National Aeronautics and Space Administration

NASA INDUSTRY FORUM

CENTER INDUSTRY COUNCIL SUCCESS STORIES

FALL/WINTER 2018 EDITION

FEATURED BUSINESSES

Office of **Small Business Programs** (OSBP)
where small business makes a **big** difference

www.nasa.gov

WHERE SMALL BUSINESS MAKES A BIG DIFFERENCE

OFFICE OF SMALL BUSINESS PROGRAMS

VISION STATEMENT

The vision of the Office of Small Business Programs at NASA Headquarters is to promote and integrate all small businesses into the competitive base of contractors that pioneer the future of space exploration, scientific discovery, and aeronautics research.

MISSION STATEMENT

Our mission in the Office of Small Business Programs is to:

- ensure that the Agency is compliant with all Federal laws, regulations, and policies regarding small and disadvantaged business utilization; and
- provide expertise on the utilization of all categories of innovative small businesses, including minority serving institutions that can deliver technical solutions in support of NASA.

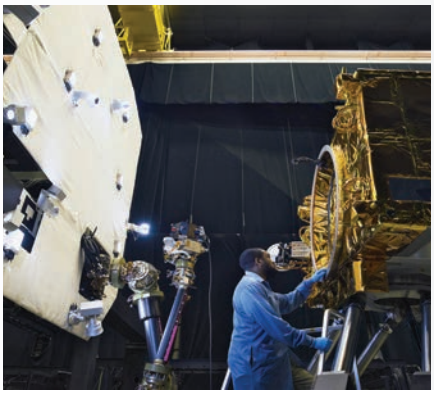
LIST OF CORE FUNCTIONS

Advocacy: Advise the Administrator on all matters related to small business.

Promote Small Business: Develop and manage NASA programs that assist all small business categories and communities.

Small Business Focused Government Contracting: Develop small businesses in high-tech areas that include technology transfer and commercialization of technology, and maximize the number of practicable opportunities for small business participation in NASA prime contracts and subcontracts.

Entrepreneurial Development: OSBP and NASA Centers provide individual face-to-face and Internet counseling for small businesses throughout the United States and in U.S. territories.



ABOUT THE NASA INDUSTRY FORUM

The NASA Industry Forum (NIF) is an Agency-wide endeavor to share Center-level information that is of concern to both NASA and NASA's contractors. The NIF is composed of contractor representatives from all NASA Centers. Contractor representatives participate in Center-level non-consensus forum discussions at NIF meetings. The NIF includes representatives from both small and other-than-small businesses. The NIF is not expected to reach consensus decisions, nor to provide consensus advice or recommendations to the Agency.

Centers recommend vendors that participate in their industry councils to the Office of Small Business Programs (OSBP) to participate in the NIF, and the Associate Administrator for Small Business Programs invites representatives from these recommendations to participate.

The NIF meets twice per year in the spring at NASA Headquarters in Washington, DC, and in the fall at a designated NASA Center.

This publication is the result of the NIF's priority to "Help Small Businesses Grow Their Business," and its purpose is to highlight small business achievements as well as successful partnerships between small and large contractors at NASA and to share their stories. The booklet is published once a year in the fall and is available for download at ***http://www.osbp.nasa.gov/publications.html***.

POINT OF CONTACT

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NASA INDUSTRY FORUM

REPRESENTATIVE COMPANIES

AMES RESEARCH CENTER

Arctic Slope Regional Corporation (ASRC) Research and Technology Solutions
Small Business

Bay Systems Consulting, Inc.
Small Business

Jacobs Technology, Inc.
Large Business

Universities Space Research Association (USRA)
Small Business

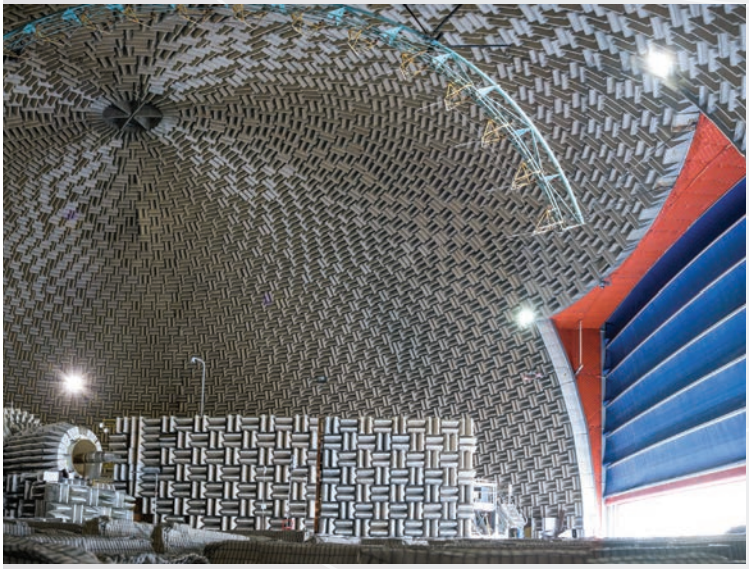
ARMSTRONG FLIGHT RESEARCH CENTER

Arctic Slope Regional Corporation (ASRC) Federal InuTeq, LLC
Small Business

Media Fusion, Inc.
Small Business

GLENN RESEARCH CENTER

Zin Technologies, Inc.
Small Business



GODDARD SPACE FLIGHT CENTER

INNOVIM, LLC
Small Business

KBRwyle
Large Business

Omitron, Inc.
Small Business

Sierra Lobo, Inc.
Small Business

Science Systems & Applications, Inc. (SSAI)
Small Business

Vantage Systems, Inc.
Small Business

JET PROPULSION LABORATORY

Space Vector Corporation
Small Business

ManTech
Large Business

JOHNSON SPACE CENTER

The Boeing Company
Large Business

Jacobs Technology, Inc.
Large Business

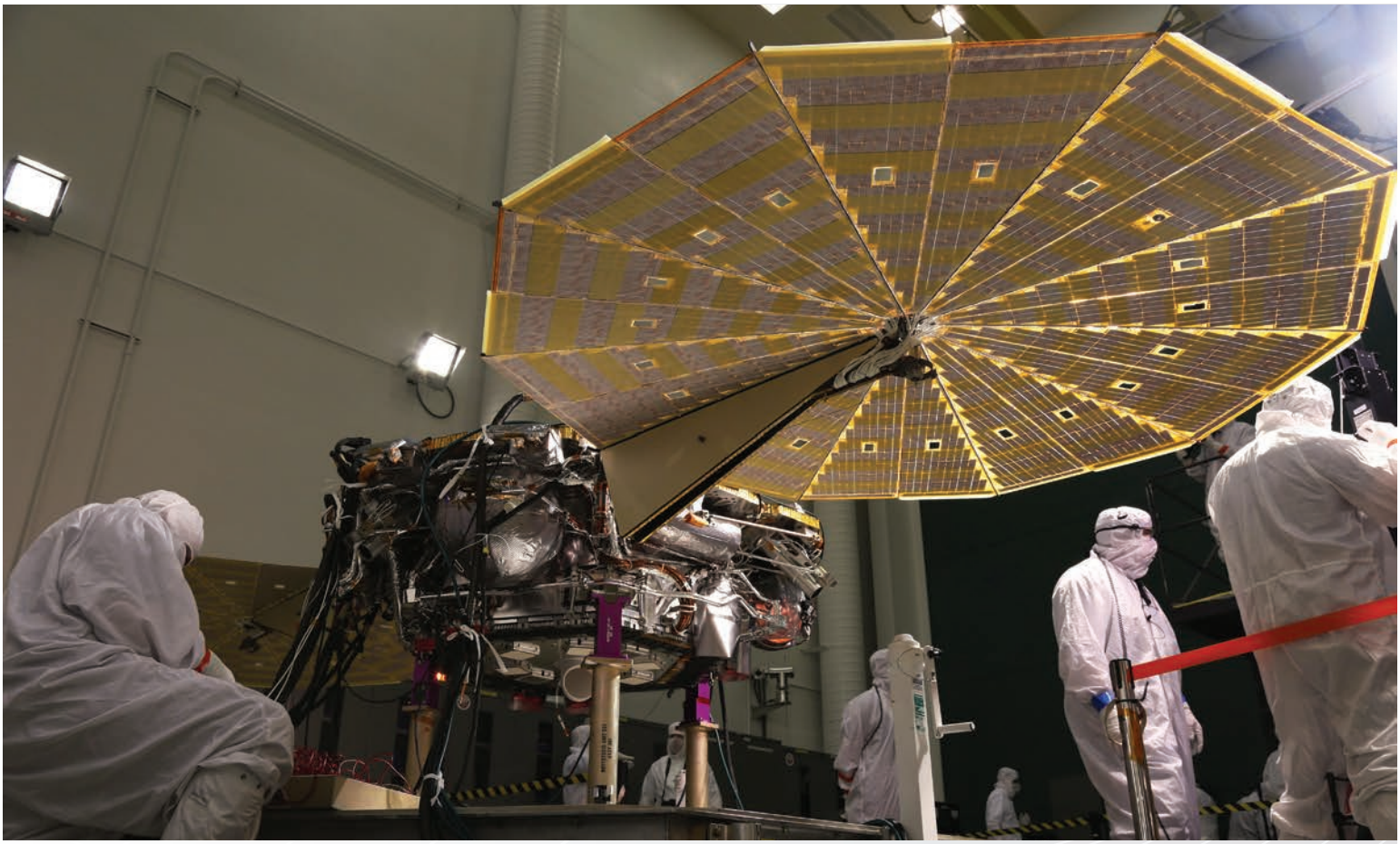
Lockheed Martin
Large Business

Logical Innovations, Inc.
Small Business

KENNEDY SPACE CENTER

Apache-Logical JV
Small Business

Arctic Slope Regional Corporation (ASRC) Federal Data Solutions, LLC
Small Business



