

COMMERCIAL ENTERPRISE OMNIBUS SUPPORT SERVICES (CEOSS) 2009 Handbook

Version 9



**ACQUISITION CENTER FOR SUPPORT SERVICES
MARINE CORPS SYSTEMS COMMAND**

October 14, 2008

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CEOss Overview

In August, 2002 the Marine Corps System Command (MCSC) established the Commercial Enterprise Omnibus support services (CEOss) program – a planned \$3B indefinite-delivery/indefinite quantity (IDIQ) business model intended to serve as the Command's principal medium for acquiring contractor support services. This business model is predicated upon competitive sourcing, performance-based practices, and commercial acquisition principles set forth at Federal Acquisition Regulation (FAR) 8.405-3 and 38.101. This provides the legal foundation which authorizes agencies to issue Blanket Purchase Agreements (BPAs) with Federal Supply Schedule (FSS) contractors to fill repetitive needs for technical services. MCSC's CEOss BPAs typically include twenty-six to thirty prime contractor teams, each using their respective GSA FSS contract as the parent document allowing services to be sold through their selected Schedule. BPAs are competitively awarded and contractor performance is reviewed annually in contrast to current and forecast Command technical requirements. Further, individual Task Orders (TOs) are awarded to participating BPA holders based upon "peer-to-peer" competitions within each respective area of performance (e.g., domain) into which those Command requirements are logically allocated. There is no maximum dollar limitation on any task order, nor any minimum order amount assigned to the BPAs. The CEOss model relies exclusively on an enterprise procurement (i.e., e-commerce) portal, employing web-based XML forms, intelligent content search, PKI and digital signatures, and interface with legacy database applications to maximize cycle time efficiency and to minimize contractor bid and proposal costs. Contractor performance is reviewed annually by Acquisition Center for Support Services' (ACSS) staff and an "open season" is held to phase out underperforming firms and to admit new contractor teams to selected domains. Open Season is also the opportunity for existing prime vendors to reconstitute their teams. Adding new team members is restricted to Open Season, with the exception of Service Disabled Veteran Owned Small Businesses (SDVOSB) which may be added at any time throughout the year. Adding a SDVOSB outside of the Open Season process requires advance notification to ACSS. Notification may be done via email to the ACSS Director and ACSS Contracting Officer. The email must include confirmation that the company is a SDVOSB as well as Company Name, Cage Code, POC, Schedule Number (or if they will be mapped to the prime's schedule), Phone and Email. The prime must receive positive confirmation from the ACSS Director or ACSS Contracting Officer prior to using the SDVOSB as an official teammate. Confirmation will, in general, be provided within 5 business days.

Business Approach

A Multiple Award Schedule (MAS) covers contracts that GSA has negotiated with a number of qualified companies for a group of related services and/or products to be delivered directly to the customer. Once GSA awards the contracts, agencies, such as the MCSC, are authorized to order directly from the schedule contractor. The schedules contain negotiated fixed price rates and required FAR clauses. BPAs utilize the associated schedules to fill recurring orders across a large customer base. CEOss BPAs are augmented with applicable Defense Federal Acquisition Regulation Supplement (DFARS) clauses, as well as agency specific guidance and clauses. Additionally, orders placed via the FSS are considered compliant with the rules of full and open competition at FAR 6 and 15, and are exempt from FAR 19 (Small Business Programs) operating conditions. Numerous advantages prevail over contemporary contracting methods, including:

- Easy access to commercially available services;

- Reduced procurement lead time and overhead;
- Volume discount pricing;
- Broader contractor access;
- Improved competition and performance;
- Pre-negotiated rates;
- All applicable laws and regulations have been applied; and
- Competition in Contracting Act (CICA) requirements have been met.

Domain Model

BPA's afford agencies broad latitude to tailor the procurement medium to specific processes and operating prerogatives. MCSC has established functional domains, awarding BPAs to multiple prime vendor teams within each of those domains based upon both core competencies within each domain (differentiated by pricing) and associated cross-domain capabilities distributed among team members. Domains have been developed around the following core areas of performance:

- Engineering and Scientific Services (ES);
- Acquisition, Logistics and Administrative Services (ALA);
- Business and Analytical Services (BA); and
- Specialty Engineering Services (SE).

GSA's FSS currently affords the Government access to hundreds of vendors providing competitive services and products through their complement of schedules. From this pool, CEOss maintains "buyer – supplier" relationships with selected prime vendor teams, regularly assesses performance, and manages the pool through the ACSS service center. This acquisition methodology reflects the key attributes of the commercial buying environment, coupled with the benefits of true performance-based acquisition practices and associated economies of scale derived from the model. Typically, a contractor is awarded a GSA schedule for a five-year base period and three five-year options, essentially creating a twenty-year business arrangement. The scope of services included in these arrangements varies from contractor to contractor and may either be very broad, or narrow, in terms of service offerings. Service schedules included in the CEOss are currently limited to:

Engineering & Scientific

- 70 - Information Technology (IT)
- 871 - Professional Engineering Services (PES)
- 874 - Management, Organizational and Business Improvement Services (MOBIS)

Acquisition, Logistics & Administration

- 871 - Professional Engineering Services (PES)
- 874 - Management, Organizational and Business Improvement Services (MOBIS)
- 874V - Logistics Worldwide (LogWorld)

Business & Analytical

- 69 - Training Services

- 520 - Financial Management Services
- 874 - Management, Organizational and Business Improvement Services (MOBIS)

Specialty Engineering

- 70 - Information Technology (IT)
- 871 - Professional Engineering Services (PES)
- 873 - Lab Testing and Analysis Services
- 874 - Management, Organizational and Business Improvement Services (MOBIS)
- 899 - Environmental Services

As commercial and Government acquisition trends change, GSA schedules may be changed, added, or deleted to ensure access to the latest state-of-the-art technology. The Schedules e-Library is the official source for complete information on the content of all GSA schedules and can be accessed at <http://www.gsaelibrary.gsa.gov/ElibMain/ElibHome>.

ACSS Overview and Approach

ACSS OVERVIEW. The ACSS is vested with the responsibility for developing, implementing, and executing a comprehensive Advisory and Assistance Services (A&AS) program for the 1300 constituent customers of the Marine Corps Systems Command (MCSC). This consolidated office functions in an independent manner to coordinate requirements across the entire customer base, providing analytical and procurement planning services, and ensuring appropriate regulatory compliance throughout each phase of process (e.g., planning, competition and award, post award). The scope of ACSS responsibilities incorporates recurring interface with Command principals to accomplish strategic planning, A&AS policy interpretation and application, and continuous performance assessment. Additionally, the ACSS serves as the principal interface with the professional services sector; responsible for industry liaison, business relations, and representation of the Command's A&AS business model to numerous government and commercial organizations.

The ACSS serves as the central point within the Command for the consolidation and competitive negotiation of support services requirements. The office provides a turn-key approach to task order generation and award in accordance with the FAR and attendant agency guidelines. Functional requirements for traditional A&AS are consolidated across four operating domains, each domain having multiple contractors providing wide-ranging services accomplished through strategic teaming arrangements. Program offices have the opportunity to develop and implement tailored business models across the entire spectrum of offered capabilities. The ACSS staff executes process management and administration, while technical compliance and delivery acceptance remains the responsibility of the program office. Performance metrics and other business data are captured by the ACSS and provided to program office staff (e.g., Directors, business-management team) to facilitate management and strategic planning for A&AS.

