United States Special Operations Command (USSOCOM)

Justification and Approval (J&A)

March 2026

Justification for Other Than Full and Open Competition (J&A)

Preparation of this document is the responsibility of the Requiring Activity Official (RAO) via close coordination with the supporting contracting organization.

ALL AREAS ARE MANDATORY AND MUST BE COMPLETED

Authority: (10 U.S.C. 3204 and 41 U.S.C.3304, as implemented by FAR 6.103)

Project/Program Name: Whole Marine Program Component/PEO/Other: Marine Raider Training Center (MRTC) Estimated Contract Cost (including options): $ 12M J&A Basic Value: N/A Type J&A: (Individual ☒ or Class ☐)	J&A No. 26-4243 Generated when entered in log (J&A Log - New Item (sharepoint-mil.us))

1. Agency and Contracting Activity: (FAR 6.104-1(a)(1))

Agency: United States Special Operations Command (USSOCOM), Marine Forces Special Operations Command (MARFORSOC), Headquarters, BLDG RR400, Camp Lejeune, North Carolina 28460

Contracting Activity: Special Operations Forces Acquisition, Technology & Logistics (SOF AT&L), Headquarters, USSOCOM, 7701 Tampa Point Blvd, MacDill Air Force Base, Florida 33621

2. Description of Action: (FAR 6.104-1(a)(2)) **Bridge Action** (Yes ☐ or No ☒)

Approval of this document will authorize a follow-on sole source, single award, C-type contract to Horizon Performance LLC., 510 Glenwood Ave, Ste. 215 Raleigh, North Carolina 27603-1262 for the continual evaluation of assessment metrics, maintenance of software modules, and updates/upgrades to GideonSoft, ensuring operational continuity during a one year baseperiod plus four one year option periods with a six month extension covering from 16 September 2026 through 16 March 2032 (including the 6-months extension) with an anticipated award amount of $12M.

This contract will include Firm-Fixed-Price (FFP) Line Items (CLINs) to allow for FTE Labor, Software Licensing, and Travel.

3. Description of Supplies/Services: (FAR 6.104-1(a)(3))

MARFORSOC Marine Raider Training Center (MRTC) Command requires full-time equivalent and episodic human resource support from Horizon Performance, LLC, a Small Business, including specialized consulting support and the GideonSoft software licensing agreement. The GideonSoft platform is proprietary software designed to track

and report performance based on ten MARFORSOC attributes, pivotal to leadership decisions regarding recruitment, training, and assignments within Special Operations Forces. Supported by Horizon Performance since 2006, the Whole Marine System (WMS) integrates customized modules for tracking performance metrics during Advanced Selection Process Orientation Course (ASPOC), Assessment and Selection (A&S), and Marine Raider Course (MRC) processes.

Horizon Performance provides continual evaluation of assessment metrics, maintenance of software modules, and updates/upgrades to GideonSoft, ensuring operational continuity. The system has received certification exclusively for the SOF Information Enterprise (SIE) network, mitigating risks associated with transitioning to a new vendor, which would require $400K+ in development costs and 2–4 years of work. Additionally, GideonSoft integrates seamlessly with government-approved mobile devices, ensuring real-time access to data across operational environments.

These services provide MARFORSOC leadership with actionable, statistically reliable performance data essential for decision-making processes regarding Marine Raiders, enabling effective recruitment, training, and assessment throughout the pipeline.

4. Authority Cited: (FAR 6.104-1(a)(4))

☒ 10 U.S.C. 3204(a)(1) or 41 U.S.C 3304(a)(1), Only One Responsible Source and No Other Supplies or Services Will Satisfy Agency Requirements, as implemented by FAR 6.103-1

5. Reason for Authority Cited: (FAR 6.104-1(a)(5))

Subject: Justification for Gideonsoft Critical Data Management and Analytical Support for MARFORSOC Training

Horizon Performance's proprietary software, GideonSoft, is a mission-critical platform designed to collect, synthesize, and report human behavioral performance data for MARFORSOC's Whole Marine Program (WMP). Built around ten MARFORSOC attributes essential for assessing candidates and students, GideonSoft functions as an irreplaceable tool in MARFORSOC's recruitment, assessment, and training processes. The system is actively applied during ASPOC, formal A&S, and MRC events to provide actionable performance metrics for MARFORSOC leadership. This data-driven approach enables informed decision-making, identifies risks, and ensures optimal placement of Marine Raiders equipped with the physical and mental resilience required for mission success.