Jacobs Technology, Inc.
Large Business

Millennium Engineering and Integration Company
Small Business

LANGLEY RESEARCH CENTER

Analytical Mechanics Association, Inc.
Small Business

Genex Systems, LLC
Small Business

Jacobs Technology, Inc.
Large Business

Science Applications International Corporation (SAIC)
Large Business

MARSHALL SPACE FLIGHT CENTER

Aetos Systems, Inc.
Small Business

AVISTA Strategies, Inc.
Small Business

The Boeing Company
Large Business

Jacobs Technology, Inc.
Large Business

Linc Research, Inc.
Small Business

Northrop Grumman Innovative System
Large Business

Sierra Nevada Corporation
Large Business

Teledyne Brown Engineering
Large Business

NASA SHARED SERVICES CENTER

Brandan Enterprises
Small Business

Science Applications International Corporation (SAIC)
Large Business

STENNIS SPACE CENTER, MICHOUD ASSEMBLY FACILITY

A2 Research, JV
Small Business

RMV TECHNOLOGY GROUP, LLC

AMES RESEARCH CENTER

Tell us about your company's history and its capabilities.

RMV Technology Group, LLC, a NASA Industry partner, is comprised of an advanced technology engineering team of subject matter experts that support the unique requirements for Electro-Static Discharge/Electro Magnetic Compatibility (ESD/EMC) troubleshooting of electronics, sensors, autonomous robotics and embedded systems, test and evaluation of engineered ESD materials, packaging, hand tools and products, including additive manufacturing qualification and verification of spacebound materials, e-textile research and development support, technical writing, and customized documentation requests for NASA Safety, Mission and Assurance. RMV provides suspect counterfeit training for NASA, the Department of Defense, and Industry on new and emerging trends in addition to the traditional component and parts training for detection, mitigation, and avoidance of fraudulent products. Most recently, RMV published a NASA Advisory in collaboration with Langley Research Center (LaRC) and Armstong Flight Research Center (AFRC).

As the ESD technical authority for the Agency, RMV provides 2-Year ESD Aerospace and Defense Engineer Certification to NASA ESD Program Managers since 2014. As a member of the Interagency Working Group for ESD, RMV provides SME in Industry Standards and Safety concerns for current and future mission success. For the NASA/Auburn University Academy of Aerospace Quality (AAQ) partnership, Bob Vermillion is a member of the Expert Advisory Board for small satellites.

How many employees does your company have?

Less than 50

Describe what services or support you provided at the NASA Center(s).

Since 2012, RMV provides ESD and suspect counterfeit training and ESD product testing for the Agency, consulting for IAWG-ESD under LaRC leadership. Recent subcontract for MEI (PESS I) to update ARC ESD Program Manual and Small Business Excellence Award. A featured speaker for GIDEP, Bob first presented before the Annual ARC GIDEP Conference in 2016. In 2017, Bob Vermillion published a NASA Advisory on the "Wireless Wriststrap" in collaboration with LaRC and AFRC. Recent white paper presentations before JAPC, NASA QLF and NASA/Auburn AAQ by NASA invitation; now member of Auburn Expert Advisory Board. Recently named ESD Technical Authority by the Agency during NASA QLF conference; presented "ESD Scholarship Award" by LaRC and ARC Acting Director in March 2018.

NASA Safety Center, NASA Office of Safety and Mission Assurance, NASA Centers, and Jet Propulsion Lab 2018 training participants.

Bob Vermillion accepts the James A. Russell Award 2018.

To which opportunity did you respond and how did you find out about the opportunity?

NNX17lA52P for Agency ESD Materials Qualification Testing for NASA Langley, Office of Safety, Mission & Assurance. This unique RFP was developed by the LaRC Director of Workmanship (Gene Monroe), who with his team of NASA ESD Program Managers has regularly attended the RMV customized training for 2-Year "NASA ESD Program Manager Certification" Class

Bob Vermillion speaks after RMV Technology Group receives an award.

(posted on SATERN 2014, 2016, 2018) held at NASA Ames Research Center, in which the participants became aware of an increase of ESD material performance issues (e.g., flexible ESD materials, packaging, hand tools and products) that occur in harsh environments across the supply chain.

How long (in months) did you spend tracking the opportunity prior to proposal submission?

7–12

How far in advance of the RFP did you start your pursuit and visits with the customer?

7–12

Did you start writing your proposal before the draft RFP was released?

Yes

How many pre-RFP visits were made to NASA during your capture and proposal efforts?

0

How did you develop your team?

RMV has the most well-equipped and advanced ESD Materials and Product testing laboratory located on a NASA site. RMV Subject Matter Experts are uniquely qualified to perform the ESD testing and the SATERN ESD Training (2014–2018) for the NASA Safety Center, NASA ESD Center Program Managers, Jet Propulsion Laboratory and NASA Primes. Our subject matter experts (SME) provide training for Academia, private industry, NASA, Department of Defense, and the Department of Education, including the prime and subcontractor support personnel. Many of our customers seek us out based upon our work with NASA, white paper presentations, plus technical, peer-reviewed articles that we publish in engineering journals and publications.

What factors did you consider when selecting your teammates and subcontractors?

The RMV team is made up of subject matter experts that can also provide extra value for the customer by way of engineering innovation and technical excellence. Our team of experts has been with RMV for many years with a leadership background and flexibility to switch gears if required when troubleshooting in combination with due diligence to get the job done on time and within budget and to be rewarded with customer satisfaction from the commercial sector to the Federal marketplace.

What do you think were the most important factors to forming a winning team?

Teamwork! Using SMEs who are “mission first, people always” and have a very positive “can do” attitude. Integrity of person, one who can be relied upon to give 100% with a true commitment towards NASA is our mission statement and our passion for being a part of space!

Did you find the NASA proposal took less time or more time to prepare than you expected? Compared to other Federal agencies?

In order to develop a professional-level proposal, it requires the time necessary to thoroughly read, understand, and respond to the contract opportunity. To provide services for NASA, one must have the highest level of commitment, passion, integrity, and innovation to support the current technology as well as to provide the most innovative and value-added proposal for future projects. To be a service provider for NASA is an honor and a lifelong commitment for those that are truly committed to space and to the future of mission success on behalf of NASA.

What was the estimated total cost to your company to prepare the proposal?

$0–$25,000

What would you recommend to NASA to make the bid and proposal process easier to you?

Make bids available far enough in advance for small business and require the primes to do the same so as not to sit on an opportunity for a last minute response.

How has your business evolved or grown supporting NASA?

Headquartered at ARC since 2008, RMV has grown into a highly respected small business of Subject Matter Experts by

RMV Presents at NASA - Auburn AAQ 2017 on CubeSats.

NASA Headquarters, NASA Centers, Office of Safety, Mission & Assurance and the NASA Safety Center.

Since 2014, RMV trains the NASA ESD Program Managers for up to 10 NASA sites, including JPL, UC Berkeley SSL and, recently, some NASA primes. On March 15, 2018, it was announced that Bob Vermillion is the ESD Technical Authority for the Agency during the NASA QLF, Cape Canaveral. Two weeks later, acting ARC Center Director, Mike Liu and Gene Monroe, NASA Langley, presented the "Scholarship Award" to Bob Vermillion upon completion of the 3rd "NASA ESD Program Manager Certification" training on 30 March 2018.

What three attributes do you feel contributed the most to your success?

