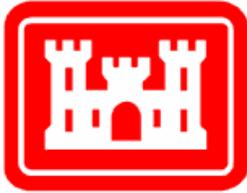


# **Technical Exhibit 15**

## **IMIT Benefits Analysis**

Prospective SPs should not let this data restrict their use of creative or innovative performance solutions that successfully meet the performance requirements stated throughout the contract.

This data is not all-inclusive and may not precisely represent the situation at the time of the advertisement of the solicitation.



**US Army Corps  
of Engineers®**

**BENEFITS ANALYSIS**

**INFORMATION MANAGEMENT  
&  
INFORMATION TECHNOLOGY**

**March 2005**

**Headquarters, U. S. Army Corps of Engineers  
441 G. Street, NW  
Washington D.C. 20314-1000**



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## **EXECUTIVE SUMMARY**

The Small Business Reauthorization Act of 1997 requires federal agencies to conduct market research to determine whether bundling of contracts is necessary and justified. It also defines a bundled contract as one that –

- ❑ Consolidates two or more procurement requirements that previously were provided or performed under separate, smaller contracts;
- ❑ Involves a previous contract that was or could have been performed by a small business;
- ❑ Results in a solicitation for a single contract; and
- ❑ Is likely to be unsuitable for award to a small business

The Federal Acquisition Regulation Part 7.107 (h) excludes this requirement except for Part 7.107 (e) if a cost comparison will be performed in accordance with Office of Management and Budget (OMB) Circular A-76.

The U.S. Army Corps of Engineers (USACE) is planning for competitive sourcing of several commercial functions under OMB Circular A-76. To comply with 15 U.S.C.632 (o), we engaged the Logistics Management Institute (LMI) to conduct a benefits analysis of the proposed consolidation of the information management (IM) and information technology (IT) contracts for competition under OMB Circular A-76.

### **Four Automated Information Systems Supported by Small Business Excluded from Competition**

As part of the preliminary planning process for this competition, USACE excluded specific Automated Information Systems (AIS) from the competition scope. Four of these AIS are currently supported by small business firms and will not be competed. The total value of these contracts equates to \$30.5M over a 5-year period.

### **Anticipated Benefits are Measurably Substantial**

The analysis in Section V indicates that the anticipated benefits of remaining contract consolidation are measurably substantial in the areas of -

#### **Reduced Cost**

Bundling requirements into a national competition is the optimum alternative combining significant cost savings, improved mission accomplishment, and the best service level for IM/IT function support under the A-76 competition.



Conducting a national competition will –

- ❑ Provide the service for 25% less than the next lower cost alternative;
- ❑ Reduce personnel costs in excess of \$100M over a five-year period; and
- ❑ Save between \$1.2M and \$1.6M in administrative costs associated with contract oversight

### **Improved Service**

Bundling requirements into a national competition integrates IM/IT services -

- ❑ Grouping contracts encourages firms to develop innovative service delivery options;
- ❑ Fewer contracts enable USACE to perform better oversight and monitoring of the Quality Assurance Surveillance Plan (QASP);
- ❑ A consolidated enterprise contract drives the standardization of services and products;
- ❑ Leads to consistency and compatibility in hardware and software;
- ❑ Leads to consistency in procedures and processes;
- ❑ Improves interoperability;
- ❑ Reduces operating costs (and thereby IM/IT costs to internal/external customers); and
- ❑ Integrates Platforms and Technologies



Our program/project management business process views IM/IT as a single business unit. Technological advances and interdisciplinary IM/IT skills are leading to an integration of previously discrete functionalities (IM/IT Management, Automation, Communication, Information Assurance, Records Management, Printing and Publishing, and Visual Information).

One national competition maximizes interoperability, minimizes risk, eliminates redundancy, implements standardization, optimizes customer support, and supports the assimilation of innovative technologies. It does this while maximizing efficiencies and reducing costs.

### **Mitigation Strategies**

USACE remains committed to promoting small business opportunities. To emphasize this commitment, our IM/IT acquisition will establish a small business sub-contract goal of 25% based on the total contract dollars of the acquisition. More detailed mitigation strategies to reduce the effects of consolidation on small business and other socio-economic contractors are addressed in Section VI.

### **Summary**

Based on benefits analysis, the Contracting Officer has established a goal of 25% of the total contract dollars for small business subcontracts.

Our acquisition strategy is to consolidate individual contract requirements to the greatest extent possible under the following conditions -

- ❑ Exclude the existing JWOD Program contracts from consolidation and continue to use them as a directed source;
- ❑ Require offerors to include a small business plan that meets or exceeds the current small business percentage targets; and
- ❑ Use a full and open competition with evaluation criteria that encourages teaming with small businesses and aggressive small business subcontracting.



## **SECTION I - INTRODUCTION**

### **1. Statutory Requirements**

**1.1.** The Small Business Reauthorization Act of 1997 requires federal agencies to conduct market research to determine whether bundling of contracts is necessary and justified. It also defines a bundled contract as one that –

**1.1.1.** Consolidates two or more procurement requirements that previously were provided or performed under separate, smaller contracts;

**1.1.2.** Involves a previous contract that was or could have been performed by a small business;

**1.1.3.** Results in a solicitation for a single contract; and

**1.1.4.** Is likely to be unsuitable for award to a small business

**1.2.** If contract bundling meets these criteria, then the Federal Acquisition Regulation (FAR) requires an analysis to determine if bundling will result in “measurably substantial” benefits. The FAR also defines “measurably substantial” as a 10% or greater cost savings or 5% of the estimated contract value if it exceeds \$75M. It is important to note that FAR Part 7.107 (h) states, “requirements of this section, except for paragraph (e), do not apply if a cost comparison analysis will be performed in accordance with OMB Circular A-76.”

**1.3.** The Competition in Contracting Act (CICA) of 1984 requires that solicitations include specifications, which permit full and open competition, and contain restrictive provisions and conditions only to the extent necessary to satisfy the needs of the agency. 41 U.S.C. 253a(a) (2).

### **2. Discussion**

**2.1.** Bundled or consolidated procurements combine separate, multiple requirements into one contract. They have the potential for restricting competition by excluding firms that can only furnish a portion of the requirement. Contracting officers must base their judgments about whether or not to consolidate requirements on the individual facts of each case.

**2.2.** The Department of Defense (DoD) amended the Defense Federal Acquisition Regulation Supplement (DFARS) 207.170 and 219.201 to implement section 801 of the National Defense Authorization Act for Fiscal Year 2004. Section 801 places restrictions on consolidation of two or more requirements of a DoD department, agency or activity into a single solicitation and contract. The objective of the revision is to ensure that decisions regarding consolidations of contract requirements are made with a view toward providing small business concerns with appropriate opportunities to participate in DoD procurements as prime contractors and subcontractors.



**2.3.** We conducted an analysis of the benefits of bundling Information Management (IM) and Information Technology (IT) activities through a single service provider. We plan to compete the IM/IT functions through a standard A-76 competition.

**2.4.** Our analysis focused on answering six basic questions found in FAR Part 7.107 (e) (these questions and our responses are discussed in Section V) –

**2.4.1.** What are the specific benefits anticipated to be derived from bundling?

**2.4.2.** What are the specific impediments to participation by small business concerns as contractors that result from bundling?

**2.4.3.** What are the specific actions that could maximize small business participation as contractors, including provisions that encourage small business teaming?

**2.4.4.** What are the specific actions that could maximize small business participation as subcontractors (including suppliers) at any tier under the contract, or order that may be awarded to meet the requirements?

**2.4.5.** What is the specific determination that the anticipated benefits of the proposed bundled contract or order justify its use?

**2.4.6.** What are the alternative strategies that would reduce or minimize the scope of the bundling, and the rationale for not choosing those alternatives?

### **3. Presentation**

Sections II - Background, III - Agency Needs, and IV - Data Validation lay the foundation for Section V - Benefits Analysis. Section VI - Mitigation Strategies discusses actions we will take regarding the impact of implementing the selected acquisition strategy.



SECTION II - BACKGROUND

1. USACE Organization

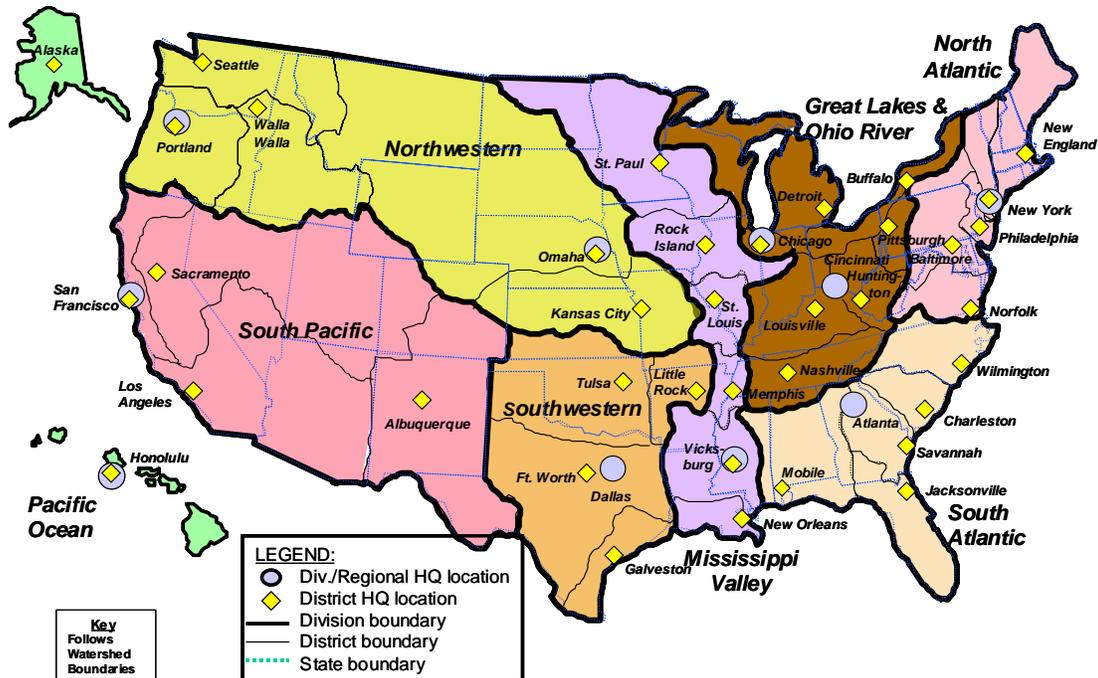
USACE is a major Army command and executes command and control through eight major subordinate commands (MSCs) known as divisions. Each division is comprised of four or more districts. These 45 districts have a civil works mission, a military programs mission, or a combination of both. At the district level, there are area and resident engineer project offices, centers of expertise, and material-testing laboratories. Other USACE commands include the Engineering Research and Development Center comprised of several laboratories, special program centers, and the 249th Prime Power Battalion. See Appendix A- USACE organization.

1.1. Civil Works Program

1.1.1. We are the federal steward of the nation’s waterway resources infrastructure. We manage projects for enhancing navigation; controlling flood and storm water damage; protecting the environment; regulating the work of others in the waters of the United States, including preserving wetlands; helping in emergencies; and researching and developing new techniques for fulfilling these responsibilities. Our other civil works projects include supplying hydropower, water, and recreational facilities.

1.1.2. The geography of the nation’s river systems has dictated the boundaries and organization of our divisions and districts. Civil works operations are managed within major watershed areas, which also define the eight civil works division boundaries.

Figure 1 - Division and District Civil Works Boundaries



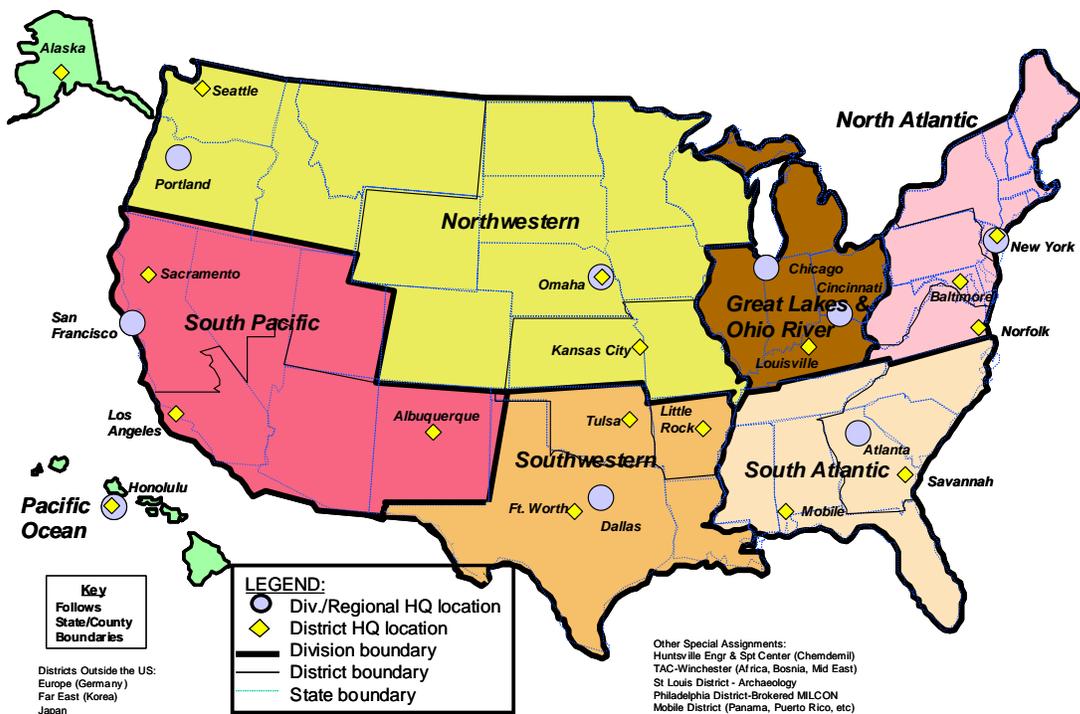


## 1.2. Military Programs

1.2.1. We are the Army’s design and construction agent and support other customers as well. Currently, we are working in more than 90 countries for agencies such as the Department of State and the Department of Commerce. Our customers also include other federal agencies with overseas missions. We program, design, construct a major part of the Air Force military construction (MILCON) program, and collaborate on facility projects with host nations, such as Korea, Japan, and other countries that allow the stationing of U.S. forces in their country, and through the foreign military sales (FMS) program.

1.2.2. The division boundaries for military programs follow state boundaries. Twenty-one USACE districts have MILCON programs. The following map does not show the two Pacific districts (the Far East [Korea] and Japan) and the Europe district in Germany. These districts have no civil works functions, but concentrate on supporting U.S. forces.

Figure 2 - Division and District Military Construction Boundaries



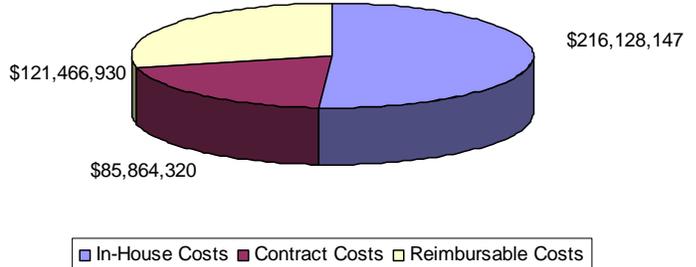


## 2. Current Contract Environment

### 2.1. Budget Allocation

In FY 03, USACE expended approximately \$423.5M on IT services, or about 3% of our overall budget authority. FY 03 IT Costs were 51% for in-house costs, 29% for reimbursable costs, and 20% for contract costs.

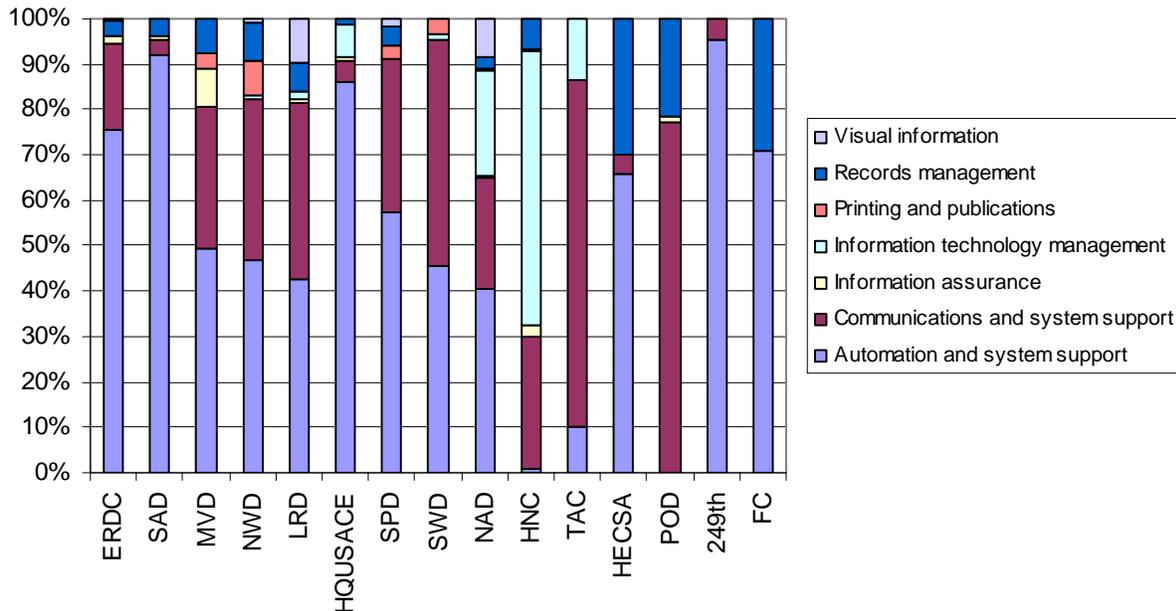
Figure 3 - USACE FY03 IT Costs (\$423,459,370)



### 2.2. Contract Segment<sup>1</sup>

The number of IT contracts that USACE awards each year varies greatly by command. Some commands have more than 200 while others have just a few. Figure 4 also points to the fact that no standard practice exists to acquire IT services. For example, the South Atlantic Division (SAD)<sup>2</sup> uses a large amount of its IT contract funds for automation and system support, while the Pacific Ocean Division (POD) does not have any contract support for this function. In addition, the Engineer Research and Development Center (ERDC) is the largest consumer of contracted IT services because it provides legacy systems to other commands.

Figure 4 – Distribution of IT Expenses by Organization



<sup>1</sup> Contracts identified during the Preliminary Planning Phase (Base Year (FY03) for the IM/IT Competition are in Appendix B.

<sup>2</sup> Organizational abbreviations are in Appendix A - USACE Organization.



### 2.3. Contracts Across the Command

Each command uses a wide range of contract services. Table 1 depicts the functional areas where IM/IT contracts are used at the MSCs, and Field Operating Activities (FOAs).<sup>3</sup> The technical functions of Automation and System Support (approximately 39% of all IT contracts) and Communication and System Support (approximately 40%) rely heavily on commercial contracts. The other functions rely on fewer contractual support agreements. As noted previously, in-house labor and equipment accounted for approximately 51% of USACE’s total IM/IT expenditures. A list of contracts is in Appendix B.