BPA APPROACH. Market research and assessment is the key to defining and establishing MCSC BPAs that afford the greatest value to the constituency. Utilizing the results of the market research/survey, in consonance with collaborative requirements development from Command customers, ACSS annually issues a Request for Information (RFI) as the first in a two-step process to solicit new contractors. ACSS maintains a "transparent" business model with extensive access to historical Command requirements, performance priorities, pricing, customer buying trends, and related business intelligence available to the public at:

<http://www.marcorsyscom.usmc.mil/sites/acss/default.asp>. An on-line tutorial is also available through the web site. As a result of a formal assessment of RFI submissions, RFQs are issued to those firms with the highest scored capabilities offerings in their respective domains.

The RFQ affords selected firms the opportunity to competitively acquire a BPA based upon their team selection, scope of service offerings, and overall capabilities assessed in response to the criteria. The RFQ criteria establishes best-value objectives, delineates terms and conditions for performance (including unique e-commerce requirements), identifies potential organizational conflict of interest (OCI) provisions and proprietary data issues, and established performance expectations and metrics. The RFQ also contains a provision for quantity discounts from the FSS prices commensurate with the contractor's anticipated volume of business. Contractors for CEOss BPAs are selected using a best value determination based upon the criteria in the RFQ.

BPAs are not contracts, they are a mutual agreements between the contractor and the ACSS, representing MCSC interests. Either party may choose to dissolve the "agreement" at any time. The BPA is issued as an unfunded agreement describing the terms and conditions relevant to its use. The BPA specifies the scope, estimated value, duration, GSA schedule numbers, authorized ordering offices, invoicing or billing procedures, terms and conditions, discount terms, and types of orders to be placed under the BPA. The ACSS team will annually review each CEOss BPA for content and make necessary updates in response to changes in market and regulatory conditions, as well as other pertinent factors affecting business arrangements. This may also include modifying existing arrangements, or canceling BPAs with suppliers that illustrate a pattern of poor competition, or fail to adhere to CEOss performance standards. It is the unilateral right of the government to assess performance and to consider multiple factors (e.g., technical performance, management efficiency, responsiveness, business integrity, competitiveness, etc.) when determining whether it is in their best interest to renew a BPA. Each year, as an element of the renewal process, ACSS will request a Letter of Intent (LOI) from incumbent contractors addressing planned team changes, accounting practices, and acknowledging which GSA schedule option they will be operating under. This precedes any changes to their actual BPA proposal, codifying the intent of the LOI and expediting the renewal process for all parties. Additionally, each year, contractors will be required to send in a certification of G&A and M&H rates and the associated basis for application.

TASK ORDER DEFINITION. Task orders written under a CEOss BPA emphasize performance-based acquisition practices, therefore, labor is generally Firm Fixed Price (FFP) and ODCs / travel are cost reimbursable. In establishing the Independent Government Cost Estimate (IGCE) for a task, ACSS personnel, working with the task sponsor, consider the level of effort and mix of labor proposed to perform the task order in making a determination that the total price is fair and reasonable. GSA has determined that the rates for services contained in the contractor's GSA schedule price list are fair and reasonable, however the conditions of the BPA further require that pricing conform to IGCE projections based upon volume, duration, and risk. Moreover, the nature of the CEOss BPAs supports both volume and spot discounting practices across vendor teams. This process is supported with a proven set of deterministic models employing domain performance pricing (e.g., rates), risk, customer investment, and duration of performance to develop the IGCE. The IGCE and the performance objectives identified collaboratively between the customer and ACSS provides the basis for quantifying goals and outcomes in the Statement of Work (SOW) and is based upon an 1872 hour man year/full time equivalent. Fig. 1 below illustrates the process for developing and processing task orders based upon established timelines and CEOss operating responsibilities.

TASK ORDER DEVELOPMENT. All task orders are accomplished competitively under CEOss. There are no exceptions for sole source work, or for "directed" subcontracting considerations. The ACSS posts all draft task order requirements for a minimum of five days to promote a fair

opportunity for consideration within the appropriate domain. During this period, contractors are afforded the opportunity to submit questions regarding the draft requirement and to pursue “due diligence” discussions with the program requirements sponsor. At the conclusion of this five-day period, a final Request for Proposal (FRFQ) is provided to those vendors that have expressed interest in responding to the formal RFQ using the “requesting” feature in eP². The

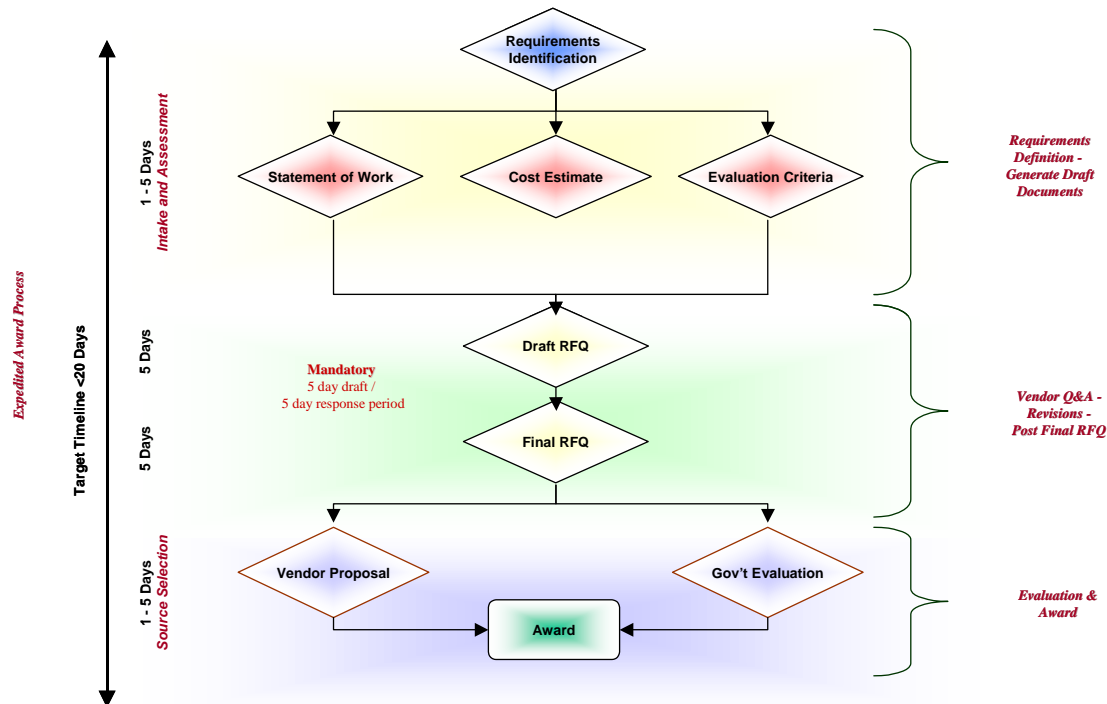


Fig. 1 – CEOss Task Order Process

ACSS' eP² system ensures all aspects of FAR compliance through electronic generation of required forms and electronic handling of RFQs and vendor proposals. The evaluation criteria for all competitive CEOss RFQs reflect best practices for performance-based acquisition. The FAR encourages consideration of non-price evaluation factors as part of the best value analysis. In making the best value determination, it is possible that after conducting a tradeoff analysis of the proposals, the lowest price may not necessarily represent the best value. After responses have been evaluated against the factors identified in the RFQ, and the contractor's rates have been verified, the order is placed with the contractor that represents the best value to meet the Government's needs.