RMV holds the most advanced ESD Certification (iNARTE ESD & Product Safety Engineer) from ASQ. RMV developed the highest level of ESD training for NASA "ESD Certified Aerospace & Defense Engineers" (since 2014); the 3rd and largest class was held (March 26–30, 2018) for NASA's Interagency Working Group-ESD. RMV's past performance with the USAF, MEI, NASA and NGC has been Excellent, Outstanding, and Superior.

In 1999, RMV IP led to the development of a NASA Mars Mission Approved Material. In March 2018, Bob Vermillion was named the ESD Technical Authority for the Agency. In May 2018, RMV was Awarded the James A. Russell Lifetime Achievement Award by NIPHLE for Packaging Engineering Innovation and Contributions without financial gain for the Warfighter.

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RMV Technology Group LLC

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Blog: *https://www.esdaerospacetraining.org/*

Category: Hispanic and Service-Disabled Veteran-Owned Small Business

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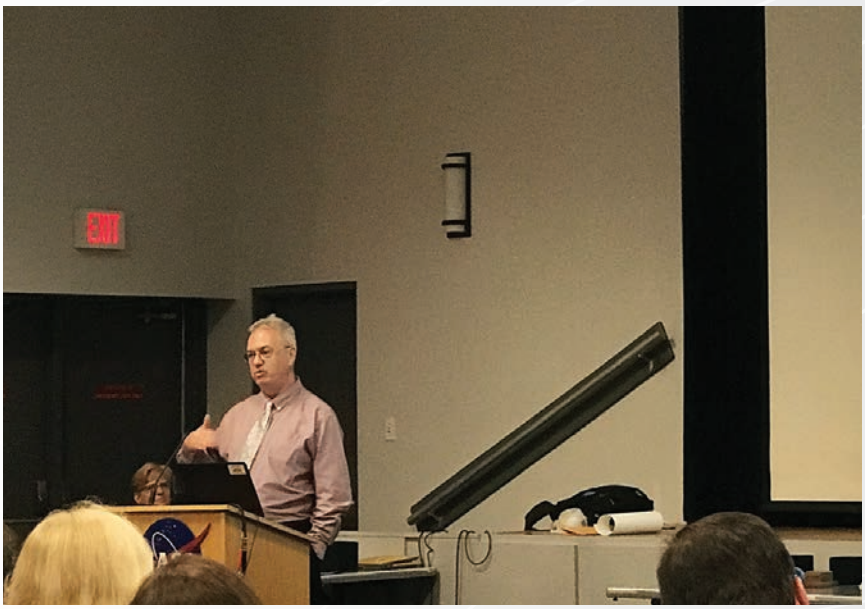
BANNER QUALITY MANAGEMENT, INC.

GLENN RESEARCH CENTER



Joe Homan, BQMI Project Manager, addresses the 2017 NASA Environmental and Energy Conference at Johnson Space Center. Joe's team was honored to receive NASA's "Blue Marble" Award.

Tell us about your company's history and its capabilities.

Banner Quality Management, Inc. (BQMI) was founded in 2009 by Pura Stalnaker. It is an Economically Disadvantaged Woman Owned Small Business (EDWOSB). Stalnaker supported commercial clients as a consultant and as the sole employee until 2013, when she landed a subcontract to provide IT services to Glenn Research Center. She had previously been associated with NASA for over 20 years and was fortunate to have built a large group of associates with a variety of skill sets.

Today, BQMI has over 40 employees with a myriad of capabilities. They support Program and Project Management, training and curriculum development, Information Technology, cyber security, safety and environmental programs, risk management, information dissemination, user assistance, technical writing, and various multimedia activities.

BQMI is the prime contractor at the NASA Safety Center (NSC), providing support to all NASA Centers and facilities, through their NASA Safety Center Technical Services Support 2 (NSCTSS2) contract. Through NSCTSS2 and other contracts, BQMI has personnel at NSC, Glenn Research Center, Johnson Space Center, and Kennedy Space Center.

How many employees does your company have?

Less than 50

Describe what services or support you provided at the NASA Center(s).

BQMI supports Program and Project Management, training and curriculum development, Information Technology, cyber security, safety and environmental programs, risk management, information dissemination, user assistance, technical writing and various multimedia activities.

To which opportunity did you respond and how did you find out about the opportunity

BQMI responded to the NASA Safety Center Technical Services Support 2 (NSCTSS2) RFP at the NSC and through Glenn Research Center (GRC) Procurement. We were aware of the contract through our IT work on the PACE 4 contract where we had supported projects with the NSC. We researched the opportunity through the Small Business Office, the Acquisition Forecast, Fed Biz Ops and visits to the NSC.

How long (in months) did you spend tracking the opportunity prior to proposal submission?

13–18

How far in advance of the RFP did you start your pursuit and visits with the customer?

7–12

Did you start writing your proposal before the draft RFP was released?

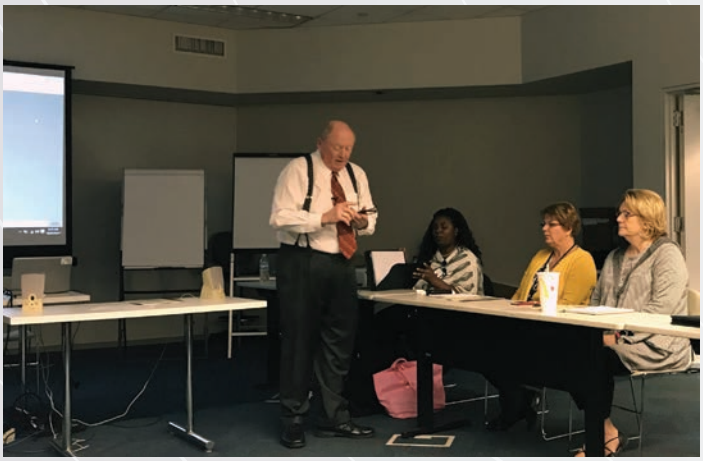
Yes

How many pre-RFP visits were made to NASA during your capture and proposal efforts?

4–6

How did you develop your team?

We sought subcontractors that would augment our existing skills and that could provide other meaningful resources to performance.



BQMI recently provided project management training to 15 of our managers, leads, and partners. The customized training tailored PMI concepts to the NASA environment.

As we formed the team, other companies approached us and expressed their interest in joining.

What factors did you consider when selecting your teammates and subcontractors?

The most important factor was trust. We knew each of our core team mates and had worked with them previously. We were convinced that they had high ethical standards and a passion for satisfying the customers. From working with them, we knew that they would follow through on agreements and they knew that BQMI would as well. Customer satisfaction, commitment to employees and staying true to your promises need to always be more important than profit.

That said, there has to be a compelling reason to add a company to our team. When we developed our capabilities matrix, using the Statement of Work, we found the best mix of trusted companies that added strength to the work that needed to be done.

What do you think were the most important factors to forming a winning team?

The most important factor is the ability to work well together. Companies have to have a common set of values and need to able to trust each other. Pragmatically, the team has to be able to demonstrate a collective ability to perform the work that is being competed. They also have to be able to write a compliant proposal that comprehensively communicates why the team should be selected.

Did you find the NASA proposal took less time or more time to prepare than you expected? Compared to other Federal agencies?

The proposal took about the same amount of time that we had expected. We knew that NASA proposals are typically more detailed than some other agencies and worked that into our schedule.

What was the estimated total cost to your company to prepare the proposal?

$25,000–$50,000

What would you recommend to NASA to make the bid and proposal process easier to you?

NSCTSS2 did a good job of aligning Sections L and M. That is critical to understanding what NASA wants to see addressed.

Please limit the amount of material you request from small businesses to items that you need to determine who is best suited to perform a contract. As a Small Business, it is also very difficult to create hundreds of pages of Plans and Sample DRDs. Remember that we might be competing with teams that have very deep pockets. We don't have those proposal resources but we might be the best choice to perform the work.

It can also be difficult to bid on new work if the incumbent is the only one with access to performance and historical cost information. The more information you can make available to everyone, the more the field is made level for the best competition.

How has your business evolved or grown supporting NASA?

NASA has a great Small Business Program. We attend many of the events and act on a lot of the topics that are covered. BQMI now has over 40 employees supporting NASA and we interface with every NASA Center, through multiple contracts. We truly appreciate the many ways that you help small businesses evolve through match-making events, training, participation on larger contracts as well as opportunities to prime.

Our goal is to continuously prime over half of our work. The fact that you hold certain contracts aside for small businesses is crucial. The more you consolidate contracts, the harder it is to develop the small businesses that will keep you strong and competitive.