**Table 1 - Number of Contracts by Origin and Function**

Command	Automation and system support	Communications and system support	Information assurance	Information technology management	Printing and publications	Records management	Visual information	Grand total
249th Engineer Battalion	8	1	0	0	0	0	0	9
ERDC	5	12	2	0	0	3	1	23
FC	3	0	0	0	0	5	0	8
HECSA	7	2	0	0	0	1	0	10
HNC	1	6	1	1	2	3	0	14
HQUSACE	47	5	1	4	1	1	0	59
LRD	73	95	4	8	0	18	11	209
MVD	73	63	3	3	12	21	0	175
NAD	51	35	6	7	4	4	12	119
NWD	48	82	1	5	5	20	4	165
POD	0	3	1	0	0	4	0	8
SAD	10	18	2	1	0	4	0	35
SPD	71	50	0	0	2	15	5	143
SWD	12	53	1	1	10	0	0	77
TAC	20	13	0	6	0	0	0	39
<b>Grand Total</b>	<b>429</b>	<b>438</b>	<b>22</b>	<b>36</b>	<b>36</b>	<b>99</b>	<b>33</b>	<b>1,093</b>

79% system support

21% of the contracts, 51% of the costs

### 2.4. Local Solutions to Enterprise-wide Requirements

In the past, IM/IT requirements were not consolidated. As shown in the next table, slightly more than 35% (382 contracts) of all the 1,093 contracts in the FY03 preliminary planning baseline information were with a single firm for a single location. Forty-nine percent, or 186, of those contracts were with small businesses at a single location. Several firms however, supported

<sup>3</sup> For this analysis, District and Center information managers categorized USACE’s IT services into the seven groups.



USACE through multiple contracts at different locations. Nineteen firms had 331 contracts. We believe there are opportunities to consolidate contracts even within the same firm using an enterprise contracting approach.

**Table 2 - Numbers of Contracts with Individual Firms**

Contracts per firm	Number of firms	Number of small business firms	Number of contracts	Percentage
Firms with a single contract	382	186	382	35
Firms with two contracts	50	28	100	9
Firms with 3 to 5 contracts	49	15	185	17
Firms with 6 to 9 contracts	13	2	95	9
Firms with 10 to 39 contracts	19	1	331	30
<b>Total</b>	<b>513</b>	<b>232</b>	<b>1,093</b>	<b>100</b>

### 2.5. Small Business Contracts

In FY03, we had 357 contracts with 232 small business (SB) firms. This equates to 54.7% of the total contract expenditure in FY03. These contracts were concentrated in the automation system support and communication system support functions. The small business contracts accounted for 68.39% of the entire automation and system support contract costs. Visual information contracts accounted for only 1.7% of the total IT contract value expended in FY03. Small business contracts however, accounted for 87.9% of visual information contracts.

**Table 3 - Small Business Breakout of IT Services – USACE-wide**

Service	SB contract count	SB contract cost (\$)	Percent of total SB cost	Total contracts	Total contract \$	Percent of SB \$ to total contract \$
Automation and system support	177	34,704,295	73.91	429	50,745,260	68.39
Communication and system support	91	8,075,961	17.20	438	22,415,284	36.03
IT management	13	1,260,311	2.68	36	4,043,973	31.17
Visual information	25	1,248,738	2.66	33	1,420,621	87.90
Record management	26	1,144,802	2.44	99	4,505,857	25.41
Printing and publications	16	317,517	0.68	36	1,339,504	23.70
Information assurance	9	205,275	0.44	22	1,393,816	14.73
<b>Total</b>	<b>357<sup>4</sup></b>	<b>\$46,956,902.</b>	<b>100.00</b>	<b>1,093</b>	<b>\$85,864,320</b>	<b>54.69</b>

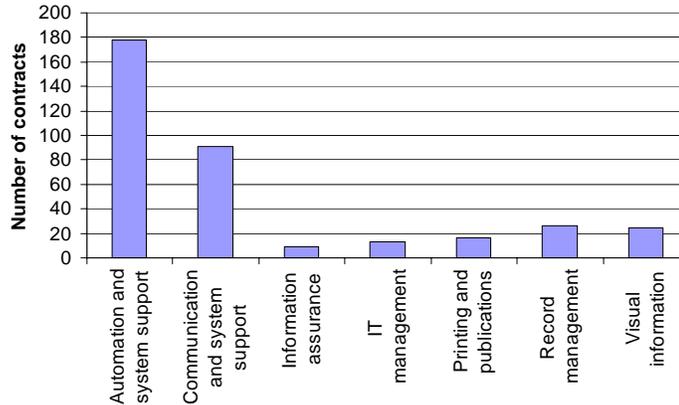
#### 2.5.1. Uneven Distribution of Small Business Contracts

<sup>4</sup> The 357 Small Business contract count in this table does not match the 358 contract count elsewhere in this document. In this table, one contract was removed due to data call error.



Small business contracts are not distributed evenly among the IM/IT services.

**Figure 5 - Distribution of Small Business Contracts by Group in FY03**



**2.5.2. Top Three Business Types**

The following table shows the distribution of contracts for the top three business types within each individual function. These three business types (Small Disadvantaged Business, Other Small Business and Large Business) make up 95% of both the number of contracts and contract value with automation having the largest number of contracts. In this data, taken from FY03, small businesses had 34% of those contracts.

**Table 4 - Distribution of the Top Three Business Types**

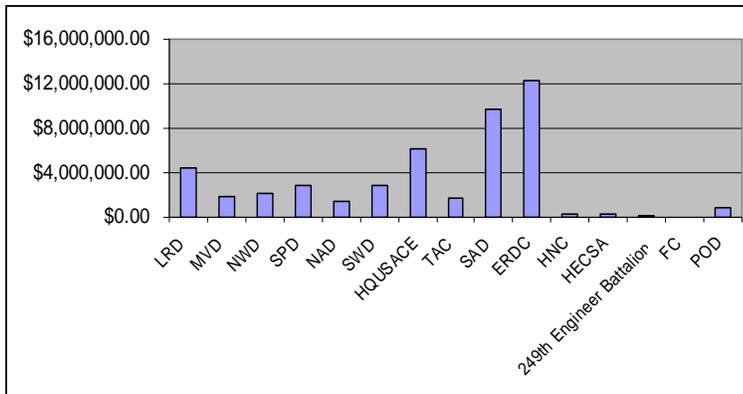
Service	Small Disadvant. Business Contracts	Small Disadvant. Business Value (\$)	Other Small Business Contracts	Other Small Business Value (\$)	Large Business Contracts	Large Business Value (\$)	Other Business Types Contracts	Other Business Types Value (\$)	Total Number Of Contracts	Total Dollar Value (\$)
Automation	90	29,205,547	87	5,498,748	245	15,421,174	7	619,791	429	50,745,261
Communication	26	5,176,289	65	2,899,673	324	13,970,532	23	368,791	438	22,415,285
Information assurance	4	195,453	5	9,822	12	1,188,058	1	483	22	1,393,817
Information management	7	938,291	6	322,021	20	2,640,216	3	143,445	36	4,043,973
Printing and publications	3	45,787	13	271,730	19	953,988	1	68,000	36	1,339,505
Record management	9	562,326	17	582,476	57	944,788	16	2,416,267	99	4,505,858
Visual information	5	161,733	20	1,087,005	6	164,249	2	7,634	33	1,420,621
<b>Total</b>	<b>144</b>	<b>36,285,426</b>	<b>213</b>	<b>10,671,477</b>	<b>683</b>	<b>35,283,005</b>	<b>53</b>	<b>3,624,411</b>	<b>1,093</b>	<b>85,864,320</b>



### 2.5.3. Small Business Opportunities

Our objective is to transfer the management of the day-to-day operations from 60 locations to a standard, consistent and integrated enterprise level. This strategy was expanded in the USACE 2012 report which implements USACE management doctrine.<sup>5</sup> There exists today and will exist in the future, opportunities for small business support for this objective. For example, small businesses are engaged in maintenance agreements whether it is with software, copier or UPS repairs. Offsite storage of backup tapes, micro tower services, and mail room services are examples of local services that can be provided at the site but managed at a central level.

Figure 6 - Small Business Contract \$ by Division

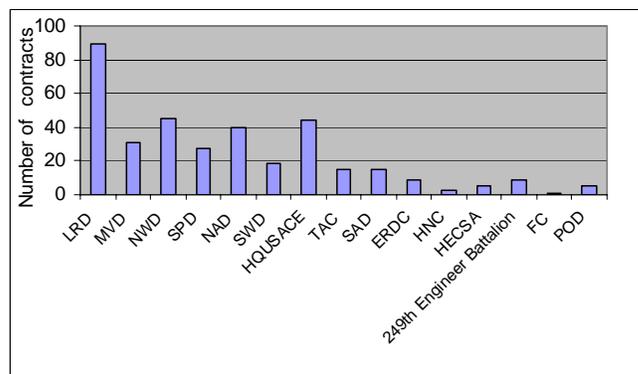


### 2.5.4. Geographic Distribution

There is an uneven geographic distribution of small business contracts across USACE. Great Lakes and Ohio River Division (LRD) has the largest number of small business contracts - 89 in 2003.

Engineer Research and Development Center (ERDC) has the largest volume of small contracts on a dollar basis.

Figure 7 – Geographic Distribution of Small Business Contracts in FY03



<sup>5</sup> U.S. Army Corps of Engineers, USACE 2012: Aligning the U.S. Army Corps of Engineers For Success in the 21st Century, October 2003.



### 2.5.5. Top Ten Contractors

In the next table, we show the top ten contractors that accounted for 64.8% of the total small business dollars in FY03.

Table 5 - Top Ten Contractors

Contractor name	Service Provided	Total (\$)
ICRC	Automation & System Support, Visual Information services	9,190,822
Chickasaw Nation Industries (CNI)	Automation & System Support	6,302,000
Quality Technology Incorporated	Automation & System Support	3,180,031
AlphaData	Automation & System Support	2,858,291
Ron Walker Associates	Automation & System Support	1,610,697
Shiers Communication	Communication & System Support	1,582,501
Segovia, Inc.	Communication & System Support	1,565,823
Information Systems Support, Inc.	Automation & System Support, Visual Information services, Records Management	1,539,131
Engenius Consulting Group, Inc	Automation & System Support	1,349,409
Momentum Systems Inc	Automation & System Support, IT Administration	1,255,797
<b>Total</b>		<b>\$30,434,502</b>

### 3. What We Learned

The range of small business actions and contractors in FY 03 are shown in Table 6.

3.1. The analysis revealed that within the 357 small business contracts, 49 were micro purchases below \$2,500, with a total value of \$58,931. These micro purchases were transactions using the government wide commercial purchase card. The nature of the supply or service is considered a one-time procurement and not a recurring requirement, though other similar requirements may arise from day to day operations of the business unit. For the sake of consistency, these micro purchases were kept in this analysis as an estimate of workload.

3.2. There were 98 contracts between \$2,501 and \$25,000, with a total value of \$899,791. District Contracting Offices awarded these contracts to small businesses for individual requirements of a type that arise from day to day operations of the business unit.

3.3. The remaining contractors represented 98% of the contract value awarded to small businesses. Fifty-five contractors had 90 contracts that totaled \$3.6M and were in the range



## Information Management & Information Technology Competition

between \$25,001 and \$100,000. Forty-six contractors had a collective value of \$42M. Most of these large contracts were automation support procurements that are an integral part of the performance-based operation of the USACE IM/IT function, and cannot be severed without impacting the service provider’s ability to effectively manage the mission.

**Table 6 - Categories of Small Business**

Less than \$2,500			Between \$2,501 and \$25,000			Between \$25,001 and \$100,000			Above \$100,001		
Number of Contractors	Number of Contracts	Value (\$)	Number of Contractors	Number of Contracts	Value (\$)	Number of Contractors	Number of Contracts	Value (\$)	Number of Contractors	Number of Contracts	Value (\$)
49	49	58,931	82	98	899,791	55	90	3,594,959	46	120	42,403,222
<b>Total Contracts 357*</b>											
<b>Total Contract value \$46,956,902</b>											

\*One contract removed due to data call error

## **SECTION III - AGENCY NEEDS**

### **1. Agency Opportunities**

This standard competition under OMB Circular A-76 gives us the opportunity to achieve a number of agency needs.

#### **1.1 Effective Use of Scarce Resources**

We have a need to maximize the return on our investments regarding A-76 competitions. Our Executive Direction and Management (ED&M) funding has essentially been level since 1994. In constant dollars, this funding has effectively decreased 30% and there is no indication this will change in the foreseeable future. USACE strives to promote the most innovative (and cost efficient) solutions while balancing the needs of our stakeholders.

To make this competition suitable for small businesses, we would have to pursue smaller competitions. Although breaking the competition into separate competitions does not meet the agency's needs, eight regional competitions would be the smallest competition size practicable. Under the regional competition scenario, were the competition to result in private sector providers, each contract would be around \$30M to \$40M annually, an amount that is significantly higher than the \$21M annual revenue small business size standard that applies to this procurement. We estimate that conducting 8 regional competitions would cost over \$28M. In comparison, the cost of conducting a single competition is less than \$12M. The funds to conduct competitions come from two sources, the command's operating budget and the funds appropriated directly by Congress for specific projects (for example the maintenance of navigable waterways) and by our customers (for example construction projects for the Air Force). USACE receives a limited amount of money – about \$250M – for its operating budget for ED&M. The funds to conduct competitions come primarily from the command's operating budget. USACE cannot afford spending \$28M on eight competitions for a single function.

#### **1.2 USACE Doctrine**

USACE Engineer Regulation 5-1-11, Management – USACE Business Process provides the doctrine for enterprise-wide business processes. The central tenet of this doctrine is the Program Management Business Process (PMBP), project-focused teamwork through multidisciplinary Project Delivery Teams (PDTs) to meet the nation's water resources and military construction requirements. These project-focused teams draw upon our diverse resources without regard to geography or organizational boundaries. The teams rely heavily on virtual, technology-based tools. Since the teams come from different organizational entities and geographic locations and since they work extensively in a virtual environment, consistency and the interoperability of automated technology is crucial. The IM/IT functions need to be homogenous and integrated in furtherance of the USACE doctrine.



### 1.3 Improved Service

**1.3.1. Network Performance:** Networks, both voice and data are the primary mechanism for communicating within and across USACE organizations. These networks and systems are the means for our customers, stakeholders, suppliers and industry partners to join with Product Delivery Teams to achieve requirements related to our mission. Networks provide the connectivity to command-wide, mission critical applications used to develop, monitor, and evaluate Corps services and products.

**1.3.2. Enterprise Level Service:** It is USACE policy that “all network management services (to include LANs) will be migrated and managed at the enterprise level. This will allow USACE to have a global view of every asset connected to its network anywhere in the world and manage it as a single enterprise.”<sup>6</sup> USACE expects that this enterprise level approach will also reduce the complexity and increase interoperability of our IT systems. Both of these benefits will help us adapt more quickly to changes in technology and the service improvements that will result.

**1.3.3. Consolidated Management:** Enterprise management will allow for efficient workload balancing of the network and provide central security across the command. It will eliminate the need for local organizations to have individual network operating centers and help desks. It will result in decreased staffing requirements and will reduce costs.

#### 1.3.4. Reduced Security Risks:

USACE will continue to pursue a comprehensive approach to IT security. We are aware of the vulnerability of complex enterprise architecture. It is a challenge for USACE to manage and enforce IT security for contracts that are procured and administered locally.

Separate Local Area Networks (LANs), each with firewalls, routers, and intrusion detection devices developed and operated by separate teams can easily destroy the security within other locations. The complex configuration of the devices on the network do not allow for even one keystroke mistake. While a service provider for a region or district might find its own keystroke mistake during testing, they will be unable to see the vulnerability they have caused for other regions or sites. For this reason, IT security would be improved by bundling IT services.

## 2. Build on Experience

USACE has embarked on two initiatives that illustrate how bundled contracts will improve services to IM/IT customers –

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<sup>6</sup> USACE 2012 *Aligning the U.S. Army Corps of Engineers for Success in the 21<sup>st</sup> Century*



## 2.1. The Enterprise Portal Initiative

This initiative will provide a common framework to web-enable, integrate, and streamline information services for delivery to USACE customers, stakeholders and the public. Common tools like single point of access for all USACE systems and a single sign-on capability will provide secure access saving time and dramatically reducing the costs associated with lost or forgotten passwords. According to the Help Desk Institute, forgotten passwords account for nearly 30% of all help desk calls.

“A support organization servicing 20,000 employees receives an average of 3,000 help desk calls each month, 30 percent of which are related to password resets. With each password reset incident costing \$32.50 to \$57.50, the company would incur support cost of \$351,000 to \$621,000 for forgotten password requests each year.” [IdeaByte™ *Password Reset Software Can Reduce Help Desk Costs*, Giga Information Group.] Comparable costs can be projected for the USACE 36,000 employees, equating to 5,400 help desk calls and 1,620 password resets at a cost of \$631,800 to \$1,117,800 each year.

## 2.2. Science and Engineering Technology (SET) Initiative

This initiative will improve the use of computer-based technologies that support Science and Engineering. USACE has 20 individual contracts with Bentley Systems, a provider of Computer Assisted Design and Drafting (CADD) software products. By being individually acquired, the suites of services are not standard, consistent or integrated. The SET Initiative will result in a more complete suite of tools and training across the command for the same total price.

## 3. Strategic Approach to Competitive Sourcing

The IM/IT competition responds to the President’s Management Agenda—Competitive Sourcing. As discussed in OMB’s letter report to The Honorable Richard B. Cheney, “public-private competition is now proving its worth as a critical management tool for both reducing costs and accelerating the pace at which agencies improve efficiency and eliminate wasteful processes.”<sup>7</sup>

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<sup>7</sup> Executive Office of the President, Office of Management and Budget, *Letter Report to The Honorable Richard B. Cheney*, January 25, 2005.



### 3.1. Competitive Sourcing Preliminary Planning Baseline Finding

Because of the lack of an enterprise-wide system throughout the command, each district provided for its own requirements. This has resulted in separate procurements of the same product or service from different vendors. The FY03 baseline revealed a large number of firms with single contracts. For example, 137 individual contracts with seven phone companies command-wide.

### 3.2. Competitive Sourcing Strategy

We must fulfill the requirements of the President's Management Agenda—Competitive Sourcing “to ensure that the American people receive maximum value for their tax dollars, commercial activities should be subject to the forces of competition.”<sup>8</sup> Our competitive sourcing strategy reflects a considered, reasoned approach that recognizes the costs to conduct competitions increases overhead and directly affects the costs for our civil works appropriated projects and the costs charged to our reimbursable military programs customers.

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<sup>8</sup> Executive Office of the President, Office of Management and Budget, *The President's Management Agenda* Fiscal Year 2002.



## **SECTION IV - DATA VALIDATION**

### **1. Contract Analysis**

We asked each of our subordinate commands to provide information on all contracts supporting their IM/IT missions. This resulted in data on 1,093 individual IM/IT contracts for FY03.

#### **1.1. Contract Data Elements**

The data for each contract included –

- 1.1.1.** Annual (FY03) dollars expended;
- 1.1.2.** Division and district awarding the contract;
- 1.1.3.** Name of contractor;
- 1.1.4.** Business type (large or small business);
- 1.1.5.** Description of services (a one-line statement); and
- 1.1.6.** Length of contract and expiration date

#### **1.2. Data Comparison**

To make comparisons across divisions and districts, we did the following –

- 1.2.1.** Classified each contract into one of seven major IT areas (such as Application Management and Support) and several sub areas;
- 1.2.2.** Categorized reimbursements and contracts;
- 1.2.3.** Organized the data by division and major IM/IT area;
- 1.2.4.** Assigned Federal Procurement Data System (FPDS), Product Service Code (PSC), and North American Industry Classification System (NAICS) code to validated data; and
- 1.2.5.** Created a list of contractors using a standardized name for each contractor (for example FEDEX versus Federal Express or versus Fed Express).