QUALITY ASSURANCE. Each CEOss task order has a quality assurance plan (QASP) included at the time the RFQ is issued. The contractor is responsible for submitting their quality plan response within ten (10) workdays of their task order orientation, signed by the project sponsor, for inclusion in their file. This plan will be the basis for developing performance metrics and serve as the basis for initiating the pre-priced “renewal option” provision of the task order.

HOW eP² WORKS: eP² follows the same process as depicted at Figure 1, providing automated functionality through each step. Once a customer has submitted a service request, ACSS sets an appointment and reviews the requirement collaboratively with the customer (generally, within 2-3 days). The purpose of the review process is to define critical path performance requirements, generate an associated price range and risk correlation based upon work priorities, and to set sensitivities to accommodate vendor domain pricing. At the conclusion of the process, a cost estimate (e.g., IGCE) is generated and evaluation criteria are set. After

receipt of a preliminary Draft Statement of Work (DSOW) from the task sponsor, the ACSS then generates a Draft Statement of Work (DSOW) derived from the intake session, the performance objectives and outputs of the models, and the standard DSOW template. This is typically accomplished within a short time frame of 2 - 3 days. Following customer review and approval, the draft RFQ, which includes the DSOW and evaluation priorities, is posted in eP² aligned with the appropriate domain. The DRFQ remains active in the draft phase for 5-days to allow vendors within the domain to review content, conduct 'due diligence,' and post questions. Questions and answers are posted into eP² anonymously, available to all vendors in that domain, as well as the customer. At the conclusion of the 5-day period, the final RFQ (FRFQ) is posted for those vendors that have requested it (electronically). The FRFQ will also remain active for 5-days, however no further Q&A is allowed at that point. At the conclusion of the 5-day period, vendors may submit electronic proposals. Should the vendor experience difficulties with the eP² application during any phase of the process (e.g., downloading RFQs, uploading proposals), the ACSS acts as the cognizant administrator and agent for any corrective measures prior to the closing of the solicitation. Source selection and award takes ~5-days thereafter, utilizing the vendor proposal and the Government's evaluation criteria. The entire process takes ~20 business days, although FY08 metrics captured by ACSS indicate that <18-days is most likely. Start of the period of performance for new/recomplete task orders is typically a minimum of two weeks after award to allow sufficient time for staffing.

TASK ORDER AWARD AND DISTRIBUTION. Task orders are generated and distributed using the ACSS' eP² system. Distribution of task orders to program office staff and financial management personnel is accomplished electronically via the eP² interface. Contractor staff have access to all posted contractual documentation for their associated task orders, including modifications, funding, invoices, and associated supporting materials. The eP² system is the principal interface between ACSS, contractor, and the project sponsor.

MODIFICATIONS TO TASK ORDERS. Task orders can be modified either unilaterally (typically for administrative purposes), or bilaterally, when changes in scope, period of performance, or other action requiring the agreement of the prime contractor occur. Any change in scope requires the ACSS to generate an "Addendum SOW" and associated IGCE, and is limited to 25% above the original award value of the base period for base period modifications. For renewal options, scope increases are limited to 25% above of the ending task order value of the prior period, unless otherwise specified in the task order. This is provided to the prime contractor for a formal response, which is then incorporated into the basic task order. Also, no-cost changes in scope will require the contractor to formally acknowledge the change prior to any action occurring. Any action taken by the contractor prior to modification of a task order is deemed to be "within scope" and will not be retroactively included, nor any costs reimbursed.

Administration

COMPETITION REQUIREMENTS. ACSS imposes few restrictions on the marketplace that might hinder business arrangements or contractor teaming arrangements. The only caveat is that each prime vendor is required to compete on 50% of all tasks issued in their domain throughout the year. CEOss team size averages ~17 members including the prime, although there is no actual cap, nor minimum size stipulated.

Competition requirement is not considered as a "stand-alone" measure of performance; rather, it is factored into the overall competency assessment of the firm along with technical performance scores, management of team members, revenue, and general responsiveness to ACSS direction. Throughout the year, ACSS domain sponsors and other staff will provide both formal

and informal communications intended to promote business interests and to establish policy; schedule general and company specific forums to discuss Contractor performance; and generally seek to maintain a robust business environment through an “open door” policy of interaction with the Contractor community.

ORGANIZATIONAL CONFLICTS OF INTEREST. The PCO and Contracting Officer’s Representative (COR) will review issues of OCI prior to issuance of a draft RFQ, with the intent of making these considerations known at the time of release of the final RFQ. For FY2009, each CEOss RFQ will contain a ‘Limitation of Future Contracting’ clause. It is the responsibility of the contractor to assess potential OCI restrictions that might emerge from their participation in a CEOss task and to make a determination as to the impact on their future business. Restrictions may be placed on contractors at the discretion of the Government should issues of OCI be confirmed. Such restrictions shall be consistent with FAR 9.505. Removal from bidding due to an OCI will still result in a “no bid” with respect to competition considerations. However, ACSS will consider it as a mitigating factor when assessing overall performance should a vendor fall short of the 50% competition requirement. . ACSS has no recourse with interpretations, or determinations made by other PCOs with respect to an OCI issue.

SUBCONTRACTING & TEAMING ARRANGEMENTS. Subcontracting and Contractor Team arrangements by FSS contractors are encouraged to ensure suitable staffing depth to meet the variety of CEOss requirements anticipated each year. Regardless of any arrangements made between the prime and subcontractors, the following guidance applies:

- All proposal submissions must come under the Prime Contractor’s qualifying schedule;
- All team members must adhere to the Prime Contractors discounting practices;
- The Prime Contractor will, at all times, be solely responsible for performance and adherence to the standards in the task order;
- The Prime Contractor is responsible for compliance with all CEOss operating procedures, including ODC qualifications, travel approval and submission of backup materials, and adherence to quality standards; and
- Only the Prime Contractor will have any privity of contractual arrangement (e.g., access to ACSS staff).

Proposed arrangements with non-schedule subcontractors must be clearly identified in proposals to the Government and require prior approval from the ACSS PCO/ODC Approval Authority. Identification must include the scope of the work to be performed as well as the method of inclusion (i.e. labor category and rates or other direct cost (ODC)). The IFF fee applies to all CEOss task orders and the contractor is responsible for this payment. However, if a task order is awarded to a contractor who proposed a non-schedule subcontractor as an ODC, that subcontracting arrangement is not subject to the GSA Industrial Funding Fee (IFF). Typically, ODC labor is capped at five percent (5%) of total task order labor value unless other, specific conditions are met and called out in the RFQ language.