GideonSoft is certified to operate on the SIE network, ensuring system security and interoperability across USSOCOM. To transition to another vendor would entail substantial duplication of costs (exceeding $400,000) and require 2–4 years to certify an alternate system, posing unacceptable risks to operational readiness. Furthermore, alternative systems, such as Oracle's enterprise solutions, were deemed incapable of preserving historical data integrity critical to longitudinal analytics. Horizon

Performance's consulting services, coupled with their proprietary software, ensure seamless integration with MARFORSOC operations, including compatibility with government-certified mobile devices. The combination of specialized expertise and proven systems makes Horizon Performance the sole viable source for MARFORSOC's analytical support needs.

**A. Prevention of Unacceptable Disruption to Mission-Critical Operations: **

MARFORSOC's mission-critical operations depend on the uninterrupted support provided by Horizon Performance for the WMP. MARFORSOC's Recruitment, A&S, and MRC processes are dynamic, overlapping, and continuously operating to assess and develop Marine Raiders. Transitioning to an alternative vendor would necessitate the cessation of current support, leading to unacceptable delays and operational gaps while a new vendor attempts to replicate Horizon Performance's capabilities. The phased transition to a new vendor would take an estimated one year for the vendor to achieve proficiency in MARFORSOC's specialized requirements (i.e., software approval, security scans, providing training to all instructors and contractors who assess candidates and students in the pipeline, and the ability to build apps to be approved on SOCOM devices that are used in field operations, etc.), during which training throughput and operational readiness would degrade. Horizon Performance manages a proprietary historical database containing nearly two decades of longitudinal data critical to recruitment and training trends. Migrating this data would involve significant costs, risks of corruption, and loss of analytic fidelity.

Additionally, the embedded operational psychologists and cognitive performance specialists provided by Horizon Performance ensure real-time data-driven interventions during high-stakes training evolutions, minimizing candidate attrition and safeguarding the Government's investment in training. These valuable records are considered the Horizon's proprietary data. Losing access to these experts and critical data would directly impact MARFORSOC's ability to deliver psychologically and operationally resilient Marine Raiders. In conclusion, transitioning to a new vendor would severely impact MARFORSOC's ability to assess, train, and prepare personnel for operational deployment, creating a significant support gap which is unacceptable. Such a gap could compromise operational readiness and personnel throughput, severely hindering our ability to train and prepare Marines for their critical missions.

**B. Exclusive Ownership and Mastery of a Critical, Proprietary Historical Database: **

Horizon Performance maintains exclusive ownership of the proprietary GideonSoft platform, which hosts MARFORSOC's curated historical database dating back to the inception of the WMP in 2006. This database integrates nearly two decades of data collected during Recruitment, A&S, and MRC processes, serving as the foundation for all predictive analytics that inform leadership decisions regarding SOF personnel. Through GideonSoft, MARFORSOC conducts longitudinal analysis of recruitment and training trends, tracking performance through dynamic, complex datasets. These insights enable MARFORSOC to identify candidate success indicators and make informed strategic decisions regarding pipeline optimization and operational readiness. The GideonSoft platform has been certified to operate on the SIE unclassified network,

reflecting years of joint development with MARFORSOC G6 and USSOCOM J6 to ensure compatibility with SOF enterprise standards. This Authority to Operate (ATO) confirms compliance with security and interoperability requirements vital to MARFORSOC's mission-critical operations.

Transitioning to a new vendor would involve significant duplication of costs and effort, as mentioned previously. During this time, gaps in analytic fidelity and operational readiness would impair MARFORSOC's ability to make longitudinal predictions and adapt to evolving mission demands. Additionally, alternative solutions, including Oracle enterprise systems, failed to meet MARFORSOC's requirements for hosting historical data and providing actionable statistical analysis. In conclusion, the loss or compromise of this historical database would severely degrade MARFORSOC's predictive capabilities, strategic decision-making, and operational effectiveness. Horizon Performance, through its exclusive ownership and mastery of GideonSoft, remains the only viable solution for maintaining uninterrupted support for the Whole Marine Program.