### 1.3. Observations

Two key observations as a result of our review –

**1.3.1.** Many commands had no contracts in several areas; districts often contract for services on behalf of their division or perform the function in-house for them.

**1.3.2.** The dollar amounts for services ranged from hundreds to millions of dollars, both within and across commands.

### 1.4. Clarification

We conducted a second data call requesting the “Number of Persons Served” for each of the 1,093 contracts. This information was useful because it defined the number of employees and end-users directly served by each contract, regardless of their physical and organizational location. We also followed up with the commands’ IM/IT staffs to ensure a common understanding of the data requirements.

## 2. DD 350 Validation

After identifying the 1,093 contracts delivering services within the seven IM/IT functions, we validated the results using the Individual Contracting Action Report (DD 350).

**2.1.** Of the 1,093 contracts, 770 (70%) were listed in this report.<sup>9</sup> The remaining contracts (323) were not listed, but 230 of those contracts had a value less than \$25,000, and were not required to be reported on the DD 350 form in FY03.

**2.2.** Approximately 9% (93 contracts) could not be validated through the DD 350 system and consequently we reviewed them using either the Federal Procurement Data System (FPDS) or DoD’s Central Contractor Registration (CCR). This resulted in increasing the validated contracts to more than 94.7%.

**Table 7 - Summary of DD 350 Validation**

	Contracts	Verified	Cumulative	Percentage
Total Contracts	1,093	—	—	100.0
Listed in DD 350	770	770	770	70.4
Not listed in DD 350	323	—	—	—
Not listed but under \$25,000	230	230	1,000	91.4
Not listed but required in DD 350	93	—	—	—
Verified through FPDS or CCR	35	35	1,035	94.7

<sup>9</sup> We made the validation using contractor names not contract number.



### 2.3. Business Type

The DD 350 also includes instructions for identifying business types.

**Table 8 - Business Type**

Code	Business Type	Criterion
A	Small disadvantaged business (SDB) performing in U.S.	Enter code A if the contractor is a small disadvantaged business concern as defined in 219.001 and the place of performance is within the United States and outlying areas.
B	Other small business (SB) performing in U.S.	Enter code B if the contractor is a small business concern as defined in FAR 19.001, other than a small disadvantaged business concern, and the place of performance is within the United States and outlying areas.
C	Large business performing in U.S.	Enter code C if the contractor is a domestic large business concern and the place of performance is within the United States and outlying areas.
D	JWOD participating nonprofit agency	Enter code D if the contractor is a qualified nonprofit agency employing people who are blind or severely disabled (see FAR 8.701) and the place of performance is within the United States and outlying areas.
F	Hospital	Enter code F if the contractor is a hospital and the place of performance is within the United States and outlying areas.
L	Foreign concern or entity	Enter code L if the contractor is a foreign concern, the Canadian Commercial Corporation, or a non-U.S.-chartered nonprofit institution.
M	Domestic firm performing outside U.S.	Enter code M if the contractor is a domestic concern or a domestic nonprofit institution and the place of performance is outside the United States and outlying areas.
T	Historically black college or university (HBCU)	Enter code T if the contractor is an HBCU as defined at 252.226-7000 and the place of performance is within the United States and outlying areas.
U	Minority institution (MI)	Enter code U if the contractor is an MI as defined at 252.226-7000 and the place of performance is within the United States and outlying areas.
V	Other educational	Enter code V if the contractor is an educational institution that does not qualify as an HBCU or MI and the place of performance is within the United States and outlying areas.
Z	Other nonprofit	Enter code Z if the contractor is a nonprofit organization (as defined in FAR 31.701) that does not meet any of the criteria in codes D, F, T, U, or V and the place of performance is within the United States and outlying areas.

### 2.3.1. Coding Variations

We found considerable variation in the coding applied to some companies. Using FPDS and CCR, we corrected these records in our database. For example -

**2.3.1.1.** BellSouth Telecommunications was coded both as a Large Business and as an Other Small Business. BellSouth is clearly a large business.

**2.3.1.2.** Dell Marketing was coded both as a Large Business and as an Other Small Business. Dell is clearly a large business.

**2.3.1.3.** University of Colorado-Boulder was coded as Other Educational and as an Other Small Business. The university is clearly an “other educational entity”.

**Table 9 - Number of Companies by Business Type**

Code	Business Type	Number of Contracts
A	Small disadvantaged business performing in U.S.	144
B	Other small business performing in U.S.	213
C	Large business performing in U.S.	683
D	JWOD participating nonprofit agency	16
F	Hospital	—
L	Foreign concern or entity	—
M	Domestic firm performing outside U.S.	—
T	Historically black college or university	3
U	Minority institution	—
V	Other educational	2
Z	Other nonprofit	1
	State and local government	10
	No entry	21
	<b>Total</b>	<b>1,093</b>

### 2.3.2. Product Service Codes

Both FPDS and CCR contain categories of services and products that the federal government acquires. They consist of Federal Supply Classification codes specifically developed for use in Federal Procurement Data System. We then analyzed the field data to verify their Product Service Codes (PSCs). The next table shows the top five PSCs in terms of number of contracts.

**Table 10 – Number of Contracts in Top Five Product Service Codes**

Rank	Product Service Code	Number of Contracts
1	S113—telephone and-or communications service	234
2	D399—other ADP and telecommunications services	135
3	7030—ADP software	56
4	J074—MAINT-REP of office machines	46
5	D316—Telecommunication network mgmt services	36

### 2.3.3. Primary Industrial Activity

The North American Industry Classification System (NAICS) contains definitions for classifying primary industrial activity. We validated NAICS and PSCs concurrently. The following table presents the top five North American Industry Classification System codes based on numbers of contracts.

**Table 11 - Number of Contracts in Top Five North American Industry Classification System**

Rank	North American Industry Classification System	Number of Contracts
1	541519—other computer related services	137
2	517212—cellular and other wireless telecom	121
3	517110—wired telecommunications carriers	97
4	541511—custom computer programming service	65
5	511210—software publishers	58

### 2.3.4. Industry and Products or Services

Both PSCs and the NAICS codes are captured in the DD 350 and Federal Procurement Data System information. While validating the field data against the DD 350 database, we collected the NAICS and PSC information for all listed contractors. That information allowed us to categorize the contracts by industry and products or services. This categorization gives a clear picture of the IM/IT services that USACE procures. It is important to note that there is not a direct correlation between a PSC and a NAICS. Not all PSCs are allocated to just one NAICS. For our analysis, we selected PSC as the control element because it identifies how the “As-Is” service provider operates. (If we could not validate the field data using DD 350 or FPDS, then we assigned no NAICS code nor PSC code.)



### **2.3.5. DD350 Reliability**

The overall reliability of the Department of Defense DD 350 data has been criticized by the Government Accountability Office (GAO) and generally is not considered useful by practitioners. By correcting for business type however, we believe that our analysis is supported by more accurate and useful data.

### **2.3.6. Note**

During the preliminary planning phase, the Transatlantic Program Center (TAC) was excluded from the competition because of its critical overseas war-fighter support. Our analysis began prior to this decision and as a result, TAC is included in the analysis for consistency.

**SECTION V - BENEFITS ANALYSIS**

FAR Part 7.107(e) requires every acquisition strategy that involves bundling to answer six questions. Those questions for the IM/IT competition are answered below.

**1. FAR 7.107 (e)(1): What are the specific benefits anticipated to be derived from bundling?**

The following benefits are anticipated -

**1.1 Cost savings**

**1.1.1.** This competition is being conducted under the policy and procedures set forth in OMB Circular A-76. We cannot predict with certainty how the private sector and the Most Efficient Organization (MEO) team will structure their organization or how they will reengineer the process and procedures to meet the requirements in the solicitation. OMB’s report on the Administration’s competitive sourcing initiative for FY04 however, does give an indication of what can be expected.

**1.1.2.** The Administration’s report states that two trends appear to be closely linked with the improved results experienced in FY 04. First, most agencies are relying on standard competitions, where federal employees are provided an opportunity to identify better and more cost effective business practices. Second, agencies are conducting larger competitions and “larger competitions allow agencies to package activities across regions or by business line.”<sup>1</sup> The report describes the result of the Forest Service nationwide competition of their 1,200 FTE information technology operation, which is expected to produce more than \$145 million in savings over a five-year period.<sup>2</sup> The USACE IM/IT competition is similar.

**1.1.3.** In this analysis, we assessed several methods to estimate cost savings that would result from various bundling alternatives. We chose two of these methods to provide quantifiable support for this analysis –

**1.1.3.1.** Cost Reduction Case Analysis (Business case examples)

**1.1.3.2.** Personnel Savings Estimate (Personnel cost reductions)

**1.2. Cost Reduction Case Analysis**

**1.2.1.** Subject matter experts from the IM/IT Performance Work Statement (PWS) team developed several business case examples to predict potential cost savings from a single national competition. The PWS team reviewed IM/IT requirements in detail for over six months. Their

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<sup>1</sup> Executive Office of the President, Office of Management and Budget, Letter Report on the Administration’s Competitive Sourcing Initiative, January 25, 2005.

<sup>2</sup> Ibid



expertise coupled with their PWS team experience provides significant credibility for insights into the potential savings associated with various bundling alternatives (i.e., District level, Regional level, Functional level versus a National level bundling). This team developed cost scenarios for six IM/IT services (E-mail, help desk, information assurance vulnerability assessment, electronic document management, network operations, and video production and broadcasting). Their case analysis is in Appendix C. Their examination looked at four bundling alternatives –

**1.2.1.1.** District - This alternative assumed no major change in current delivery or operations of the services;

**1.2.1.2.** Regional - This alternative assumed the services would be operated and managed at a regional level;

**1.2.1.3.** Functional - This alternative assumed that activities would be performed nationally, organized around five key functions;

**1.2.1.4.** National - This alternative assumed the most aggressive bundling of services. One service provider would deliver all IM/IT services on a nation-wide scale;

**1.2.2.** They chose these alternatives based on their expert opinion that the scenarios represented the most realistic approaches. The costs developed for each alternative formed the basis for their comparison of the alternatives and their recommendation. Their work included:

- Categorizing client locations into small, medium, and large groupings<sup>3</sup>
- Staffing each alternative based on their knowledge and experience of USACE organization
- Estimating direct costs, indirect costs, and overhead costs

These subject matter experts based their assumptions on their operational knowledge of those specific IT functions. An offsite meeting was conducted to review these cost estimates and reach consensus among the subject matter experts on labor, overhead, travel, training, administrative costs. This group also supported their estimates with outside sources where possible. For example, they adopted OMB's estimates for fully burdened government labor to their cost calculations.

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<sup>3</sup> Site Size defined as Small are those sites with less than 500 customers. Medium are those sites with 500-1000 customers. Large are those sites with over 1000 customers.



This team then calculated the costs associated with the national alternative and established this as the baseline. They then evaluated the other three alternatives against the baseline. A more complete explanation of this analysis is provided in Appendix C. Table 12 illustrates that all of the competition alternatives will reduce costs over the district level alternative and the percentage increase of each alternative over the baseline, i.e., the national alternative. The team’s evaluation confirmed that the District, Regional, and Functional alternatives are more expensive than the National approach.

Table 12 - Summary of Cost Reduction Case Analysis

	District \$	Regional \$	Functional \$	National \$
E-Mail	12,824,200	7,949,760	2,802,800	2,802,800
Help Desk (Tier 1)*	14,038,400	7,801,040	3,115,800	2,077,200
Information assurance vulnerability assessment	24,362,800	10,400,000	9,560,800	7,930,000
Electronic document management	22,599,200	10,569,400	7,005,300	6,145,000
Network operations	19,402,400	11,919,600	7,103,600	6,140,400
Video production and broadcasting	24,838,400	14,344,000	15,691,200	11,084,000
<b>Total</b>	<b>\$118,065,400</b>	<b>\$62,983,800</b>	<b>\$45,279,500</b>	<b>\$36,179,400</b>
<b>Percent Additional Cost</b>	<b>226%</b>	<b>74%</b>	<b>25%</b>	<b>Base</b>

\*Tier 1: Help Desk Call Center personnel that takes the call, logs the service request and attempts to solve the problem, if it can be done without physically visiting the customer. Since most help desk calls are for password reset, the majority of the service requests are resolved here.

### 1.3. Personnel Savings Estimate

1.3.1. We understand that savings from past competitions cannot be used alone as a justification for bundling decisions; however, they are benchmarks that we can learn from because of our research.

1.3.2. Other sources also indicate savings gained from bundling contracts. For example, a Rand Corporation Analysis conducted in 2001 described the sources of savings that the Air Force could expect from bundled contracts.<sup>4</sup>

- Opportunities for cost reductions include the following:
  - A wide variety of economies of scale in labor that allow the use of fewer personnel through the use of multi-skilled and cross trained technicians
  - Greater leverage with a provider’s suppliers when it buys in larger volume

<sup>4</sup> Federal Contract Bundling: A Framework for Making and Justifying Decisions for Purchased Services Laura H. Baldwin, Frank Camm, Nancy Y. Moore



- Reductions in a variety of duplicate overhead and management information systems expenses.
- Opportunities for performance improvements that can reduce total ownership cost include the following:
  - Arrangement of related elements to improve coordination, responsiveness, and accountability
  - Greater consistency in service levels across sites
  - Alignment of related elements will allow for better performance measurement and help improve the processes underlying the activity.

**1.3.3.** Based on our analysis, USACE believes that –

**1.3.3.1.** The most significant source of savings will be in personnel costs;

**1.3.3.2.** Savings in personnel costs are the result of using multi-skilled and cross-trained personnel to perform other jobs when they are not engaged in their primary specialties;

**1.3.3.3.** Grouping multiple services at a site and using multi-skilled and cross-trained personnel, enables a service provider to perform those services with fewer personnel because the requirement for a pool of back-up staff is smaller - yet sufficient to address surges in demand and non-productive time such as vacations and sick days; and

**1.3.3.4.** Fewer personnel are required to manage the grouped services.

**1.3.4.** We considered the potential impact of these findings in projecting savings in personnel costs in our acquisition strategy for the IM/IT competition. Table 13 lists the current IM/IT positions by function.

**Table 13 - Positions by Function**

<b>Function</b>	<b>FTE*</b>	<b>Burdened \$ @ \$80 K per FTE</b>
Automation	731	\$58,480,000
Communication	115	\$9,200,000
Information assurance	53	\$4,240,000
IT management	7	\$560,000
Printing and publications	14	\$1,120,000
Records management	57	\$4,560,000
Visual information	87	\$6,960,000
<b>Total</b>	<b>1,064</b>	<b>\$85,120,000</b>

\*Current on-board strength

**1.3.5.** OMB estimates that the government pays approximately \$80,000 annually in salary and benefits per civilian Full Time Equivalent (FTE).<sup>5</sup> For the IM/IT competition, this equates to \$85,120,000 in personnel costs. Table 14 estimates potential savings in personnel costs for the 10, 20, and 30% savings scenarios mentioned in the reports researched.

**Table 14 - Potential Savings Through Reduction in Personnel Costs**

<b>Percent Savings</b>	<b>Savings</b>	<b>Five Year savings (not adjusted for inflation)</b>
10	\$8,512,000	\$42,560,000
20	\$17,024,000	\$85,120,000
30	\$25,536,000	\$127,680,000

**1.3.6.** These projected savings are within the range of savings reported for the Forest Service IT competition – a competition that is similar to ours. The Forest Service competition included IT infrastructure and radio frequency services. The MEO Government tender was successful. The MEO service provider plans to implement a \$299 million dollar project over five years with 650 FTE as well as contract support. The MEO Government tender will result in the reduction of approximately 180 FTE and a savings of approximately \$100 million over five years. To achieve these savings, the winning proposal bundled IT operations across 155 national forest sites<sup>6</sup>.

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<sup>5</sup> Executive Office of the President, Office of Management and Budget, Letter Report on the Administration’s Competitive Sourcing Initiative, January 25, 2005.

<sup>6</sup> Forest Service IT workers win their A-76 bid; Wilson Dizard III, Government Computer News, 8/30/2004, vol 23, no. 25



## **1.4 Improved IT Security**

Separate Local Area Networks (LANs), each with firewalls, routers, and intrusion detection devices developed and operated by separate teams can easily destroy the security within other locations. The complex configuration of the devices on the network do not allow for even one keystroke mistake. While a service provider for a region or district might find its own keystroke mistake during testing, they will be unable to detect the vulnerability they have caused for other regions or sites. For this reason, IT security would be improved by bundling IT services.

## **1.5 Consistent Levels of Service**

**1.5.1.** The USACE Science and Engineering Technology (SET) initiative provides an example of the consistent levels of service we can expect from bundling IT services. Currently, USACE has 20 individual contracts for Bentley Systems CADD software products. Each suite was procured by USACE districts or centers as needed which has resulted in a variety of service levels and features. The USACE SET initiative provides for an enterprise license agreement with price discounted below the GSA schedule rate resulting in a consistent level of service at a best-value price. Consistent levels of service will result from standard contract terms and services. More specifically, all USACE CADD system users will benefit from a complete set of Bentley tools. Previously, users had inconsistent access to these tools due to fragmented procurement.

**1.5.2.** Enterprise network licenses are another example of the benefits gained from consistent levels of service. For example, Oracle software is now available at the enterprise level (the USACE Oracle Store) reducing the high cost and inconsistent versions resulting from individual procurements. The projected savings for this improvement is \$24.3 million.<sup>7</sup>

## **1.6 Service Standardization**

The next two interlocking examples - help desk operations and desktop configuration management – show why bundling and the national level alternative are so important.

Help desk services are currently provided by Federal employees in some districts and by contract employees (both large and small businesses) in other districts. If this function was withdrawn from the competition, the result would be different service providers continuing to perform help desk operation at different locations under different requirements and different performance levels. This example applies to nearly every IM/IT discipline. This causes configuration control issues, as discussed next.

Under the national alternative, the service provider fields a nation-wide desktop configuration management system that ensures all desktops have the same operating systems and

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<sup>7</sup> Memorandum of Agreement Between Product Manager, Small Computer Program and US Army Corps of Engineers, 7/3/2002



all appropriate security patches. A small business contract for help desk operation, if excluded from the competition, must work in concert with the national service provider to ensure the users are able to continue to operate. This means that the small business contractor incurs additional costs to “keep up” with the national service provider, cost that the small business, perhaps, did not factor into their original offer. This could result in numerous contract modifications for the small business contract and it could restrict the flexibility and the agility of the national service provider to respond to changes in technology or to meet changing USACE mission needs. It also means that the national service provider must incur some additional costs to account for the interface with the small business contractor, costs that would not otherwise be incurred under a bundled national contract.

When this example is applied to network operations, it becomes more problematic, and the impacts are greater. Simple changes to server operating systems, software patches, and hardware devices could bring the network or large parts of the network down.

In Table 15, we use the data from Appendix C, to show the estimated savings in FTE and total-operating costs for national performance of the closely linked functions.

Table 15. Savings From Standardized Help Desk and Network Operations

Function	District-based		National		Estimated Savings	
	Operating Costs	FTE/CME*	Operating Costs	FTE/CME	Operating Costs	FTE
Help Desk operations (Tier 1)	14,038,400	110.8	2,077,200	18	11,961,200	92.8
Network Operations	19,402,400	156	6,140,400	51	13,262,000	105
Information Assurance Vulnerability Assessment	24,362,800	116.6	7,930,000	61	16,432,800	55.6
<b>Total</b>	<b>\$57,803,600</b>	<b>383.4</b>	<b>\$16,147,600</b>	<b>130</b>	<b>\$41,656,000</b>	<b>253.4</b>

\*FTE/CME – Full-Time Equivalent and Contractor Man-Year Equivalent

1.7. Decreased complexity

USACE spends significant resources on interoperability problems resulting from inconsistent configuration management, data base administration, and software version control. An enterprise-wide IT architecture will greatly reduce this problem. Although the actual savings from decreased complexity are difficult to predict, they are an element in the cost reduction case examples above.