What three attributes do you feel contributed the most to your success?

First: Our personnel are the biggest keys to our success. While we are still very small, our employees have experience that goes far beyond most companies our size. Moreover, they have reach-back to other resources that bring increased expertise. As a company that has done NASA work for less than 5 years, we still bring decades of experience with proposals, financials, Program Management and corporate oversight to an engagement.

Second: We are structured to bid competitively without sacrificing performance. We have created a very agile model that allows us to quickly adjust corporate resources and costs to requirements.

Third: We develop solid relationships with other companies. This takes time but we think it is crucial to show partners that we will go the extra mile and we will honor our commitments.

BQMI Banner Quality Management Inc.

Banner Quality Management, Inc.

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http://www.facebook.com/Banner-Quality-Management-Inc-405679622874758/
http://twitter.com/bqminc

Category: Woman Owned Small Business/Economically Disadvantaged Woman Owned Small Business

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SCIENCE SYSTEMS AND APPLICATIONS, INC. (SSAI)

GODDARD SPACE FLIGHT CENTER

SSAI employee Anthony LaRosa sets up instrumentation for a field campaign in Nepal.

Tell us about your company's history and its capabilities.

From its start in 1977 as a one-person company developing ozone retrieval algorithms for the Nimbus mission at GSFC, SSAI's work and growth have been fueled by a passion for science and its enabling technologies. Over our history, SSAI has worked as a collaborative partner to our customers contributing to many hundreds of peer-reviewed scientific papers across an impressive breath of disciplines. Our staff has supported efforts across all stages of the mission life-cycle for ground-based, airborne, and spaceflight projects. In recent years, we have devoted significant effort to expand our engineering capabilities and to pursue engineering opportunities.

How many employees does your company have?

501–1000

Describe what services or support you provided at the NASA Center(s).

SSAI provides science, information analytics, and instrument engineering services to NASA Goddard Space Flight Center, Langley Research Center, and Jet Propulsion Laboratory. Additionally, we support multiple research grants awarded by NASA Headquarters. We have participated in more than 150 Earth and space science missions, supporting instrument development, algorithm development, data analysis and distribution, field campaign planning and execution, remote sensing applications, research publication, and education outreach. Our scientists have contributed to improvements in our understanding of the processes that govern Earth and its changing environment, and those responsible for the evolution of the early universe.

To which opportunity did you respond and how did you find out about the opportunity?

GSFC Software Engineering Services II (SES II). As part of specific corporate goal to broaden our work and capabilities to include more engineering activities, we had pursued the predecessor opportunity (SES) and continued tracking the opportunity in anticipation of the recompete in 2015. As an active GSFC contractor, we routinely participated in NASA and industry events to stay abreast of Center and Agency needs and opportunities. At the time, GSFC did not have a Small Business Council, but SSAI officials were actively involved in the Goddard Contractors Association, serving in leadership roles.

How long (in months) did you spend tracking the opportunity prior to proposal submission?

More than 49

How far in advance of the RFP did you start your pursuit and visits with the customer?

13–18

Did you start writing your proposal before the draft RFP was released?

No

How many pre-RFP visits were made to NASA during your capture and proposal efforts?

4–6

How did you develop your team?

Since this was an 8(a) opportunity, we were not eligible to prime. Thus, we sought opportunities to join a team led by an 8(a) company that we perceived as a strong competitor. Throughout the capture effort, we both sought potential primes and received inquiries about joining multiple teams.

What factors did you consider when selecting your teammates and subcontractors?

For the predecessor contract (Software Engineering Services, or SES) we formed an 8(a) Joint Venture and competed unsuccessfully. Our continued tracking of the opportunity led us to a strategy that favored subcontracting to a highly qualified 8(a) company rather than pursuing a JV approach for a second time. Thus, our primary consideration was to find such an 8(a).

What do you think were the most important factors to forming a winning team?

Strong technical qualifications and highly relevant past performance, experienced management team, innovative solutions that are responsive to future needs of the supported organization, reasonable costs. One specific important factor was that SSAI possessed strong capabilities and excellent past performance in the area science data systems development that complemented the capabilities of the prime and other team members.

Did you find the NASA proposal took less time or more time to prepare than you expected? Compared to other Federal agencies?

Given that our role was as a subcontractor, the level of effort was significantly lower than when we prime opportunities, but it was consistent with our prior experience on other NASA opportunities. Compared to other Federal agencies, the opportunity took more time than opportunities with the National Oceanic and Atmospheric Administration, but less than opportunities with the Air Force.

What was the estimated total cost to your company to prepare the proposal?

$50,000–$100,000

What would you recommend to NASA to make the bid and proposal process easier to you?

The most important aspect is schedule uncertainty and slips. In addition to capture and proposal development efforts, in order to pursue new opportunities companies must often hire personnel who may be proposed to fill in key roles on the resulting contract if successful. Thus, schedule delays not only increase significantly the proposal development cost but they also result in higher costs to retain such individuals during the capture and evaluation stages of the procurement.

How has your business evolved or grown supporting NASA?

Throughout our history, SSAI has experienced steady growth. From our roots in atmospheric science, we expanded into other disciplines within the Earth sciences and then further into other science disciplines studied by NASA. Based on the high-quality and reasonable cost of our services, we were able to continue expanding within these disciplines as well as become involved in instrument engineering activities, systems engineering, education and outreach, and program/project management amongst other areas.

What three attributes do you feel contributed the most to your success?

Key Teammate, Depth and Breath of company's past performance, and Advice from the GSFC's Small Business Office.

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BAY SYSTEMS CONSULTING, INC.

JET PROPULSION LABORATORY

JPL Program Manager and Bay Systems Team at TMF.

Tell us about your company's history and its capabilities.

Bay Systems Consulting, Inc. (BSC) is an award-winning Small Business Administration (SBA) Certified HUBZone and small disadvantaged, woman-owned company that provides high-technology solutions for NASA, the Government, education, military, and industry. BSC has worked with the Government since 2004 and built the company from a start-up into a distinguished technology leader in Silicon Valley.

BSC supports critical missions for many agencies including NASA missions such as the Space Station, unmanned vehicles, and bio- and nanotechnologies. BSC is in the forefront of innovation and research in IT and Applied Sciences. Customers and industry have recognized our work. Our continued growth is testimony to our hard work and commitment to excellence.

BSC's expertise and competencies include: Operations Research; Applied Science; Program Management; IT and AI Services; Software Development; Field Engineering; Facilities and Security Management; and Professional Staffing.

BSC consistently earned Past Performance Ratings of 97% supporting across all Federal Government programs. We excel at finding highly skilled talent that helps operate the International Space Station, provides engineering expertise for space-related software applications and communications, and supports JPL's observatory operations.

How many employees does your company have?

251–500

Describe what services or support you provided at the NASA Center(s).

BSC has supported 11 major NASA projects; some key ones include:

- ***JPL TABLE MOUNTAIN FACILITY (TMF):*** Manages comprehensive maintenance, security, and logistics support for observatory operations.
- ***ENTERPRISE APPLICATION SERVICE TECHNOLOGIES (EAST):*** Provides all services needed to operate NEACC that maintains key business and mission-critical platforms, applications, and infrastructure at the MSFC. BSC earned 11 Awards for these efforts.
- ***INTELLIGENT SYSTEMS RESEARCH and DEVELOPMENT (ISRDS):*** Supports high-level software development for NASA's Autonomous Medical R&D for the International Space Station.
- ***NASA AMES ARCHITECURE and ENGINEERING:*** Provides infrastructure and civil engineering, architecture, and inspection services.
- ***SIMLAB*** Developed innovative software systems for Air Traffic Management like real-time Dynamic Routing.

To which opportunity did you respond and how did you find out about the opportunity?

Bay Systems responded to RFP #GC-2662-968877 — 10 Years Support Effort Task for JPL-Controlled Table Mountain Facility (TMF), Wrightwood, CA.

Bay Systems (BSC) learned of this opportunity while attending the JPL Small Business event. After reviewing the factors, we determined that we had the expertise, capability, and past performance to bid on the JPL TMF RFP.

