



# NASA INDUSTRY FORUM

CENTER COUNCIL SUCCESS STORIES

NOVEMBER 2017 EDITION

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



## OFFICE OF SMALL BUSINESS PROGRAMS

WHERE  
**SMALL  
BUSINESS**  
MAKES A  
**BIG**  
DIFFERENCE

### 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 initiative 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>.

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# NASA INDUSTRY FORUM

## REPRESENTATIVE COMPANIES

### AMES RESEARCH CENTER

**AECOM Technical Services, Inc.**

Large Business

**ASRC Research and Technology Solutions**

Small Business

**Bay Systems**

Small Business

**Jacobs Technology, Inc.**

Large Business

### ARMSTRONG FLIGHT RESEARCH CENTER

**Arctic Slope Regional Corporation (ASRC) Federal InuTeq, LLC**

Small Business

**Jacobs Technology, Inc.**

Large Business

### GLENN RESEARCH CENTER

**Zin Technologies, Inc.**

Small Business

### GODDARD SPACE FLIGHT CENTER

**Edge Space Systems, Inc.**

Small Business

**Honeywell Technology Solutions, Inc.**

Large Business

**Omitron, Inc.**

Small Business

**Sierra Lobo, Inc.**

Small Business

**Science Systems & Applications, Inc. (SSAI)**

Small Business

**Syneren Technologies Corporation**

Small Business

**Vantage Systems, Inc.**

Small Business

### JOHNSON SPACE CENTER

**Adelante Sciences Corporation**

Small Business

**The Boeing Company**

Large Business

**Lockheed Martin**

Large Business

**Logical Innovations, Inc.**

Small Business

### KENNEDY SPACE CENTER

**Abacus Technology Corporation**

Small Business

**Apache-Logical JV**

Small Business

**Jacobs Technology, Inc.**

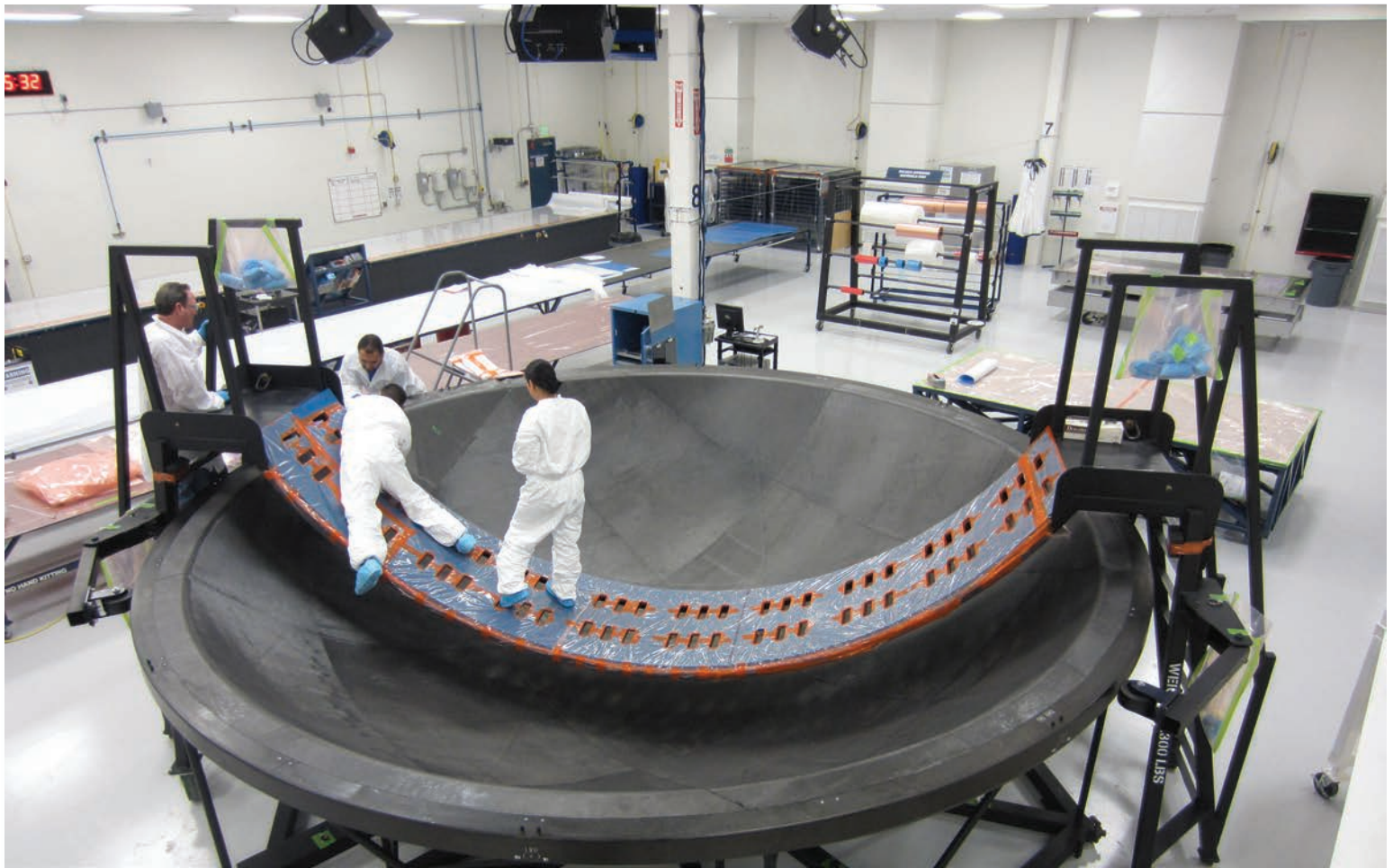
Large Business

**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

**Jacobs Technology, Inc.**  
Large Business

**Linc Research, Inc.**  
Small Business

**Orbital ATK**  
Large Business

**Sierra Nevada Corporation**  
Large Business

**Teledyne Brown Engineering**  
Large Business

## NASA SHARED SERVICES CENTER

**Brandan Enterprises**  
Small Business

**CSRA, LLC**  
Large Business

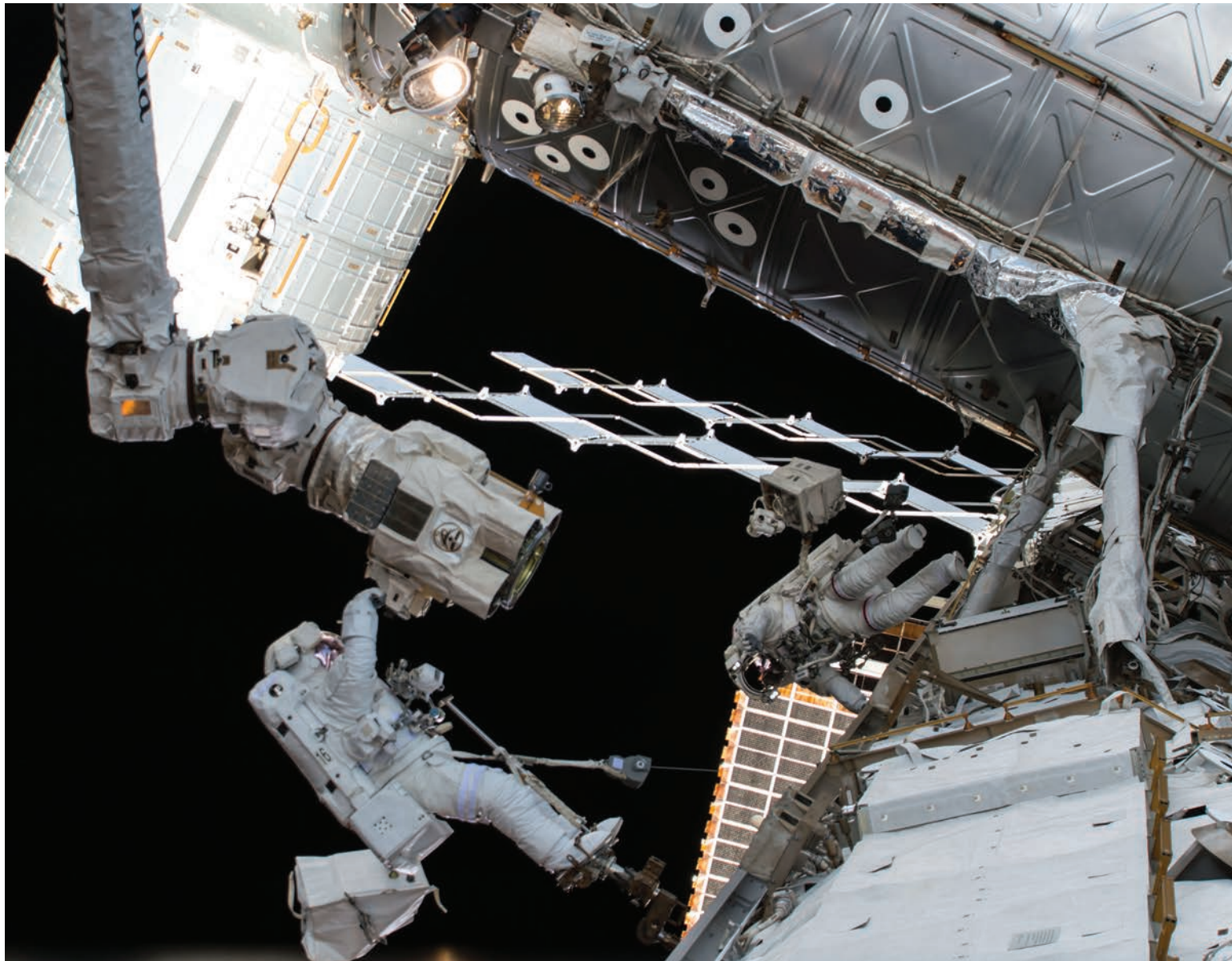
**Science Applications International Corporation (SAIC)**  
Large Business

## STENNIS SPACE CENTER, MICHoud ASSEMBLY FACILITY

**A2 Research, JV**  
Small Business







## SMALL BUSINESSES

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- 14 Recruit Veterans (Johnson Space Center)
- 16 New Directions Technologies, Inc. (Kennedy Space Center)
- 18 Genex Systems, LLC (Langley Research Center)
- 21 Aetos Systems, Inc. (Marshall Space Flight Center)
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# THE LOGICAL-R JOINT VENTURE, LLC

## NASA AMES RESEARCH CENTER

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

The Logical-R Joint Venture is a partnership between Logical Innovations, Inc. (managing partner), and REDE, Inc. The partners have worked together at NASA and other Federal agencies for 10 years and share a mutual vision for employees, clients, and communities, complete with high ethical standards and respect. Our core capabilities include business management and administrative support services.