**1.8. Reduced administrative costs**

To estimate the administrative savings of contract bundling, we look at four alternatives and compared them based on FY03 contract information:

- ❑ Alternative A: District level bundling
- ❑ Alternative B: Regional level bundling
- ❑ Alternative C: Functional level bundling
- ❑ Alternative D: National level bundling (single contract)

We realize that there are also opportunities for USACE to look at a combination of these alternatives, however, the four alternatives summarized above are scenarios that cover the most likely range of options from a decentralized model to a fully centralized model of contracting.

Based on feedback from the IM/IT subject matter expert team, we concluded that contract bundling under Alternative D provides the most significant benefits. To test this hypothesis, we compared the administrative savings of Alternatives A, B, and C to Alternative D (national competition). We have provided a summary of estimated savings for each of these comparisons.

Table 16 summarizes the results of this analysis.

**Table 16 - Summary of Contract Administration FTE and Costs**

	<b>Alternative A district level bundling</b>	<b>Alternative B regional level bundling</b>	<b>Alternative C functional level bundling</b>	<b>Alternative D national level bundling</b>
Contract Administration FTE	39.5	48.0	32.2	25.66
Contract Administration Costs	\$3,048,305	\$3,436,433	\$2,421,938	\$1,791,779

To develop these estimates, we reviewed the DoD Performance of Commercial Activities Report to Congress for FY2002.<sup>8</sup> In this report, DoD described the extent of commercial and industrial work performed by federal civilian employees and DoD contractors. To estimate the extent of contractor activity, DoD developed a methodology for calculating contractor work-year equivalents (CWYE). This process provides a contract dollar per contract FTE ratio for

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<sup>8</sup> Department of Defense Report: Performance of Commercial Activities Fiscal Year 2002 submission to Congress (August 2003).



categories of functions. The DoD report explains that it is extremely difficult to develop a true ratio of contractor FTE to contract dollars. Though these CWYEs are not precise enough to predict budget impacts, they provide enough resolution to gage the relative impact of contract consolidation on USACE contract administrator staff. With these ratios, we estimated the number of contractor FTE represented by each contract. A more complete description of this analysis is provided in Appendix D.

The following section summarizes the administrative costs of each of the four alternatives discussed earlier:

### **1.8.1 Alternative A : District level bundling**

Under this alternative, each of the 38 districts (three would be excluded because they are OCONUS) and eight divisions (Gulf Region Division (which includes four districts) is excluded) and 14 Centers, Laboratories and Field Operating Activities would conduct separate competitions.

The Alternative A organization resulted in 39.5 contract administration FTE at an estimated cost of \$3,048,305 (Table D-3). This indicates that alternative A would result in higher contract administration costs compared to Alternative D.

### **1.8.2 Alternative B: Regional (Geographic) level bundling**

This alternative bundles USACE IT contracts into eight regions in addition to specific centers and field operating activities. For the contract administration analysis, we assumed that the regional competitions could be represented by the existing eight USACE divisions. If implemented, a regional organization may differ significantly from the eight existing USACE divisions. However, we had no reasonable alternative to predict a regional bundling alternative. We concluded that other options for regional bundling would not produce significantly different levels of contract administration costs.

Under this alternative, each of these eight regions and centers/field operating activities would consolidate contracts within their “region” or center to obtain a single provider for their IT services. We did not attempt to combine or consolidate the centers or field operating activities under this alternative. Alternative B would result in 22.3 FTE more than Alternative D at an additional cost of \$1,644,654 (Table D-5).

### **1.8.3 Alternative C: Functional level bundling**

This alternative bundles USACE IT contracts into seven functions. For the contract administration analysis, we assumed that the national competitions could be represented by the existing seven USACE IM/IT functions in the draft PWS.



The FY03 contracts for each division and center/field operating activity were aggregated to provide an estimate of contract activity for each “function” and center. Table D-8 illustrates the estimated contract FTE and associated contract administration FTE and cost for each of these contracts. Based on this analysis, Alternative C would result in 6.5 more contract administration FTE than for Alternative D at a cost of \$ 630,158.38.

### 1.9. Quality Assurance and Quality Improvements

**1.9.1.** The Continuing Government Organization (CGO) will continually monitor service provider performance using the Quality Assurance Surveillance Plan (QASP). Holding one prime service provider accountable under the QASP eliminates the opportunity to blame performance problems on other service providers.

**1.9.2.** A single service provider ensures standardization and uniformity across USACE. Software provided as a suite will enable all USACE personnel to operate as a team with fewer interoperability problems. Software upgrades will be available to all USACE employees at the same time in contrast to the current disparity in fielding at different locations. Centralized management of training and security will increase efficiency.

**1.9.3.** USACE will achieve streamlined acquisition processes by bundling services, which eliminates unnecessary duplication, and overlapping administrative elements. This will reduce our acquisition cycle time. Providers of bundled IT services could reduce the size of the IM/IT inventory by providing just-in-time support. This would reduce the amount of required warehouse space. Greater leverage with the service provider suppliers due to the larger volume of purchases will likely result in cost savings.

For example, the Oracle Network License took multiple individual contracts that were acquired in the late 1990s and utilized a single Department of the Army procurement for all Oracle Products. It provides full functionality of all products to include the addition of new products at a cost savings of 73 percent below that available under GSA schedule. [Corps of Engineers Oracle Network License, Kathleen Kelley, Liaison Officer, 9 April 2002] It provides consistent standards and a central control of the license that gives better oversight and eliminates the high cost for individual purchases. Additionally, it reduces the workload at the local contracting office level and provides a single source for tracking the license count, usage, and maintenance renewal.

**1.9.4.** USACE will also achieve extended warranty periods, broader warranty coverage, and more streamlined warranty processes and broader coverage. As discussed earlier, we are undergoing an initiative to consolidate our CADD contracts into one enterprise level procurement. The service provider, Bentley Systems Incorporated, will provide USACE with a standard set of warranty terms to replace the individual warranty terms of the previous contracts.



Because of this enterprise contract, we expect to benefit from broader warranty coverage as well as a more streamlined warranty process.

### 1.10. Cross Training and Cross Utilization Benefits

Bundling the requirements into one competition provides flexibility where the service provider can structure an organization responsive to the requirements with a smaller workforce with multiple skills at less cost. For example, the Email automation support service currently at 60 plus sites could be consolidated by the service provider into a single site. Theoretically, this can provide 24/7 support with fewer people with greater skills. Additionally, the same staff can be used for LAN management, information assurance monitoring, help-desk support, and a standard electronic document support process.

USACE has integrated our exiting IT work force to perform all IT functions to support the USACE mission. For example, a Records Manager also performs Communications duties in support of Defense Message System (DMS) operations. An Automation Project Manager also performs duties periodically as the Mail Room Supervisor. Due to changes in technology, functional areas are more intertwined than ever. A Visual Information Specialist employs automation and communication skills for web cast events. Records management now requires automation skills for migrating to electronic documents. Customers now expect a business solution for their requirement; consequently, the IM/IT professional is expected to produce a seamless, integrated solution. Segmented functional solutions are no longer acceptable to customers and costs to maintain staff in traditionally separate functional areas are increasingly prohibitive.

Career program (CP) 34 is the umbrella program for all IT disciplines. As described in the ACTEDS training catalog, all these disciplines feed into the GS 13-15 program supervisory level, which is a GS-2210, Information Technology Specialist. The various occupational series under CP34 are shown in the Table 17. Separating these disciplines functionally from the competition, or segregating the competition into various disciplines will impede the cross training/cross development of government personnel monitoring a Service Provider and will also impede an in-house offeror from maximizing flexibility in designing the most efficient organization.

**Table 17 – IM/IT Occupational Series**

<b>Occupational Series</b>	<b>Position<sup>9</sup></b>
<i>Core Series</i>	
2210	Information Technology Management (IT Specialist)
301	Miscellaneous Administration and Program (IM Specialist)
391	Telecommunications (Telecommunications Specialist)
<i>Specialist Series</i>	
1001	General Arts and Information (General Arts & Administration Specialist)
1020	Illustrating (Illustrator)
1060	Photography (Photographer)
1071	Audiovisual Production (AV Production)
1084	Visual Information (VI Specialist)
<i>Publishing/Printing</i>	
1082	Writing and Editing (Writer/Editor)
1083	Technical Writing and Editing (Technical Writer/Editor)
1654	Printing Management (Printing Specialist)
<i>Other</i>	
343	Management and Program Analysis (Records Management Specialist)
1410	Librarian

The USACE mission requires that IM/IT services and function serve as a single support business unit. The functional areas of IM/IT Management, Automation, Communication, Information Assurance, Records Management, Printing and Publishing, and Visual Information are merging together as technology advances and as USACE integrates these disciplines into a single service provider across the enterprise. The separation of Records Management, Printing and Publishing, and Visual Information products, services, and support from the IM/IT national competition will not support the achievement of a robust and integrated, enterprise-wide business unit. Business solutions for USACE customers require a collaborative approach addressing all functional areas, not segmenting the approach. An integrated and cross-functional IM/IT approach will maximize interoperability, minimize risk, eliminate redundancy, implement enterprise standardization, optimize customer support, assimilate innovative technologies and reinvent business processes to maximize efficiencies, streamline cost, and improve performance. Optimization of the USACE IM/IT mission is best achieved through a single, national competition encompassing all seven IM/IT functional areas.

Appendix C presents the cost estimates for the various bundling alternatives. Extrapolating from the information presented there, we estimate that through cross-training and cross-utilization the service provider under the proposed national arrangement would save the command, at least \$42,056,000 per year as shown in Table 18. Table 19 shows the current district based service arrangement, the estimated under-utilization under a strictly function-based arrangement (where the specialists focuses only on their specific area of expertise) and the cost of the current district-based arrangement. The table also extrapolates from the Appendix C data, the estimated FTE and dollar savings with cross-utilization of skills and capabilities under a national contract.

<sup>9</sup> Office of Personnel Management (OPM), Handbook of Occupational Groups and Families, August 2002



**Table 18 – Cross-Training & Cross-Utilization Savings**

Function	District Based		National		Estimated Savings	
	Total Support Personnel*	Estimated Cost \$	Total Support Personnel*	Estimated Cost \$	Total Support Personnel*	Cost \$
E-Mail	90.9	7,272,000	22	1,760,000	68.9	5,512,000
Help Desk (Tier 1)	110.8	8,864,000	18	1,440,000	92.8	7,424,000
Information Assurance Vulnerability Assessment	116.6	9,328,000	61	4,880,000	55.6	4,448,000
Electronic Document Management	164	13,120,000	50	4,000,000	114	9,120,000
Network Operations	156	12,480,000	51	4,080,000	105	8,400,000
Video Production & Broadcasting	174.4	13,952,000	85	6,800,000	89.4	7,152,000
<b>Total</b>	<b>812.7</b>	<b>\$65,016,000</b>	<b>287</b>	<b>\$22,960,000</b>	<b>525.7</b>	<b>\$42,056,000</b>

\*Includes FTE and CME

USACE would benefit from the service provider’s ability to cross train and cross utilize its personnel if these functions are bundled at the national level. Cross-training and cross-utilizing IT staff reduces costs, standardizes processes, and improves performance. As shown in Table 19, we estimate that in the training area alone the command would save an estimated \$10,508,000 by adopting the national alternative. This savings will be realized both through fewer staff performing each individual function and by the cross-utilization capability described earlier.

**Table 19 – Estimated Cross-Training Savings**

Functional Area	District (current) \$	National Alternative \$
E-mail (C-25)	1,550,000	220,000
Help Desk (Tier 1 Support) (C-19)	560,000	36,000
Information Assurance Vulnerability Assessment (C-37)	5,350,000	610,000
Electronic Document Management (C-13)	2,624,000	400,000
Network Operations (C-31)	1,030,000	255,000
Video Production & Broadcasting	1,340,000	425,000
<b>Total</b>	<b>12,454,000</b>	<b>1,946,000</b>



**2. FAR 7.107 (e)(2): What are the specific impediments to participation by small business concerns as contractors that result from bundling?**

Our analysis focused on bundling alternatives that lead to the most economical means of fulfilling the agencies needs. We recognize that bundling of IM/IT requirements into a single, national contract creates impediments to small business participation. Though there is no limitation on small businesses forming partnerships or alliances, it will be difficult for them to perform more than 51% of the work as required by FAR 52.219-14, Limitations on Subcontracting. The following factors discuss why it would be difficult for a small business to serve as a prime contractor for this solicitation:

**2.1. Size**

The functions are national in scope and require significant resources that far exceed the financial capability of small businesses. For example, we do not expect a consortium of small businesses to possess the capability to supply nationwide communication services such as satellite, cellular, wired, and wireless.

**2.2. Integration of IT services**

Subject matter experts on the IM/IT PWS team have stressed the need for service providers that can integrate products and services for each of the functions being competed. It is unreasonable to expect a small business to provide this integration across all IM/IT functions.

**2.3. Aggregate dollar value**

Our expenditure for IT services in FY03 was approximately \$423.5 million, which is beyond the capability of most small businesses. The PWS team is in the process of developing a Government Furnished Equipment recommendation. If the decision is to require the service provider to provide capital equipment, such as automation and communication equipment, the size, diversity, and cost of the requirement will be a significant impediment for many small businesses.

**2.4. Geographical dispersion**

Under the chosen bundling strategy, IM/IT services will be required nationwide. Supporting the multitude of dispersed geographic locations would be difficult for a small business unless it used significant subcontracting beyond the scope of what is permissible under FAR 52.219-14, Limitations on Subcontracting.

**3. FAR 7.107 (e)(3): What are the specific actions that could maximize small business participation as contractors, including provisions that encourage small business teaming?**

**3.1.** USACE will take specific actions to promote consortiums of small business in forming a partnership or alliance. The source selection process will assess small business teaming



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arrangements and joint ventures along with large business offers to determine the low price, technically acceptable proposal for cost comparison against the Government tender.

**3.2.** We have continued to review the services included in the scope of this competition. Existing JWOD contracts are excluded from the competition based on such review. This allows the existing JWOD businesses to retain their prime contracting relationship with USACE.

**3.3.** The mitigation strategies discussed in the Section 6 set forth actions we will take to maximize small business participation in other competitions. These actions could result in entire competitions geared specifically for small business participation.

**4. FAR 7.107 (e)(4): What are the specific actions that could maximize small business participation as subcontractors (including suppliers) at any tier under the contract, or order that may be awarded to meet the requirements?**

**4.1.** All large business offerors will be required to submit a small business subcontracting plan in accordance with FAR 19.702(a)(1). Those plans are to specify the terms and conditions that require at least the current or greater level by total dollar value of the contract. In accordance with FAR 15.304(c)(5) and 15 U.S.C. 637(d)(4)(G)(i), the solicitation will include small business participation in the subcontracting plan as an evaluation factor. Also, in accordance with FAR 15.304(c)(3)(iii), 15 U.S.C. 637(d)(4)(G)(ii), DFARS 215.304(c)(ii), and DFARS 215.305; the solicitation will include a factor to evaluate past performance indicating the extent to which offerors attained applicable goals for small business participation under contracts that required subcontracting plans. The solicitation will include an emphasis on first-tier small business subcontracting and encourage offerors to submit their plan, with a desired goal by dollar value going to small businesses.

**4.2. Encourage Teaming Relationships**

**4.2.1.** In December 2004, an Industry Forum was held to inform private sector interested parties of the plan to hold the IM/IT competition. The names of all attendees were posted to the Baltimore District Electronic Bid Solicitation (EBS) website as a resource for firms to investigate the potential of teaming relationships. The EBS website also provides a listing of all firms that registered as a potential and interested offeror to assist with the teaming relationships.

**4.2.2.** A pre-proposal conference is planned for July 2005, once the potential offerors and tenders have had an opportunity to review the Request for Proposals, which is planned for issuance in May 2005. Interested small business contractors and large contractors, will be encouraged to attend this conference. Attendees will be afforded time to exhibit their capabilities.

**4.3.** Mitigation strategies are discussed in Section 6.



**5. FAR 7.107 (e)(5): What is the specific determination that the anticipated benefits of the proposed bundled contract or order justify its use?**

**5.1.** We expect the following benefits from bundling IM/IT services on a national scale –

**5.1.1.** Reduced cost;

**5.1.2.** Improved Service; and

**5.1.3.** Integrated IT platforms and technologies

**5.2. Reduced costs**

**5.2.1.** Earlier, we discussed the cost reductions we anticipate from consolidation. These savings will result from reductions in personnel, contract administration, economies of scale, and reengineered processes (for example, a central help desk). Enterprise management will promote workload balancing and provide central security across the command. Consolidation will eliminate the need for local organizations to have individual network operating security centers and help desks. This will result in decreased staffing and reduce personnel costs. We presented several examples of savings resulting from consolidation (i.e. the enterprise Oracle contract and the Bentley Systems CADD).

**5.2.2. Improved Service**

In support of the USACE doctrine, it is command policy that “all network management services (to include LANs) will be migrated and managed at the enterprise level.”<sup>10</sup> This will give the command a global view of every asset connected to the network anywhere in the world and enable the command to manage it as a single enterprise. Increased standardization will result in reduced overhead costs and the cost of our mission area programs and projects charged to customers. Improved service will also result from the reduced complexity associated with fragmented service delivery approaches across the command. The integrated service delivery envisioned by the national acquisition strategy will improve interoperability of the various systems and services and will improve the effectiveness of our information assurance function.

**5.3. Integrated IT Platform and Technologies**

IM/IT services are a single business unit. Technological advances are merging Automation, Communication, IM/IT Management, Information Assurance, Records Management, Printing and Publishing, and Visual Information, as is our own integration of these disciplines into a single command enterprise. An integrated and cross functional IM/IT approach will -

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<sup>10</sup> U.S. Army Corps of Engineers, *USACE 2012: Aligning The U.S. Army Corps Of Engineers For Success in the 21<sup>st</sup> Century*, October 2003



- 5.3.1. Maximize interoperability;
- 5.3.2. Minimize risk;
- 5.3.3. Eliminate redundancy;
- 5.3.4. Implement enterprise standardization;
- 5.3.5. Optimize customer support;
- 5.3.6. Assimilate innovative technologies;
- 5.3.7. Reengineer business processes;
- 5.3.8. Reduce costs; and
- 5.3.9. Improve Performance

**6. FAR 7.107 (e)(6): What are the alternative strategies that would reduce or minimize the scope of the consolidation, and the rationale for not choosing those alternatives?**

**6.1. Impact on the Command**

As indicated in Section III, paragraph 1.1., the Administration's report states that two trends appear to be closely linked with the improved results experienced in FY 04. First, most agencies are relying on standard competitions, where federal employees are provided an opportunity to identify better and more cost effective business practices. Second, agencies are conducting larger competitions and "larger competitions allow agencies to package activities across regions or by business line."<sup>11</sup> The report describes the result of the Forest Service nationwide competition of their 1,200 FTE information technology operation, which is expected to produce more than \$145 million in savings over a five-year period.<sup>12</sup> The USACE IM/IT competition is similar.