While there are many perturbations of teaming arrangements, CEOss adheres to the traditional “prime contractor-subcontractor” interpretation. At all times, the Prime Contractor is responsible for performance and management, regardless of team size, makeup, or flow-down subcontracting agreements. **Second Tier subcontractors are not permitted** (including consultants mapped to a subcontractor). The following table represents possible Teaming Arrangements and methods to subcontract using the CEOss BPA:

Subcontracting / Teaming Arrangements		
If...	Then...	And...
Two Contractors have GSA Schedules	You can have a Contractor Team Arrangement.	One Prime Contractor will be designated as the Contractor Team Leader (Prime BPA holder).
A team member has a GSA Schedule	The Prime Contractor can propose the team member using the team member's GSA rates OR the Prime Contractor can map the team member into it's own GSA rates.	May not add additional fee to the team member's rates above the Prime's schedule rates. Any discount passed to the Prime by the team member can be retained by the Prime or passed in whole or in part to the Government.
A team member doesn't have a GSA Schedule	The Prime Contractor can map the Subcontractor into it's own GSA rates OR The Prime Contractor can propose the Subcontractor as an ODC (subject to PCO approval <u>prior</u> to proposing).	Follow the procedures outlined above
All Non-team members (with exception of Consultants)	The Prime Contractor must propose the Subcontractor as an ODC (subject to PCO approval <u>prior</u> to proposing).	Non-team member labor may be burdened only with General & Administrative (G&A) charges.
Non-Team Consultants¹	Consultants that are under a subcontract must be proposed as an ODC (subject to PCO approval <u>prior</u> to proposing). If the consultant is working directly for a prime where it is transparent to the end user/customer, the Prime Contractor can map the Consultant to the Prime Contractor GSA rates.	Non-team member labor may be burdened only with General & Administrative (G&A) charges. If charged as an ODC, the 5% limit applies; if mapped to the Prime Contractor GSA rates, the 5% limit does not apply.

¹ **Subcontract vs. consultant:** subcontracted work is generally conducted at another institution or company, and usually has a budget for salary/fringes, supplies, etc. The sponsor requirements/terms and conditions have to be passed down to the subcontract via written agreements. Compliance also has to be monitored. A consulting agreement is generally to an individual who is not using any institutional or organizational facilities and is acting as a direct agent. He/she usually provides a specific product or deliverable and bills by the hour, by invoice, and is paid directly.

Contractors may only receive a prime BPA award under one (1) of the four (4) domains. Wholly-owned subsidiaries with their own GSA schedule will be treated as separate contractors, but may not hold primes in the same domain as their sister/parent company. Contractors may not team with other prime vendors in the same domain. However, Contractors are permitted to team with any number of vendors in the other three domains. For example, if a Contractor receives a prime BPA award under the domain of Engineering and Scientific, they are allowed to be a team member only within the ALA, BA and SE domains. Additionally, the contractor may participate on as many teams within each of the other domains as they can accommodate.

SUBCONTRACTOR / TEAM MEMBER MANAGEMENT. Management responsibilities at all levels of any CEOss task is solely that of the prime contractor, regardless of the percentage of work effort passed to subcontractors / team members. The ACSS retains the right to direct the removal of a subcontractor / team member from a prime contractor team should that firm be found in violation of CEOss operating protocols. Such conditions include, but are not expressly limited to: Acting independently of the prime contractor, failing to follow established CEOss administrative procedures, incurring unauthorized charges, falsification of travel, poor technical performance, or when requested by the task sponsor. In most cases ACSS will work with the prime contractor to effect a remedy to any identified cases of misconduct, or egregious action on the part of subcontractor team members. In those cases where immediate response is required, ACSS will direct unilateral action through the prime contractor.

PRICE REDUCTIONS / DISCOUNTING. Under the GSA schedules program, GSA has made an initial determination that prices under their GSA Schedule contracts are fair and reasonable. GSA has not determined that the level of effort, or mix of labor/skill categories proposed in response to a specific requirement (e.g., task order) represents the best value, or comports to domain pricing behaviors established under CEOss. Therefore, when buying services that require a statement of work, MCSC considers the level of effort and mix of labor/skill categories proposed for a particular requirement in making a determination that the total price is fair and reasonable, and represents the best value to the customer.

It is a proven best practice that ordering activities should seek additional price reductions, or increased discounts and/or concessions when placing an order under a GSA Schedule contract. Schedule contractors are not required to pass on to all Schedule users a price reduction extended only to an individual customer for a specific order. Reasons to seek price reductions include instances where the ordering activity has determined that a service or product is available elsewhere at a lower price, or when establishing blanket purchase agreements (BPAs) to fill recurring requirements. The potential volume of orders under BPAs offers the opportunity to secure price reductions/increased discounts, regardless of the size of individual orders. Ordering activities should also seek price reductions when the annual review of a BPA reveals that estimated quantities/amounts have been exceeded.

While ordering activities are encouraged to seek price reductions for any size Schedule contract order, they are required to seek price reductions if a requirement exceeds a Schedule contract's maximum order threshold. The maximum order under a GSA Schedule contract is the dollar value threshold at which the ordering activity must seek additional price reductions for its requirement. The maximum order varies from contract to contract and is listed in every GSA Schedule contractor's pricelist and on GSA *Advantage!*®. In response to the ordering activity's request for a price reduction, the contractor may offer a lower price, offer the current Schedule contract price, or decline the order. If further price reductions are not offered, the order may still be placed if the ordering office determines that it is appropriate.

ACSS APPROACH TO DISCOUNTING. Under a CEOss BPA, the ACSS considers the cumulative volume of business (e.g., all task orders, across all years) as the basis for a Contractor's

discounting practices. This includes initial discounts off of the Contractor's GSA schedule pricing at the time of BPA award, volume discounts above that offering based upon business booked throughout the tenure of the BPA, and spot discounts driven by competitive conditions. Lack of competitive discounting, based upon peer-to-peer competition within the respective domains, is a condition for not renewing a BPA. Moreover, contractor's that fail to establish and adhere to a formal process for applying discounts, to include ensuring adherence by team members, will be considered as not offering "preferred customer" pricing. These determinations will go into the annual appraisal of performance under the BPA and may serve as a basis for non-renewal.

OTHER DIRECT COSTS (ODCs) & INCIDENTAL ITEMS. There are significant restrictions on the purchase of ODCs under CEOss tasks. While certain conventional items are easily accommodated (e.g., reproduction, travel, etc.), many other items procured under ODC provisions of past MCSC contracts are strictly prohibited. Additionally, any one item, or cumulative cost of multiple items, in excess of \$500, requires additional authorization by ACSS PCO. All requests for ODC incurrence meeting such criteria must first be submitted to the project sponsor for review/approval, prior to being forwarded to ACSS. The diagram at Fig. 2 provides a general overview of an ODC request routing. Under no conditions are ODC pools to be used for the procurement of computers, or related information technology (IT) equipment. ACSS does not reimburse for "desired" items such as, Wi-Fi cards, Blackberry's, cellular telephones, or auxiliary cables.