### How many employees does your company have?

51–100.

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

The Logical-R Joint Venture provides financial, resource, budgetary, programmatic, and travel support services for Ames Research Center (ARC).

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

We responded to the ARC Financial Support Services (FSS) request for proposal (RFP) after marketing—visiting with customers (procurement and technical) and the ARC small business office, attending NASA small business events, attending ARC small business events, and attending the ARC FSS industry day.

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

Over 49.

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

37–48.

### 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?

Over 10.



Pictured is the Travel Team.



Logical-R financial analysts are shown here.

### How did you develop your team?

Initially, Logical Innovations pursued with the intention of being the prime contractor, but found that ARC would be better supported with a larger small business. As we were a smaller business at that time, we determined that we should join forces with a trusted business partner, REDE, Inc., to form a joint venture (JV). Thus, the Logical-R Joint Venture, LLC (Logical-R), was formed for this pursuit. After further assessment, Logical-R invited Booz Allen Hamilton to join our team in a defined, niche role within the contract performance, finalizing the Logical-R Team.

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

When forming a team, we look at a number of factors, but primarily values/ethics, capabilities, and past performance.





This wind tunnel is a supported Ames project.

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

The winning Logical-R Team is one built on trust, mutual respect, and confidence in each member's ability to perform successfully.

### Did you attend the Center Small Business Industry Council meetings?

No.

### Did you attend a NASA Industry Day event?

Yes.

### 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 less time than expected due to its unique configuration and requirements. The proposal took less time when compared to other Federal agencies.

### 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 for you?

The evaluation teams would benefit from having some elements of the proposal, such as the Safety and Health Plan, due only from the team awarded the contract during Phase-In, rather than as an evaluated element within the proposal.

### How has your business evolved or grown supporting NASA?

The Logical-R companies have grown tremendously supporting NASA, as we are currently working with five NASA Centers and

Headquarters. NASA is consistent in the opportunities provided to small businesses, allowing us to grow and excel. As a direct testimony to our success at NASA, we have won a number of NASA awards, including having the managing partner, Logical Innovations, named as the FY 2015 Johnson Space Center (JSC) Small Business Prime Contractor of the Year and the FY 2016 Armstrong Flight Research Center (AFRC) Small Business Prime Contractor of the Year.

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

Three attributes of our success: (1) focus on employees and clients, (2) networking, (3) performance.



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**Blog:** <https://logicalinnovationsblog.wordpress.com/>

[2017/02/09/welcome-to-the-logical-innovations-inc-blog/](https://logicalinnovationsblog.wordpress.com/2017/02/09/welcome-to-the-logical-innovations-inc-blog/)

**Category:** Woman-Owned Small Business

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# ARCTIC SLOPE REGIONAL CORPORATION FEDERAL INUTEQ

## NASA ARMSTRONG FLIGHT RESEARCH CENTER



Shown is RF&ESS photographer Carla Thomas on a supersonic flight.

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

Arctic Slope Regional Corporation (ASRC) Federal InuTeq has a long history of providing information technology and programmatic support to civil and defense agencies. From running data center operations to developing custom software and scheduling space launch operations, our team always keeps the customer's mission at the forefront. ASRC Federal InuTeq is appraised at Capability Maturity Model Integration (CMMI) Level 3, which demonstrates our commitment to consistently delivering quality products and services.

### How many employees does your company have?

501–1,000.

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

The Research Facilities and Engineering Support Services (RF&ESS) contract provides support for the AFRC Mission Information and Test Systems Directorate. ASRC Federal InuTeq is the prime contractor, supporting the Consolidated Information Technology Center (CITC), the Research Aircraft Integration Facility (RAIF), and the Graphics Department, providing procurement and logistics services. Our primary subcontractor, Arcata Associates, Inc., provides support to the Dryden Aeronautical Test Range (DATR), which supports and enables flight research operations and low-Earth-orbiting missions; photo and video services include in-flight support.

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

NASA Armstrong Flight Research Center (Formerly Dryden Flight Research Center) RFP NND 12374119R Research Facilities and Engineering Support Services.

### 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?

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?

1–3.



Pictured is the Armstrong Aircraft Tracking Facility. RF&ESS supports the Dryden Aeronautical Test Range.



### How did you develop your team?

We considered competing for the RF&ESS contract when it was initially released under NAICS code 541712. Following the NAICS code change to 541513, InuTeq approached the incumbent contractor, Arcata Associates, Inc., to team together in pursuit of the contract. InuTeq and Arcata possess a unique set of complementary skills that meet all of the requirements of the RF&ESS contract.

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

ASRC Federal InuTeq's culture is directly linked to our mission—to actively address our customer and community stewardship responsibilities with cooperation, responsibility, and integrity. Cultural fit, past performance, and the ability to provide excellent service to our customers are paramount in our decision to pursue relationships with teammates and subcontractors.



RF&ESS supports the 4,780 square foot American National Standards Institute (ANSI)/Telecommunications Industry Association (TIA) 942, Tier III certifiable Armstrong data center, which is a state-of-the-art facility that meets current information technology needs and anticipates future requirements.

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

Identification of a subcontractor with excellent past performance and an existing relationship with the customer was a key component of creating a winning team. The companies have very similar values and strong customer focus. Open communication and collaboration throughout the process ensured a united team that would perform in the same manner a single entity would.

### Did you attend the Center Small Business Industry Council meetings?

No.



RF&ESS system administrators support a variety of simulation labs in the Research Aircraft Integration Facility, including the NASA X-57 Maxwell simulation lab.

### Did you attend a NASA Industry Day event?

Yes.

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

The RFP produced by NASA for the RF&ESS program was very comprehensive and specific, which lessened the burden of preparing a comprehensive response. The RF&ESS opportunity took much less time to prepare than expected due to the institutional knowledge possessed by the team and the detailed nature of the RFP.

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

\$100,000 or more.

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

To ensure that proposals are relevant and meet the expectations of NASA, it would be helpful for the Agency to have more open discussions with industry throughout the procurement cycle. Open discussions following the release of the RFP would help industry to better understand NASA's needs and requirements, ultimately resulting in the production of a better response to the RFP.

### How has your business evolved or grown supporting NASA?

ASRC Federal InuTeq has developed additional capabilities through supporting NASA which we have been able to apply to other Government procurements. Working with NASA AFRC has increased ASRC Federal InuTeq's footprint at NASA, which in turn has increased collaboration between Centers through relationships built by and between Program Managers. RF&ESS

has been able to partner with other ASRC Federal Program Managers to obtain short-term assistance for projects at AFRC such as Remedy application programming, SharePoint design work, and drafting support. RF&ESS has in turn shared best practices with other NASA Center Program Managers, including a purchase requisition approval system developed for RF&ESS contract procurements and a training tracking application used to ensure training currency.

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

The three attributes that have most contributed to the success of ASRC Federal InuTeq's RF&ESS Program are a great relationship with a key teammate; the breadth and depth of our past performance with NASA and other Government agencies; and our workforce, which is composed of many personnel with NASA experience.



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**Category:** 8(a) Small Disadvantaged Business

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# SUMMIT TECHNOLOGIES & SOLUTIONS, INC.

## NASA GLENN RESEARCH CENTER



Summit supports NASA's succession planning initiatives through the SCan Summer Intern Program. This picture shows students presenting the results and findings of their assigned tasks to the SCan Associate Administrator.

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

Summit provides technically skilled personnel and specialized solutions in systems engineering, program and project management, safety and mission assurance, and information technology support services. Summit provides high-end engineering management and risk-based services to meet the needs of the aerospace and defense industry, as well as large engineering firms. Summit's president, Matthew Kennedy, established Summit in 2009 in Charles Town, WV. Summit is now headquartered in Alexandria, VA. Mr. Kennedy created Summit as a company that provides specialized solutions to meet the dynamic needs of our customers. As a Historically Underutilized Business Zone (HUBZone)-certified company, Summit believes in supporting, growing, and giving back to its community. Summit employees volunteer on a regular basis and help enrich our surrounding communities. As a result of this vision and our commitment to our employees and customers, Summit has grown from its initial 2 employees to more than 80 employees today, supporting contracts across the country and employing individuals from more than 10 states.

### How many employees does your company have?

51-100.

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

As the prime contractor on the Project Management Support Services (PMSS) contract at NASA Glenn Research Center (GRC),

Summit provides GRC and NASA Headquarters with expert program and project management support. This contract supports activities associated with the Aeronautics Research, Human Exploration and Operations, Science, and Space Technology Mission Directorates in research, technology, development, manufacturing, integration, testing, operations, and new business development. At Kennedy Space Center (KSC), Summit provides systems engineering (mechanical, electrical, and structural), integration and testing, modeling and simulation, and logistics services. At JSC, Summit provides property management and data management services; program planning and control; earned value management; systems engineering and integration; vehicle integration; IT support; and education outreach.

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

Summit identified GRC's Project Management Support Services Contract opportunity as soon as we became aware that it was being competed as a HUBZone set-aside. In the fall of 2012, we attended the industry day for the contract and set up meetings with the Space Flight Systems management at GRC. As part of our business development efforts, we continuously monitor FedBizOpps (FBO) and other Government Web sites to search for upcoming opportunities that fit within Summit's core competencies. We routinely attend NASA small business events, including the yearly HUBZone, Women-Owned, and Service-Disabled Veteran-Owned events held for the socioeconomic categories.



As a subcontractor to Vencore, Summit supports the refurbishment efforts of the KSC complex for the next generation of space transportation (Space Launch System [SLS] and Orion), including the design and development of the upgraded Mobile Launcher.



Summit is dedicated to communicating the importance of NASA's missions as shown in this NASA Space Communications and Navigation (SCaN) Science on a Sphere presentation to students at Cleveland State University.

### 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?

13–18.

### 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?

We had contractors seeking to team with us, and we also sought out subcontractors that we believed would complement our capabilities and strengthen Summit's value and ability to provide outstanding service to NASA GRC.

### What factors did you consider when selecting your team-mates and subcontractors?

As a NASA contractor, Summit has developed relationships with several aerospace companies, and we evaluated these resources based on previous experience and work performance to determine which companies had the best qualifications for the PMSS contract work scope. We also took into account the companies' knowledge of the GRC culture and determined which companies had similar corporate cultures to Summit's. Finally, we considered which companies would add to our value from a price perspective and help us be competitive. That led us to choose a contractor that had a local presence at GRC and with whom we had a significant past performance relationship.