**6.1.1.** Coupled with the negative impact on the workforce, the loss of achieving interoperability among the IM/IT sub-functions and the associated efficiencies and economies of scale, the \$28M price tag to conduct 8 competitions for the IM/IT function will limit our ability to conduct future competitions simply because the money is not available. The result will be that the Corps will not meet its commitment to the Administration for the other scheduled competitions

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<sup>11</sup> Executive Office of the President, Office of Management and Budget, Letter Report on the Administration's Competitive Sourcing Initiative, January 25, 2005.

<sup>12</sup> Ibid



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**6.1.2 Bundling Case Example:** USACE experienced specific benefits from bundling multiple Oracle Network contracts into one. The USACE Oracle Network License took multiple individual contracts that were acquired in the late 1990s and utilized a single Department of the Army procurement for all Oracle Products. It provides full functionality of all products to include the addition of new products at a cost savings of 73% below that available under GSA schedule.<sup>13</sup> This bundled contract provides consistent standards and a central control of the license that gives better oversight and eliminates the high cost for individual purchases. Additionally, it reduces the workload at the local contracting office level and provides a single source for tracking the license count, usage, and maintenance renewal. USACE also benefits from the a reduction in complexity and more effective IT security oversight that comes from implementing a standard license at the enterprise level.

### 6.1.3. Price Tag

The following is the cost to conduct the national competition. We also calculated the cost to conduct regional competitions and those costs are shown in Table 21.

**Table 20 - Costs to Conduct the National Competition**

Item	Quantity	Duration (Month)	Unit Price (Fully Burdened Monthly Salary)	Cost
<b>Performance Work Statement (PWS) Team</b>				
PWS Team Members	25	6	\$16,700	\$2,505,000
Legal Advisor	1	4	\$16,700	\$66,800
Contract Specialist	1	4	\$16,700	\$66,800
Travel/Per Diem	25	4	\$3,600	\$360,000
Contract Support	1			\$612,000
Misc., Supplies, and Materials				\$100,000
<b>PWS Team Subtotal</b>				<b>\$3,710,600</b>
<b>Most Efficient Organization (MEO) Team</b>				
MEO Team Members	40	6	\$20,800	\$4,992,000
Legal Advisor	1	4	\$16,700	\$66,800
Human Resource Advisor	1	4	\$16,700	\$66,800
Contract Specialist	1	4	\$16,700	\$66,800
Misc., Supplies, and Materials				\$100,000
Contract Support				\$1,200,000
<b>MEO Team Subtotal</b>				<b>\$6,492,400</b>
<b>National Management &amp; Oversight</b>	Two GS-15/14 @ \$250K			\$500,000
<b>Source Selection Evaluation Board</b>				
SSEB Team Members	6	3	\$20,800	\$374,400
SSAC Team Members	5	0.5	\$20,800	\$52,000
Travel & Per Diem	6	3	\$3,600	\$64,800
<b>SSE Subtotal</b>				<b>\$491,200</b>
<b>One National Competition Total</b>				<b>\$11,940,200</b>

<sup>13</sup> [Corps of Engineers Oracle Network License, Kathleen Kelley, Liaison Officer, 9 April 2002]



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**Table 21 - Costs to Conduct Eight (8) Regional Competitions**

Item	Quantity	Duration (Month)	Unit Price (Fully Burdened Monthly Salary)	Cost
<b>Performance Work Statement (PWS) Team</b>				
<b>PWS Team to develop National Template</b>				
PWS Team Members	25	4	\$16,700	\$1,670,000
Legal Advisor	1	2	\$16,700	\$33,400
Contract Specialist	1	4	\$16,700	\$66,800
Travel/Per Diem	25	4	\$3,600	\$360,000
Contract Support	1			\$300,000
Misc., Supplies, and Materials				\$100,000
<b>PWS National Template Subtotal</b>				<b>\$2,530,200</b>
<b>PWS Teams to develop Regional PWS</b>				
PWS Team Members - 5 SMEs X 8 Regions	40	2	\$16,700	\$1,336,000
Legal Advisor	8	2	\$16,700	\$267,200
Contract Specialist	8	2	\$16,700	\$267,200
Travel/Per Diem	40	2	\$3,600	\$288,000
Contract Support	8		\$200,000	\$1,600,000
Misc., Supplies, and Materials				\$100,000
<b>Regional PWS Subtotal</b>				<b>\$3,858,400</b>
<b>Most Efficient Organization (MEO) Teams (Total 8, 1 for each Region)</b>				
MEO Team Members - 7 SMEs X 8 Regions	56	6	\$20,800	\$6,988,800
Legal Advisor	8	4	\$16,700	\$534,400
Human Resource Advisor	8	4	\$16,700	\$534,400
Contract Specialist	8	4	\$16,700	\$534,400
Misc., Supplies, and Materials	8		\$100,000	\$800,000
Contract Support	8		\$800,000	\$6,400,000
<b>MEO Team Subtotal</b>				<b>\$15,792,000</b>
<b>Regional Management &amp; Oversight</b>	8 GS-14/15 Program Managers @\$250K			<b>\$2,000,000</b>
<b>Source Selection Evaluation Board</b>	8 X SSEB Costs (\$491,200) for a single Competition			\$3,929,600
<b>8 Regional Competitions Total</b>				<b>\$28,110,200</b>



## **6.2. Analytical Approach**

Four alternative bundling strategies were considered. A three-person team of USACE IM/IT subject matter experts from the PWS team developed four alternatives. The team provided detailed cost scenarios for six IM/IT services (E-mail, help desk, information assurance, electronic document management, network operations, and video production/broadcasting). The team then reviewed each functional area and developed costs related to each bundling alternative. The Cost Reduction Case Examples for each of the bundling alternatives are in Appendix C.

## **6.3. Bundling Alternatives**

### **6.3.1. Alternate A – District**

This alternative assumes relatively minor changes in current delivery or operation of the service.

### **6.3.2. Alternative B – Regional**

This alternative assumes the services would be managed and operated at the regional level.

### **6.3.3. Alternative C – Functional**

This alternative assumes the services would be performed nationally, organized around five key functions.

### **6.3.4. Alternative D – National**

This alternative assumes services are bundled at the national level. One service provider would deliver all IM/IT services on an enterprise scale.

## **6.4. Results of the Analysis**

### **6.4.1. Alternative A – District Level Bundling**

#### **6.4.1.1. Concept**

Under this alternative, each of the 38 districts (three would be excluded because they are OCONUS) and 8 divisions (Gulf Region Division is excluded) and 14 Centers, Laboratories and Field Operating Activities would conduct separate competitions.



#### **6.4.1.2. Possible Outcomes**

The possible outcomes for this alternative are -

- ❑ Sixty separate and different service delivery systems would continue. One district could have IBM providing the support, while another could be using Xerox with federal employees accomplishing a third. This mix of service providers from different organizations could cut across USACE.
- ❑ Integration problems would continue. The use of various firms with different operating systems and procedures would make a seamless system difficult to produce.
- ❑ Enterprise-wide oversight would be difficult. This approach would result in the use of different hardware, software, and operating procedures. USACE Headquarters would have to deal with different quality assurance standards and evaluation procedures.
- ❑ Administration costs would be similar to the current environment. Processing invoices and payment would continue at multiple locations with no savings in personnel.

#### **6.4.1.3. Rationale for Not Choosing Alternative A**

This alternative was not chosen because it –

**Fails to reduce costs** - The IM/IT subject matter experts' analysis shows that this alternative would increase costs approximately 226% over the National alternative (Alternative D). See Table 12. Additionally, the Contract Administration Analysis (Appendix D, Table D-4) indicated that the national bundling approach results in a predicted savings of 13.84 FTE in administrative support over this alternative. This translates to \$1,256,525 in savings based on the salary and fringe benefit costs for contract administrators. Finally, this alternative would not fully leverage USACE buying power in order to reduce prices.

**Fails to improve service** - This alternative would not lead to standardization and interoperability, a goal of the USACE doctrine. Standardization is a critical element for effective operation in a virtual environment.

**Fails to integrate IT platforms and technologies** - Districts and divisions would not be able to achieve enterprise integration because of their independent services.



## **6.4.2. Alternative B - Regional (Geographic) Bundling**

### **6.4.2.1. Concept**

Conduct a competition for each of the eight regions or permit multiple awards under a single competition.

### **6.4.2.2 Possible Outcomes**

The possible outcomes for this alternative are –

- ❑ Eight different competitions would produce a smaller number of service providers than Alternative A. However, it would still result in a mix of service providers (for example one region receiving support from IBM, another region from Xerox, and another using federal employees) even if a standardized statement of work is used.
- ❑ While this alternative would result in better integration of services from the current arrangement, it would not eliminate most of the problem.
- ❑ Even though this alternative would be less complex and incur lower administrative costs than Alternative A, oversight would remain fragmented.
- ❑ While a region could exercise better leverage in the market place, it is still less than the buying power of the entire command.

### **6.4.2.3 Rationale for Not Choosing this Alternative**

This alternative was not chosen because it –

**Fails to reduce costs** - IM/IT subject matter experts' analysis shows that this alternative would increase costs approximately 74% over the National alternative (Alternative D). These findings are summarized in Table 12. Additionally, the Contract Administration Analysis (Appendix D, Table D-6) indicated that the national bundling approach results in a predicted savings of 22.3 FTE in administrative support over this alternative. This translates to \$1,644,654 in savings based on the salary and fringe benefit costs for contract administrators. Finally, this alternative would not fully leverage USACE buying power in order to reduce prices.

**Fails to improve service** - While this alternative would get USACE closer to the desired standardization, it would still fail to meet enterprise level network requirements. The size of the regional awards would continue to preclude a small business from being the prime in a region. In addition, the capitalization requirements for the functions would require a cash flow beyond the ability of most small businesses.

**Fails to Integrate IT platforms and technologies** - The districts and divisions would achieve integration because of the fragmented services across regions.



### **6.4.3. Alternative C - Functional Level Bundling**

#### **6.4.3.1. Concept**

Conduct competitions based on functions. USACE would compete each of the seven functions separately in the following groups –

- Automation and system support
- Communication and system support
- Information assurance
- Information technology management
- Printing and Publications
- Records management
- Visual information

#### **6.4.3.2. Possible outcomes**

The possible outcomes for this alternative are –

- Seven different service providers and seven separate Quality Assurance Surveillance Plans (QASPs).
- The size and scale of the competition would exclude awards to small businesses because they would not have the capacity or the capability to support a nationwide, geographically dispersed client base.
- Efficiencies in expertise, capacity utilization, and economies of scale.
- Standardization in hardware, software, and operating procedures.



### 6.4.3.3. Rationale for not choosing this alternative

This alternative was not chosen because it-

**Fails to reduce costs** - IM/IT subject matter experts' analysis shows that this alternative will increase costs approximately 25% over the National approach (Alternative D). These findings are summarized in Table 12. Additionally, the Contract Administration Analysis (Appendix D, Table D-8) indicated that the national bundling approach results in a predicted savings of 6.5 FTE in administrative support over this alternative. This translates to \$630,158 in savings based on the salary and fringe benefit costs for contract administrators. Finally, this alternative would not fully leverage USACE buying power in order to reduce prices.

**Some improved service** –

- ❑ The size of the awards would continue to preclude a small business from being the prime in a specific function. In addition, the capitalization requirements for the functions would require a cash flow beyond the ability of most small businesses.
- ❑ Service may improve because of the enterprise approach. Several IM/IT products and services cut across functional boundaries, such as video teleconferencing and electronic document management that would not benefit from this alternative.

**Some integration of IT platforms and technologies** - This alternative would promote integration within each functional area, but would not facilitate service integration between the functions.

- ❑ The subject matter experts concluded that a skilled and integrated IM/IT workforce is required to perform all IM/IT missions across all seven functional areas. Separating these disciplines from the competition or segregating the competition into various disciplines will impede the development and sustainment of a robust IM/IT procurement.
- ❑ Seven different functional competitions would produce a smaller number of service providers than alternatives A and B. This alternative however, could still result in automation system support being supplied by EDS, Communications by Verizon, publishing and printing from Xerox, and information assurance by federal employees. The mix of service providers would still present enterprise integration challenges and would not produce the savings associated with cross-functional capabilities and savings available through a single, national contract.



#### **6.4.4. Alternative D – National Level Bundling**

##### **6.4.4.1. Concept**

This strategy bundles all USACE IM/IT related requirements into a single, nation-wide acquisition.

##### **6.4.4.2. Possible Outcomes**

This alternative –

- ❑ Minimizes the number of service providers and promotes innovative offers
- ❑ Promotes advantages of the convergence of technology
- ❑ Promotes the consolidation of administrative activities
- ❑ Decreases complexity through standardization and consistent policy
- ❑ Reduces the number of USACE personnel required to manage and monitor the contract
- ❑ Avoids the potential for overlapping or redundant personnel
- ❑ Leverages command buying power

##### **6.4.4.3. Rationale for Choosing this Alternative**

- ❑ The functional areas of IM/IT Management, Automation, Communication, Information Assurance, Records Management, Printing and Publishing, and Visual Information are merging as technology advances and as USACE integrates these disciplines into a single service provider across the enterprise.
- ❑ The separation of Records Management, Printing and Publishing, and Visual Information products, services, and support from the IM/IT national competition will not support the achievement of a robust and integrated, enterprise-wide business unit. Business solutions for USACE customers require a collaborative approach addressing all functional areas, not segmenting the approach.
- ❑ An integrated and cross-functional IM/IT approach will maximize interoperability, minimize risk, eliminate redundancy, implement enterprise standardization, optimize customer support, assimilate innovative technologies and reinvent business processes to maximize efficiencies, streamline cost, and improve



## Information Management & Information Technology Competition

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performance. Optimization of the USACE IM/IT mission is best achieved through a single, national competition encompassing all seven IM/IT functional areas.

**Reduced cost** - IM/IT subject matter experts' analysis shows that this alternative will be the lowest cost alternative of those considered. These findings are summarized in Table 12. Additionally, the Contract Administration cost savings analysis in Appendix D, (Tables D-4, 6, and 8) indicates that the National bundling approach (Alternative C) is the most cost effective. Finally, this alternative would be able to fully leverage USACE buying power to reduce prices as compared to the other bundling alternatives.

**Improved Service** - This report has provided several case examples that defined the improved service of the National competition alternative. For example, the USACE Oracle Store allows IM/IT clients to benefit from enterprise pricing and technical support for their local data base needs. The proposed enterprise contract for CADD services with Bentley Systems will allow distributed users to gain access to the full suite of CADD tools that were previously available only to some USACE users.

**Integrated IT platforms and technologies** - This alternative promotes the most comprehensive integration of technology as compared to the other alternatives. USACE expects this alternative to promote the most innovations from their service provider.

Integration and cooperation could be a management challenge for the Continuing Government Organization (CGO) due to the interface required among the functions. For example, the functions of automation and system support, information assurance and IT management are inextricably linked. A single manager for these functions will result in less duplication of effort and thus economies of scale. Transition planning, implementation and execution would be less complex and more comprehensive under a single manager.

## **SECTION VI - MITIGATION STRATEGIES**

### **6.1. IM/IT Competition Small Business Goal**

The Contracting Officer has established a goal of 25% of the total contract dollars for small business subcontracts based on the benefits analysis. We will accomplish this goal using the mitigation strategy discussed below.

### **6.2. Overall Mitigation Strategy**

USACE remains committed to serving the small business community. In FY03, 232 small business contractors provided IT services under 357 contracts. This equates to 54.75 of the total contract expenditure in FY03. To mitigate the impact of this bundled procurement on the small business community, USACE will -

- Remove (and set aside) specific small business and JWOD contracts
- Promote aggressive subcontracting
- Implement terms and conditions that benefit the small business community
- Identify specific IT functions that are opportunities for small businesses
- Create evaluation factors that encourage teaming with small businesses

#### **6.2.1. Separate Approaches for Small Business and JWOD**

USACE will address each contractor category separately because of statutory differences. For example, if the services and products currently provided under contract to USACE are on the procurement list, NIB or NISH is the mandated source. Since waivers from this arrangement are possible only when these organizations cannot provide the product or service within the specified time or the required quantities, the USACE strategy is to unbundle their requirements from the analysis.

##### **6.2.1.1. Aggressive Subcontracting**

Aggressive subcontracting, unlike traditional subcontracting, is based on the overall value of the prime contract. It typically involves establishing minimum goals for first-, second-, and even third-tier subcontracting. The PWS subject matter experts reviewed the potential for small business participation in each functional area of this competition.

For their analysis, within each functional area, they determined which functional products or services could reasonably be nationalized. They then identified those products or services that would be at the local level.

The team analyzed each product and service individually to determine if indeed a Small Business at that level of workload aggregation could perform the service. They realized that some products and services could indeed be Small Business at the National level. They came to this conclusion based upon their knowledge of the performance requirements of the PWS and years of experience in managing all the functional areas, at the local, regional and national level.

This analysis highlighted in their minds the need for some functions, products and services to be managed as a whole, due to their extensive interdependence. However, in the area of Information Assurance (IA), it might even be beneficial for an outside vendor (Small Business or otherwise) to be the watchdog over IA compliance. The red/bold highlighting in Table 21 indicates the functions that these experts considered attractive to and within the range of Small Business capability.

**Table 22 - Small Business Opportunities by Function**

	National	Local
Information Management	<b>Help Desk Call Center</b> Enterprise Directory Operations Enterprise Systems Management	<b>Quality Assurance Surveillance Plan (QASP)</b> <b>Local Oversight</b> <b>Data calls</b>
Automation	Automated Information System (AIS) Operations Web Farm E-Mail Server Farm Database Administration	<b>Software Support</b> <b>Hardware Support</b> <b>Web Development</b>
Communications	Network Operations <b>Cell Phones Management</b> <b>PDA Management</b> <b>Voice Over Internet Protocol (VoIP)</b>	<b>Hardware Support</b> <b>Desktop Phone Operations</b>
Information Assurance	<b>Information Assurance Vulnerability Alert (IAVA) Management</b> <b>Intrusion Detection</b> <b>Network Scans</b> <b>Defense Information Certification and Accreditation Program (DITSCAP)</b>	<b>Patch Failure Management</b> <b>Investigations</b> Communication Security (COMSEC)
Records Management	<b>Training</b> Electronic Document Management	<b>Mailroom</b> <b>Records Storage Preparation</b>
Visual Information	<b>Video Information Center</b>	<b>Photography</b> <b>Video Teleconference (VTC)</b>
Printing & Publications	<b>Document Automation &amp; Production Service (DAPS)</b> <b>Copier Management</b>	<b>Technical Editors</b>

Once the products and services that were candidates for small business were identified, the team then estimated what partial percentage of FY03 baseline costs the work would represent (see Table 22). Using this approach, small business contracts equaled 11% of the total baseline cost in FY03. The team determined that the upper baseline limit for small business set asides is approximately 34%. There is however, a high risk associated with its implementation and barriers to innovation in bids and execution. A more reasonable, and lower risk percentage is probably 25%.