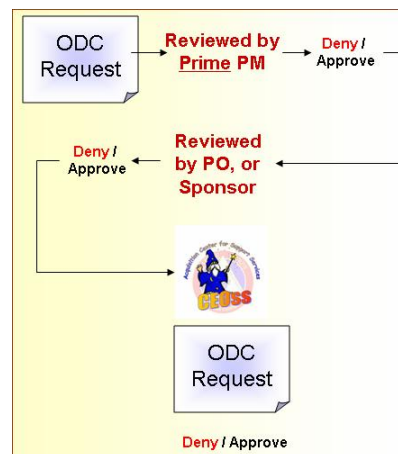


Fig. 2 – CEOss ODC Approval Process

Moreover, we will not reimburse expenses for contractor staff training. Costs of conferences and related events are considered on a case-by-case basis using the request process previously specified. Unauthorized ODC incurrence is viewed as a significant management shortcoming (e.g., zero tolerance) and can result in severe administrative measures (e.g., formal Letter of Caution, removal of contractor staff involved, directed removal of a subcontractor, or cancellation of the contractor's BPA).

An incidental item can be added if the item is under the micro-purchase threshold (\$2,500). As stated in the ATA Defense Industries case of June 27, 1997, GSA's procedures satisfy the requirement of CICA since the FSS contract prices have been competitively awarded based on price negotiations and evaluations prior to award of the FSS contract. However, GSA has not negotiated or evaluated prices for products and services that are not listed in the FSS contract. Therefore, customers must purchase "incidental" open market items using appropriate competitive procedures. After a customer complies with requirement of full and open competition for the incidental item it may be placed on the delivery order for administrative

convenience. The authority for this action is FAR 13.202(a)(2) which indicates, "Micro-purchases may be awarded without soliciting competitive quotations if the contracting officer or individual appointed in accordance with 1.603-3(b) considers the price to be reasonable." Adding an incidental item valued above \$2,500 requires providing public notice and soliciting competitive quotes.

Open market (non-supply schedule) items may be added to individual task orders if the items are clearly labeled as such on the order, all applicable acquisition regulations have been followed, and the ACSS contracting officer has determined price reasonableness for the open market items. Open Market items included as ODCs on individual Task Orders are not subject to the GSA Industrial Funding Fee (IFF). The Contracting Officer may request the advice and assistance of other experts, including the Defense Contract Audit Agency (DCAA) to ensure that an appropriate cost analysis is performed. If sufficient information is not available to determine price reasonableness, and the value of the incidental items/ODCs exceeds \$550,000, cost or pricing data will be obtained in accordance with FAR 15.403-4. Incidental Items/ODCs may be placed on the task order using Cost Reimbursement, T&M (labor only), or FFP CLINs.

G&A AND MATERIAL HANDLING ON ODCs. The teaming arrangements allowed under CEOss permit autonomous management of administrative matters at the subcontractor level. Based upon the guidance FAR 31.201-6 (CAS 405), any ODC/travel costs incurred at the subcontractor level and burdened with their G&A cannot be burdened a second time with prime contractor G&A. Billings for travel and other charges submitted to the prime contractor are limited to only Material Handling burdens. No fee may be applied to any travel or ODC items. Unique ODCs (e.g., those that require special ACSS review and approval) will also have a determination of burden included in the authorization disposition. Unauthorized ODC purchases are precluded from the application of any associated burdens regardless of any ratification action.

BID & PROPOSAL COSTS. All costs associated with marketing, business development, proposal preparation, presentations, submission of required materials, and negotiation in response to any BPA, or resulting task order, shall be at the contractor's expense and are unallowable charges for direct reimbursement.

SMALL BUSINESS GOALS. In accordance with small business goals established for Department of Defense, beginning FY2009 CEOss preference for small business subcontracting (or prime) goals of a minimum of 10% at the BPA level are desired

CANCELLATION OF BPAS. The PCO can exercise the unilateral authority of the Government to cancel, or to not renew any BPA, or individual order, without the necessity to show cause. GSA does not get involved in this process, nor are the legalities of the general contracting process called into question. The ACSS PCO may terminate (e.g., cancel, or not renew) any individual BPA at any time by providing at least 30-days written notice to the contractor. The contractor, with the written consent of the ACSS PCO, may terminate their individual BPA upon at least 30 days written notice. Cancellation of the BPA agreement does not constitute termination of any active task order issued prior to the termination notice, however it will void any outstanding options.

PERFORMANCE MONITORING. Based upon performance metrics captured in the QASP, ACSS maintains performance information that can be used to accomplish past performance evaluations of offeror proposals. Performance monitoring includes, for example, the contractor's record of conforming to contract requirements and to standards of good workmanship; the contractor's adherence to contract schedules, including administrative aspects of performance; the contractor's history of reasonable and cooperative behavior and commitment to customer satisfaction; and generally, the contractor's business like concern for

the interests of the customer. Past performance information is relevant information for future task order best value determination purposes, regarding a contractor's actions under previously awarded task orders. This information is gathered by the COTR (task level) and maintained at the COR (ACSS level) for use throughout the duration of the BPA and in the evaluation of subsequent proposals.

PROGRAM OFFICE RESPONSIBILITIES. Once task orders are awarded, technical performance responsibilities are assigned to the responsible project officer (COTR) within the program office. This individual serves in a subordinate capacity to the ACSS COR and is responsible for ensuring overall task execution compliant with the SOW, conformance to task metrics in the QASP, and resolution of performance issues in collaboration with the ACSS COR. The ACSS COR, in accordance with the CEOss operating model, has designated the appropriate task order sponsor (e.g., COTR) to ensure the following:

- Deliverables are defined and received in accordance with the task order delivery schedule;
- Government responses to deliverables are provided to the contractor in a timely manner;
- Invoices are processed in Wide Area Work Flow (WAWF) – resulting in a 48-hr turn around cycle via the DFAS e-portal – and coordinated with the central ACSS Invoicing Specialist/COR;
- Payment/performance problems are resolved* expeditiously; and
- Metrics compliance information is captured and provided to the COR and PCO to initiated pre-priced renewal option provisions.

** The ACSS office will assist the COTR in resolving payment problems.*

Domain Descriptions

Four principal domains have been defined to capture MCSC work requirements. Each domain encompasses a variety of support requirements that reflect the scope of services offered through the FSS Multiple Award Schedules (MAS). Fig. 3 provides a breakout of the historical