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

Summit's philosophy behind teaming arrangements is centered on forming a team that works well together, whose members have similar cultures, and that provides outstanding support to the customer. It is imperative that the team have superior qualifications to handle the full requirements provided in the contract statement of work. Additionally, we place emphasis on the working relationship with our contract team. For the PMSS procurement, we assembled a team that had worked together in the past and possessed the qualifications to meet the contract requirements. It was important that the team shared similar corporate cultures that allowed us to prepare a winning proposal and provide superior service in our support of the contract.

### Did you attend the Center Small Business Industry Council meetings?

Yes.

### Did you attend a NASA Industry Day event?

Yes.

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

Summit has significant experience in responding to NASA RFPs. While the PMSS contract is our first prime contract, we are often hired to prepare proposals with/for other contractors submitting offers to NASA. The NASA proposal took the time that we anticipated within the time allotted.



As the prime contractor on the Project Management Support Services contract at GRC, Summit provides program/project support, integration, analysis, scheduling, configuration management, and new business development to support NASA's missions.



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

\$0–25,000. As a small business, cost control is critical. This requires Summit's lean management team to be responsible for many aspects of the business, including proposal writing. The costs associated with preparing the proposal relate to the time spent by our team to research and prepare the proposal.

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

An increase in the number of contracts for HUBZone-certified small businesses would allow us to go after more prime contracts. In addition, designating smaller North American Industry Classification System (NAICS) code set-asides for small businesses would ensure that businesses that really are small are allowed more opportunities to compete for prime contract awards. The current Federal Government prime contract opportunities for small businesses are geared more toward larger small businesses and therefore are more difficult for companies of 100 or fewer employees to actually consider pursuing. Utilizing smaller NAICS codes as the size standards applicable to the particular procurement would allow smaller businesses to have opportunities to win prime contracts and grow.

### How has your business evolved or grown supporting NASA?

Since its creation in 2009, Summit has grown from a 2-person company to a company with more than 80 employees. Summit's PMSS prime contract at GRC has experienced over 200 percent personnel growth in its 3 and a half years of performance at GRC. We have increased our footprint at NASA by supporting the proposal process for other contractors and exchanging our proposal support for work share on competitive proposals. We have also grown our company by treating our personnel as our most critical assets and providing exceptional service to our customers, as demonstrated by Summit Technologies' selection as the Glenn Research Center 2016 Small Business of the Year.

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

The three most important factors contributing to our success as a company are dedication, commitment, and performance. Summit has remained dedicated to NASA's mission throughout our history. This dedication takes several different forms, including a dedicated and motivated corporate office that supports our employees, our customers, and our communities. Our commitment to our employees, customers, and communities where we live and work is also extremely important and beneficial to our success. We treat our employees as our most critical asset, and we strive to reward

them financially. Finally, providing superior performance to our customers results in repeat and follow-on work and allows our employees to grow and expand their skills and experience.



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**Category:** Small Business—HUBZone-certified

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# RECRUIT VETERANS/RVMTI JV, LLC

## NASA JOHNSON SPACE CENTER



Shown are Steven Johnson (U.S. Army), Travis Aleshire (U.S. Army and USMC veteran), Leslie Mudd (U.S. Army veteran), Rudy Uribe (USMC veteran), Tremaine Lacott (U.S. Army veteran), Lucia Briones (U.S. Army veteran), Leonardo Morales (U.S. Army veteran), and Sandra Garza (U.S. Army spouse).

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

Recruit Veterans was founded in 2006 by Rudy J. Uribe, a veteran of the United States Marine Corps. The company has grown from 1 employee to 52 (+25 at RVMTI) employees across the states of Texas, Florida, California, Alabama, and Louisiana. Recruit Veterans/RVMTI JV, LLC, are both Service-Disabled Veteran-Owned Small Business (SDVOSB) NASA subcontractors based in Cedar Park, Texas. Both companies provide a combination of services to aerospace and defense clients. Services include mechanical and electrical design, stress analysis, safety and mission assurance, software simulation development and testing, logistics consulting, facilities management, and more.

### How many employees does your company have?

51–100.

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

We provide mechanical and electrical design, stress analysis, safety and mission assurance, software simulation development and testing, logistics consulting, facilities management, and more.

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

#### Recruit Veterans

- *JSC Engineering, Technology and Science (JETS)*—Referred by another small business and contacted by the prime contractor.

- *JSC Simulation and Software Technology (SST) II*—Referred by another small business and contacted by the prime contractor.
- *JSC Orion Multi-Purpose Crew Vehicle (MPCV)*—Attended small business matchmaking conference and met the prime contractor.

#### RVMTI

- *JSC International Space Station (ISS)*—Attended Boeing Industry Day and met incumbent subcontractor.

### 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?

13–18.

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

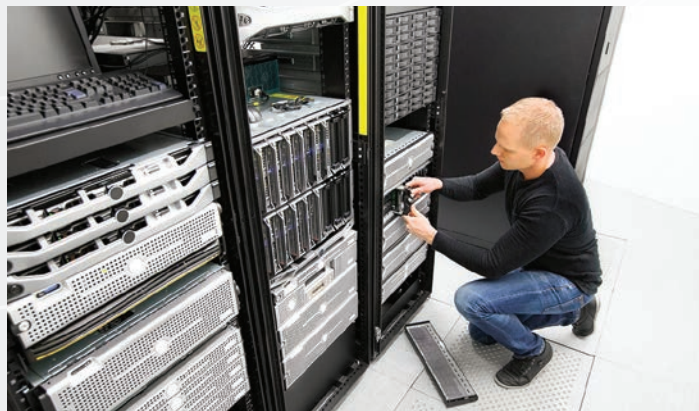
No.

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

1–3.

### How did you develop your team?

Originally, we were sought out by primes, but now we proactively seek out teammates for upcoming opportunities.



Engineer kneeling down to work on a bank of servers in a data center.





Pictured above is Pete Peterson (U.S. Army).

### What factors did you consider when selecting your team-mates and subcontractors?

- Are they in good standing in the NASA JSC community?
- Do they add value to the team in terms of relevant experience and past performance?
- Do their services complement ours?

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

- Reputation.
- Financial stability.
- Ability to work well with one another.

### Did you attend the Center Small Business Industry Council meetings?

No.

### Did you attend a NASA Industry Day event?

Yes.

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

About the same time as other Federal agencies that we work with, mainly the Department of Defense (DOD).

### 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 for you?

The ability to submit proposals online via a cloud-based platform where proposals can be uploaded and edited until the submittal deadline would improve the process.

### How has your business evolved or grown supporting NASA?

Recruit Veterans started with one employee working on the Engineering and Science Contract Group (ESCG) contract with Jacobs Technology, Inc., in 2007. Since then, we've grown to support multiple programs as a subcontract under multiple primes.

In 2016, we formed RVMTI JV, LLC, a joint venture between Recruit Veterans and Mainthia Technologies, Inc., to bid on a safety and mission assurance subcontract that was set aside for SDVOSBs. We subsequently won the subcontract, and as a result, we now employ 36 workers across several NASA programs.

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

- Previous NASA subcontract experience.
- Key partnership when forming joint venture.
- Competitive pricing.



### Recruit Veterans/RVMTI JV, LLC

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**Category:** Service-Disabled Veteran–Owned Small Business

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# NEW DIRECTIONS TECHNOLOGIES, INC.

## NASA KENNEDY SPACE CENTER



NDTI provides support to the Mobile Launcher for the Space Launch System.

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

New Directions Technologies, Inc. (NDTI), is an IT support and engineering services firm of more than 220 employees headquartered in Ridgecrest, CA. NDTI has been in business for 22 years, and during that time, it has built a history of outstanding performance and satisfied clients. Quality is a key value, as evidenced by its International Organization for Standardization (ISO) 9001, ISO 20000, and ISO 27001 accreditations. Specific IT capabilities include (1) enterprise IT services, (2) end-user services, (3) systems engineering and architectural services, and (4) cybersecurity and information assurance services. Specific engineering services include (1) weapons and space systems modeling and simulation and (2) weapons systems testing and integration.

### How many employees does your company have?

151–250.

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

- NASA Ames Research Center (ARC)—Modeling and simulation services (subcontractor).
- NASA Kennedy Space Center (KSC)—Information Technology Support Services (ITSS) contract prime.

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

Kennedy Space Center Information Technology Support Services Contract. We learned about the opportunity through our existing relationship with another firm working at KSC.

### 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?

Yes.

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

0.

### How did you develop your team?

A subcontractor reached out to us.

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

- Capabilities.
- Price competitiveness.
- Knowledge and experience at KSC.

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

- Proven ability to win and successfully perform as a prime on IT services contracts.
- Ability to price competitively.
- Knowledge of KSC and the ITSS environment.

### Did you attend the Center Small Business Industry Council meetings?

No.



NDTI provides support to the Mobile Launcher for the Space Launch System.

### Did you attend a NASA Industry Day event?

No.

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

This proposal took considerably less time to prepare than comparable proposals for other agencies. Use of the General Services Administration (GSA) IT 70 Schedule and electronic-only submission with a streamlined page count really helped reduce the cost and time to prepare this proposal.

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

\$0–\$25,000.

The GSA acquisition strategy and abbreviated/simplified technical and cost proposal requirements saved proposal preparation labor costs and overall proposal costs.

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

Most NASA RFPs (excluding the KSC ITSS RFP) require lengthy proposals (nearly 300 pages in some instances, in our experience). Reducing proposal page count requirements, particularly for IT contracts, would reduce the amount of time and expense the contractors must spend writing detailed responses.

### How has your business evolved or grown supporting NASA?

The KSC ITSS contract is NDTI's first NASA prime contract. However, we have supported NASA Simulation Laboratories (SimLabs) as a subcontractor for more than 12 years. By responding to NASA RFPs, NDTI has learned how to prepare large, complex proposals. We believe that the experience will lead to additional wins in NASA and within other agencies.

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

- Key teammates.
- Key personnel.
- Competitive pricing.



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# GENEX SYSTEMS, LLC

## NASA LANGLEY RESEARCH CENTER



Genex's Martin Legg briefs MSFC and International Space Station (ISS) leadership.