**Table 23 - Opportunities for Small Business Participation**

Service	FY 03 <sup>14</sup>			Distribution of work		Under A-76	
	SB contract count	SB contract amount (\$)	Total IM/IT Expenditures (\$)	National percent	Local percent	Could be SB nationally (\$)	Could be SB locally (\$)
Information management	13	1,260,312	3,944,918	95	5	0	197,246
Automation	177	34,704,295	265,596,119	80	20	2,000,000	53,119,224
Communications	91	8,075,962	78,764,918	85	15	3,938,246	11,814,738
Information assurance	9	205,276	12,253,808	90	10	11,028,427	1,225,381
Records management	26	1,144,803	17,671,351	20	80	883,568	14,137,081
Visual information	25	1,248,738	36,213,661	95	5	34,402,978	1,810,683
Printing and publications	16	317,517	9,014,623	95	5	8,563,892	450,731
<b>Total</b>	<b>357</b>	<b>\$46,956,903</b>	<b>\$423,459,398</b>			<b>\$60,817,110</b>	<b>\$82,755,083</b>
		11% of Total Expenditure of IM/IT				Total \$143,572,194 34 % of Total IM/IT Expenditure	

**6.2.1.2. Terms and Conditions**

For aggressive subcontracting to be successful, USACE will include subcontracting as an evaluation factor (see 6.2.1.4) in the solicitation as well as exceeding the goals in the Award Fee Plan. As an incentive, the contractor’s utilization of small businesses, small disadvantaged businesses, women-owned small businesses, HUBZone small businesses, and historically black colleges and universities/minority institutions will be evaluated for the purposes of award fee determination.

The contractor will be required to report using Standard Form (SF) 294, Subcontracting Report for Individual Contracts, semiannually and at contract completion and SF 295, Summary Subcontract Report, semiannually. These reports will be

<sup>14</sup> FY03 baseline costs.

evaluated, after award, on the level of small business subcontracting they have achieved. This frequency of reporting should be required of contractors in all tiers.

### 6.2.1.3 Classifying Opportunities

To further investigate opportunities for small business participation, we identified for each product service code the location, company, type of business and contract amount. By evaluating the service codes, we were able to form a summary judgment of whether that service presented an opportunity for small business expansion. The next table summarizes this effort. Appendix E contains the complete analysis by Product Service Codes.

**Table 24 - Opportunities by Business Type**

Observation	Number of PSCs	PSCs
Likely to remain large business	16	3040, 5680, 6730, 6910, 7430, 7435, 7530, 7630, 7644, 7670, 9310, 9999, JO58, R420, S119, W022
Likely to remain large business and consolidate contracts	15	3610, 5805, 6605, 7010, 7030, D306, D316, D317, J036, J070, J074, R426, R613, S112, S113
Opportunity for educational institution	1	R421
Opportunity for historically black college	1	R419
Opportunity for JWOD	4	B550, R602, R604, R607
Opportunity for nonprofit organization	1	U004
Opportunity for small business	43	2590, 5810, 5836, 5895, 6350, 6720, 7025, 7035, 7045, 7050, 7490, 7610, 9905, B510, D301, D302, D304, D307, D308, D309, D311, D312, D313, D314, D399, J069, R408, R499, R605, R612, R699, R702, R799, S208, S215, T001, T002, T005, T011, T012, T099, U012, V11

### 6.2.1.4 Evaluation Factors

In compliance with FAR 15.304(c)(5), this acquisition will include a separate evaluation factor for proposed small business subcontracting participation. The subcontracting plan will be evaluated in accordance with AFARS Appendix DD, Subcontracting Plan Evaluation Guide. This factor will rate the prospective service providers' small business utilization. Further, as required by FAR 15.304(c)(4), proposals will be evaluated to determine the extent of participation of small disadvantaged business concerns in performance of this acquisition. Also, in compliance with FAR 15.304(3)(iii), the acquisition will include a factor to evaluate offerors' past performance in attaining applicable goals for small business participation under prior contracts that required subcontracting plans. The Government expects that offerors will maximize participation of small business subcontractors. As indicated earlier in this document, numerous efforts have been made to ensure that the small businesses are afforded every opportunity to team with other businesses.

### 6.2.2. Mitigation Strategies within the Competitive Sourcing Program

We will take a comprehensive approach to satisfy small business concerns by setting-aside individual competitions. Although the scope of this individual competition may limit small business participating as prime contractors, there will be opportunity to set aside specific competitions entirely for small business participation.

### 6.2.3. Mitigation Strategies within the USACE Small Business Program

**6.2.3.1.** USACE will continue to conduct outreach activities to the small business community as early as feasible. After award is too late because large business concerns typically have already formed teams to bid on large consolidated requirements. On the other hand, small businesses are rarely included in the teaming process without strong encouragement from the federal government customer.

**6.2.3.2.** To help bring small businesses into the teaming process, USACE solicitations will include a provision that encourages prospective contractors to participate in industry outreach forums to determine small business interests and capabilities as teaming partners or subcontractors. We will take the lead in conducting the outreach forums. The forums will be held throughout the country to reach as many qualified small businesses as possible. To attract the right mix of small businesses to the outreach forums, prospective prime contractors will be required to identify the specific types of capabilities they desire from small businesses. We will advertise that information along with other logistical information for the outreach events in Federal Business Opportunities (FedBizOps).

**6.2.3.3.** Per Ms. Pinson's request, we examined the feasibility of utilizing teaming arrangements in the IM/IT competition as an avenue of elevating small business participation in this A-76 competition.

- We researched the Federal Acquisition Regulations and did not find any provisions that would allow us to restrict competition to those firms engaged in prime/subcontractor teaming arrangements.
- With respect to the DoD Pilot Mentor-Protégé Program (DFARS Subpart 219.71), the applicable regulations do not allow the agency to restrict competition based on involvement in this program. Further, we note that DFARS Appendix I, section I-106(c), Development of mentor-protégé agreements, states, "A mentor firm may not require a protégé firm to enter into a mentor-protégé agreement as a condition for award of a contract by the mentor firm, including a subcontract under a DoD contract awarded to the mentor firm."
- Nevertheless, the solicitation's evaluation factors encourage small business subcontracting on two levels. First, private sector proposals will be evaluated

based on offerors' proposed small business subcontracting plans (see FAR 15.304(c)(5)). Second, private sector offerors' past performance will be evaluated based on the extent to which the offeror attained applicable goals for small business participation under previous contracts requiring subcontracting plans (see FAR 15.304(c)(3)(iii)).

### **6.2.4. Other Mitigation Strategies**

The following are additional USACE mitigation strategies that draw extensively on the experiences of other contract bundling efforts –

**6.2.4.1.** Encourage offerors to publicize subcontracting opportunities in the FedBizOps.

**6.2.4.2.** Promote the subcontracting of “high-tech” requirements to small businesses by ensuring that solicitations contain a separate evaluation factor or sub factor to encourage this behavior.

**6.2.4.3.** Use full and open solicitations and evaluation criteria that encourage teaming with small businesses and aggressive small business subcontracting.

**6.2.4.4.** Include a factor for evaluating the past performance of offerors in attaining goals for small business participation under contracts that require subcontracting plans.

**6.2.4.5.** Establish an award fee or other incentive that rewards contractors for meeting or exceeding subcontracting goals.

**6.2.4.6.** Require offerors, as part of source selection, to submit previous subcontracting plans and associated Standard Forms 294/295 to demonstrate their performance in subcontracting to small businesses.

**6.2.4.7.** Include, when feasible, language in the solicitation that requires the prime contractor to direct a certain percentage of each labor category to small businesses.

**6.2.4.8.** Ensure that the solicitation and contract address the method for monitoring small business performance.

**6.2.4.9.** Ensure that the subcontracting plan is incorporated into, and made a material part of, the contract.



APPENDIX A – USACE ORGANIZATION

Title	Symbol	Title	Symbol	Location
<b>Divisions and Districts</b>				
Great Lakes and Ohio River	LRD-OR			Cincinnati, OH
		Buffalo	LRB	Buffalo, NY
		Chicago	LRC	Chicago, IL
		Detroit	LRE	Detroit, MI
		Huntington	LRH	Huntington, WV
		Louisville	LRL	Louisville, KY
		Nashville	LRN	Nashville, TN
		Pittsburgh	LRP	Pittsburgh, PA
Gulf Region	GRD			Baghdad, Iraq
		*Afghanistan	GRA	Kabul, Afghanistan
		*Central	GRC	Baghdad, Iraq
		*Northern	GRN	Mosul, Iraq
		*Southern	GRS	Tallil, Iraq
Mississippi Valley	MVD			Vicksburg, MS
		Memphis	MVM	Memphis, TN
		New Orleans	MVN	New Orleans, LA
		Rock Island	MVR	Rock Island, IL
		St. Louis	MVS	St. Louis, MO
		St. Paul	MVP	St. Paul, MN
		Vicksburg	MVK	Vicksburg, MS
		North Atlantic	NAD	
Baltimore	NAB			Baltimore, MD
*Europe	NAU			Germany
New England	NAE			Concord, MA
New York	NAN			New York, NY
Norfolk	NAO			Norfolk, VA
Philadelphia	NAP			Philadelphia, PA
Northwestern	NWD			
		Kansas City	NWK	Kansas City, MO
		Omaha	NWO	Omaha, NE
		Portland	NWP	Portland, OR
		Seattle	NWS	Seattle, WA
		Walla Walla	NWW	Walla Walla, WA
Pacific Ocean	POD			Fort Shafter, HI
		Alaska	POA	Elmendorf AFB, AK
		*Far East	POF	Seoul, Korea
		Honolulu	POH	Fort Shafter, HI
		*Japan	POJ	Japan
South Atlantic	SAD			Atlanta, GA
		Charleston	SAC	Charleston, SC
		Jacksonville	SAJ	Jacksonville, FL
		Mobile	SAM	Mobile, AL
		Savannah	SAS	Savannah, GA
		Wilmington	SAW	Wilmington, NC



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Title	Symbol	Title	Symbol	Location
South Pacific	SPD			San Francisco, CA
		Albuquerque	SPA	Albuquerque, NM
		Los Angeles	SPL	Los Angeles, CA
		Sacramento	SPK	Sacramento, CA
		San Francisco	SPN	San Francisco, CA
Southwestern	SWD			Dallas, TX
		Fort Worth	SWF	Fort Worth, TX
		Galveston	SWG	Galveston, TX
		Little Rock	SWL	Little Rock, AR
		Tulsa	SWT	Tulsa, OK
<b>Centers</b>				
Finance Center	FC			Millington, TN
Huntsville, U.S. Army Engineering and Support Center	HNC			Huntsville, AL
Marine Design Center	MDC			Philadelphia, PA
Transatlantic Center	*TAC			Winchester, VA
<b>Laboratories</b>				
Engineer Research and Development Center	ERDC			Vicksburg, MS
		Coastal and Hydraulics Laboratory		Vicksburg, MS
		Cold Regions Research and Engineering Laboratory		Hanover, NH
		Construction Engineering Research Laboratory		Champaign, IL
		Environmental Laboratory		Vicksburg, MS
		Geotechnical and Structures Laboratory		Vicksburg, MS
		Information Technology Laboratory		Vicksburg, MS
		Topographic Engineering Center		Alexandria, VA
		Waterways Experiment Station		Vicksburg, MS
<b>Field Operating Activities (FOAs)</b>				
Humphreys Engineer Center Support Activity	HEC			Alexandria, VA
Institute for Water Resources	IWR			Alexandria, VA
*249th Engineer Battalion				Fort Belvoir, VA

\*Excluded from the IM/IT competition



**APPENDIX B - CONTRACTS**

## All Services and System Support Contracts by Division and District

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division</b>	<b>249th Engineer Battalion</b>			
<b>District</b>	<b>HQ</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Application Support - 2.1				
	Quality Technology Incorporated	\$385	300	\$1.28
	Quality Technology Incorporated	\$19,470	300	\$64.90
	Quality Technology Incorporated	\$58,410	300	\$194.70
	Quality Technology Incorporated	\$20,236	300	\$67.45
	Quality Technology Incorporated	\$20,236	300	\$67.45
	Quality Technology Incorporated	\$4,673	300	\$15.58
	Quality Technology Incorporated	\$72,635	300	\$242.12
	Quality Technology Incorporated	\$1,000	300	\$3.33
<b>Service -</b>	<b>COMM &amp; SYS SPT</b>			
VTC / Video Services - 3.4				
	V-SPAN INC	\$9,700	25	\$388.00

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division ERDC</b>				
<b>District CEEIS</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Automation Services & Systems Support	- 2			
	MCBRIDE AND ASSOCIATES	\$1,200,000		
	ICRC	\$9,124,330		
<b>Service - COMM &amp; SYS SPT</b>				
Support	- 3.2.5			
	Microsoft Premiere Support Services	\$50,000		
<b>Service - IA</b>				
Information Assurance Program, Services and Support	- 4			
	Intergraph	\$147,020		
<b>District CEEIS HQ</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Application Support	- 2.1			
	PowerComputing	\$330,000		
Database Services	- 2.3			
	ORACLE	\$775,105		
Server Support	- 2.5			
	Dell Computers	\$229,995		
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	Systems Solutions	\$990,000		
<b>Service - IA</b>				
Information Assurance Program, Services and Support	- 4			
	NetworkBuilders	\$135,000		

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District HQ</b>				
<b>Service - COMM &amp; SYS SPT</b>				
Cellular telephones	- 3.3.5.3			
	Cingular Wireless	\$50,000	55	\$909.09
	Nextel	\$5,000	4	\$1,250.00
	Tritel Comm	\$30,000	247	\$121.46
Communications Services & Systems Support	- 3			
	Shiers Communication	\$1,582,501	1486	\$1,064.94
Data Services - LAN, MAN, WAN, XAN (Wired)	- 3.2			
	Moore Communications	\$25,000	399	\$62.66
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	Teletouch	\$9,000	216	\$41.67
	ARCH	\$8,000	63	\$126.98
	Skytel	\$32,600	81	\$402.47
Support	- 3.1.5			
	Ronco	\$36,000	326	\$110.43
VTC / Video Services	- 3.4			
	Balch Communications	\$46,800	326	\$143.56
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	Chicago Lighthouse for the Blind	\$259,848	399	\$651.25
	Northern New England Employment Services	\$85,859	261	\$328.96
	Midd-West Industries	\$181,113	1486	\$121.88
<b>Service - VI</b>				
Provide photographic/still imagery support (traditional film (includes film development) and digital imagines)	- 7.4			
	ICRC	\$66,492	1486	\$44.75

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division</b>	<b>FC</b>			
<b>District</b>	<b>FC</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Application Support	- 2.1			
	Hyland Software	\$7,800	265	\$29.43
Backup & restore	- 2.5.6.2.1			
	National Security	\$2,000	265	\$7.55
Office Automation Support	- 2.4			
	Advanced Imaging Solutions	\$6,600	265	\$24.91
<b>Service -</b>	<b>REC Mgmt</b>			
Records Management Program, Services and Support	- 5			
	Pitney Bowes	\$3,200	265	\$12.08
	Ascom Hasler	\$865	265	\$3.26
	Pitney Bowes	\$1,150	265	\$4.34
	Mail Technology	\$755	265	\$2.85
	Mail Technology	\$710	265	\$2.68

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division</b>		<b>HECSA</b>		
<b>District</b>		<b>HQ</b>		
<b>Service -</b>		<b>AUTO &amp; SYS SPT</b>		
Automation Services & Systems Support	- 2			
	Quality Technology Incorporated	\$110,920	175	\$633.83
	LEXIS	\$488,026	400	\$1,220.06
	West Publishing	\$431,616	400	\$1,079.04
	Quality Technology Incorporated	\$21,650	175	\$123.71
	Quality Technology Incorporated	\$21,650	175	\$123.71
	Quality Technology Incorporated	\$34,228	175	\$195.59
	Quality Technology Incorporated	\$68,456	175	\$391.18
<b>Service -</b>		<b>COMM &amp; SYS SPT</b>		
Communications Services & Systems Support	- 3			
	Nextel	\$33,600		
	Nextel	\$37,355		
<b>Service -</b>		<b>REC MGMT</b>		
Records Management Program, Services and Support	- 5			
	Sheltered Occupational Center	\$538,800	1900	\$283.58

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division HNC</b>				
<b>District HQ</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Automation Services & Systems Support	- 2			
	Liebert Global Services	\$25,000	850	\$29.41
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	Hyperion	\$27,650	850	\$32.53
	KMC	\$28,517	850	\$33.55
	Telcom	\$817,584	850	\$961.86
	Skytel	\$12,800	850	\$15.06
	COMCAST CABLE	\$2,000	850	\$2.35
	Nextel	\$12,000	850	\$14.12
<b>Service - IA</b>				
Information Assurance Program, Services and Support	- 4			
	NAVCAD - Intergraph	\$74,000	850	\$87.06
<b>Service - IT MGMT</b>				
IM/IT Administration/Management	- 1			
	SAIC	\$1,870,103	850	\$2,200.12
<b>Service - Printing &amp; Pubs</b>				
Printing and Publications Services	- 6			
	Xerox	\$11,000	850	\$12.94
	N&L Enterprises	\$1,250	850	\$1.47

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	Phoenix	\$118,000	850	\$138.82
Records Management Program, Services and Support	- 5			
	GSA - CAS	\$80,000	850	\$94.12
	Pitney Bowes	\$15,000	850	\$17.65

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division</b>	<b>HQUSACE</b>			
<b>District</b>	<b>HQ</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Automation Services & Systems Support	- 2			
	Microsoft	\$74,083	1215	\$60.97
Server Support	- 2.5			
	Advanced Technology Systems Inc	\$122,631	75	\$1,635.08
	Engenius Consulting Group, Inc	\$722,845		
	Momentum Systems Inc	\$141,308		
	DigitalNet Government Solution	\$49,112	32250	\$1.52
	DigitalNet Government Solution	\$60,040	32250	\$1.86
	Quality Technology Incorporated	\$19,809	20000	\$0.99
	Quality Technology Incorporated	\$779	950	\$0.82
	Engenius Consulting Group, Inc	\$139,465		
	Advanced Technology Systems Inc	\$48,335	75	\$644.47
	User Technology Associates Inc	\$388,692		
	Momentum Systems Inc	\$12,499		
	Gartner Inc.	\$127,700	8	\$15,962.50
	Avanco International Inc.	\$597,697	35250	\$16.96
	Quality Technology Incorporated	\$681,363	1040	\$655.16
	Quality Technology Incorporated	\$3,450	1040	\$3.32
	Quality Technology Incorporated	\$78,256	50	\$1,565.12
	Applied Systems Consultants	\$18,990	1200	\$15.83
	User Technology Associates Inc	(\$25,037)		
	User Technology Associates Inc	\$50,576		
	User Technology Associates Inc	\$70,494		
	Engenius Consulting Group, Inc	\$31,609		
	Quality Technology Incorporated	\$131,295	950	\$138.21
	Momentum Systems Inc	(\$21,248)		
	Quality Technology Incorporated	\$7,976		
	Quality Technology Incorporated	\$34,000	50	\$680.00
	Momentum Systems Inc	\$741,420		
	Quality Technology Incorporated	\$185,214	20000	\$9.26
	Quality Technology Incorporated	\$245,509	20000	\$12.28
	Quality Technology Incorporated	\$265,752	1040	\$255.53

WBS	Source	Annual Cost	People Served	\$ per Person
	Quality Technology Incorporated	\$265,752	1040	\$255.53
	Quality Technology Incorporated	\$34,225	50	\$684.50
	Quality Technology Incorporated	\$34,225	50	\$684.50
	Quality Technology Incorporated	\$17,128	1215	\$14.10
	Quality Technology Incorporated	\$2,000	50	\$40.00
	Quality Technology Incorporated	\$34,256	1215	\$28.19
	Quality Technology Incorporated	\$41,730	940	\$44.39
	Quality Technology Incorporated	\$392,328	1040	\$377.24
	Quality Technology Incorporated	\$67,588	50	\$1,351.76
	Momentum Systems Inc	\$99,799		
	Momentum Systems Inc	\$103,394		
	Quality Technology Incorporated	\$21,657		
	Quality Technology Incorporated	\$10,000	50	\$200.00
	Quality Technology Incorporated	\$34,000	50	\$680.00
	Quality Technology Incorporated	\$43,314	1215	\$35.65
	Quality Technology Incorporated	\$40,476	1040	\$38.92
	Quality Technology Incorporated	\$34,000	50	\$680.00