How long (in months) did you spend tracking the opportunity prior to proposal submission?
7–12

How far in advance of the RFP did you start your pursuit and visits with the customer?
7–12

Did you start writing your proposal before the draft RFP was released?
No

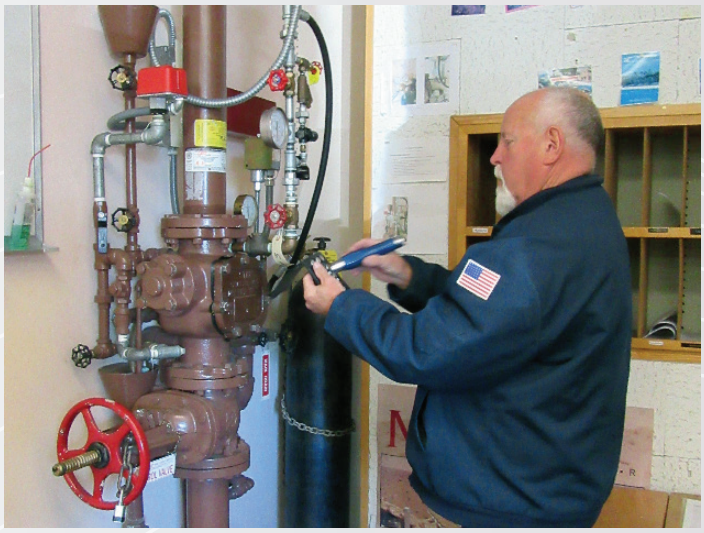
How many pre-RFP visits were made to NASA during your capture and proposal efforts?
4–6

How did you develop your team?
BSC has a highly qualified and experienced management team that applies a rigorous methodology to all projects. This includes having an expert in-house team that manages all financial, operational, and technical aspects of any NASA programs.

This proposal was a small business set-aside and we had the capability to perform on this contract. There are no subcontractor or teammates on this proposal.

What factors did you consider when selecting your teammates and subcontractors?
While BSC has deep experience managing large and complex projects for NASA and now JPL, some jobs have specific elements that exceed our reach.

Security rounds check-in at JPL TMF.


Bay Systems Supervisor maintaining equipment at JPL TMF.

BSC seeks partners with high past performance ratings, deep industry and technical experience, solid management teams, and strong financial foundations.

In addition, BSC normally considers a potential subcontractor's industry-wide reputation based on conversations and background reports from NASA procurement specialists and program managers.

Bay Systems had excellent past performances, a proven record in similar contracts, and a very good reputation. For this opportunity, we determined that no teammates and subcontractors were needed. However, we retained the same vendors for supplies, training, and certifications needs.

What do you think were the most important factors to forming a winning team?
BSC considers a broad range of factors when selecting teammates and/or subcontractors. Aside from the standard skill sets outlined above, we believe our partners should participate in various industry events and outreach programs such as NASA's Industry Forums (NIF) and ACC-related conferences.

Bay Systems, for example, participated in JPL Opportunity Fair in Pasadena, CA, in May 2017 and came to know about JPL TMF opportunity and bid on it in April 2018. Vendor Fairs and networking events present great opportunities to network and ascertain emerging industry trends.

JPL Subcontracts Manager Gloria Cerda and BSC CEO Jasmine Ali.

Did you find the NASA proposal took less time or more time to prepare than you expected? Compared to other Federal agencies?

BSC has extensive experience responding to a wide range of Government agency RFPs to include Department of Energy (DoE), Army, Navy, Department of Defense (DoD), Department of Veterans Affairs (VA), Ames Research Center, and JPL, to name a few.

NASA's RFPs are always well written, clear, informative, and allow small businesses like BSC to develop cogent and cost-effective responses.

NASA has also proven to be sensitive to the needs of small businesses by providing excellent resources such as extensive contact lists, phone numbers, and e-mail addresses for key personnel who can assist vendors by answering important questions in a timely manner.

For this opportunity at JPL, we found it to be more streamlined and organized. Given the fact the response was to be submitted electronically really helped utilize time to write and finalize RFP. We believe it took us overall less time than expected.

What was the estimated total cost to your company to prepare the proposal?

$25,000–$50,000

What would you recommend to NASA to make the bid and proposal process easier to you?

1. BSC requests more opportunities be designated as a Competitive HUBZone Set Aside. We're confident JPL/NASA can have a reasonable expectation that 2+ certified HUBZone small businesses will submit proposals.
2. BSC requests option to file electronically when possible, it reduces costs for small businesses.

How has your business evolved or grown supporting NASA?

BSC started working with the Government in 2004 and built the company from a start-up In Oakland, CA to a well-respected technology service leader in Silicon Valley.

Serving clients like NASA and JPL from the outset, BSC has grown into a company that has placed more than 400 staff members around the country and now serves Government agencies and defense contractors. BSC's strong commitment to customer service has earned our company more than 30 Awards and Accolades, 15 of which were awarded by NASA and JPL.

What three attributes do you feel contributed the most to your success?

Bay Systems attributes its continued success to its participation in JPL Small Business Council and NASA Industry Forum and networking events. This provided the valuable access to the end customer that normally only large business have.

The three most critical elements of that exemplary performance involve:

1. Having expansive industry knowledge and Subject Matter Expertise (SME) about the needs of NASA/JPL, its current mission, and its future goals.
2. Maintaining a solid financial profile to ensure project/program viability and success from inception to conclusion.
3. Retaining a strong and experienced senior management team that can coordinate all essential elements of large complex programs; and can anticipate critical project needs … and our unparalleled commitment to customer service!

BAY SYSTEMS B.S.C.

Applied Sciences and Information Technology

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Category: HUBZone, Economically Disadvantaged Women Owned Small Business, Women Owned Small Business, Small Disadvantaged Business

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JEGON INDUSTRIAL SERVICES, LLC

JOHNSON SPACE CENTER

Jegon welder preparing to weld the tube outside the boiler.

Welded tube.

Tell us about your company's history and its capabilities.

Founded on June 23, 2011, JEGON is a specialty welding company. We are located in South Houston, Texas, We specialize in alloy welding; repair and alteration; manufacture, assembly, and fabrication of pressure vessels, power boilers and pressure piping; modular work; and work on exchanges, structural steel, platforms, skids, pipe spools, and pipe supports. We are pleased to offer our construction field services.

JEGON is certified by the American Society of Mechanical Engineers (ASME) (Code stamps U, S, PP, National Board R, and NB). The management staff at JEGON averages over 200 combined years of construction knowledge in this market.

How many employees does your company have?

0–50

Describe what services or support you provided at the NASA Center(s).

Boiler 5 Superheater tube leak repair.

Scope of Work and Following Duties:

- Jegon provided supervision, employees, tools, refractory, Nondestructive Evaluation (NDEs), and material necessary to perform the repair at Boiler 5 Superheater.
- Jegon supplied specialty welders and fitters to work in a safe and productive manner.
- Schedule and estimate was based on working 3–10 hours a day.
- Jegon representitive reported progress at the end of each shift.

To which opportunity did you respond and how did you find out about the opportunity?

We were contacted by Pacific Architects and Engineers (PAE); they had emergency work, and knew we are certified by ASME and National Board.

How long (in months) did you spend tracking the opportunity prior to proposal submission?

0–6

How far in advance of the RFP did you start your pursuit and visits with the customer?

0–6

Did you start writing your proposal before the draft RFP was released?

No

How many pre-RFP visits were made to NASA during your capture and proposal efforts?

1–3

How did you develop your team?
They seek us.

What factors did you consider when selecting your teammates and subcontractors?
We are a privately owned company with limited overhead which keeps our prices affordable. Here are some of the services we offer: specialty welding, fabrication, mechanical, turnaround, National Board & ASME boiler, pressure vessel, and piping code stamps.

What do you think were the most important factors to forming a winning team?
JEGON averages over 200 combined years of construction knowledge in this market.

Did you find the NASA proposal took less time or more time to prepare than you expected? Compared to other Federal agencies?
More time

What was the estimated total cost to your company to prepare the proposal?
0–$25,000

What would you recommend to NASA to make the bid and proposal process easier to you?
Categorize projects sizes from minor, median, and big projects; company capabilities and expertize; and budget and line of credit.

How has your business evolved or grown supporting NASA?
Big Change—just to mention that we work in NASA is big!! We are proud to work and serve the USA.

What attributes do you feel contributed the most to your success?
Certification and experience.

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Building Excellence.

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APACHE-LOGICAL JV

KENNEDY SPACE CENTER

For outstanding support and coordination of official tours that make an impact on guests by sharing the successes of NASA and Human Space Flight. Receiving the award is Tiffany Fairley, KISS IV employee.

Tell us about your company's history and its capabilities.

Apache-Logical JV is the partnership of managing partner, Apache Homelands, LLC and Logical Innovations, Inc. The two companies formed this partnership as part of their strategy for successful pursuit of Federal contracts, and to solidify the commitment from Logical Innovations in mentoring Apache Homelands in its development and pursuits.

How many employees does your company have?

101–150

Describe what services or support you provided at the NASA Center(s).

Apache-Logical JV provides financial, acquisition, training, outreach, administrative and institutional support services to Kennedy Space Center (KSC).