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

Genex Systems (Genex) is a Women-Owned Small Business (WOSB) founded in 2000 and headquartered in Newport News, VA. Genex was born from a small subcontract to deliver multidisciplinary design and optimization (MDO) and computational fluid dynamics (CFD) support to NASA Langley Research Center (LaRC). With a focus on exceeding customers' expectations, achieved through a commitment to hiring and motivating the best staff, Genex has experienced uninterrupted growth at LaRC over the past 17 years, as well as expansion into other NASA Centers. Our high-scoring performance at NASA ultimately enabled us to expand our business into the Department of Defense and the Department of Transportation (DOT). This strategic growth resulted in the development of a broad set of capabilities in the areas of engineering and scientific research in various disciplines; laboratory operations; information technology; and other professional services, such as strategic analysis, communications, and multimedia. NASA remains our biggest customer, with over 50 percent of the company's staff still supporting NASA today.

### How many employees does your company have?

151–250.

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

Our heritage as a valued partner to NASA encompasses a broad range of services at multiple NASA Centers. At LaRC, we provide information management, application development, software development, systems administration, and cloud and cybersecurity services, as well as administrative, library, graphics, media, strategic analysis, and communication services. We also provide facility, engineering test operations, and geospatial services. Additionally, we provide 24/7 payload operations support to the ISS at Marshall Space Flight Center (MSFC) and systems administration support for the Sciences and Exploration Directorate at Goddard Space Flight Center (GSFC). Genex also previously supported technical, management, and cost evaluations and studies at NASA Headquarters for the Planetary Protection Office (PPO), the Astrobiology Small Payload (ASP) Program, and the Independent Program Assessment Office (IPAO).

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

NASA Langley Administrative, Media and Professional Services contract. As a local Hampton Roads company with over a decade of experience supporting LaRC, we were aware of this opportunity from various NASA products and events, including published acquisition forecasts and Langley's Contractor Steering Council, as well as FBO.gov and other commercial opportunity tracking services. These resources still inform much of our opportunity identification and tracking activities today.

### 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?

More than 10.

### How did you develop your team?

Genex has developed a large set of industry partners with whom we do business. In our experience, teaming is most successful when companies share a common corporate culture, with similar values, goals, and focus. As such, we started teaming discussions with companies within our network of existing teammates first and expanded from there to fill any additional gaps as necessary.

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

Technical capability and past performance are the primary factors we use to select teammates. Of particular importance in this area is relevancy of the capability and experience in terms of size, scope, and complexity. Additionally, we ensure that there is a cultural fit with each teammate. For example, a company with great technical capabilities and past performance might not be selected if their total compensation plan does not demonstrate a shared commitment to their employees.

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

Technical capability and past performance are the most important factors in forming a winning team. Additionally, we formed this team with known partners to reduce performance risk. We believe that when a team can demonstrate that they are already working together successfully on other contracts, performance risks are reduced for the customer.

### Did you attend the Center Small Business Industry Council meetings?

Yes.



Genex's Chris Girsch interviews former NASA Administrator Charles Bolden for a NASA Edge video podcast.



Genex's Dustin Hitt appears as Spacey Casey for a NASA Langley Public Outreach event.

### Did you attend a NASA Industry Day event?

Yes.

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

Sufficient time was provided for all phases of our bid and proposal effort. In our experience, the quality of NASA's procurements is unmatched across the Federal Government. Other agencies would benefit tremendously through the adoption of NASA's procurement practices. Requirements are always clear, and the evaluation criteria are always transparent and fair. In particular, NASA's presolicitation communication helps ensure that we are ready and prepared to respond when an RFP is released.

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

\$100,000 and above. Proposal development costs include business development personnel, consultants, travel, and other production-related expenses. The most significant impact on cost is the duration and complexity of the capture effort. Our capture process for this opportunity began 2 years prior to the RFP release.

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

Historically, NASA RFPs include tremendous amounts of non-evaluated proposal deliverables that are included for contract compliance. For example, a recent bid at JSC required over 100 pages of management plans (Safety, Health, and Environmental [SHE], Organizational Conflict of Interest [OCI], Phase-In, etc.) that were not evaluated. Given the financial burden these requirements place on small businesses, we support NASA's ongoing effort to limit proposal deliverables to material relevant to the evaluation. Similarly, NASA's movement toward electronic proposal submissions (versus hard-copy) is a significant benefit for small businesses.





Genex's Matthew Medrana completes a test configuration for an Orion drop test with other NASA technicians.

### How has your business evolved or grown supporting NASA?

Our work at NASA LaRC has given us opportunities to expand our business across NASA, as well as to other agencies. For example, our early experiences at NASA led to several prime contracts with the Department of Transportation, in which we provided research engineering and technical support services. Similarly, our information technology heritage at NASA LaRC has led to additional contract work with the U.S. Marine Corps (USMC), the Navy, and other NASA Centers. Genex attributes the majority of our growth and evolution to the experiences we gained supporting NASA.

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

- Exceptional past performance
- Competitive pricing
- Technical innovations



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# AETOS SYSTEMS, INC. (AETOS)

## NASA MARSHALL SPACE FLIGHT CENTER



A METTS employee uses a drilling machine to fabricate a test article.

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

Aetos is a Native American, women-owned, 8(a), small disadvantaged business with a proven track record of flawless prime and subcontract performance. We specialize in engineering services, information technology (IT), energy management/building automation, and education. We are a successful prime and subcontractor recognized by our customers and community for superior service and sound business practices. Founded in 2007, Aetos was accepted into the 8(a) program in early 2010 and captured its first prime 8(a) contract with NASA MSFC in April 2010. Aetos's performance on all contracts has been exceptional and is demonstrated by Aetos's being named the 2011 MSFC Small Business Prime of the Year. Aetos owner Donna Coleman is an active leader within the NASA community, serving on the NASA Industry Forum team and previously serving as the MSFC Large Business Prime Contractor Supplier Council Chairperson, as well as Chairperson of the MSFC Small Business Executive Leadership Team. Aetos has experienced significant growth, with annual revenues just under \$18 million and 160 employees. To facilitate its growth, Aetos leveraged the Small Business Administration 8(a) Mentor/Protégé program and established multiple joint ventures with successful contracts under each. NASA work constitutes about 70 percent of the company's revenue.

### How many employees does your company have?

151–250.

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

Aetos is a prime contractor on the MSFC Office of Human Capital (OHC), MSFC Center Operations Building Automation, and GSFC Strategic Partnership Office contracts. Aetos is the managing partner of the Aerie Aerospace Joint Venture, which is the prime contractor for the Marshall Engineering Technicians and Trades Services (METTS) contract. Aetos is subcontractor on two NASA Enterprise contracts and on the Expendable Launch Vehicle Integrated Support contract at KSC. Our services include IT, enterprise and mission application support, network administration, system administration, IT security, building automation, energy management, human capital, training, service desk, technology assessment and transfer, strategic outreach, engineering, test operations, manufacturing, laboratory operations, and data analysis.

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

Over our 10-year history, Aetos has responded to several RFPs. The most significant prime contracts are the OHC and METTS at MSFC and the Engineering Production Integration Contract (EPIC) and Financial and Business Management Services (FBMS) at Johnson Space Center (JSC). In the majority of these cases, we identified the upcoming opportunities via NASA procurement tracking databases, meetings with NASA Center Small Business (SB) and Procurement representatives, and meetings with other companies. Attending NASA large business prime contractor events allows large prime contractors to seek to include Aetos as part of their proposed teams. We take advantage of all networking activities, including NASA and Center small business industry days and NASA and Center Small Business Council meetings and events.

### 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?

25–36.



### 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?

Once Aetos identifies an opportunity and determines our role (prime or subcontractor), we begin our vetting process. We identify potential teammates based on experience with both requirements and the customer. During this process, we create and maintain a matrix of the requirements tracked against our capabilities and related experience as well as each potential team member's. This matrix allows us to identify areas where we may need another teammate to strengthen our team. We register with the NASA Center SB Office in order to alert them of our interest and anticipated role. If Aetos is competing as the prime, we will also state that we are evaluating potential team members so that interested teammates are provided with our contact information.



Aetos's Center Operations Team receives the 2017 NASA Group Achievement Honor Award.

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

Aetos considers several key factors in our teammate selection process, including their capabilities and experience relating to the stated requirements and their knowledge and experience with the customer. We select teammates that assist us in strengthening our overall proposal, including our team's experience base and technical/management submissions. Additionally, we consider the level of support that the potential teammate will provide during the capture and proposal effort. Developing a winning proposal requires an integrated team effort. Finally, we will

consider how well the teammate will be able to perform once the contract is executed. One key factor in teammate selection is ensuring that our team can execute the mission and vision of the requesting customer.

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

Each opportunity may require a unique combination of factors to form not only a winning team, but also a winning proposal. Some common factors do exist across the majority of opportunities and RFPs that Aetos has encountered over its 10-year history. These factors include insight into the customers and their mission/vision for the contract, as well as the experience the team has in executing the requested requirements previously and in working directly with the requesting customer base. The winning team must be able to fully address all of the RFP requirements. Finally, the proposed price is always an important factor and must fit within the customers' budget and align with their expectations of cost realism.

### Did you attend the Center Small Business Industry Council meetings?

Yes.

### Did you attend a NASA Industry Day event?

Yes.

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

Our experience is that on average, NASA proposals tend to take more time and sometimes more unique proposal expertise than corresponding DOD proposals. In part, this may be because NASA RFPs tend to have comprehensive management, technical, pricing, and past performance volumes. In previous RFPs, these volumes have included added data for labor basis of estimates, health and safety plans, key personnel résumés, job description qualifications, contract phase-in plans, and IT security plans. These additional components require the team to expend more time and experienced resources to develop these plans prior to the RFP's release in order to be prepared to submit the proposal within the standard response time of 30 or 45 days.

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

\$25,000–50,000. On average, on a prime contract bid, we estimate that we will spend between \$25,000 and \$50,000 on proposal efforts. These efforts include outside subject matter consulting, office supplies, employee salaries, and other incidental costs.



Aetos's employees support the Launch Mission Support Room at KSC.

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

We would like there to be (a) more streamlined proposal requirements, but not to the detriment of being able to effectively articulate our value proposition, and (b) early final decisions by the procurement offices of the competition type for the opportunity. The early decision is most critical. Capture activities start up to 2 years in advance of the targeted RFP release date. If the competition type is unknown or changed in the final months leading up to the RFP, it could negate all preplanning and capture activities and make it difficult and sometimes impossible to select and formulate a winning team, align the proper key personnel resources, and prepare a winning proposal.