**Service - COMM & SYS SPT**

VTC / Video Services - 3.4

Faulkner Technical Reports	\$35,000	950	\$36.84
Zero & One Engineering Inc	\$263,510	1215	\$216.88
Nextel	\$3,000	12	\$250.00
Nextel	\$30,791	42	\$733.12
Nextel	\$13,538	20	\$676.90

**Service - IA**

Information Assurance Program, Services and Support - 4

Focused Management Inc.	\$44,363	1215	\$36.51
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**Service - IT MGMT**

IM/IT Administration/Management - 1

Thomas & Herbert Consulting LLP	\$52,189	500	\$104.38
Innovative Technology Application	\$259,672	10	\$25,967.20
Innovative Technology Application	\$34,933	10	\$3,493.30
Momentum Systems Inc	\$178,625		

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - Printing &amp; Pubs</b>				
Printing and Publications Services	- 6			
	Video Labs Corporation	\$10,080		
<b>Service - REC MGMT</b>				
Records Management Program, Services and Support	- 5			
	Hummingbird	\$88,349	940	\$93.99

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division</b>	<b>LRD</b>			
<b>District</b>	<b>Buffalo District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Application Support	- 2.1			
	Coastal Geographics	\$2,390	5	\$478.00
Automation Services & Systems Support	- 2			
	E.Y.T. Inc.	\$2,318	300	\$7.73
	Enterprise Services (SUN)	\$7,860	50	\$157.20
	Axiom	\$515	5	\$103.00
	Computer Education Services Corp	\$2,059	300	\$6.86
	Dialog	\$3,500	60	\$58.33
	SBA Dynamic Chemicals	\$8,731	300	\$29.10
	R Merchandise and Supplies	\$141,545	300	\$471.82
	Applied Systems Consultants	\$14,256	40	\$356.40
	Pumatech	\$220	35	\$6.29
	Dartnell Enterprises Incorporated	\$135,803	300	\$452.68
Configure and install peripheral IT devices (fax, printers, scanners, etc.)	- 2.4.2			
	Xerox	\$5,928	300	\$19.76
	Xerox	\$1,888	40	\$47.20
	Xerox	\$15,364	300	\$51.21
Office Automation Support	- 2.4			
	Town & Country	\$2,101	180	\$11.67
	Boise Cascade	\$3,475	300	\$11.58
	Town & Country	\$2,131	15	\$142.07
	Ikon Office Solutions	\$17,424	300	\$58.08

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	Lynx	\$8,661	300	\$28.87
	Computer Associates	\$13,452	300	\$44.84
	Ablecom	\$300	3	\$100.00
Data Services - LAN, MAN, WAN, XAN (Wired)	- 3.2			
	Ronco	\$20,807	300	\$69.36
	MCI	\$1,219	300	\$4.06
	Sprint	\$14,920	300	\$49.73
Voice Services (Wired)	- 3.1			
	Verizon	\$36,082	300	\$120.27
	Ronco	\$1,395	300	\$4.65
	Ronco	\$22,998	290	\$79.30
	MCI	\$13,619	300	\$45.40
	Ronco	\$1,623	10	\$162.30
VTC / Video Services	- 3.4			
	MCI	\$4,008	50	\$80.16
Wireless Voice and Data Services	- 3.3			
	Nextel	\$16,076	20	\$803.80
	Verizon Wireless	\$13,744	60	\$229.07
	Verizon Wireless	\$2,372	5	\$474.40

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - IT MGMT</b>				
IM/IT Administration/Management	- 1			
	Niagara Frontier PCC	\$20	2	\$10.00
	Fed Ex	\$22,958	300	\$76.53
	Citibank - CMRS-ASCOM	\$29,299	300	\$97.66
	Ascom Hasler	\$2,700	300	\$9.00
	Western NY Library Resources	\$211	20	\$10.55
	Express Mailing	\$1,600	300	\$5.33
Recordkeeping & Vital Record	- 5.2			
	Iron Mountain	\$10,000	300	\$33.33
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	USPS	\$1,000	300	\$3.33

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District Chicago District</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Automation Services & Systems Support	- 2			
	MaxView	\$6,000	50	\$120.00
	ESRI	\$8,000	12	\$666.67
	J_Café (CADD)	\$988	50	\$19.76
	Bentley Systems	\$28,000	100	\$280.00
End-user Support	- 2.6			
	Microsoft	\$1,225	3	\$408.33
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	SBC	\$21,000	25	\$840.00
	T-Mobile	\$3,200	5	\$640.00
	Cingular Wireless	\$23,000	70	\$328.57
<b>Service - IA</b>				
Monitor Network Security 24/7	- 4.7			
	Network Associates	\$988	3	\$329.33
<b>Service - REC Mgmt</b>				
Records Management Program, Services and Support	- 5			
	NEOPOST	\$1,500	1	\$1,500.00

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District Detroit District</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Automation Services & Systems Support	- 2			
	Bentley Systems	\$46,213	50	\$924.26
	MCRI	\$156,480	411	\$380.73
	ESRI	\$14,314	37	\$386.86
	ESDAS	\$7,750	37	\$209.46
	MCRI	\$142,898	111	\$1,287.37
	Strictly Business	\$35,000	411	\$85.16
	MCRI	\$75,000	300	\$250.00
	MCRI	\$65,430	300	\$218.10
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	VECTOR Electric	\$200,000	411	\$486.62
	FCN	\$7,437		
	Verizon	\$66,000	105	\$628.57
<b>Service - IT MGMT</b>				
IM/IT Administration/Management	- 1			
	JVS	\$73,977	411	\$179.99
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	Pitney Bowes	\$13,848		
Recordkeeping & Vital Record	- 5.2			
	Iron Mountain	\$15,000	120	\$125.00

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District HQ</b>				
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	AT&T	\$6,000	100	\$60.00
	Nextel	\$1,216	2	\$608.00
	Cincinnati Bell	\$10,500	100	\$105.00
	Ameritech	\$3,800	6	\$633.33
	Verizon	\$19,100	39	\$489.74
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	Skytel	\$500	4	\$125.00
	Skytel	\$8,000	8	\$1,000.00
<b>Service - IA</b>				
Monitor Network Security 24/7	- 4.7			
	Network Associates	\$988	100	\$9.88
<b>Service - REC Mgmt</b>				
Records Management Program, Services and Support	- 5			
	Security Storage	\$7,300	100	\$73.00

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>				
<b>Huntington District</b>				
<b>Service -</b>				
<b>AUTO &amp; SYS SPT</b>				
Automation Services & Systems Support	- 2			
	Daston Corp.	\$620,000	1050	\$590.48
	DLT Solutions	\$10,000	950	\$10.53
	Strictly Business	\$200,000	1050	\$190.48
	ADMC-1	\$632,070	1050	\$601.97
	Software House Intn'l	\$10,212	950	\$10.75
	GTSI	\$189,000	1050	\$180.00
<b>Service -</b>				
<b>COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	Sun Microsystems	\$94,000	1050	\$89.52
	Force III	\$10,000	1050	\$9.52
	Cabletron	\$50,000	950	\$52.63
	Network Designs	\$13,170	950	\$13.86
	Ram Technology	\$1,500	950	\$1.58
	COMPAQ	\$72,000	950	\$75.79
	Tape Laboratories	\$12,456	950	\$13.11
	Tape Laboratories	\$10,000	950	\$10.53
	Force III	\$24,000	950	\$25.26
	Severn Graphics	\$10,000	950	\$10.53
	ICI	\$220,000	950	\$231.58
	Verizon	\$384,000	950	\$404.21
	Fibernet	\$120,000	950	\$126.32
	Tape Laboratories	\$32,940	950	\$34.67
	Tape Laboratories	\$20,004	950	\$21.06
	Force III	\$25,000	1050	\$23.81
	Severn Graphics	\$10,000	950	\$10.53
	Force III	\$20,004	1050	\$19.05
	Alltel	\$90,000	175	\$514.29

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - IA</b>				
Information Assurance Program, Services and Support	- 4			
	SecureInfo	\$25,000	1050	\$23.81
	SecureInfo	\$25,000	1050	\$23.81
<b>Service - REC Mgmt</b>				
Records Management Program, Services and Support	- 5			
	Superior Off. Svc	\$52,000	650	\$80.00
	UPS	\$15,000	950	\$15.79
	Fed Ex	\$15,000	950	\$15.79
	Superior Off. Svc	\$15,000	600	\$25.00

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>	<b>Louisville District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Automation Services & Systems Support	- 2			
	Daly Computers	\$383	1147	\$0.33
	Steel Cloud	\$336	1147	\$0.29
	CDW-G	\$521	1147	\$0.45
	Veritas	\$6,490	1147	\$5.66
	Canon USA, Inc	\$7,124	1147	\$6.21
	Altiris	\$5,250	1147	\$4.58
	CDW-G	\$2,041	60	\$34.02
	Extended Systems	\$1,838	100	\$18.38
	Daly Computers	\$5,687	1147	\$4.96
	CDW-G	\$650	25	\$26.00
	CDW-G	\$200	10	\$20.00
	CDW-G	\$1,484	3	\$494.67
	NetGain Technologies	\$12,551	1147	\$10.94
	Softmart	\$5,888	1147	\$5.13
	Bentley Systems	\$54,000	400	\$135.00
	Funk Software	\$1,990	1147	\$1.73
	Dynamic Systems	\$28,230	1147	\$24.61
	Wise Management	\$100,000	300	\$333.33
	CDW-G	\$3,430	1147	\$2.99
	Koorsen Protection	\$125	1147	\$0.11
	Avotus	\$2,410	700	\$3.44
	ProNet Systems	\$100,000	1147	\$87.18
	Applied Data Consultants	\$100,000	1147	\$87.18
	nFusion Technologies	\$100,000	1147	\$87.18
	Spatial Data Integrations	\$100,000	75	\$1,333.33
	Qualtrax Maint	\$5,109	150	\$34.06
	Sun Microsystems	\$13,747	200	\$68.74

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	TV Service Inc	\$1,200	50	\$24.00
	Nextel	\$6,000	100	\$60.00
	Verizon	\$50,000	300	\$166.67
	Cincinnati Bell	\$5,400	60	\$90.00
	Nextira One	\$36,857	150	\$245.71
	Insight Cable	\$4,650	150	\$31.00
	G&C Communications	\$100,000	1147	\$87.18
	Durr Communications	\$100,000	1147	\$87.18
	Uphill Telecom	\$100,000	1147	\$87.18
	Advanced Global Comm	\$100,000	1147	\$87.18
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	USPS	\$62,000	1147	\$54.05
	Zip Express	\$5,600	1147	\$4.88
Records Management Program, Services and Support	- 5			
	Ball Moving & Storage	\$12,330	1147	\$10.75
	Duplicator Sales	\$65,270	750	\$87.03
	Fed Ex	\$35,000	1147	\$30.51
	UPS	\$10,000	1147	\$8.72
	NEOPOST	\$11,070	1147	\$9.65
	Scot Mailing	\$1,053	750	\$1.40

WBS	Source	Annual Cost	People Served	\$ per Person
Service -	VI			
Visual Information Services	- 7			
	Patrick Pfister Photographer	\$100,000	1147	\$87.18
	Franklins Custom Frames	\$25,000	1147	\$21.80
	HIS, Inc. Michael Hubrich	\$100,000	1147	\$87.18
	Videobred, Inc	\$100,000	1147	\$87.18
	S & W Productions	\$100,000	1147	\$87.18
	WhirlAway Helicopters	\$100,000	1147	\$87.18
	Framers Supply Co.	\$25,000	1147	\$21.80
	Natco Products	\$25,000	1147	\$21.80
	N2 Productions	\$100,000	1147	\$87.18
	Nick Bonura Photography	\$100,000	1147	\$87.18

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>		<b>Nashville District</b>		
<b>Service -</b>		<b>COMM &amp; SYS SPT</b>		
Application Support	- 2.1			
	Bell South	\$113,900	248	\$459.27
	CENTURYTEL	\$1,600	10	\$160.00
	GSA (Local)	\$4,800	10	\$480.00
	Duo County	\$12,800	25	\$512.00
	Alltel	\$8,800	25	\$352.00
	DTC	\$700	15	\$46.67
	Dekaub County	\$5,000	30	\$166.67
Cellular telephones	- 3.3.5.3			
	Verizon	\$47,500	179	\$265.36
Communications Services & Systems Support	- 3			
	Expanets	\$14,724		
	MCBRIDE AND ASSOCIATES	\$16,736		
Testing & Certification	- 2.2.3			
	Expanets	\$6,500	75	\$86.67
Voice Services (Wired)	- 3.1			
	Twinlakes	\$35,000	60	\$583.33
	North Central	\$2,000	10	\$200.00
	MCI	\$10,150	343	\$29.59
	Bell Pay Phones	\$15,300		
Web Services	- 2.2			
	Cellular One	\$5,000	25	\$200.00
	ARCH	\$3,000	18	\$166.67
	Cingular	\$5,500	23	\$239.13
<b>Service -</b>		<b>REC Mgmt</b>		
Records Management Program, Services and Support	- 5			
	Goodwill	\$156,927	834	\$188.16

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>	<b>Pittsburgh District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Application Support	- 2.1			
	ESRI	\$4,186	25	\$167.44
	ERDAS	\$5,125	25	\$205.00
	Oracle	\$4,400	75	\$58.67
	Intergraph	\$6,564	50	\$131.28
	Bentley Systems	\$34,255	50	\$685.10
	Axiom	\$4,794	50	\$95.88
Automation Services & Systems Support	- 2			
	STG	\$82,000	775	\$105.81
Call Center (telephone user support)	- 2.6.1			
	TrackIt	\$4,900	20	\$245.00
Office Automation Support	- 2.4			
	Starr	\$2,500	50	\$50.00

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - COMM &amp; SYS SPT</b>				
Cellular telephones	- 3.3.5.3			
	T-Mobile	\$2,000	4	\$500.00
	Verizon Wireless	\$58,000	137	\$423.36
	Nextel	\$3,700	11	\$336.36
Communications Services & Systems Support	- 3			
	RIM	\$2,275	4	\$568.75
	NetIQ	\$4,764	20	\$238.20
Data Services - LAN, MAN, WAN, XAN (Wired)	- 3.2			
	TNT Software	\$2,205	20	\$110.25
	Symantec	\$1,848	20	\$92.40
	Verizon	\$36,000	775	\$46.45
	Sprint	\$360,000	775	\$464.52
Operations and Maintenance	- 3.2.7			
	Veritas	\$5,275	775	\$6.81
	Computer Power Solutions	\$2,200	775	\$2.84
	Gov Micro Resources	\$6,617	775	\$8.54
	CDW-G	\$21,000	775	\$27.10
	Cabletron	\$5,390	775	\$6.95
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	ARCH	\$4,500	30	\$150.00
Teleconference Support	- 3.1.5.5			
	Wire One	\$900	400	\$2.25
Voice Services (Wired)	- 3.1			
	MCI	\$30,000	400	\$75.00
	Microsoft	\$4,245	5	\$849.00
	Verizon	\$7,320	27	\$271.11
	MicroCall	\$1,350	40	\$33.75

**Service - VI**

Visual Information Services	- 7			
	Xerox	\$13,250	450	\$29.44

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division MVD</b>				
<b>District HQ</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Automation Services & Systems Support	- 2			
	SAIC	\$319,700	119	\$2,686.55
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	SAIC	\$141,300	119	\$1,187.39
	SAIC	\$141,300		
<b>Service - IA</b>				
Information Assurance Program, Services and Support	- 4			
	SAIC	\$90,255	119	\$758.45
	SAIC	\$90,255		
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	Midwest Industries	\$35,235	119	\$296.09

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>	<b>Memphis District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Application Support	- 2.1			
	Applied Systems Consultants	\$16,236	30	\$541.20
	EDSA Micro Corporation	\$10,095		
	Mid Atlantic Tech	\$5,000		
Automation Services & Systems Support	- 2			
	Compuvest Corporation	\$175	553	\$0.32
	Gateway Computers	\$13,468	553	\$24.35
Call Center (telephone user support)	- 2.6.1			
	Techexcel, Inc.	\$15,698	553	\$28.39
Configure and install peripheral IT devices (fax, printers, scanners, etc.)	- 2.4.2			
	Donxtek, Inc.	\$3,145		
	Compulaser	\$7,820	553	\$14.14
	Infinity Micro	\$1,552		

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - COMM &amp; SYS SPT</b>				
Cellular telephones	- 3.3.5.3			
	Verizon Wireless	\$114,387	142	\$805.54
	AT&T Wireless	\$49,501	43	\$1,151.19
Data Services - LAN, MAN, WAN, XAN (Wired)	- 3.2			
	Time Warner Cable	\$1,961	553	\$3.55
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	Skytel	\$414	2	\$207.00
Satellite (e.g., telephones, tele-engineering)	- 3.3.5.1			
	Sola Communications	\$6,370	90	\$70.78
Teleconference Support	- 3.1.5.5			
	Page Computer	\$5,459	130	\$41.99
Voice Services (Wired)	- 3.1			
	Ameritech	\$637	5	\$127.40
	MCI	\$166	15	\$11.07
	Millington	\$9,500	35	\$271.43
	Verizon	\$43	15	\$2.87
	CENTURYTEL	\$2,283	60	\$38.05
	Southwest Bell	\$8,357	60	\$139.28
	Bell South	\$100,645	100	\$1,006.45
	AT&T	\$1,183	85	\$13.92
Wireless Voice and Data Services	- 3.3			
	WaterCom	\$5,783	90	\$64.26
	VHF Repeater Land Leases	\$9,175	553	\$16.59
	VHF Repeater Utilities	\$5,039	553	\$9.11

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - Printing &amp; Pubs</b>				
Printing and Publications Services	- 6			
	Elliott Data Systems	\$6,805	553	\$12.31
	Advanced Imaging Solutions	\$5,610		
Reproduction Support (copiers – copier management)	- 6.1			
	Hunton Office Supplies	\$4,248		
	Boise Cascade	\$21,935		
	GPO	\$45,000	553	\$81.37
<b>Service - REC Mgmt</b>				
Records Management Program, Services and Support	- 5			
	Pitney Bowes	\$7,163	553	\$12.95

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District New Orleans District</b>				
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	Cingular Wireless	\$125,600	1472	\$85.33
	Nextel	\$26,100	1472	\$17.73
	Ikon Office Solutions	\$9,000	736	\$12.23
	ARCH	\$16,800	1472	\$11.41
<b>Service - IT MGMT</b>				
IM/IT Administration/Management	- 1			
	Danka	\$3,563	368	\$9.68
	Kodak	\$3,563	368	\$9.68
	Xerox	\$12,304	736	\$16.72
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	UPS	\$11,600	1472	\$7.88
	Fed Ex	\$11,600	1472	\$7.88
Recordkeeping & Vital Record	- 5.2			
	Iron Mountain	\$22,067	1472	\$14.99
Records Management Program, Services and Support	- 5			
	Goodwill	\$163,650	1472	\$111.18