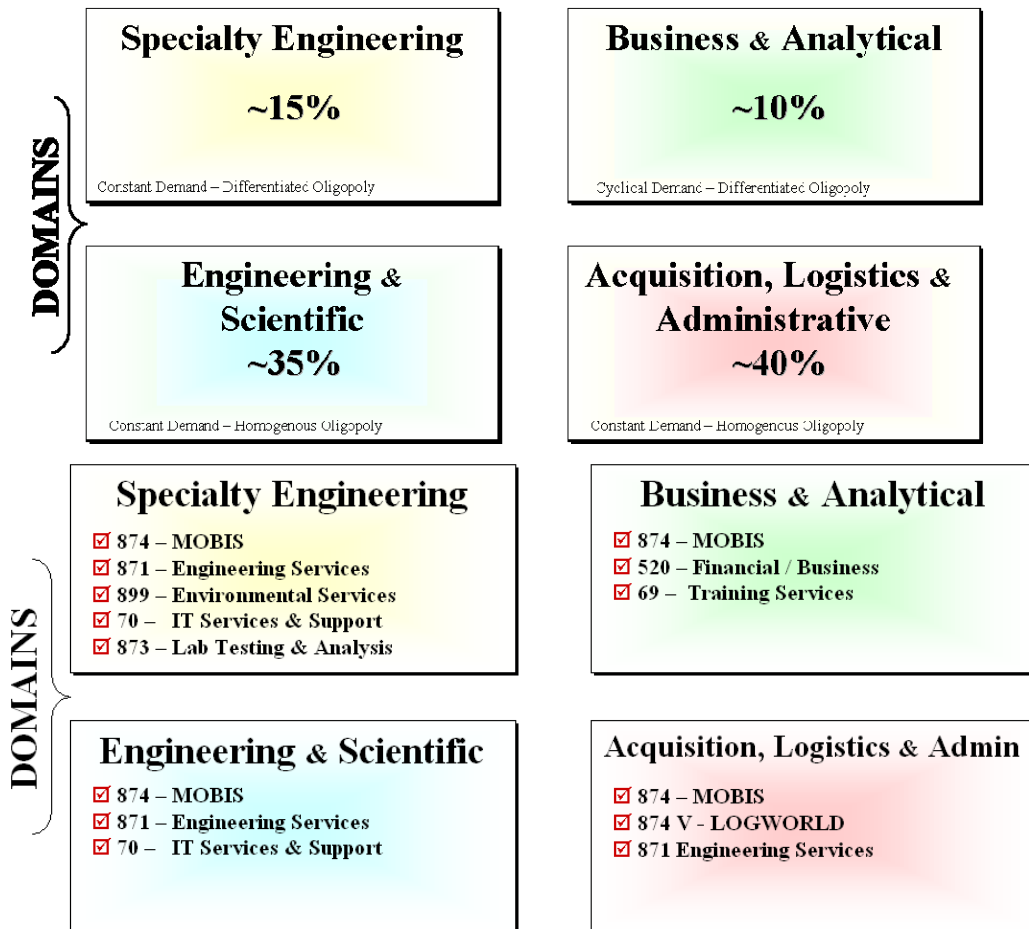
percentages of work across the Command's commodity areas that provided the basis for establishing the domain model: Seventy-five percent (75%) of MCSC support requirements fall into the **Engineering and Scientific (ES)** and **Acquisition, Logistics & Administrative (ALA)** domains. The remaining twenty-five percent (25%) is distributed between **Specialty Engineering (SE)** and **Business and Analytical (BA)** domains. An allocation of historical work has been identified within each domain that reflects a general, five-year, as well as near-term (e.g., 1-2 yrs) trend of specific performance data culled from current CEOss efforts.

As a result of ~4-yrs. of trend data, minor perturbations have been noted, such that ES and ALA domains now account for ~65% of requirements, SE for 25%, and BA for 10%. The migration of requirements into the SE domain is driven largely by ACSS absorption of support requirements on behalf of the Marine Corps Combat Development Command (MCCDC) and the Joint Program Executive Office (JPEO), Nuclear, Chemical and Biological Defense (NBCD). Each of

Fig. 3 – Historical Work Allocation Across CEOss Domains

these activities operates under a formal Memorandum of Agreement (MOA) with the ACSS. Additional requirements related to the larger Marine Corps “acquisition community” are also handled on a case-by-case, pro bono basis, including those sponsored by the Training and Education Command (TECOM) and Marine Corps Intelligence Activity (MCIA).

Within the general scope of offerings of GSA MAS contracts are defined activities and requirements that relate directly to the definition of CEOss domains. Domain definition provides the benefit of “like” services offered between the participating contractors. Such services are



differentiated primarily by pricing, which, in turn, is based upon each firm’s business model and any derived efficiencies. This permits CEOss contractors to develop strategies for teaming and service offerings based upon “known quantity” requirements associated with the core competencies established under their respective schedules. ACSS staff monitor performance, pricing, types of requirements, and customer demand on a recurring basis to ascertain pricing for service offerings respective of domains, discounting, levels of competition, team size and levels of usage, and overall performance satisfaction of the customer base. Each year, the domains are formally assessed to determine any necessary adjustments (e.g., adding, or removing contractors, changing the scope of activities, etc.) that need to be made to ensure the equilibrium is maintained in response to anticipated demands for service. The following GSA FSS schedules are considered to provide the support basis within each of the CEOss domains:

Fig. 4 - GSA Schedules within CEOss Domains

Contractors may have only one (1) prime award across all four domains. BPAs form the basis for prime vendor awards within the domains. While Contractors may not team with other prime vendors in the same domain, there are no limitations as to the number of teammates that may compose a prime vendor team, or restrictions with respect to participation in subcontracting relationships outside the domain. As an example, a vendor could have a prime award in the Engineering and Scientific domain, as well as hold team member positions in each of the other three domains on multiple teams.

A number of considerations affect the ACSS' decision as to which domain an RFQ will be issued. ACSS models the task order performance objectives (e.g., investment, risk, priorities) and builds out a cost estimate (collaboratively) with the task order sponsor. Once this is accomplished the percentages of effort and forecast pricing are compared with the market costs and capabilities for each of the four domains. The domain illustrating the best fit, (e.g., performance capability at the expected prices), is the recipient of the task order. As such, RFQs are developed and competed within the domain that illustrates the greatest preponderance of the requirements. As a result, work requirements for any of the domains may be included in the RFQ. As an example, a RFQ released in the Engineering and Scientific Domain may have requirements that also cross into the Business and Analytical and Acquisition, Logistics and Administration domains. Requirements will not be considered on a mutually exclusive domain basis, such that requirements would have to be deliberately fragmented to fit into each of the four domains.

ENGINEERING and SCIENTIFIC DOMAIN

The scope of services within this domain includes, but is not limited to the range of specialties defined by the following GSA FSS schedules:

FSS SCHEDULE

Schedule 70 *Commercial Information Technology Equipment, Software & Services*

INCLUSIVE SINS or GENERAL SCOPE

Information Technology Services - Includes resources and facilities management, database planning and design, systems analysis and design, network services, programming, millennium conversion services, conversion and implementation support, network services project management, data/records management, subscriptions/publications (electronic media), and other services including:

- Equipment Maintenance
- Software, Term License
- Software, Perpetual License
- Application Service Providers
- Software Maintenance
- Classroom Training
- Professional Information Technology Services
- Electronic Commerce Services
- Telecommunications Transmission Services
- Mobile and Wireless Technology
- Enterprise Resource Programs
- Information Assurance
- Financial Management Services Software

Schedule 871 <i>Services (PES)</i>	<i>Professional Engineering</i>	871-1 STRATEGIC PLANNING FOR TECHNOLOGY PROGRAMS/ACTIVITIES
		871-2 CONCEPT DEVELOPMENT & REQUIREMENTS ANALYSIS
		871-3 SYSTEM DESIGN, ENGINEERING & INTEGRATION
		871-4 TEST & EVALUATION
		871-5 INTEGRATED LOGISTICS SUPPORT
		871-6 ACQUISITION & LIFE CYCLE MANAGEMENT
Schedule 874 <i>Business Improvement Service (MOBIS)</i>	<i>Management, Organization &</i>	874-1 CONSULTING SERVICES
		874-2 FACILITATION SERVICES
		874-3 SURVEY SERVICES
		874-4 TRAINING SERVICES
		874-7 BUSINESS & MANAGEMENT IMPROVEMENT

While the variety of services required under this domain are generally known, the specific tasks to be ordered and accomplished over the coming years, as well as their distribution across the Command, are not specifically defined. As an acquisition Command, MCSC is responding to growing responsibilities for life cycle support of its systems, comprehensive engineering support, and scientific analytical support. The continuing emergence and rapid adoption of new technologies, particularly as they impact both developing and fielded items, strongly suggest that support services tasks will consider the full range of technical disciplines encompassed by logistics, systems engineering, program management, and test and evaluation.