### How has your business evolved or grown supporting NASA?

Aetos has been supporting NASA programs since its inception in 2007, first as a subcontractor and then, in 2010, as an 8(a) prime contractor. Initially, Aetos had one employee supporting NASA MSFC. This 10-year partnership with NASA has allowed Aetos to continually grow and develop its corporate capabilities. Today, Aetos has 85 employees supporting NASA programs at four NASA Centers (MSFC, GSFC, KSC, and JSC White Sands Test Facility [WSTF]) through three prime contracts and four subcontracts. In addition, Aetos is the managing joint venture partner of Aerie Aerospace, LLC, which holds the MSFC METTS prime contract. Aerie is a populated joint venture with 375 employees, giving us a collective management oversight of roughly 460 employees and a breadth of technical capabilities supporting NASA programs.

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

In most cases, key teammates, key personnel, and past performance are the critical attributes that have contributed most to our growth. Our history of exceptional past performance since inception has ensured that Aetos is recognized as a dependable performer and responsible partner to our customers and teaming partners. This established reputation allows us to attract key teaming partners and key personnel that significantly contribute to our continued growth. Of course, competitive pricing is always a factor in sustaining current work and in every new contract pursuit.



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Pictured are the SaiTech program manager and the Safety Support Team.

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

SaiTech, Inc., is a WOSB specializing in IT support services with extensive experience in IT engineering and operations, network engineering, technical support, telecommunications, data center operations and management support, systems administration, help desk/technical support, IT security, and document management. SaiTech has supported various NASA Centers since 1997, including Stennis Space Center, the NASA Shared Services Center (NSSC), MSFC, GSFC, the Jet Propulsion Laboratory (JPL), and White Sands. SaiTech's owners bring a 30-year history of supporting NASA, having engineered and integrated major elements of MSFC's telecommunications infrastructure and the NASA Wide Area Network (WAN). In addition to NASA, SaiTech also supported DOD, Customs and Border Protection (CBP), and the Defense Contract Management Agency (DCMA). SaiTech's credentials are superb technical capabilities, a proven track record, and outstanding past performance on Government contracts. As evidence of our superior performance, SaiTech has been recognized with many awards, including the NSSC Small Business Subcontractor of the Year Award in 2011 and the same award for Stennis Space Center (SSC) in 2008. In the past 20 years, several of our employees have received NASA's prestigious Silver Snoopy award. SaiTech is Safety Voluntary Protection Program (VPP) Certified at Stennis. SaiTech is ISO 9001/AS9100 certified and CMMI appraised.

### How many employees does your company have?

151–250.

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

- Stennis Space Center: IT planning, policy, security, and management services; application and system services that include systems administration, data center operations and management support, application, and Web sites; audiovisual/video services; telecommunications services; technology support services; document and records management; and cable plant management.
- NSSC: IT applications support, database development, document management, records management, document imaging, procurement and HR support, and training and course curriculum development.
- MSFC: WAN engineering, telecommunications, Voice over IP (VoIP), advanced technology development, and document and records management.
- JPL: Telecommunications, VoIP, cable plant management, and Deep Space Network support.
- GSFC: Radar communications, systems administration, and safety support.

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

Stennis Space Center, RFP: IT Support Services. SaiTech has supported Stennis and NSSC since 2004, and we have gained knowledge of and insights into contracting opportunities at Stennis. Through our support of Stennis and NSSC, we were very familiar with the previous Information Technology Services (ITS) contract. We also attend NASA small business conferences at various Centers, such as MSFC.

### 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?

7–9.

### How did you develop your team?

We develop our team based upon RFP requirements. We do a gap analysis to determine what functional areas we can perform and where we need teammates that can complement our technical capabilities. We talk to both small and large companies that have complementing capabilities. In selecting teammates, we consider their technical capabilities, past performance, and specific agency experience, as well as their quality certifications. In finding teammates—it works both ways—sometimes we seek out, and sometimes other companies approach us.

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

Relevant past performance, agency experience, previous successful working relationship, quality certifications, competitive pricing, and the ability to work as a good teaming partner.

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

Knowing the customer and their issues and concerns, as well as assembling a team that was able to successfully deliver the services that the customer needed.

### Did you attend the Center Small Business Industry Council meetings?

Yes.



The Audio/Visual staff is shown with SaiTech corporate executives.

### Did you attend a NASA Industry Day event?

Yes.

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

Every proposal has its own challenges, so it is difficult to compare this particular proposal to others. However, because this was a priority effort for us, we allocated sufficient time to meet and overcome the challenges in the preparation of this proposal.

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

Over \$100,000. To prepare a NASA proposal such as the Stennis ITS Contract, the estimated cost was \$125,000 to \$150,000.

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

In general, and this applies to non-NASA proposals as well, more clarity and specificity in statement of work (SOW) requirements is always welcome.

### How has your business evolved or grown supporting NASA?

We are very happy to state that our business has grown supporting NASA. SaiTech started supporting NASA in 1997 through a subcontract with Computer Sciences Corporation (CSC) at MSFC. SaiTech supported NASA on various IT, telecommunications, and space communications contracts. We have provided this support as prime as well as sub to major large companies such as CSC and Harris Corporation. SaiTech has supported 10 NASA contracts at SSC, NSSC, MSFC, JPL, and GSFC.



Shown here are the Data Center and the Mobile Applications Support Team.



The Quality and Safety Team is pictured here.

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

- Depth and breadth of company and team's past performance.
- Competitive pricing.
- Demonstrated technical and management capability.



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# LARGE BUSINESS–SMALL BUSINESS PARTNERSHIPS

28	AECOM Technical Services, Inc./AE3 Partners, Inc. (Ames Research Center)
31	KBRwyle Technology Solutions, LLC/Show Me Quality Consulting, LLC (Glenn Research Center)
33	KBRwyle Technology Solutions, LLC/Embedded Flight Systems, Inc. (Goddard Space Flight Center)
35	The Boeing Company/Bastion Technologies, Inc. (Kennedy Space Center)
38	Aerojet Rocketdyne, Inc./Major Tool & Machine, Inc. (Marshall Space Flight Center)
41	Science Applications International Corporation/Ignite Fueling Innovation (NASA Shared Services Center)

# AECOM TECHNICAL SERVICES, INC. AE3 PARTNERS, INC.

## NASA AMES RESEARCH CENTER

### Describe the large business history and capabilities.

AECOM is a global provider of professional, technical, and management support services to a broad range of markets, including transportation, facilities, environmental, energy, water, and Government. With approximately 87,000 employees around the world, AECOM is a leader in all of the key markets that it serves. AECOM provides a blend of global reach, local knowledge, innovation, and technical excellence in delivering solutions that create, enhance, and sustain the world's built, natural, and social environments. A Fortune 500 company, AECOM serves clients in more than 150 countries and had revenue of \$17.4 billion during fiscal year 2016.

AECOM is involved in a broad range of areas, including public and private water and wastewater infrastructure systems; cleanup operations at closing military bases and industrial properties; design/build and construction management operations; and airport, freeway, and rail projects. AECOM enables its clients to maintain environmental stewardship while building profitable businesses and healthy communities.

### How many employees in the large business?

More than 10,000.

### Describe the small business history and capabilities.

AE3 Partners was founded on May 10, 2007, through the merger of three existing firms, including RLD Enterprises (Rick Dumas) and Davis Enterprises, Incorporated (Douglas Davis). The partners created a new firm, AE3 Partners, Inc., that succeeded these entities. Despite the Great Recession that greatly depressed the building industry, AE3 grew from its 3 original founders to several employees, with offices in San Francisco, Oakland, Los Angeles, Kansas City (MO), and Atlanta. Since 2010, the firm has shown strong business growth. Core business competencies include architecture, civil engineering, and construction/program management. Additional services include landscape architecture and traffic engineering.

### How many employees in the small business?

Fewer than 50.



Shown here is a visualization of the design for the terrace at the Biosciences Collaborative Facility under construction at Ames Research Center.





Brenda Pohl (NASA ARC), Greg Hite (AECOM Technical Services, Inc.), and Doug Davis (AE3 Partners, Inc.) are shown at the Mentor-Protégé Agreement signing ceremony.

### Relationship information:

**Do you have a mentor-protégé agreement?** Yes.

**How many years ago was your first contact?** 4.

**How many years have you been teamed?** 3.

**Number of subcontracts with the small business?** 1.

**Number of subcontracts from the small business?** 0.

### Why did you originally decide to team with this small business?

AECOM recognized the synergy that could be created by teaming up with and mentoring AE3 Partners in December 2014. AECOM sought to provide development assistance in a number of areas to address AE3's needs and enhance its ability to perform successfully under contracts and subcontracts within NASA and other Federal agencies. AECOM aims to increase AE3's project management capabilities, improve their quality management system, and help AE3 to develop and implement the capabilities to address issues like electronic construction administration, permit review and plan checking process implementation, and facility document archiving and configuration management. AECOM mentored AE3 in business infrastructure commensurate with growing a small business. Federal contract proposal, indefinite delivery/indefinite quantity (IDIQ) proposal, and contracts management training was also offered as the protégé firm continued to grow.

### Describe the success you had with the small business.

Since the commencement of the Mentor-Protégé Program (MPP) Agreement, our mentor-protégé relationship has resulted in ongoing support provided to NASA Ames Research Center and AECOM by AE3 Partners, which has resulted in AE3 Partners being awarded approximately \$337,000 in subcontract dollars.

### Describe the benefit to the small business.

AE3 Partners was introduced to various AECOM regional and national business leaders over the past 2 years, further assisting AE3 Partners' growth outside of Ames. These AECOM leaders include the LA World Airports Account Manager, the Architecture Practice Manager for the Americas, the GSA Account Manager, and our Vice President of Building Engineering in Sacramento. AE3 Partners was also given an opportunity to introduce their capabilities to a wider audience at the March 2016 meeting of the NIF in Washington, DC.

### Describe the benefit to your company.

As a result of the training provided by AECOM to AE3 Partners, AECOM has seen sustained improvements in providing configuration management and project management services on various construction management and third-party lease program management projects. AE3 Partners has been a valued and reliable partner in contributing to NASA's long-term sustainable support of third-party leases and the design and permitting review services that are a part of these projects.

### Describe the benefit to NASA.

AE3 Partners has been a valued and reliable partner in contributing to NASA's long-term sustainable support of third-party leases and the design and permitting review services that are a part of these projects. The mentorship that AECOM has provided through this program has enhanced AE3's capability to successfully perform on Federal contracts and will result in another capable small business ready to support NASA's mission at all NASA Centers.



Computer-rendered schematic for the new Biosciences Collaborative Facility at Ames Research Center. NASA officials broke ground for the building on August 22, 2017.