**C. ** Mission Critical Psychological Support Tool: **

The GideonSoft platform is a vital tool for MARFORSOC's psychological readiness and training risk mitigation efforts. This system functions as an assessment mechanism, converting informal observations from instructors and peers into actionable data that operational psychologists and cognitive performance specialists can analyze and act upon in real time. By identifying negative training trends early, these specialists intervene to mitigate risks to candidates' mental and physical readiness during high-stakes training scenarios.

Proactive Care: GideonSoft's capabilities allow MARFORSOC to forecast risks by flagging warning signs of psychological or behavioral challenges that may hinder training progression. Operational psychologists and cognitive specialists analyze these trends, providing immediate, targeted interventions to reduce attrition rates, ensure safety, and foster development within the training pipeline. Such proactive engagement ensures that trainees receive tailored support, enabling them to recover from risks or mitigate potential failures.

Data-Driven Decisions: The robust data generated by GideonSoft empowers MARFORSOC leadership to make informed judgments about candidates' readiness to proceed in the pipeline or to receive specialized interventions. These insights drive command-level discussions regarding individual performance metrics and readiness assessments, ensuring leadership can confidently determine whether candidates are fit to continue training or require additional support. The behavioral and cognitive analytics ensure training throughput is optimized, reducing delays caused by unaddressed performance challenges.

This tool also plays a critical role in minimizing psychological attrition, ensuring that graduates from the training pipeline possess both physical resilience and mental preparedness for the demands of SOF missions. By protecting the Government's significant investment in each Marine Raider, GideonSoft enhances operational and

strategic outcomes, fostering a force that is ready and capable of meeting future challenges.

Integrated Expertise: Horizon Performance provides MARFORSOC unique embedded support through operational psychologists and cognitive performance specialists who observe, analyze, and respond to real-time data during the conduct of A&S and MRC events. Their intimate understanding of MARFORSOC's training culture, coupled with GideonSoft's actionable insights, ensures accurate and timely interventions critical for maintaining training effectiveness and operational goals.

By reducing attrition, enabling proactive care, and facilitating data-driven leadership decisions, GideonSoft supports MARFORSOC's immediate training requirements while simultaneously aligning with broader strategic objectives to build a capable, resilient, and high-performing SOF force.

6. Efforts/Actions to Increase Competition: (FAR 6.104-1(a)(6) & FAR 6.104-1(a)(11))

On October 20, 2025, a Sources Sought Notice was posted to SAM.gov to identify vendors with the requisite capabilities to meet the operational demands and technical requirements of the WMP. MARFORSOC received 22 responses from interested vendors, demonstrating significant industry attention. However, detailed assessments revealed the majority of vendors cited the limiting factor of obtaining an ATO on the SIE network and the restrictive proprietary nature of GideonSoft as critical barriers to their ability to bid competitively.

In accordance with FAR 5.101, a synopsis will be posted to SAM.gov to broadly communicate the procurement scope. This pre-solicitation notice will state that the Government intends to solicit and negotiate with only one source under the authority of FAR 6.103-1, "Only One Responsible Source and No Other Supplies or Services Will Satisfy Agency Requirements." This intended sole-source award is justified by proprietary software constraints and the Government's operational reliance on GideonSoft, which remains uniquely owned and managed by Horizon Performance. Additionally, this continuation of the sole-source requirement adheres to established procurement policy per DFARS PGI 206.304(a)(S-70) and the circumstances evaluated in prior analyses (referencing Encl. 2 and 3).

MARFORSOC plans to work closely with Knowledge Management leadership, specifically Ms. Kristine Simpson, to support efforts to develop a software system fully owned and controlled by the Government. This initiative will focus on meeting all requirements currently fulfilled under the existing contract, including data collection, performance tracking, and predictive analytics for recruitment, assessment, and selection. The goal is to eliminate proprietary dependencies while ensuring compliance with the SIE network standards and maintaining seamless integration with MARFORSOC's operational framework.

