successful contract performance.

Significant Strength #4

TVS proposes excellent fringe benefits in the Total Compensation Plan (TCP) that greatly enhance their ability to attract and retain a competent workforce. These benefits significantly increase the potential of providing uninterrupted, high-quality work for successful contract performance.

Strength #1

TVS's proposed processes for continuous improvement and quality control, as described in the Quality Assurance Plan (QAP), are commendable. They increase the likelihood that opportunities for improvement of processes and products will be detected and acted upon for favorable contract performance.

Strength #2

TVS's proposed approach to task order (TO) management is well-developed and sound, enhancing the potential for successful contract performance.

Strength #3

TVS proposes a sound and well-developed plan for hiring and managing a qualified workforce. This plan enhances the potential for successful contract performance.

Strength #4

TVS proposes the use of a well-developed and mature enterprise business tool suite for efficient and effective management of the contract. This tool increases the likelihood of effective resource management and successful contract performance.

Strength #5

TVS demonstrates a well-developed programmatic risk management process. This process enhances the potential for successful contract performance.

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Weakness #1

TVS's proposed plan for monetary compensation seems to be unreasonable in certain aspects. This elevates the potential for instability in the TIDES workforce due to inadequate incumbent capture and employee retention, increasing the risk of unsuccessful contract performance.

Weakness #2

TVS proposes a Safety and Health Plan that addresses NASA expectations as listed in Appendix E of NPR 8715.3. However, the plan fails to demonstrate a complete understanding of the scope and nature of managing the hazards associated with TIDES contract work. This increases the potential for misunderstandings and work stoppages.

Cost Factor

TVS had the lowest total proposed cost followed by Aerie, ASTS, MRI and Bizzell accordingly. The evaluation team made an upward probable cost adjustment to all offerors for the 42 labor categories not provided in the RFP for a fair and consistent analysis which resulted in upward probable cost adjustments to the offerors fringe, G&A and Overhead costs. Additionally, the evaluation team made an upward probable cost adjustment to BGS subcontractor costs. The evaluation team made an upward probable cost adjustment to ASTS' M&A direct labor rates, M&A Pool, and Subcontractor costs. Finally, the evaluation team made upward probable cost adjustments to TVS' escalation rates and subcontractor rates.

After the adjustments were made TVS had the lowest probable cost which was moderately lower than Aerie's probable cost, which was in turn slightly lower than ASTS and MRI probable cost. The four lowest offerors (TVS, Aerie, ASTS, and MRI) were within approximately 12% for total probable cost. BGS' probable cost was the highest which was relatively higher than MRI's probable cost.

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Past Performance Factor

As a result of the evaluation process, the TIDES Source Evaluation Board ratings are summarized below:

Offeror	Level of Confidence Rating
Aerie	Very High
BGS	Moderate
ASTS	Very High
MRI	High
TVS	Very High

Aerie

Aerie was assigned an overall confidence level rating of Very High which is reflective of the TIDES Source Evaluation Board's subjective evaluation of information contained in the written narrative; past performance evaluation input provided through customer questionnaires; and other references. The overall relevance of Aerie's reference contracts were rated low to very high with overall performance rated as primarily very high. There were no significant subcontractors proposed. Based on the Offeror's performance record, there is a very high level of confidence that the Offeror will successfully perform the required effort.

BGS

BGS was assigned an overall confidence level rating of Moderate which is reflective of the TIDES Source Evaluation Board's subjective evaluation of information contained in the written narrative; past performance evaluation input provided through customer questionnaires; and other references. The overall relevance of BGS' reference contracts were rated low to moderate with overall performance rated as primarily very high. The significant subcontractors demonstrated moderate to high relevance with performance rated as primarily very high. Based on the offerors performance record, there is a Moderate confidence that the Offeror will successfully perform the required effort.

ASTS

ASTS was assigned an overall confidence level rating of Very High which is reflective of the TIDES Source Evaluation Board's subjective evaluation of the information contained in the written narrative; past performance evaluation input provided through customer questionnaires; and other references. The overall relevance of ASTS's reference contracts were rated high to very high relevance with overall performance rated very high. The significant subcontractor demonstrated high to very high relevance with performance ratings of high. Based on the Offeror's performance record, there is a Very High level of confidence that the Offeror will successfully perform the required effort.

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MRI

MRI was assigned an overall confidence level rating of High which is reflective of the TIDES Source Evaluation Board's subjective evaluation of the information contained in the written narrative; past performance evaluation input provided through customer questionnaires; and other references. The overall relevance of MRI's reference contracts were rated low to high with overall performance rated very high. The significant subcontractors demonstrated moderate to high relevance with performance ratings of very high. Based on the Offeror's performance record, there is a High Level of confidence that the Offeror will successfully perform the required effort.

TVS

TVS was assigned an overall confidence level rating of Very High which is reflective of the TIDES Source Evaluation Board's subjective evaluation of information contained in the written narrative; past performance evaluation input provided through customer questionnaires; and other references. The overall relevance of TVS's reference contracts were rated moderate to very high with overall performance rated as very high. The significant subcontractor demonstrated high to very high relevance with performance ratings of very high. Based on the Offeror's performance record, there is a Very High Level of confidence that the Offeror will successfully perform the required effort.