### Do you have any advice to other large businesses interested in working with small businesses?

- Conduct a full assessment of the needs and goals of the protégé company; this work is essential in developing the type and scope of the mentor-protégé agreement.
- Quantify and track agreed-upon milestones on a quarterly basis in order to comply with Federal reporting requirements.
- Meet regularly with your protégé companies to discuss lessons learned and share practical experience.

### Describe the benefits your company has derived from working with small businesses.

- Although not realized in AECOM's most recent experience with the MPP, some large businesses can compete for work that is set aside for small businesses by creating a joint venture with their protégé company.
- The MPP creates an avenue where the large business is more easily capable of meeting the goals of its small business subcontracting plan.



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# KBRwyle TECHNOLOGY SOLUTIONS, LLC SHOW ME QUALITY CONSULTING, LLC

NASA GLENN RESEARCH CENTER



KBRwyle, SMQC, and Bacus and Associates auditors take a break from auditing to pose near NASA astronaut training at the Neutral Buoyancy Laboratory.

## Describe the large business history and capabilities.

KBRwyle Technology Solutions, LLC (doing business as KBRwyle), is the global government services business of KBR, Inc. KBRwyle delivers full life-cycle professional and technical services from over 60 U.S. and 40 international locations. The company is trusted to lead many of the world's largest and most critical government programs. KBRwyle's core capabilities include logistics, engineering, operations, science, program and acquisition management, IT, cybersecurity, and security services.

KBRwyle is the number-one maintenance provider of prepositioned stock for the U.S. Army and the U.S. Marine Corps, the number-one Systems Engineering and Technical Assistance (SETA) provider to the U.S. Navy and U.S. Army aviation, and the number-one life sciences provider to NASA.

In addition, KBRwyle was the recipient of the 2017 Dwight D. Eisenhower Award for Excellence in Research and Development.

## How many employees in the large business?

More than 10,000.

## Describe the small business history and capabilities.

Show Me Quality Consulting, LLC (SMQC), is a WOSB with an excellent track record and reputation within the NASA community, having supported NASA quality assurance (QA) audits and related efforts since the company's inception in 2006. SMQC supports a variety of additional customers in the high-risk, high-consequence arena, including Woods Hole Oceanographic Institute (WHOI), AmerenUE's Callaway County Nuclear Power Plant, and the U.S. Department of Veterans Affairs.

## How many employees in the small business?

Fewer than 50.

## Relationship information:

Do you have a mentor-protégé agreement? No.

How many years ago was your first contact? 11.

How many years have you been teamed? 7.

Number of subcontracts with the small business? 2.

Number of subcontracts from the small business? 0.

## Why did you originally decide to team with this small business?

KBRwyle recognized Show Me Quality Consulting's quality assurance auditing expertise and asked them to team to support these audits. SMQC established an excellent working relationship with KBRwyle in support of the A3 contract and has continued to leverage this collaborative relationship for the benefit of KBRwyle's Safety and Mission Assurance (SMA) 3 contract to assist NASA's quality assurance efforts.

## Describe the success you had with the small business.

Throughout KBRwyle's relationship with Show Me Quality Consulting, they have steadily increased the level of their support services in terms of people and additional capabilities, which has enabled KBRwyle to increase capability offerings to the NASA customer, leverage NASA and other Government agency networks, provide customers with innovative solutions, and add flexibility for surge support. This has led to multiple NASA Group Achievement awards for work supporting the NASA Safety Center Audits and Assessment Office and the NASA Silver Achievement Medal for work supporting GSFC's Management System Modernization Project.

## Describe the benefit to the small business.

Because of staffing capacity, SMQC provided limited support for more than 11 years. KBRwyle's growing utilization and integration of SMQC team members into their NASA support has enabled SMQC to bring on additional staff as well as diversify their support and capabilities. This growth has allowed SMQC greater stability, enabled key relationships, and better positioned them for continued success.



KBRwyle, SMQC, and Bacus and Associates auditors review quality assurance requirements at JSC's Neutral Buoyancy Laboratory.

In addition to increased staff capacity, the partnership has also aided SMQC in their General Services Administration (GSA) schedule application, which has been submitted and is under review. Getting SMQC on a GSA schedule will improve accessibility to their services for NASA and other Federal agencies and position SMQC to pursue contracts as a prime contractor.

### Describe the benefit to your company.

KBRwyle has benefited from SMQC's support on the A3 and follow-on SMA3 contracts. SMQC is recognized by NASA for its domain expertise in quality assurance and auditing. The combination of KBRwyle and SMQC fully leverages our capabilities in information technology—development, analysis, supply-chain analytics and data management—to new and existing customers.

### Describe the benefit to NASA.

NASA has benefited from SMQC's support on the SMA3 contract. Their SMA audit expertise is well known across the Agency and ensures that NASA Centers have quality assurance processes and practices in place to support mission success. SMQC provided the system requirements and architecture for the GSFC Meta Supply Chain Assessment and the Supplier Risk Analysis modules, helping GSFC manage their supply-chain data and management processes. SMQC has provided corrective action and data management seminars at the GSFC Supply Chain Conference, imparting their expertise to NASA and its suppliers that were attending the conference. SMQC has also provided supply-chain experts from other Government agencies to improve GSFC's supply-chain analytics.

### Do you have any advice to other large businesses interested in working with small businesses?

Working with small businesses requires attention to detail and ensuring that they understand all of the subcontracting and task requirements. Small businesses have limited resources, and each requirement must be carefully scrutinized to remove undue burden on the small business.

### Describe the benefits your company has derived from working with small businesses.

Working with small businesses brings unique SMA capabilities and expertise to our contract and allows greater flexibility and cost optimization. The SMA3 contract requires specific skills and capabilities related to risk analysis and management, reliability and maintainability, and organizational safety culture assessments. These capabilities can be difficult to find as there are few experts in these areas across the United States. Being able to call upon these specific capabilities for short-term tasks such as a review of risk analysis and reliability and maintainability products is critical in reducing overall SMA3 contract costs.



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# KBRwyle TECHNOLOGY SOLUTIONS, LLC EMBEDDED FLIGHT SYSTEMS, INC.

NASA GODDARD SPACE FLIGHT CENTER



Pictured above are KBRwyle real-time operations looking at our Sun.

## Describe the large business history and capabilities.

KBRwyle Technology Solutions, LLC (doing business as KBRwyle), is the global government services business of KBR, Inc. KBRwyle delivers an array of leading-edge, custom solutions that drive mission success for customers in the U.S. Department of Defense, NASA, and a variety of other Federal agencies. KBRwyle's areas of expertise include systems and sustainment engineering, program and acquisition management, life science research, space medical operations, information technology, testing and evaluation of aircraft, and weapon systems and networks.

## How many employees in the large business?

More than 10,000.

## Describe the small business history and capabilities.

- **Simulators:** Developed hardware-in-the-loop and spacecraft software-only simulators for Global Precipitation Measurement (GPM), the Deep Space Climate Observatory (DSCOVR), the Lunar Reconnaissance Orbiter (LRO), and the James Webb Space Telescope (JWST). These software simulators support end-to-end activities, such as Proc development, maneuver verification, and MOC training.
- **Custom ground tools:** Ground system implementation of Space Link Extension (SLE)—implemented the SLE Command Link Transmission Unit (CLTU) and RCF services and created a lightweight Abstract Syntax Notation One (ASN.1) library to handle SLE encoding/decoding.
- **Flight software development:** JWST Integrated Science Instrument Module (ISIM) and LRO Command and Data

Handling (C&DH), flight software C&DH development and testing—Embedded Flight Systems, Inc. (EFSI), is developing multiple levels of redundancy, which includes multiple central processing units (CPUs) with voting capability, as well as Xenomai's Rtnet (deterministic, scheduled, TDMA IO over Ethernet).

- **System admin and IT security:** Perform selection, scoping, and implementation of mission-specific, appropriate IT security controls. Develop the System Security Plan (SSP), Risk Assessment Report (RAR), and Contingency Plan (CP). Coordinate IT security documentation management and Federal Information Security Management Act (FISMA) reporting.
- **Ground system:** Ground system and antenna sustainment engineering, ground system and antenna sustainment engineering, and IT security support—provide SA and IT support and on-console support personnel.

## How many employees in the small business?

Fewer than 50.

## Relationship information:

**Do you have a mentor-protégé agreement?** No.

**How many years ago was your first contact?** 6.

**How many years have you been teamed?** 6.

**Number of subcontracts with the small business?** 2.

**Number of subcontracts from the small business?** 4.

## Why did you originally decide to team with this small business?

EFSI has significant expertise with flight software and simulator development. The simulator development is key for the future testing of ground systems.

## Describe the success you had with the small business.

We helped them grow in size and in capabilities. As they grew, they became a more important part of our contract team. Our teaming relationship became so good that we just recently asked them to participate in the follow-on contract that we were successful in capturing. They regularly find new work and bring it to the contract for a mutual benefit.



KBRwyle employees provide Solar Heliophysics Observatory support.

### Describe the benefit to the small business.

The partnership allows EFSI to have access to NASA task orders to grow its expertise. The success with EFSI occurred on several fronts. We were able to grow their company from 6 employees to over 40 and help them mature their accounting systems and understand how to report financial data to the Federal Government. In addition, we expanded their scope of capabilities to include spacecraft simulation software and IT security.

### Describe the benefit to your company.

It is really the same as the success as written above.

### Describe the benefit to NASA.

The use of EFSI spacecraft software-only simulators reduces the need for flight hardware resources for validation; testing; mission simulations; Proc development; and training for JWST, DSCOVR, and GPM. Postlaunch software-only sims do not have maintenance issues found in flatsats (LRO software-only simulator).

Flight software: Development of multicore software redundancy techniques providing fault-tolerant flight operations—this approach reduces future flight hardware requirements. Also, the development of software operating system (OS)–level real-time flight partitioning allows flight and instrument C&DH software to share a single flight computer. This innovation will save future projects significant money.

EFSI has implemented the SLE CLTU and RCF services and created a lightweight ASN.1 library to handle SLE encoding/decoding.

### Do you have any advice to other large businesses interested in working with small businesses?

Look to their weaknesses and help them with them. Do not just concentrate on expanding their technical role. Help them with how they process invoices and proposals. If they have trouble finding good talent, find it for them and present them with the résumés.

### Describe the benefits your company has derived from working with small businesses.

We have come to appreciate how much work goes into running a small business. The owner or chief officer has to perform multiple roles, sometimes even supporting the technical work.