To which opportunity did you respond and how did you find out about the opportunity

Apache-Logical JV pursued the KSC Institutional Support Services IV (KISS IV) contract. The two individual companies tracked the opportunity for years, and after numerous meetings between the decision makers on both sides, determined KISS IV was the right pursuit for their new partnership. Both companies individually met with customers, met with the KSC small business office and interviewed other potential teaming partners before making the final decision on the joint approach.

How long (in months) did you spend tracking the opportunity prior to proposal submission?

19–24

How far in advance of the RFP did you start your pursuit and visits with the customer?

19–24

Did you start writing your proposal before the draft RFP was released?

Yes

How many pre-RFP visits were made to NASA during your capture and proposal efforts?

4–6

How did you develop your team?

Apache Homelands and Logical Innovations determined that they were stronger unified as a single joint venture, and with their combined strengths did not require any subcontractors to meet KSC's requirements under KISS IV.

What factors did you consider when selecting your teammates and subcontractors?

Values, ethics, trustworthiness, and honesty.

What do you think were the most important factors to forming a winning team?

Our team was committed and possessed the same values, necessary for a winning approach. Additionally, maintaining the values and trust once in operations is key to effective performance for both customers and employees.

Did you find the NASA proposal took less time or more time to prepare than you expected? Compared to other Federal agencies?

The Kennedy Space Center Institutional Support Services IV (KISS IV) proposal required the amount of time expected, based

The KISS IV Program Management Office: Rachel Prieth-Abrahams, Deputy Program Manager; Christina Reeves, Office Manager; Tara S. Miller, Program Manager.

on its size and complexity. As companies with experience in bidding NASA contracts, our team felt prepared to effectively provide a sound proposal, and found it less time consuming than with other Federal agencies.

What was the estimated total cost to your company to prepare the proposal?

$50,000–$100,000. The cost was as expected for a pursuit of this size and complexity.

What would you recommend to NASA to make the bid and proposal process easier to you?

The RFP was well written, and provided the necessary instruction to provide a winning proposal.

How has your business evolved or grown supporting NASA?

Apache Homelands has experienced growth at two NASA Centers (as a prime and a subcontractor), and Logical Innovations has experience supporting eight NASA Centers and Headquarters (HQ) throughout its history, and is currently supporting four NASA Centers and HQ. Logical Innovations has served as both a prime and subcontractor within NASA.

What three attributes do you feel contributed the most to your success?

1. Understanding customer needs
2. Key personnel
3. Team composition/commitment

APACHE-LOGICAL JV

Apache-Logical JV

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Category: 8(a), Small Disadvantaged Business

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ANALYTICAL MECHANICS ASSOCIATES, INC. (AMA)

LANGLEY RESEARCH CENTER

Greg Swanson of AMA (front left) with NASA LOFTID team demonstrate light weight of first three tori of a 12m design.

Tell us about your company's history and its capabilities.

Founded in 1962 by three mathematicians, AMA provides analytical and engineering services to NASA, Department of Defense (DoD), and the commercial industry. In 1997, new ownership brought a focus on growth and diversification. AMA grew from a five-person operation in Hampton to nearly 400 employees with a footprint across eight US locations. With NASA as our largest and longest-serving customer, AMA has diversified into DoD and Fortune 500 clientele. Core capabilities include aerospace engineering, information technology, business analytics, and multimedia. We have supported NASA on several successful missions including the International Space Station, Mars Pathfinder, Hyper-X, Mars Exploration Rovers, and Mars Science Laboratory. We have also successfully transferred state-of-the-art practices from aerospace to other traditional industries. For example, innovation in nonlinear trajectory optimization for NASA was key to provide market optimization for a world leader in financial analytics. Co-nominated by NASA Langley Research Centere (LaRC) and Armstrong Flight Research Center (AFRC), AMA received the 2010 George M. Low award for small business services. AMA also won NASA LaRC Small business prime contractor of the year awards in 2010 and 2011. AMA presently participates in Small Business Administration's Mentor Protégé relationships, both as a mentor for an Service-Disabled Veteran-Owned Small Business (SDVOSB) and as protégé to a large aerospace company.

How many employees does your company have?

251–500

Describe what services or support you provided at the NASA Center(s).

At NASA LaRC, AMA serves as prime contractor of the Technology, Engineering, and Aerospace Mission Support 3 contract providing broad engineering and mission support to the Research, Engineering, and Systems Analysis Directorates as well as the NASA Engineering Safety Center and other Mission Directorates. At NASA Ames Research Center (ARC), AMA is prime contractor for Entry Systems Technology Research and Development contract supporting Re-entry Aerothermodynamics, Thermal Protection System Materials, and Entry Systems. Our subcontractor services at other NASA Centers span a wide range including development of enterprise level software systems at ARC, multimedia and communication at Johnson Space Flight Center (JSC), mechanical design and analysis for rocket engine test stands at SSC, systems engineering for NASA Glenn Research Center (GRC), and support for International Space Station (ISS) operations at Marshall Space Flight Center (MSFC).

To which opportunity did you respond and how did you find out about the opportunity?

Of AMA's past and present NASA contracts, the most impactful was the Technology, Engineering, and Aerospace Mission Support (TEAMS2) contract. Prior to this major contract, AMA supported NASA LaRC through other smaller subcontracts and Blanket Purchase Agreements (BPAs). When LaRC decided to consolidate all engineering BPAs and predecessor TEAMS contract into the TEAMS2 contract bid, AMA had no choice but to compete for TEAMS2 either as prime or as a significant subcontractor. AMA decided to bid as prime on this opportunity and tracked the opportunity through the FedBizOpps Web portal (*https://www.fbo.gov*). AMA was awarded the TEAMS2 contract in 2012, executing successfully until October 2017, when AMA was also awarded the follow-on TEAMS3 contract.

How long (in months) did you spend tracking the opportunity prior to proposal submission?

13–18

How far in advance of the RFP did you start your pursuit and visits with the customer?

7–12

Did you start writing your proposal before the draft RFP was released?

Yes

How many pre-RFP visits were made to NASA during your capture and proposal efforts?

More than 10

How did you develop your team?

AMA conducts business with several large and small aerospace businesses with good awareness of their capabilities. We compared anticipated TEAMS2 Performance Work Statements requirements with proven capabilities of these businesses. We shortlisted these companies based on their values, corporate culture, and past performance. We investigated teaming with at least one large aerospace company to leverage their reach-back for this complex contract. AMA met with several companies and winnowed the short list to a final team that would most benefit NASA. We segmented our team into significant partners with well-defined workshare and preferred providers without predefined workshares. We ensure each team member has discriminating capabilities that NASA could easily leverage during contract execution.

What factors did you consider when selecting your teammates and subcontractors?

First and foremost, we require that our partner companies have the highest integrity and share our commitment to the NASA vision. The next most important factors are that they bring unique and discriminating technical and management abilities that align with the Performance Work Statement of the contract and they have a proven past performance record for work of similar scope, complexity, and size. Ability to provide services at a competitive price while ensuring a commitment for the well-being of their employees is another key factor. Ability to provide value addition during the proposal effort (e.g., management innovations, ability to respond to technical sample tasks, thorough understanding of the customer, etc.) is also an important factor in selecting partners.

What do you think were the most important factors to forming a winning team?

The process of forming a winning team begins with a clear understanding of the NASA mission and specific customer requirements. With this foundation, the most important factors to forming a winning team were consideration for the past performance of the team as a whole, the competitive price we could offer as a team, and management and technical innovations that would be appealing to NASA. Throughout this process, we are working to assure the team is responsive to data calls and color team reviews.

AMA's Ralph Williams working in the Autonomy Incubator at NASA LaRC supporting TEAMS2 and TEAMS3.

Did you find the NASA proposal took less time or more time to prepare than you expected? Compared to other Federal agencies?

Although AMA's proposal for TEAMS2/TEAMS3 took a lot of time to prepare, this was not beyond our expectations and was comparable to DoD proposals. Since the TEAMS DRFPs and ensuing RFPs were well defined, our proposal effort was as expected. In contrast, when DRFPs are poorly written, with large deviations between DRFP and RFP, additional, wasted efforts for both contractors and NASA occur. As NASA streamlines the procurement process focusing more on past performance and price while keeping management/technical evaluation to pass/fail criteria, proposal efforts take less time. Additional time savings could be realized by deferring preparation of complete plans for Safety and Health, Information Security, and Organizational Conflict of Interest until after contract award.

What was the estimated total cost to your company to prepare the proposal?

More than $100,000

What would you recommend to NASA to make the bid and proposal process easier to you?