ACQUISITION, LOGISTICS and ADMINISTRATION DOMAIN

The scope of services encompassed within this domain includes, but are not limited to the range of specialties defined by the following GSA FSS schedules:

FSS SCHEDULE	INCLUSIVE SINs or GENERAL SCOPE	
Schedule 874 <i>Business Improvement Service (MOBIS)</i>	874-1 CONSULTING SERVICES	
	874-2 FACILITATION SERVICES	
	874-3 SURVEY SERVICES	
	874-4 TRAINING SERVICES	
	874-7 BUSINESS & MANAGEMENT IMPROVEMENT	
Schedule 871 <i>Services (PES)</i>	<i>Professional Engineering</i>	871-1 STRATEGIC PLANNING FOR TECHNOLOGY PROGRAMS/ACTIVITIES
		871-2 CONCEPT DEVELOPMENT & REQUIREMENTS ANALYSIS
		871-3 SYSTEM DESIGN, ENGINEERING & INTEGRATION
		871-4 TEST & EVALUATION
		871-5 INTEGRATED LOGISTICS SUPPORT
		871-6 ACQUISITION & LIFE CYCLE MANAGEMENT

Schedule 874 V (LOGWORLD)	<i>Logistics Worldwide</i>	871-501 SUPPLY & VALUE CHAIN MANAGEMENT
		871-502 ACQUISITION LOGISTICS
		871-503 DISTRIBUTION & TRANSPORTATION LOGISTICS
		871-504 DEPLOYMENT LOGISTICS
		871-505 LOGISTICS TRAINING SERVICES
		871-506 SUPPORT PRODUCTS
		871-507 INTRODUCTION OF NEW SERVICES

While the variety of services required under this domain are generally known, the specific tasks to be ordered and accomplished over the coming years, as well as their distribution across the Command, are not specifically defined. As an acquisition Command, MCSC is responding to growing responsibilities for life cycle support of its systems, comprehensive engineering support, and scientific analytical support. The continuing emergence and rapid adoption of new technologies, particularly as they impact both developing and fielded items, strongly suggest that support services tasks will consider the full range of technical disciplines encompassed by logistics, systems engineering, program management, and test and evaluation.

BUSINESS and ANALYTICAL DOMAIN

The scope of services encompassed within this domain includes, but are not limited to the range of specialties defined by the following GSA FSS schedules:

FSS SCHEDULE	INCLUSIVE SINs or GENERAL SCOPE
Schedule 520 <i>Solutions (FABS)</i>	<i>Financial and Business</i>
	520-1 PROGRAM FINANCIAL ADVISOR
	520-11 TRANSPORTATION AUDITS
	520-12 BUDGETING
	520-13 COMPLEMENTARY FINANCIAL MGMT SERVICES
	520-14 AUDIT & FINANCIAL TRAINING SERVICES
	520-16 BUSINESS INFORMATION SERVICES
Schedule 874 <i>Management, Organization & Business Improvement Service (MOBIS)</i>	520-7 FINANCIAL 7 PERFORMANCE AUDITS
	874-1 CONSULTING SERVICES
	874-2 FACILITATION SERVICES
	874-3 SURVEY SERVICES
	874-4 TRAINING SERVICES
Schedule 69 <i>Training Aids & Devices, Instructor-Led Training, Course Development, Test Administration</i>	874-7 BUSINESS & MANAGEMENT IMPROVEMENT
	27-600 ACQUISITION TRAINING FOR 1102S
	27-200 PRINTED INSTRUCTIONAL MATERIAL
	27-300 PREPARED AUDIO & VISUAL MATERIAL
	27-400 INSTRUCTOR LED TRAINING
27-500 COURSE DEVELOPMENT & TEST ADMIN	

While the variety of services required under this domain are generally known, the specific tasks to be ordered and accomplished over the coming years, as well as their distribution across the Command, are not specifically defined. As an acquisition Command, MCSC is responding to

growing responsibilities for life cycle support of its systems, comprehensive engineering support, and scientific analytical support. The continuing emergence and rapid adoption of new technologies, particularly as they impact both developing and fielded items, strongly suggest that support services tasks will consider the full range of technical disciplines encompassed by logistics, systems engineering, program management, and test and evaluation.

SPECIALTY ENGINEERING DOMAIN

The scope of services encompassed within this domain includes, but are not limited to the range of specialties defined by the following GSA FSS schedules:

FSS SCHEDULE

Schedule 873 *Laboratory Testing and Analysis*

INCLUSIVE SINS or GENERAL SCOPE

873-1 MECHANICAL TESTING EVALUATION & ANALYSIS
873-2 CHEMICAL TESTING & ANALYSIS
873-3 ELECTRIC TESTING & ANALYSIS
873-4 GEOTECHNICAL/THERMAL TESTING & ANALYSIS
873-7 NEW TESTING & ANALYSIS

Schedule 874 *Management, Organization & Business Improvement Service (MOBIS)*

Firms that offer highly specialized services within Schedule 874 – such that those services are limited to individual competencies cited herein – should submit their schedule in this domain. For example, if your firm specializes only in survey services, or specific business disciplines, etc.

874-1 CONSULTING SERVICES
874-2 FACILITATION SERVICES
874-3 SURVEY SERVICES
874-4 TRAINING SERVICES
874-7 BUSINESS & MANAGEMENT IMPROVEMENT

Schedule 871 *Professional Engineering Services (PES)*

Firms that offer highly specialized services within Schedule 871 – such that those services are limited to individual competencies cited herein – should submit their schedule in this domain. For example, if your firm specializes only in specific system design, test & evaluation, etc.

871-1 STRATEGIC PLANNING FOR TECHNOLOGY PROGRAMS/ACTIVITIES
871-2 CONCEPT DEVELOPMENT & REQUIREMENTS ANALYSIS
871-3 SYSTEM DESIGN, ENGINEERING & INTEGRATION
871-4 TEST & EVALUATION
871-5 INTEGRATED LOGISTICS SUPPORT
871-6 ACQUISITION & LIFE CYCLE MANAGEMENT

Schedule 899 *Environmental Services*

899-8 REMEDIATION SERVICES
899-2 ENVIRONMENTAL COMPLIANCE
899-3 ENVIRONMENTAL OCCUPATIONAL TRAINING
899-1 ENVIRONMENTAL PLANNING SERVICES
899-99 NEW ENVIRONMENTAL TECHNOLOGIES

FSS SCHEDULE

Schedule 70 *Commercial Information Technology Equipment, Software & Services*

Firms that offer highly specialized services within Schedule 70 – such that those services are limited to individual competencies cited herein – should submit their schedule in this domain. For example, if your firm specializes only in software coding; Oracle financial systems; software IV&V; HRIS; etc.