# KBRwyle

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# efsi!

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# THE BOEING COMPANY

## BASTION TECHNOLOGIES, INC.

NASA KENNEDY SPACE CENTER



John Mulholland, vice president and program manager of Boeing Commercial Programs (right), shows CST-100 Starliner flight hardware to Robert Cabana, NASA Kennedy Space Center Director (left), and Jorge Hernandez, president of Bastion Technologies. (Credit: Boeing)

### Describe the large business history and capabilities.

Boeing is the world's largest aerospace company and leading manufacturer of commercial jetliners and defense, space, and security systems. A top U.S. exporter, the company supports airlines and U.S. and allied government customers in 150 countries. Boeing products and tailored services include commercial and military aircraft, satellites, weapons, electronic and defense systems, launch systems, advanced information and communication systems, and performance-based logistics and training.

Boeing has a long tradition of aerospace leadership and innovation. The company continues to expand its product line and services to meet emerging customer needs. Its broad range of capabilities includes creating new, more efficient members of its commercial airplane family; designing, building, and integrating military platforms and defense systems; creating advanced technology solutions; and arranging innovative financing and service options for customers.

With corporate offices in Chicago, Boeing employs about 145,000 people across the United States and more than 65 countries. Ours is one of the most diverse, talented, and innovative workforces anywhere. Our enterprise also leverages the talents of hundreds of thousands more skilled people working for Boeing suppliers worldwide.

### How many employees in the large business?

More than 10,000.

### Describe the small business history and capabilities.

Bastion Technologies, founded in 1998, is a small disadvantaged business whose projects range from supporting engineering, operations, manufacturing, and fabrication of major International Space Station (ISS) segments to creating designs for small robotic components. Their small company atmosphere focuses on their ability to provide cost-effective solutions based on a lean management structure, sound corporate infrastructure, and steady financial growth. After only 10 years, Bastion has grown from 3 employees to more than 400 employees nationwide and supports seven NASA Centers from coast to coast.

Bastion's areas of expertise include the following:

- Systems engineering
- Safety and mission assurance
- Structural and mechanical design and analysis
- Information technology
- Technical and management support services
- Oil, gas, and petrochemical services
- Training and development

To help maintain the highest possible standards of product quality and customer satisfaction, Bastion is affiliated with and accredited by the following industry organizations:

- ISO 9001:2008 Quality Management System
- Capability Maturity Model Integration (CMMI Level 3)
- Texas Board of Professional Engineers
- American Institute of Aeronautics and Astronautics (AIAA)

### How many employees in the small business?

Fewer than 500.

### Relationship information:

**Do you have a mentor-protégé agreement?** Yes.

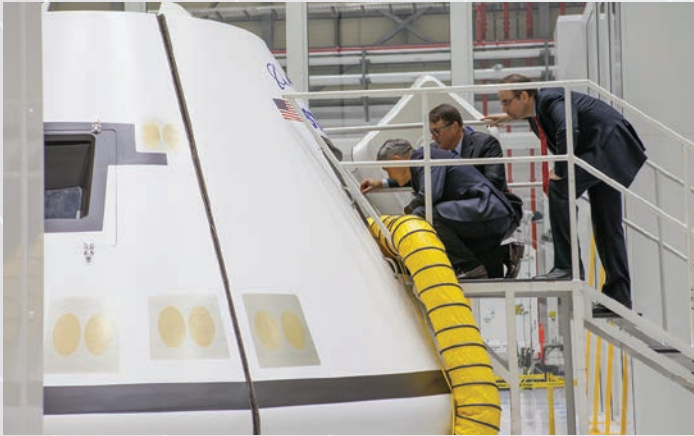
**How many years ago was your first contact?** 21.

**How many years have you been teamed?** 21.

**Number of subcontracts with the small business?** 15.

**Number of subcontracts from the small business?** 0.





From left to right, Bob Cabana, KSC; John Mulholland, Boeing; and Jorge Hernandez, Bastion Technologies, take a look at a Boeing CST-100 Starliner spacecraft mockup. (Credit: NASA)

### Why did you originally decide to team with this small business?

Bastion Technologies received its first aerospace contract from Boeing in 1998 to develop computer-aided design (CAD) modeling of the Crew and Equipment Translation Aid hardware on the International Space Station. While supporting the ISS contract, Bastion was awarded the 2008 and 2009 Boeing Performance Excellence Award and the 2003 Boeing Exceptional Company Performance Award. Based on Bastion's values and standards, paired with their past success on other Boeing programs, Bastion was selected as a protégé to participate in the NASA Mentor-Protégé Program. As a high-performing space exploration supplier, Boeing made the investment to make the company even more efficient as a manufacturer, more effective as a Boeing supplier, and more affordable as a team member to accomplish an important mission for NASA—flying crews to and from the International Space Station aboard Boeing's CST-100 Starliner.

### Describe the success you had with the small business.

Bastion Technologies has provided engineering solutions to Boeing on the ISS, the Space Launch System (SLS), and the Commercial Crew Program. Under the Commercial Crew contract, Bastion has been awarded a contract to provide the training and certification of CST-100 recovery/rescue personnel in performing crew extraction in a water environment. Bastion provided exceptional and crucial engineering expertise on the manufacturing and fabrication processes for structural, mechanical, and electrical trainer components, working tirelessly with Boeing and NASA to ensure CST-100 safety and success. Bastion has successfully tested and supported Boeing through urgent and last-minute requirements.

### Describe the benefit to the small business.

Bastion has an excellent relationship with Boeing and was awarded Boeing Performance Excellence Awards for their support on the ISS Program. Boeing shares manufacturing, quality, and business practices with Bastion to assist with navigating the commercial and Government aerospace market for future successes. Through this mentoring effort, Bastion has received technical development and assistance that will give the organization the essential knowledge and skills necessary to become a lean design/production facility. The current Mentor-Protégé Program has provided additional exposure within Boeing, Government agencies, and large businesses. Bastion is currently expanding its horizons across Department of Defense programs within Boeing.

### Describe the benefit to your company.

Bastion has been a critical partner for Boeing on the ISS Program for the past 19 years. Bastion consistently adds value to all of our NASA programs by providing the right people and resources to complete high-visibility jobs safely, on time, and within budget. The Bastion employees work as embedded personnel in Boeing's facilities and work alongside Boeing lead engineers to provide fresh and innovative engineering perspectives. Bastion understands the importance of meeting our commitments and works hard to ensure that they remain focused on our NASA missions as a Boeing teammate. Bastion's effort exemplifies its commitments to NASA customers and Boeing.

### Describe the benefit to NASA.

Bastion has strengthened NASA's industrial space as a high-performing engineering supplier. Bastion has provided the training and certification requirements for CST-100 recovery/rescue personnel by performing crew extraction in a water environment. The physical environment includes representatives from CST-100



Jorge Hernandez, Bastion Technologies (right), addresses a gathering of NASA, industry, and media representatives during an event announcing a new small business mentor-protégé agreement in Boeing's Commercial Crew and Cargo Processing Facility at KSC. (Credit: NASA)



NASA and industry leaders display a newly signed agreement for Boeing to mentor Bastion Technologies, which is building some of the training mockups and ground support equipment for Boeing's CST-100 Starliner spacecraft. (Credit: NASA)

internal and external design features that will be used during training. Boeing, NASA, and Bastion are able to reach deep into the legacy of space to build its future, uniting people for common and far-reaching goals. Through the current mentor-protégé agreement, we will continue to accelerate our common support of NASA's critical work advancing human spaceflight capabilities. Bastion was recently awarded the NASA Facility Safety, Mission Assurance Contract.

### Do you have any advice to other large businesses interested in working with small businesses?

Bastion has been a great asset to Boeing because they can provide cost-conscious, innovative solutions and support. Boeing will continue to seek and mentor other small businesses in developing teams in support of NASA programs. We will continue to promote community awareness for the benefit of space exploration and advocate for small business in the aerospace community through leadership forums, corporate networking programs, and congressional visits.

### Describe the benefits your company has derived from working with small businesses.

Small businesses allow Boeing cost-effective solutions, provide emergent resolutions, and support schedule conflicts as needed. Working with NASA's Mentor-Protégé Program allows Boeing to develop long-term business relationships with small businesses. Boeing gains the advantage of developing a qualified small business subcontracting base. Boeing has mentored over 50 suppliers and received 11 Nunn-Perry Awards, and multiple protégés have received Boeing's Supplier of the Year Award.



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# AEROJET ROCKETDYNE, INC. MAJOR TOOL & MACHINE, INC.

NASA MARSHALL SPACE FLIGHT CENTER



The RS-25 engine team tests their second flight controller at NASA's Stennis Space Center.

## Describe the large business history and capabilities.

Aerojet Rocketdyne is a leader in the development and manufacture of aerospace propulsion systems; precision tactical weapon systems; and armament systems, including warhead and munitions applications. Aerojet Rocketdyne is a leading provider in both the solid and liquid propulsion market areas, as well as the number-one provider in the tactical segment area of solid propulsion. Long recognized as a developer of new technology, Aerojet Rocketdyne continues to meet emerging defense and aerospace propulsion needs and is well positioned to benefit from the increased focus on and funding of defense and space programs.

## How many employees in the large business?

Fewer than 3,000.

## Describe the small business history and capabilities.

Established in 1946, Major Tool & Machine, Inc. (MTM), is a privately held corporation located in Indianapolis, IN, and recognized as a leader in the manufacturing, engineering, fabrication, machining, and assembly of custom components for industries such as power generation, aerospace, defense, national laboratories, nuclear energy, and heavy equipment. Their products range in size from larger than a breadbox to smaller than a railroad car.

MTM is a contract manufacturer that supports original equipment manufacturers (OEMs) through their outsourcing of

component parts and assemblies that require precision welding, precision machining, and manufacturing engineering services. They serve their OEM customers throughout North America and Europe by offering a turnkey service delivering fully finished components and assemblies, either new or remanufactured.

## How many employees in the small business?

Fewer than 500.

## Relationship information:

**Do you have a mentor-protégé agreement?** No.

**How many years ago was your first contact?** 18.

**How many years have you been teamed?** 18.

**Number of subcontracts with the small business?** 55.

**Number of subcontracts from the small business?** 55.

## Why did you originally decide to team with this small business?

Aerospace is one of several markets that MTM serves, and Aerojet Rocketdyne's RS-25 Nozzle program keeps MTM's market portfolio balanced and healthy. MTM is able to utilize over 20 years of aerospace exotic materials machining and welding experience supporting Aerojet Rocketdyne's other engine programs (RS-68, J-2X) to successfully support the RS-25 Nozzle program to date.