7. Market Research: (FAR 6.104-1(a)(8))

As part of the market research conducted in accordance with FAR Part 10, MARFORSOC issued a Sources Sought Notice on October 20, 2025, which produced responses from 22 companies claiming to offer services similar to those provided by Horizon Performance. While many of these vendors supply performance and behavioral products and have supported other Government projects, their submissions revealed critical gaps in specialized understanding of MARFORSOC's unique operational culture and training environment. Specifically, the Individual Development Plans (IDPs), surveys, performance profiles, and readiness analytics proposed by these vendors were assessed and found insufficient to meet the comprehensive and mission-critical requirements of the Marine Raider Training Center. Unlike Horizon Performance, these vendors lacked the depth of insights and tailored solutions necessary to effectively support recruitment, assessment, and training efforts for Marine Raiders. Key barriers to the capability of these vendors included the proprietary nature of GideonSoft, the ATO certification required for integration within the SIE network, and their inability to manage the historical datasets critical to MARFORSOC's longitudinal analysis and decision-making. Horizon Performance remains the sole vendor capable of addressing these unique needs through its embedded expertise, real-time readiness analytics, and comprehensive systems support. Moving forward, MARFORSOC is committed to evaluating vendors through additional market outreach and collaborating with Knowledge Management to develop a government-owned software system that reduces dependency on proprietary solutions, addresses cultural-specific requirements, and promotes long-term competition.

8. Other Authorities/Factors: (FAR 6.104-1(a)(9))

GideonSoft brand name justification is the primary driver for sole sourcing. Its compatibility with the Whole Marine Program legacy systems, coupled with the challenges associated with alternative services, acquisition history, cost implications, and data transfer complexities, reinforces the need to continue our partnership with Horizon Performance. This approach ensures that we maintain the effectiveness and efficiency of our training programs while safeguarding critical operational capabilities.

☒ 10 U.S.C. 3204(a)(1), Only One Responsible Source and No Other Supplies or Services Will Satisfy Agency Requirements, as implemented by FAR 6.103-1.

9. Interested Sources: (FAR 6.103-1(a)(10)

These were the twenty-one interested vendors that responded to the sources sought notice H9225726HT001.

1. Full Digital Consulting Systems LLC

4505 Silver Pine Ct, Spring, TX 77386

2. Strategic Enterprise Support Services (SE2S)

1726 Cypress Ave. Belleair, FL 33756

3. Bluebery Hawaii Technology Solutions LLC DBA BHT Solutions

1400 Broadfield Blvd, Suite 200, Houston, TX 77084

4. CSI, L.L.C.

338 Streeter Drive, North Sioux City, SD 57049

5. DataCom Solutions Inc

1025 Claude Cir NW Huntsville, Alabama 35806

6. Dona's Tech Estate LLC

30 N Gould St # 54252, Sheridan, WY 82801

7. DreamCatchers Consulting LLC

4912 Quarton, Williamston, MI 48895 USA

8. EEC-Lukos Joint Venture

168 Minniehaha Cir. Haines City, FL 3384

9. Fedpoint Systems LLC

7918 Jones Branch Drive Suite 400, McLean, VA 22102

10. Guardian Premier Solutions

9480 Huebner Rd., Suite 200, San Antonio, TX 78240

11. JD Ross Consulting, LLC

212 George St, Fredericksburg VA 22401

12. Kognitiv Edge LLC,

4000 Sancar Way Suite 125 Durham, NC 27709

13. LMR Technical Group

5635 SMU Blvd., Suite 103 Dallas, TX 75206-5029

14. Makwa Global Security Solutions

1640 Boro Place, 4th Floor, Mclean, Virginia 22102

15. Nemean Solutions, LLC

4251 Enterprise Way, Suite 7, Sierra Vista, AZ 85635

16. OREADY, LLC

PO BOX 19491, LAS VEGAS, NV 89132

17. Rexus USA LLC

3500 South DuPont Highway Suite 300 Dover, DE 19901

18. SOFware LLC

5540 Centerview Dr., Ste 204 PMB 25308, Raleigh, NC 27606-8012

19. Storij Inc, dba The So Company

134 North 4th Street, Brooklyn, NY 11249

20. StratVue Group, LLC

353 Maroon Creek Ct, Charlottesville, VA 22903

21. T3i, Inc.

11503 NW Military Hwy, Ste 300, San Antonio, TX 7823

Symultaniously Horizon Performance LLC., confirmed that they did not have any authorized distruibutors for GideonSoft v3 and they were the sole provider of the software platform and manager of all licensing and support. Thus, the governement did not provide a written response to the interested vendors as per SOFARS 5606.302-1(b). This process confirms that while there were twenty-one interested sources they would not be able to support the requirement.