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Source Selection Decision

On July 29, 2015, I, as the Source Selection Authority, along with several ex-officios, met with the Source Evaluation Board to hear the SEB's findings and evaluation conclusions. Prior to that meeting I carefully reviewed the Source Evaluation Board's documentation entitled "Technology and Integrated Discipline and Engineering Services (TIDES) Procurement Presentation to Source Selection Authority." I determined that the findings presented by the SEB, as documented in its presentation and the accompanying "TIDES Cost Evaluation Report" were detailed, consistent with the evaluation criteria in the TIDES RFP, and provided a clear description of the merits of each proposal. I questioned the SEB with regard to its rationale for the findings and the adjectival ratings and scores for the mission suitability subfactors, and also questioned the rationale for the evaluation of cost and past performance. Further, I solicited the views of my ex-officio advisors in their areas of expertise. I determined that the findings were reasonable and valid for the purpose of making a selection decision. I accept the findings from the Source Evaluation Board and concur with the Contracting Officer that a competitive range and discussions are not necessary. 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.

Regarding the Mission Suitability Factor, I noted that the proposal submitted by TVS was technically superior to the proposal submitted by Aerie, BGS, ASTS, and MRI based on the content of the findings. I also found that TVS's proposal received the highest overall total point score, which was significantly higher than the scores received by Aerie, BGS, ASTS, and MRI.

Regarding Subfactor A, I noted that TVS was the only offeror who received an Excellent rating. ASTS received a Very Good rating, MRI received a Good rating, Aerie received a Fair rating and BGS received a Poor rating. I determined that Aerie's three significant weaknesses and Fair rating and BGS's two significant weaknesses and Poor rating make them uncompetitive in Subfactor A. I then closely examined the evaluation findings for ASTS, MRI and TVS. Although MRI offered a reasonable approach, ultimately warranting a Good overall rating in Subfactor A, MRI received one significant weakness and four weaknesses. Although ASTS offered a sound approach with no significant weaknesses, ultimately warranting a Very Good overall rating in Subfactor A, ASTS received four weaknesses. TVS did not receive any significant weaknesses and only received two weaknesses in Subfactor A. Taking into account the nature and impact of the weaknesses received by each of these offerors, I determined that the findings received by TVS in this subfactor constituted a discriminator when compared to ASTS and MRI. I noted that ASTS received a significant strength in Subfactor A for their comprehensive understanding of avionics development processes for space mission in RTO-2. MRI received a significant strength in Subfactor A for their outstanding methodologies that maximize schedule opportunities in RTO-1 and RTO-2. However, TVS received two significant strengths for their overall comprehensive technical knowledge in the engineering areas of Guidance, Navigation, and Control (GN&C), Attitude Control Systems (ACS), and

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Propulsion in RTO-1, and a clear, comprehensive and complete understanding of technical and programmatic aspects of avionics development and build processes, which was a discriminator when compared to ASTS and MRI. Therefore, in my review of Subfactor A, I did find two discriminators among the overall Excellent rating received by TVS compared to the Very Good rating received by ASTS and the Good rating received by MRI.

Regarding Subfactor B, I noted that TVS was the only offeror who received an overall Excellent rating, due to their four significant strengths. ASTS and MRI received ratings of Very Good. Aerie received a rating of Good, while BGS received a rating of Poor. BGS's five significant weaknesses and Poor rating make BGS uncompetitive in Subfactor B. Although Aerie proposed a reasonable management approach with one significant strength, Aerie also received one significant weakness, ultimately warranting a Good rating in Subfactor B. While ASTS and MRI proposed sound management approaches with no significant weaknesses, ultimately warranting Very Good ratings, ASTS and MRI each received one significant strength in Subfactor B. However, TVS proposed an exceptional management approach with four significant strengths and no significant weaknesses. I noted this to be a significant discriminator, as TVS had an excellent proposed management approach, as well as a thorough phase-in plan to ensure a smooth transition. Although TVS received a weakness for monetary compensation of certain positions and a weakness for some aspects of their Health & Safety Plan, I found these to be relatively minor weaknesses that do not substantially detract from their overall management approach. TVS's overall management approach will greatly increase the likelihood of effective and efficient management of the TIDES contract.

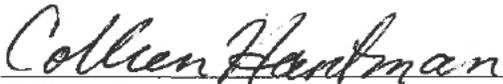
Regarding the cost evaluation, I noted TVS had the lowest probable cost which was moderately lower than Aerie's, which in turn was slightly lower than ASTS and MRI. MRI's probable cost was notably lower than BGS. I noted a cost discriminator with TVS offering the lowest probable cost by a moderate margin over the next lowest offeror's probable cost.

Regarding the past performance evaluation, I noted that Aerie, ASTS, and TVS received a Very High level of confidence rating. MRI received a High level of confidence rating while BGS received a Moderate level of confidence rating. I found there was no significant discriminator among Aerie, ASTS and TVS based on past performance, as all received a Very High level of confidence rating.

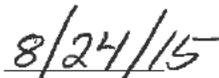
Finally, I carefully considered the findings in relation to the evaluation criteria in the RFP, and exercised my independent judgment regarding the significance of the findings as discriminators between the proposals in accordance with evaluation criteria in the RFP.

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Based on the foregoing evaluations and upon consideration of the relative importance of the three evaluation factors under the RFP, I determined that one Offeror, TVS, presented an overall superior proposal that offered the best value to the government. Specifically, under the most important factor, Mission Suitability, I concluded that TVS's Mission Suitability proposal had a very significant advantage over the other offerors. Additionally, TVS received a Very High level of confidence rating in past performance. I have concluded that the substantial technical and management advantages offered by TVS's Mission Suitability proposal, as noted above, coupled with their Very High past performance rating, and their lower probable cost, make them the best value to the Government. Therefore, I select TVS for award of the Technology and Integrated Discipline Engineering Services (TIDES) contract.



Colleen Hartman
Source Selection Authority



Date