## Describe the success you had with the small business.

Throughout the years in partnering with MTM, Major Tool has worked collaboratively with the Aerojet Rocketdyne engineering team in the most professional manner. Major Tool has gone above and beyond to support Aerojet Rocketdyne's needs, ensuring on-time delivery of quality products. Major Tool has ensured that open channels of communications are maintained with Aerojet Rocketdyne's team.

Most recently, Major Tool was awarded a contract for fabrication of the RS-25 Nozzle and detail components. This hardware is "critical path" to the RS-25 program. Given this fact, Major Tool has exhibited a significant amount of urgency in order to accelerate the schedule to support our needs without compromising quality.



**Describe the benefit to the small business.**

Major Tool has reorganized a Customer Focused Team within their Engineering organization with a program manager and process engineer focusing primarily on processing Aerojet Rocketdyne RS-25 Nozzle work in the facility.

The size range of the RS-25 Nozzle Jacket and Hat Band components allows them to fit on several different machine tool resources in the Major Tool facility. MTM is able to use their machine tools' advanced capabilities to add value to the RS-25 Nozzle Jacket and Hat Bands. The work keeps many different areas in MTM's facility busy all at once.

**Describe the benefit to your company.**

MTM's adaptability and customer service are making it possible for Aerojet Rocketdyne to meet the RS-25 Program's schedule needs and maintain our MSFC customer's high confidence levels.

Major Tool also significantly benefits Aerojet Rocketdyne by offering large machining capabilities that Aerojet Rocketdyne does not have. The RS-25 Nozzle is approximately 10 feet tall and 9.5 feet at the largest diameter, so the machine size needed

for this scale of parts can be provided by only a few companies in the United States. In this sense, Major Tool complements Aerojet Rocketdyne's capabilities and allows Aerojet Rocketdyne to fabricate the Nozzle end product for NASA's Space Launch System. The RS-25 engine is a major part of this new vehicle, and without companies like Major Tool, Aerojet Rocketdyne would not be able to make the RS-25 product for the program.

**Describe the benefit to NASA.**

Major Tool is recognized as a trustworthy and dependable supplier for Aerojet Rocketdyne. They consistently go above and beyond to support our needs, and ultimately NASA's needs, wherever possible. Their overall outstanding performance has been a significant contributor to the success of SLS.

The large machining capability of Major Tool allows NASA to conceptualize large rocket vehicles that allow the United States to eventually return to the Moon and have missions to Mars. Major Tool is a vital link to the success of SLS and critical to this country's return to deep space exploration.



The Space Launch System RS-25 engine fires up for a 500-second test on January 9, 2015.



The RS-25 engine fires on the test stand in Mississippi in August as part of a series of test burns to check out the engine's new electronics controller.

### Do you have any advice to other large businesses interested in working with small businesses?

It is critical to fully vet the small businesses' capabilities, capacity, location, and quality systems prior to awarding a contract.

Understanding these attributes helps to ensure that a quality product will be delivered. In addition, it allows a large business to award contracts that fit the small businesses' core competencies.

### Describe the benefits your company has derived from working with small businesses.

Small businesses have critical skills and specialties in areas that are sometimes not found within large businesses, making them important to the aerospace industry. In addition, there tends to be less bureaucracy found in small business, which tends to allow smoother communication, greater flexibility, and better execution.



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# SCIENCE APPLICATIONS INTERNATIONAL CORPORATION IGNITE FUELING INNOVATION

## NASA SHARED SERVICES CENTER

### **Describe the large business history and capabilities.**

SAIC was originally created in 1969 by Robert Beyster to stand for Science Applications International Corporation. Today, SAIC is headquartered in McLean, VA, and has approximately 15,000 employees and \$4.3 billion in annual revenues. SAIC is a premier technology integrator providing full life-cycle services and solutions in the technical, engineering, intelligence, and enterprise information technology markets. We design, develop, and sustain offerings that empower diplomatic missions, support warfighter requirements, and advance exploration from the ocean floor to outer space. We maintain leadership positions in supply-chain management, hardware integration, and global network integration. Our diversified contract base enables us to provide end-to-end capabilities and solutions across mission and enterprise life cycles. We do all this with the constant and deliberate commitment to ethical performance and integrity that has marked SAIC since its founding. SAIC has a strong commitment to supporting programs of national importance—helping to solve our country's most significant problems.

### **How many employees in the large business?**

More than 10,000.

### **Describe the small business history and capabilities.**

Ignite is a Federal services provider that has been in business since 2001. The company emphasizes software development, information technology, logistics, professional administrative services, systems engineering, and simulation-based concept development. Ignite has 220 employees located at eight different customer sites across the United States. Ignite is an ISO 9001:2015–certified SDVOSB headquartered in Huntsville, AL.

### **How many employees in the small business?**

Fewer than 250.

### **Relationship information:**

**Do you have a mentor-protégé agreement?** Yes.

**How many years ago was your first contact?** 2.5.

**How many years have you been teamed?** 1.

**Number of subcontracts with the small business?** 1.

**Number of subcontracts from the small business?** 0.



SAIC, Ignite, and NASA personnel attend a signing event.



Shown here is the Ignite facility in Research Park, Huntsville, AL.

### Why did you originally decide to team with this small business?

Ignite was identified as a well-known local SDVOSB with complementary skill sets to SAIC in the area of IT. Ignite first approached SAIC when NASA determined to set aside a major contract for SDVOSBs. SAIC and Ignite formed a teaming relationship, and we quickly learned how great this firm was to work with. Based on the size, growth potential, and strong leadership of Ignite, SAIC discussed a mentor-protégé relationship during the proposal and pre-award stage of the Enterprise Applications Service Technologies (EAST) 2 Program. EAST2 is the sponsoring Mentor-Protégé Program within SAIC.

### Describe the success you had with the small business.

This year's mentor-protégé agreement and teaming agreement formally establishes a relationship with Ignite. Ignite currently has an active subcontract with the SAIC EAST2 Program, and the execution of their support has been excellent. Upon initial program startup, Ignite was proactive in transitioning employees on board and worked easily with SAIC to put their subcontract in place, which allowed a smooth transition of the work to the NASA customer before the deadline. Also, Ignite has been added as a teammate to the NASA Joint Operations and Integrated Systems Technology (JOIST) Baseline A and C contract at JSC. Many NASA IT and engineering contracts are going to small businesses, and Ignite and SAIC have agreed to seek new business opportunities together. Numerous teaming opportunities have been identified over the next 3 years, such as National Center for Critical Information Processing and Storage (NCCIPS) and Huntsville Operations Support Center (HOSC).

### Describe the benefit to the small business.

Ignite has completed a needs assessment in which assistance in many technical and business areas was identified. SAIC plans to complete a technology transfusion to Ignite of 10 different areas specific to NASA in which SAIC has a core competence:

1. Automated testing
2. Performance testing
3. Continuous monitoring
4. SharePoint 2013
5. Configuration management
6. Capability Maturity Model Integration (CMMI) certification.
7. Project Management Professional (PMP) training
8. Accounting policy/procedures
9. Contract/subcontract management
10. Business development

SAIC will also work with Ignite to assist them to compete in the open market on small business set-asides.

### Describe the benefit to your company.

SAIC will benefit from the relationship with Ignite by having a mentored small business ready to compete on identified Federal opportunities. Ignite and SAIC have also discussed the possibility of creating a joint venture, allowing us to capture more sizable opportunities.

SAIC knows the value of working with, nurturing, and contributing to the development of its small business teams. SAIC understands that with small business partnerships, it can deliver superior benefits to NASA. The company has achieved exemplary results using small businesses and is committed to the success of its small business teams. SAIC recognizes the real value of a diverse small business program, and the company will continue to provide new business opportunities to the small business community.

### Describe the benefit to NASA.

SAIC has over 16 years of successful experience performing IT prime contracts with NASA. Such experience allows SAIC to bring best practices and customer knowledge to our small business partners, such as Ignite, a company currently focusing on learning the NASA customer's objectives, processes, and mission. SAIC plans to focus technical attention on training Ignite in the area of CMMI Level 3 and software automation and performance testing. We believe that NASA will benefit from having Ignite as a possible new prime contractor who will be trained on NASA processes and ready to compete on new upcoming opportunities. Ignite's financial structure allows for low overhead and rates to their customer, similar to SAIC, by being a more effective and efficient business powered by a differentiated operating model.





Pictured are SAIC and Ignite Mentor-Protégé Program participants.

### Do you have any advice to other large businesses interested in working with small businesses?

Any large businesses interested in working with small businesses should understand the level of commitment necessary from the company to create meaningful and purposeful training/mentoring activities in order for the small business to best absorb and prosper from the relationship. Participating in local NASA Centers' small business office events and working closely with NASA representatives can build good working relationships between Government and industry. Being successful requires driving requirements through company leadership with training, outreach, subcontractor development, and mentor-protégé programs.

### Describe the benefits your company has derived from working with small businesses.

Having a successful team means providing the depth of skills necessary to ensure customer satisfaction on time. Large businesses forming a team should work with small businesses for many reasons. The SAIC NASA Integrated Communication Services (NICS) Program has now awarded more than \$306 million in small business subcontracts and procurements. With a small business goal of 33 percent of total contract dollars, SAIC has far exceeded this by awarding more than 41 percent to small businesses. The SAIC EAST2 Program has a small business goal of 28.5 percent, and SAIC has exceeded this goal by awarding more than 37 percent to small businesses.

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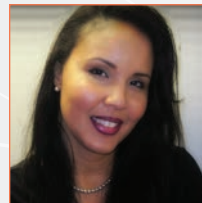


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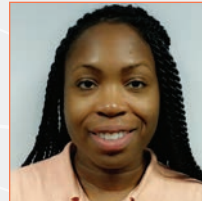


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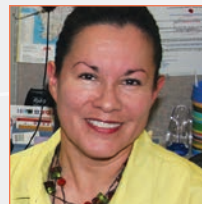


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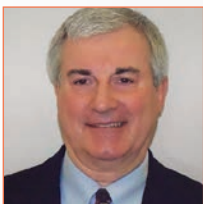
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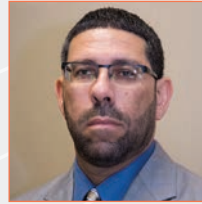
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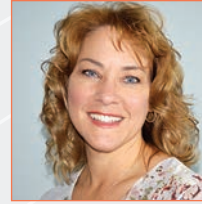
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