INCLUSIVE SINs or GENERAL SCOPE

Information Technology Services - Includes resources and facilities management, database planning and design, systems analysis and design, network services, programming, millennium conversion services, conversion and implementation support, network services project management, data/records management, subscriptions/publications (electronic media), and other services including:

- Equipment Maintenance
- Software, Term License
- Software, Perpetual License
- Application Service Providers
- Software Maintenance
- Classroom Training
- Professional Information Technology Services
- Electronic Commerce Services
- Telecommunications Transmission Services
- Mobile and Wireless Technology
- Enterprise Resource Programs
- Information Assurance
- Financial Management Services Software

While the variety of services offered under domain activities is generally known, the specific tasks to be ordered and accomplished over the coming years, as well as their distribution across the Command, are not specifically defined. As an acquisition Command, MCSC is responding to growing responsibilities for life cycle support of its systems, comprehensive engineering support, and scientific analytical support. The continuing emergence and rapid adoption of new technologies, particularly as they impact both developing and fielded items, strongly suggest that support services tasks will consider the full range of technical disciplines encompassed by logistics, systems engineering, program management, and test and evaluation.

Fig. 6 - Acquisition, Logistics and Administration Domain Prime Vendor Teams

ALA									
COLUMBIA	DTI	EDO	EG&G	INS	L-3 TITAN	LOGIS-TECH	MKI (Now L3 Titan)	PROSOL	THOMAS
BAH	Alpha Scientific Laboratories	6 Six Sigma	Allion	AMSG	BAE	AMSG	BAH	Allen Corp	AMSG
Battelle	BAE Systems	Airborne Systems	BAE	BAH	BAH	Apogen/OSEC	Camber	Aquilent	AT&T
Bearing Point	DELTA Resources Inc.	Allion	BAH	CACI	C2I	ASC	Coalscent	Battelle	AWW Technologies
CTC	Envisioneering Inc.	American Systems	CACI	CoTs	Camber	AT&T	CSC	Brandes Assoc.	BAH
Delta Resources Inc.	Grant Thorton LLP	AT&T	COS2	CTC	CLS	Automation Technologies	Farfield Systems	Camber	Camber
DGS	Innovative Logistics Techniques	Catapult Consultants	CenTauri Solutions Group	Cubic Applications	Coalscent	Clockwork Solutions	GDIT	CBAIA	CoTs
Expert Professional Solutions Inc	Millennium Engineering and Integration	Centurum	Centurum	DCS	CSC	Dynetics	IICorps	Cherokee	DCS
IB Logistics LLC	Perot Systems	Davis Defense Group	CTC	DDG	DCS	EOIR Technologies	Jacobs Sverdrup	CherryRoad	DRS
Jacobs Technology Inc.	Rhanev Group, LLC	DCS Corp	DCS	Fulcrum	DDG	General Dynamics IT	JTH Group	Coalscent	DynCorp
Nortel Government Solutions	SAM Inc.	EDS	Delta	Kalman	EMA	IT Technologies	Kalman	Continental	Flatter
Phillips Defense Systems Inc	SYS Technologies	EMA	DRS	Ms Technologies	Enconium	Jacobs Sverdrup	NATC	CoTs	Lion Apparel
SAIC	Systems Planning and Analysis	Flatter	DSI	Paradigm	GDIT	MCR Federal	Patricio	Decision Engineering	Rocke Solid
Serco Inc	Technical Systems Integration	Gemini Industries	E-OIR	Patricio Enterprises	ISPA	MDA Tech	PDSI	EIS	Smartronk
Signature Government Solutions	Vangent	Gould Global	Folsom Technologies	PDSI	Jacobs	MMTS	ProSol	Exeter	Stanley
Survive Engineering Company	WFI Government Services	J Terry & Associates, LLC	General Dynamics	QinetiQ	JRAD	Navmar		JB Management	TSC
The Red Gate Group	Whitney, Bradley & Brown	JHT	Gryphon Technologies	RNB Technologies	Kalman	OCTI		Morgan Franklin	
The Reger Group	WILLCOR Inc.	KFORCE	GSS	SAIC	NGMS	Oshkosh		PDS	
Valour Edge LLC		Pal-Tech	IM Solutions	Sapient	OPTEMPO	PDSI		SAIC	
VSE Corporation		PDS	JC3 Global	Skylia Engineering	OSEC/GNA	SAIC		Sapient	
Windsor Continental Corp		Poseidon	JTH Group	Smartronk	PE	TSC		Six Sigma	
		RNB	M2 Technologies	SRA	RNB	Unitech		TAIC	
		Serco	Millineum	Stanley	SAIC	VSE Corporation		UNITECH	
		Wyly Laboratories	MICSC		Serco	WSA		Vox Optima	
			NextWave Systems		SURVICE	Z Systems		Window	
			Northrop Grumman		Tecolote				
			Op Tempo		TSC				
			OSEC, QinetiQ		WBB				
			Paradigm						
			Patricio Enterprises						
			PD Systems						
			PDSI						
			Qyantics						
			Robbins-Gioia LLC						
			SAIC						
			Sayres & Associates						
			Serco						
			Shee Alka						
			SURVICE						
			Synthesis Partners LLC						
			TAIC						
			Technology Corp						
			Transformation Systems Inc						
			WB&B						
21	18	24	44	23	28	25	15	25	16
Average Team Size =	24								

Fig. 7 - Business and Analytical Domain Prime Vendor Teams

BA					
BAH	FLATTER	KALMAN	MCR	SERCO	TECOLOTE
Alion Science	Amelex	BAE	AeroTek	ASC	Alion
APEX Systems	AT&T	Battelle	AT&T	AT&T	BAE
AT&T	BAE	Camber	CACI	CDO Technologies	Battelle
BAE	CSC	Cherry Bekaert & Holland	Catapult	CoTs	C2Kinetics
Camber	DynCorp	Coalescent	DTI	DDG	Camber
CENTURUM	EDO	EHS Technologies	EMA	EDO	Cortek
CSC	GDIT	ITA	GDIT	EDS	CSC
Danna Corp	KGS	JRAD	JACOBS	EG&G	CTC
DCS	MLT Systems	L-3 Communications	Kforce	GDIT	EM&I
EG&G	RNB	LMI	Lincoln Group	IR Tech	GDIT
IDI	Thomas Associates	NS Software Services	Logis-Tech	L-3 Communications	IDI
INSLMCO		Patricio Enterprises	ProSol	NSI	IMSolutions
L-3/MKI		Schafer	Sabre	OCTI	LSI
MMTS		SITE	SEER	ProSol	NSI
NG		SPA	SRA	RGS	Paradigm
OSEC			TSC	Sapient	RG
ReMilNet			WSA	SRA	SAIC
SAIC				TCG	
Smartronix				UNITECH	
SRA				WB&B	
TAIC					
TCG					
Thomas Associates					
Twin Soft					
WBSI					
26	12	16	18	21	18
Average Team Size =	19				