Contractors need open dialogue with customers long before the Draft Request for Proposal (DRFP) is released discussing technical and management challenges and answering relevant questions on

Hans Seywald and Renji Kumar of AMA receiving the 2010 George M. Low Award from Chris Scolese of NASA.

the opportunity. This would even the playing field with respect to the incumbent contractor. Contractors benefit from well written DRFPs and willingness by NASA to listen and incorporate industry feedback, adherence to release schedules, and definition of labor categories and Work Year Equivalent (WYEs) associated with each labor category employed by the incumbent. It is important to allow subcontractors to reach out to NASA technical and contractual points of contact to complete past performance questionnaires. Note that the incumbent prime contractor may be on a different team and there could be a conflict of interest in the incumbent prime evaluation of the subcontractor.

How has your business evolved or grown supporting NASA?

AMA began its support for NASA during the Apollo program. As an example, AMA's Stan Schmidt collaborated with Rudolf Kalman to develop a nonlinear filter for developing a mid-course navigation system for capsules on a circumlunar voyage. Throughout our history, AMA has excelled at being responsive to NASA needs and solving tough problems on programs such Space Shuttle, ISS development, the X-43 and numerous unmanned probes to the solar system.

AMA won TEAMS2 and TEAMS3 contracts at NASA Langley and the Entry Systems Technology Research and Development (ESTRAD) contract at NASA Ames. We opened offices in Huntsville, Denver, and Dallas to provide services to local clients and developed a presence at other NASA Centers including Johnson, Stennis, and Glenn.

What three attributes do you feel contributed the most to your success?

1. AMA listens carefully to customer needs and works at continuous improvement. As a result, we earn the trust of our clients.
2. AMA recognizes the importance of people in our engineering services business. We take care of employees by providing them with growth opportunities, excellent pay/benefits, and an open environment to exchange ideas. We are proud of our awards and recognition program that honors people from across our organization.
3. AMA invests in the long-term. This is demonstrated by our investment in infrastructure, financial stability, and focus on building long-term relationships with our customers, partners, and employees.

These three attributes have contributed significantly to AMA's exceptional past performance over our 55 year history.

ANALYTICAL MECHANICS ASSOCIATES

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L&M TECHNOLOGIES, INC.

MARSHALL SPACE FLIGHT CENTER

Flight Hardware Supervisor Gabi Jarrell inspects one of 20,000+ components for 58 MSFC projects, including the ISS Environmental Control and Life Support System, Life Science Glovebox, and SLS projects.

Tell us about your company's history and its capabilities.

For over 45 years, L&M Technologies, Inc. has been a provider of institutional services, including logistics operations, facilities operations and maintenance and staff augmentation support to major Government facilities. We deliver technical and management expertise, tools, systems, processes, and controls for successful performance. L&M is a long-time NASA contractor; we recently completed an almost identical logistics support contract for Johnson Space Center.

Our awards and recognition include: The OSHA Voluntary Protection Program (VPP) Star; recognition by *Hispanic Business Magazine* as one of the largest Hispanic-owned U.S. businesses in the United States; National Performance Review award; and inclusion in the New Mexico Flying Forty as one of the top 40 technology based R&D companies in the state. L&M was awarded one of but a handful of the prestigious New Mexico Quality Zia Awards given to date in recognition of an organization's commitment to continuous quality improvement.

How many employees does your company have?

51–100

Describe what services or support you provided at the NASA Center(s).

As the Marshall Logistics Support Services (MLSS) Prime Contractor, L&M and its team members, American Services Technology, Inc. (ASTI), Wastren Advantage, Inc. Construction Group (WAICG), and A-Z Office Resource, Inc. (AZOR,) perform equipment maintenance and repair; provide motor pool and transportation services; purchase and store flight hardware; provide shipping, receiving and mail services; perform personnel and property moves; purchase and install furniture; manage and maintain accountability of MSFC property; provide warehousing services to store and distribute MSFC property, and provide property disposal services.

To which opportunity did you respond and how did you find out about the opportunity?

We responded to the Marshall RFP for Logistics Support Services (MLSS). While we were performing logistics support services for Johnson Space Center, we focused on similar opportunities, especially with NASA. We visited Marshall and spoke with procurement officials and followed the solicitation development on NASA's procurement pages. We also attended the semi-annual Marshall Small Business Alliance conferences where we spoke with procurement officials who updated the procurement status.

How long (in months) did you spend tracking the opportunity prior to proposal submission?

25–36

How far in advance of the RFP did you start your pursuit and visits with the customer?

19–24

Did you start writing your proposal before the draft RFP was released?

Yes

How many pre-RFP visits were made to NASA during your capture and proposal efforts?

4–6

How did you develop your team?

Relationships are important to us. We invited American Services Technology, Inc. to join us because we had worked with them before, including at JSC, and respected their professionalism and dedication. Similarly, we had teamed with Wastren Advantage, Inc. on other opportunities, and found the same professionalism and dedication in their Construction Group (WAICG). The mutual respect we have for each other gave us the confidence to aggressively pursue this large and challenging opportunity.

After award, we invited AZOR, Inc. to join us and provide furniture design, procurement and installation capabilities. AZOR had provided these services for the previous contractors and they are almost an institution at Marshall.

What factors did you consider when selecting your teammates and subcontractors?

The MLSS contract had been previously held by Large Business contractors. It was important that we could demonstrate not only our capabilities and experience, but also that we selected teammates that could justify NASA's confidence that small business could do this work. Both ASTI and WAICG are proven Federal contractors with the experience and performance evaluations, which when teamed with L&M, provided complete and convincing proof that we would excel on the MLSS contract. Bringing AZOR onto the team further reinforced that proof.

What do you think were the most important factors to forming a winning team?

Ultimately, we had to do two things: Our team had to demonstrate the capabilities and experience that would convince evaluators that we were the best choice. We also had to demonstrate that we could provide our services for the best price. For MLSS, we had to do both of these in a manner that convinced evaluators that our team could perform as effectively and efficiently as a large business-led team.

L&M's Shawn Manke maintains a Kneel Down Transporter, used to transport flight hardware and test items, including for the SLS

L&M and its teammates shared the same commitment to achieving these ends, and as we worked through the proposal process, we developed a mutual trust that allowed us to confidently submit our capabilities and pricing.

Did you find the NASA proposal took less time or more time to prepare than you expected? Compared to other Federal agencies?

Because MSFC ultimately solicited MLSS through the GSA Schedule, our proposal requirements were very much less than what we thought they would be. However, anticipating a much more demanding response, we had put a great deal of effort into preparing a more comprehensive proposal. Fortunately, we were able to use much of that information in preparing our operating plans and transition approach.

What was the estimated total cost to your company to prepare the proposal?

$50,000–$100,000

What would you recommend to NASA to make the bid and proposal process easier to you?

Preparing winning proposals is a costly and time-consuming effort, especially for small businesses that don't have the business apparatus that larger companies do. NASA can make the process less difficult and more predictable by developing and sticking to an accurate procurement schedule and providing complete and accurate descriptions of requirements.

Although generally greatly appreciated, NASA's initiatives to streamline some acquisitions should still allow bidders to fully describe what they will bring to NASA, and allow evaluators to fully consider everything that would allow NASA to make the best choice.

How has your business evolved or grown supporting NASA?

Performing for NASA is a key part of our business growth strategy and demonstrating superior performance for one Center or NASA activity has propelled us to new opportunities (and wins) at other NASA Centers. As a result, the diversity, depth and breadth of our demonstrated capabilities and our supported geographical footprint have expanded.

WAICG Technician Tom Vest checks for helium leaks in vacuum components for a Marshall Technical Investment Program.

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Category: Woman Owned Small Business

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What three attributes do you feel contributed the most to your success?

Our experience and successes in performing like contracts for NASA were key to demonstrating past performance.

Moreover, we were confident in our understanding of requirements and operational approach, which reduced our perceived risk, and could confidently propose a more Competitive Price.

Our teammates were key to expanding our capabilities portfolio and demonstrating past performance.

SURE SECURE SOLUTIONS

NASA SHARED SERVICES CENTER

Sure Secure NASA Team - The Bright Bunch.

Tell us about your company's history and its capabilities.

Sure Secure, an 8(a) and Economically Disadvantaged Woman-Owned Small Business, brings superior past performance in support of Federal Government clients. The company has served on Federal Government contracts as a prime at NASA, USDA, and the Army, and as a subcontractor at DHS Customs and Border Protection (CBP) and U.S. Citizen and Immigration Services components.