NOTICE 1

Prior to approval, J&As will be screened to identify proprietary data and information exempted from disclosure by 5 U.S.C. 552, Freedom of Information Act, so that the final J&A may be prepared for required posting to SAM.gov Contract Opportunites. J&As shall be posted within 14 days unless 10 U.S.C. 3204(a)(2), Unusual and Compelling Urgency is cited. In that particular case the J&A will be posted within 30 days. Information selected for removal will be highlighted in yellow much like this statement so that signature authorities will know what information will be removed after approval, before posting.

10. Technical and Requirements Certification: (FAR 6.104(b))

I certify that the supporting data under my cognizance which are included in the justification are accurate and complete to the best of my knowledge and belief:

NAME: ISRAEL FIGUEROA TITLE: PROGRAM MANAGER

SIGNATURE: DATE: 21-MAY-2026

11. Fair and Reasonable Cost Determination: (FAR 6.103-1(a)(7))

I hereby determine that the anticipated cost or price to the Government for this contract action will be fair and reasonable. The Government will utilize cost analysis, price analysis, pricing support, and the contractor's certified (or other than certified) cost data and price analysis data, as appropriate, to determine the price fair and reasonable.

CONTRACTING OFFICER SIGNATURE IN SECTION 12 BELOW ALSO SERVES AS THE PRICE FAIR AND REASONABLENESS DETERMINATION IN THIS SECTION.

12. Contracting Officer Certification: (FAR 6.103-1(a)(12))

I hereby certify that this J&A is accurate and complete to the best of my knowledge and belief.

NAME: Samuel Williams TITLE: Contracting Officer

SIGNATURE: WILLIAMS.SAMUEL.PAUL.1062238743 Digitally signed by WILLIAMS.SAMUEL.PAUL.1062238743 Date: 2026.05.26 06:34:15 -04'00' DATE: 26 May, 2026

13. Procuring Activity Advocate for Competition (PAAC) Review:

I have reviewed this document and find the J&A adequate to support other than full and open competition:

NAME: Maj Justin Moore TITLE: Chief Of Contracting

SIGNATURE: MOORE.JUSTIN.ROY.1295415220 Digitally signed by MOORE.JUSTIN.ROY.1295415220 Date: 2026.06.01 09:02:00 -04'00' DATE: 26 May 2026

14. Legal: SOFARS 5601-1

I have reviewed this document and find the J&A legally sufficient to support other than full and open competition:

NAME: TITLE:

SIGNATURE: KESKE.ZENON.WALTER.1241633442 Digitally signed by KESKE.ZENON.WALTER.1241633442 Date: 2026.06.01 10:58:35 -04'00' DATE:

15. SOF AT&L-KX: SOFARS 5601-1

I have reviewed this document and find the J&A sufficient to support other than full and open competition:

NAME: TITLE:

SIGNATURE: STEFFENS.GEORGE.JAMES.1073641230 Digitally signed by STEFFENS.GEORGE.JAMES.1073641230 Date: 2026.06.02 13:37:32 -04'00' DATE:

16. Agency Advocate for Competition (AAC) Review:

(PAAC Over $900K to $9M ☐ or ACC Over $9M up to $20M ☒)
See SOFARS 5601-1.

Based upon the foregoing justification, I hereby approve the procurement of the Whole Marine Program in the estimated amount of $12,000,000,000. This requirement will be released under solicitation H9225726QE002 on an other than full and open competition

basis. The action(s) pursuant to this J&A are subject to the availability of funds and the completion of all required statutory and regulatory reviews and approvals.

NAME: Samuel R. Johnson TITLE: Deputy Director of Procurement

SIGNATURE: JOHNSON.SAMUEL.RYAN.1186996182 Digitally signed by JOHNSON.SAMUEL.RYAN.1186996182 Date: 2026.06.02 13:44:26 -04'00' DATE: _____

NOTICE 2

POST APPROVAL REQUIREMENT: This J&A will be posted to SAM.gov Contract Opportunities 14 days unless 6.103-2-, Unusual and Compelling Urgency is cited. In that particular case the J&A will be posted within 30 days. Justifications for brand-name descriptions under 6.103-1(d) must be posted with the solicitation. Prior to posting, previously identified proprietary data and information exempted from disclosure by 5 U.S.C. 552, Freedom of Information Act, that has been identified IAW Notice 1 via yellow highlighting, will be removed in order to create a document that is no longer classified as "for official use only" and is thus, appropriate for public release. Follow the guidance found in the DCG for the redaction procees prior to public release.