Our core capabilities are cloud computing services, cyber security, Web development and information management. We are honored to be recognized by NASA Headquarters as the Small Business Prime Contractor of the Year for 2016 and 2017, as the Small Business Prime Contractor of the Year at NASA Shared Services Center for 2017. Our CPARS for both years were Exceptional in all categories. Our Project lead was given an Outstanding Performance Award by the NASA Chief Engineer recently.

How many employees does your company have?

0–50

Describe what services or support you provided at the NASA Center(s).

Sure Secure Solutions provides expert guidance, advice, and recommendations for the core cloud infrastructure services including Web hosting, bandwidth management, cloud technology stacks, cloud architecture, and information security using industry best practices and NASA policies. We also provide expert guidance, advice, and recommendations regarding cloud service models including Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and Software as a Service (SaaS) which led to utilizing different cloud deployment models such as private, public, and hybrid, and evaluating which models are appropriate for which system.

To which opportunity did you respond and how did you find out about the opportunity?

NSSC: Web Services Technical Expertise Support. This was an 8(a) direct award.

How long (in months) did you spend tracking the opportunity prior to proposal submission?

13–18

How far in advance of the RFP did you start your pursuit and visits with the customer?

7–12

Did you start writing your proposal before the draft RFP was released?

Yes

Sure Secure receives the NSSC 2017 Small Business Prime Contractor Award.

How many pre-RFP visits were made to NASA during your capture and proposal efforts?

1–3

How did you develop your team?

Current Sure Secure employees mostly comprised of the team as Sure Secure had Subject Matter Experts (SMEs), Security and Drupal Developers already on board. Sure Secure reached out to a subcontractor to bring in specialized Software as a Service (SaaS) expertise.

What factors did you consider when selecting your teammates and subcontractors?

Their current work at NASA and their past performace in Cloud expertise was considered when bringing in the subcontractor. Also their performance and feedback from relevant stakeholders was sought from NASA.

What do you think were the most important factors to forming a winning team?

Having the right mix of expertise with relevant experience is pivotal in forming a formidable team. Also Program Management, Project Planning and bringing value to NASA is the core of Sure Secure's mission for this contract.

Did you find the NASA proposal took less time or more time to prepare than you expected? Compared to other Federal agencies?

Yes, NASA proposals are more direct in how the proposal can be written based on the RFP or Statement of Work.

What was the estimated total cost to your company to prepare the proposal?

$50,000–$100,000

What would you recommend to NASA to make the bid and proposal process easier to you?

Sure Secure recommends that for any bid or proposal, NASA starts early and communication is important. We feel sometimes NASA takes time in bringing out an RFI and RFPs in general are not clear in requirements and hence require multiple back and forth for questions and clarifications between NASA and interested vendors.

How has your business evolved or grown supporting NASA?

Our current and past performance as a NASA subcontractor partner and providing unique IT Cloud and Security services to the NASA Office of the Chief Information Officer has definitely helped Sure Secure propel and be visible to other agencies and teaming partners. We have been contacted and have been part of several teams on other NASA proposals and other Government agency contracts.

What three attributes do you feel contributed the most to your success?

Key personnel, depth and breadth of our past performance, and competitive pricing.

Proud to be working for NASA.

Sure Secure Solutions

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Categories: 8(a), Small Disadvantaged Business, Economically Disadvantaged Woman Owned Small Business, and Woman Owned Small Business

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HEALTHEON, INC.

STENNIS SPACE CENTER

Construction and installation of the 96-inch diameter High-Pressure Industrial Water line that provides water for cooling and noise suppression at the Stennis B Test Complex.

Tell us about your company's history and its capabilities.

Since its inception Healtheon has experienced exceptional growth in a rapidly changing world. Healtheon provides broad-spectrum services—ranging from design/build, construction, and project management to facilities support services. Healtheon is a HUBZone-certified small business that has enjoyed an excellent 17 year working relationship with the Federal Government, including NASA. Healtheon implements several best practice approaches in safety, quality control, and schedule—where safety is their number one goal.

How many employees does your company have?

Under 50

Describe what services or support you provided at the NASA Center(s).

Healtheon is one of the contractors awarded the Multiple Award Construction Contract (MACC) with NASA, as well as the more recent MACC-II. Under this program, Healtheon has performed multiple construction and design/build projects for NASA to upgrade the infrastructure at multiple NASA Centers. Healtheon constructed the 96" diameter High Pressure Industrial Water (HPIW) line that provides water for cooling and fire suppression at the Stennis B Test complex (which is used to test NASA's Space Launch System rocket engines). Healtheon is currently performing several construction and design/build projects at Stennis Space Center to upgrade its systems/infrastructure.

To which opportunity did you respond and how did you find out about the opportunity

Stennis Space Center, RFP# NNS17812547R, Regionalized Multiple Award Construction Contract Two (MACC II). We were notified by the Center as well as through the FBO.gov system.

How long (in months) did you spend tracking the opportunity prior to proposal submission?

7–12

How far in advance of the RFP did you start your pursuit and visits with the customer?

7–12

Did you start writing your proposal before the draft RFP was released?

Yes

How many pre-RFP visits were made to NASA during your capture and proposal efforts?

1–3

How did you develop your team?

Having been a prime contractor on the first MACC, we had already developed a strong working relationship with several vendors, manufacturers, and subcontractors to support the work we were doing at Stennis Space Center. We also dissect the scope of work, and for the areas that we do not self-perform, we will evaluate potential team member's past performance and then enter

into discussions with their management to define success and make sure we have the same goals.

What factors did you consider when selecting your teammates and subcontractors?

When pursuing a task order, we will issue our own requests for proposals. We evaluate the proposals similar to how the Government evaluates its proposals. We place a strong emphasis on past performance. We want to ensure each team member can execute and that they are a financially sound company. Ultimately, we are the Prime Contractor thus our team members' failures are our failures and their successes are our successes. Additionally, if we have worked together on past projects similar to scope as the MACC II, then that factor also weighs heavily since the Government looks at this in evaluating our team. When we find team members/subcontractors who have a strong work ethic and values, then we try to work with them to establish a long-term relationship that will carry over to future projects.

Installation of the High-Pressure Industrial Water 96-inch valve at the B Test Complex at Stennis Space Center. Weighing in at 160,000 pounds and standing 30 feet tall on end, this is the largest rotating double disk gate valve in the United States.

What do you think were the most important factors to forming a winning team?

Open communication is critical in forming a winning team. All members must have a clear understanding of the goal and be committed to providing the Government with the best value. Government contracting is very competitive so this understanding is very important. Confidence in each team member's capability to perform is also very important.

Did you find the NASA proposal took less time or more time to prepare than you expected? Compared to other Federal agencies?

Our proposal for the NASA MACC II did take a little more time to prepare than initially expected. We have performed a wide range of projects for NASA and we wanted to ensure that our past performance projects clearly illustrated all scope facets that we performed, thus making it easier for the Government to evaluate our proposal. The RFP was also very specific with regards to the format and layout required, so we had multiple teams reviewing the proposal to ensure our message was communicated clearly.

What was the estimated total cost to your company to prepare the proposal?

$50,000–$100,000

What would you recommend to NASA to make the bid and proposal process easier to you?

The MACC II RFP was very detailed. NASA did a thorough job putting their RFP together. The RFP has a page limit and required several items in the Past Performance section. It was challenging to address all items within the limited number of pages. The only recommendation we could offer is increasing the page limit or exempting the past performance projects from the page limitation.

How has your business evolved or grown supporting NASA?

Healtheon first began providing services to NASA under the original MACC that was awarded in 2012. We carried the success and momentum under this contract into the more recently awarded MACC-II in 2017. We have performed 13 task orders under these contracts collectively. We have a clear understanding of the mission and work hand-in-hand with NASA to ensure their goals are being met at every phase. Additionally, Healtheon has developed a strong past performance in infrastructure construction and design/build services in the aerospace sector that has led to Healtheon's winning of multiple awards (i.e., Small Business Prime Contractor of the Year) with NASA.

Aerial view of installation of the 96-inch diameter High Pressure Industrial Water line from the High-Pressure Industrial Water Plant to the Stennis B Test Stand/Complex. Shoring was performed from depths of 15 feet to 25 feet using sheet piling, mega bracing and slide rails.

What three attributes do you feel contributed the most to your success?

The three attributes that we feel contributed most to our success are 1) Depth and Breadth of Healtheon's past performance (this is key in being successful in any Federal Government procurement), 2) Key Personnel (our employees are the driving force behind our success and have all worked on numerous Government contracts/projects), and 3) Competitive Pricing (you must provide the Government with the best value and once you have laid out your strong past performance, you must also be able to be competitive in terms of pricing).

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