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>	<b>Rock Island District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Automation Services & Systems Support	- 2			
	MaxView	\$600	99	\$6.06
	Sybase, Inc.	\$8,783	2	\$4,391.50
	Hummingbird	\$1,615	35	\$46.14
	ESRI	\$6,850	521	\$13.15
	Intergraph	\$3,112	99	\$31.43
	Leica	\$2,475	45	\$55.00
	Executive Software	\$735	8	\$91.88
	Veritas	\$9,267	907	\$10.22
	Paradigm Imaging	\$5,514	134	\$41.15
	Oracle	\$66	1	\$66.00
	Sun Microsystems	\$1,822	907	\$2.01
	Unisys	\$6,000	35	\$171.43
	ESRI	\$5,835	20	\$291.75
	Spectrum Systems	\$773	7	\$110.43
	Coastal Geographics	\$5,100	20	\$255.00
	Altiris	\$9,230	907	\$10.18
	ACS Government Services	\$152,000	907	\$167.59
	ESRI	\$30,260	521	\$58.08
	Axiom	\$1,799	99	\$18.17
	Applied Systems Consultants	\$16,200	17	\$952.94
	Bentley Systems	\$71,079	99	\$717.97
	Data Direct	\$5,544	7	\$792.00
	DLT Solutions	\$1,328	5	\$265.60
	DLT Solutions	\$237	2	\$118.50

WBS	Source	Annual Cost	People Served	\$ per Person
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**Service - COMM & SYS SPT**

Communications Services & Systems Support - 3

MCI	\$19,700	907	\$21.72
Polycom	\$2,001	422	\$4.74
Qwest	\$4,000	35	\$114.29
Sprint	\$323,900	485	\$667.84
Northrop Grumman	\$52,310	907	\$57.67
Ameritech	\$42,600	457	\$93.22
US Cellular	\$52,700	179	\$294.41
AT&T	\$500	457	\$1.09
Quad Cities TAS	\$1,100	907	\$1.21
ARCH	\$2,500	1	\$2,500.00
Meteorlogix	\$7,200	7	\$1,028.57
First Virtual Corp.	\$1,987	422	\$4.71
Spacepage	\$4,700	2	\$2,350.00

**Service - Printing & Pubs**

Printing and Publications Services - 6

Advanced Business Systems	\$24,576	353	\$69.62
Command Business Systems	\$3,262	422	\$7.73
Command Business Systems	\$14,700	422	\$34.83

**Service - REC Mgmt**

Records Management Program, Services and Support - 5

Pitney Bowes	\$8,272	457	\$18.10
ARC - Association for Retarded Citizens	\$132,000	457	\$288.84
Fed Ex	\$15,000	422	\$35.55

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>		<b>St. Louis District</b>		
<b>Service -</b>		<b>AUTO &amp; SYS SPT</b>		
Automation Services & Systems Support	- 2			
	Ontrack Data International, Inc.	\$3,126	775	\$4.03
	Environmental Sys Reseach (GIS)	\$6,712	27	\$248.59
	Applied Systems Consultants	\$16,236	18	\$902.00
	Coastal Geographics	\$13,150	20	\$657.50
	Geographic Data Technology	\$21,080	37	\$569.73
	GTSI	\$151,226	775	\$195.13
	Environmental Sys Reseach (GIS)	\$12,980	27	\$480.74
	Northrop Grumman	\$93,062	24	\$3,877.58
	Bentley Systems	\$38,570	49	\$787.14
<b>Service -</b>		<b>COMM &amp; SYS SPT</b>		
Communications Services & Systems Support	- 3			
	Global Star	\$230	5	\$46.00
	Verizon	\$300	27	\$11.11
	SBC	\$4,000	775	\$5.16
	SBC	\$7,150	775	\$9.23
	Mobex Network	\$16	20	\$0.80
	First Cellular	\$3,600	24	\$150.00
	Cingular Wireless	\$103,500	775	\$133.55
	MCI	\$14,400	775	\$18.58
	MCI	\$15,000	775	\$19.35
	Illinois Consolidated	\$520	28	\$18.57
	MCI	\$6,500	775	\$8.39
	ARCH	\$1,372	775	\$1.77
<b>Service -</b>		<b>Printing &amp; Pubs</b>		
Printing and Publications Services	- 6			
	GPO (quick copy printing contract)	\$50,000	481	\$103.95
	DAPS (CPC program)	\$68,000	481	\$141.37

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	UPS	\$5,000	512	\$9.77
	Fed Ex	\$10,000	512	\$19.53
Recordkeeping & Vital Record	- 5.2			
	Iron Mountain	\$18,708	775	\$24.14
	Xerox	\$21,543	28	\$769.39
	Canon USA, Inc	\$5,625	24	\$234.38
Records Management Program, Services and Support	- 5			
	Canon USA, Inc	\$5,625	20	\$281.25

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>	<b>St. Paul District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Automation Services & Systems Support	- 2			
	Tri-County Electric Co-Op	\$2,100	25	\$84.00
	XCEL Energy	\$3,600	25	\$144.00
	Oceangraphic	\$3,900	42	\$92.86
	Scenic River Energy Cooperative	\$1,700	25	\$68.00
	XCEL Energy	\$3,000	25	\$120.00
	Pierce Pepin Cooperative Services; P.O. Box 420; Ellsworth, WI 54011	\$1,900	25	\$76.00
Call Center (telephone user support)	- 2.6.1			
	Keystone Solutions, Inc.	\$784,000	750	\$1,045.33
Data Services - LAN, MAN, WAN, XAN (Wired)	- 3.2			
	Ideal System Solutions, Inc.	\$4,239	750	\$5.65
Life-cycle management of OA equipment	- 2.4.3			
	Sun Microsystems	\$5,503	750	\$7.34
	Bentley Systems	\$582	175	\$3.33
	Bentley Systems	\$582	175	\$3.33
	Bentley Systems	\$582	175	\$3.33
	Applied Systems Consultants	\$14,400	50	\$288.00
	Bentley Systems	\$51,000	175	\$291.43
	Sun Microsystems	\$13,302	750	\$17.74
	Bentley Systems	\$1,455	175	\$8.31
	CADD/Engineering Supply, Inc.	\$690	175	\$3.94
	CADD/Engineering Supply, Inc.	\$678	175	\$3.87
	CADD/Engineering Supply, Inc.	\$2,640	175	\$15.09
Operations and Maintenance	- 2.1.6			
	ESRI	\$3,000	25	\$120.00
	ISI, Inc.	\$1,301	350	\$3.72
	Intergraph	\$2,556	175	\$14.61
	ESRI	\$17,610	750	\$23.48
	Citrix	\$1,113	750	\$1.48

WBS	Source	Annual Cost	People Served	\$ per Person
	ERDAS	\$2,835	750	\$3.78
	Funk Software	\$1,185	750	\$1.58
	HelpSTAR	\$2,992	750	\$3.99

**Service - COMM & SYS SPT**

Cellular telephones	- 3.3.5.3			
	AT&T Wireless	\$94,324	100	\$943.24
Data Services - LAN, MAN, WAN, XAN (Wired)	- 3.2			
	Sprint	\$288,381	400	\$720.95
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	Metrocall	\$3,574	15	\$238.27
	Hewlett Packard	\$20,000	31	\$645.16
Satellite (e.g., telephones, tele-engineering)	- 3.3.5.1			
	GMPCS Personal Communications, Inc.	\$240	2	\$120.00
Voice Services (Wired)	- 3.1			
	Qwest	\$2,640	350	\$7.54
	Frontier Communications of Minnesota	\$20,500	350	\$58.57
	MCI	\$87,309	750	\$116.41
	Qwest	\$33,742	750	\$44.99
	Qwest	\$5,184	750	\$6.91
	Qwest	\$17,450	350	\$49.86
	Frontier Communications of Minnesota	\$26,359	350	\$75.31
	Qwest	\$1,416	350	\$4.05
Wireless Voice and Data Services	- 3.3			
	Verizon Wireless	\$18,690	20	\$934.51

**Service - Printing & Pubs**

Reproduction Support (copiers – copier management)	- 6.1			
	Ikon Office Solutions	\$39,086	750	\$52.11
	Savin Corp.	\$15,000	750	\$20.00

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	Pitney Bowes	\$2,925	750	\$3.90
	Fed Ex	\$27,000	350	\$77.14
	Tasks Unlimited, Inc.	\$110,329	750	\$147.11
Recordkeeping & Vital Record	- 5.2			
	Archives Corporation	\$26,476	750	\$35.30
	Archives Corporation	\$6,000	750	\$8.00
<b>District Vicksburg District</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Automation Services & Systems Support	- 2			
	ASCI	\$500,000	1211	\$412.88
	SAIC	\$1,949,138	1211	\$1,609.53
	CTS	\$354,029	1211	\$292.34
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	SAIC	\$957,065	1211	\$790.31
<b>Service - IA</b>				
Information Assurance Program, Services and Support	- 4			
	SAIC	\$638,044	1211	\$526.87
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	Midwest Industries	\$105,730	1211	\$87.31

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division NAD</b>				
<b>District Baltimore District</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Automation Services & Systems Support	- 2			
	Syntegra	\$5,352		
	International Institute 02-F-0218	\$214,191		
	PMC Solutions 02-P-0253	\$137,730	1200	\$114.78
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	Washington Data/Gen Fiber	\$15,492	1200	\$12.91
<b>Service - IT MGMT</b>				
IM/IT Administration/Management	- 1			
	Syntex, Inc 03-F-0011	\$305,599	1200	\$254.67
	ITEQ 99-C-0009	\$382,689	1200	\$318.91
	Gallup 99-D-0006	\$8,900		
<b>Service - Printing &amp; Pubs</b>				
Printing and Publications Services	- 6			
	Ikon Office Solutions	\$8,112	3	\$2,704.00
	Advanced Business Systems	\$3,492	3	\$1,164.00
<b>Service - REC Mgmt</b>				
Recordkeeping & Vital Record	- 5.2			
	Pitney Bowes	\$23,545	1200	\$19.62
	Iron Mountain	\$37,064	1200	\$30.89
Records Management Program, Services and Support	- 5			
	Maryland Messenger 03-P-0082	\$6,276	900	\$6.97

WBS	Source	Annual Cost	People Served	\$ per Person
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**Service - VI**

Visual Information Services - 7

Severn Graphics	\$33,362	1200	\$27.80
Advanced Imaging Solutions	\$60,221	1200	\$50.18
Artography Lab	\$13,543	1200	\$11.29
Composition Systems	\$198,592	1200	\$165.49
Professional Products	\$2,878	2	\$1,439.00
Dan Breitenbach	\$6,541		
Charotte Corp	\$1,093	4	\$273.25

**District HQ**

**Service - COMM & SYS SPT**

Communications Services & Systems Support - 3

Verizon	\$2,260	13	\$173.84
Nextel	\$5,591	17	\$328.91
MCI	\$20,684	115	\$179.86
Sprint	\$40,681	28	\$1,452.90
A.M. Business Machines-Equip Maintenance	\$2,000	115	\$17.39
AT&T	\$123	2	\$61.43
GTSI	\$2,682	8	\$335.25
UPS	\$3,000	115	\$26.09
Fed Ex	\$15,000	115	\$130.43
Syntegra	\$52,159	115	\$453.55

WBS	Source	Annual Cost	People Served	\$ per Person
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<b>District</b>	<b>New England District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			

Automation Services & Systems Support - 2

MCBRIDE AND ASSOCIATES	\$18,300			
Bentley Systems	\$16,668	20		\$833.40
Ikon Office Solutions	\$36,350	350		\$103.86
Dell Computers	\$434,000	529		\$820.42
Crimson Tech	\$14,075	350		\$40.21
Lyme Computers	\$17,100	529		\$32.33
CPU Sales	\$1,000			
Intergraph	\$18,636	20		\$931.80
ABAQUS Solutions	\$9,633			
ESRI	\$53,700	50		\$1,074.00
AAA Laser	\$3,500	350		\$10.00
SUTRON Corp	\$262,500			
Presidio Corporation	\$17,234	529		\$32.58
COMPAQ	\$12,630	529		\$23.88
IMPAC Card	\$25,000	529		\$47.26
OCE	\$12,885	50		\$257.70
Gradkell Computers	\$44,275	500		\$88.55

<b>Service -</b>	<b>COMM &amp; SYS SPT</b>			
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Communications Services & Systems Support - 3

Connectivity	\$18,600	529		\$35.16
Nextel	\$1,000	60		\$16.67
MCI	\$1,000	529		\$1.89
RTM Communications	\$141,468	529		\$267.43
Government Technology Services	\$89,600	529		\$169.38
Verizon	\$16,741	529		\$31.65

WBS	Source	Annual Cost	People Served	\$ per Person
Service -	VI			
Visual Information Services	- 7			
	IMPAC Card	\$25,000	529	\$47.26
	Ikon Office Solutions	\$22,427	350	\$64.08
	Presentation Graphics	\$7,910	529	\$14.95
	DGI InVisuals, LLC	\$2,324	529	\$4.39

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District New York District</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Application Support	- 2.1			
	MaxView	\$15,381	100	\$153.81
	GTSI	\$118,491	690	\$171.73
Call Center (telephone user support)	- 2.6.1			
	Micro Tech	\$1,400	15	\$93.33
Operations and Maintenance	- 2.1.6			
	Research Engineers	\$1,810	75	\$24.13
<b>Service - COMM &amp; SYS SPT</b>				
Data Services - LAN, MAN, WAN, XAN (Wired)	- 3.2			
	Sprint	\$140,000	690	\$202.90
	GBR (Cabling at 26 Fed Plaza)	\$25,000	600	\$41.67
Network Devices (routers, IDS, gateways Internet, NIPRNET, etc.)	- 3.2.5.5			
	Northrop Grumman	\$16,045	690	\$23.25
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	Verizon	\$30,000	22	\$1,363.64
	Skytel	\$22,000	70	\$314.29
Voice Services (Wired)	- 3.1			
	Verizon	\$35,000	150	\$233.33
	Expanets	\$15,000	600	\$25.00
	MCI	\$110,000	690	\$159.42
VTC / Video Services	- 3.4			
	York Telecom	\$7,010	500	\$14.02
	Verizon Wireless	\$50,000	145	\$344.83
Wireless Voice and Data Services	- 3.3			
	Nextel	\$120,000	150	\$800.00

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - Printing &amp; Pubs</b>				
Reproduction Support (copiers – copier management)	- 6.1			
	Xerox	\$1,284	70	\$18.34
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	Fed Ex	\$45,000	500	\$90.00

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>	<b>Norfolk District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Automation Services & Systems Support	- 2			
	Intergraph	\$1,004	1	\$1,004.00
	Canon USA, Inc	\$7,350	40	\$183.76
	CHM	\$8,030	200	\$40.15
	Eagle Point	\$980	1	\$980.00
	MaxView	\$1,785	1	\$1,785.00
	Reliance Data	\$1,412	450	\$3.14
	Technology Specialist	\$324	1	\$324.00
	Advance System	\$1,556	1	\$1,556.00
	COMPAQ	\$870	1	\$870.00
	Ikon Office Solutions	\$293	2	\$146.42
	SAIC	\$196,452	450	\$436.56
	Norfolk State University	\$6,425	3	\$2,141.77
	ESRI	\$17,354	10	\$1,735.41
	Cox Communications	\$330	330	\$1.00
	Dell Marketing LP	\$8,461	3	\$2,820.46
	Trimble Navigation Limited	\$2,800	2	\$1,400.00
	GTSI	\$470	20	\$23.50
	Hewlett Packard	\$2,232	2	\$1,115.95
	Magellan Corp/Thales Navigation	\$2,531	1	\$2,531.25
	Coastal Geographics	\$3,900	4	\$975.00
	National Micrographics	\$450	450	\$1.00
	Orbit Software	\$360	1	\$360.00
	OCE	\$6,052	10	\$605.20
	DLT Solutions	\$16,878	20	\$843.88
	Microsynergy	\$3,959	1	\$3,959.00
Life-cycle management of OA equipment	- 2.4.3			
	Pitney Bowes	\$2,860	450	\$6.36
	Xerox	\$3,913	20	\$195.65

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	Washington Data/Gen Fiber	\$2,313	10	\$231.31
	Howald Systems	\$1,400	1	\$1,400.00
<b>Service - IA</b>				
Information Assurance Program, Services and Support	- 4			
	Newlink Global Engrg Corp	\$5,090	2	\$2,545.00
	Two Rivers Technology	\$795	1	\$795.00
	Tidewater Community College	\$483	1	\$483.23
	ProSoft Solutions	\$1,568	20	\$78.40
	Avatech Solutions, Inc	\$1,295	1	\$1,295.00
	Infotec	\$4,857	2	\$2,428.37
<b>Service - IT MGMT</b>				
IM/IT Administration/Management	- 1			
	Louise W Eggleston Center	\$67,746	450	\$150.55
	Old Dominion University	\$1,723	1	\$1,722.80
	ETI Professionals, Inc.,	\$124,408	450	\$276.46
	BTG Incorporated	\$140,050	450	\$311.22
<b>Service - VI</b>				
Visual Information Services	- 7			
	Fastsigns	\$269	1	\$269.47

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>	<b>Philadelphia District</b>			
<b>Service -</b>	<b>COMM &amp; SYS SPT</b>			
Communications Services & Systems Support	- 3			
	UPS	\$1,200	530	\$2.26
	Pitney Bowes	\$1,175	530	\$2.22
	Fed Ex	\$23,000	530	\$43.40
	Car-Tel Communications	\$30,000	110	\$272.73
	Nextel	\$40,000	56	\$714.29
<b>Service -</b>	<b>Printing &amp; Pubs</b>			
Printing and Publications Services	- 6			
	OCE	\$6,048	350	\$17.28

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division</b>	<b>NWD</b>			
<b>District</b>	<b>Hydroelectric Design</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Office Automation Support	- 2.4			
	Automated Control Systems, Inc.	\$1,245,000	600	\$2,075.00

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>		<b>Kansas City District</b>		
<b>Service -</b>		<b>COMM &amp; SYS SPT</b>		
Cellular telephones	- 3.3.5.3			
	US Cellular	\$50	1	\$50.00
	Sprint	\$600	2	\$300.00
	Cingular	\$3,540	25	\$141.60
	Verizon	\$5,500	40	\$137.50
	Nextel	\$6,432	40	\$160.80
	Chariton Valley	\$383	2	\$191.50
	Alltel	\$8,194	60	\$136.57
	Mobile Phone	\$440	1	\$440.00
	Cingular	\$17,000	40	\$425.00
Data Services - LAN, MAN, WAN, XAN (Wired)	- 3.2			
	Sprint	\$372,000	900	\$413.33
	Time Warner Cable	\$900	5	\$180.00
	MCI	\$21,624	100	\$216.24
	Syntegra	\$42,091	50	\$841.82
	ESRI	\$28,060	50	\$561.20
	Bentley Systems	\$85,552	50	\$1,711.04
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	ARCH	\$315	10	\$31.50
Support	- 3.2.5			
	Intertel	\$223,406	900	\$248.23
Voice Services (Wired)	- 3.1			
	MCI	\$12,000	900	\$13.33
	MCI	\$294,722	900	\$327.47
VTC / Video Services	- 3.4			
	MCI	\$35,000	50	\$700.00
<b>Service -</b>		<b>Printing &amp; Pubs</b>		
Reproduction Support (copiers – copier management)	- 6.1			
	Ladicom	\$197,490	900	\$219.43

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - REC Mgmt</b>				
Records Management Program, Services and Support	- 5			
	Riojas	\$125,353	900	\$139.28

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>	<b>Omaha District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Automation Services & Systems Support	- 2			
	Coastal Geographics	\$700	20	\$35.00
	Halifax	\$6,200	20	\$310.00
	Leica	\$5,214	200	\$26.07
	Primavera	\$9,880	10	\$988.00
	Spectralogic	\$2,700	200	\$13.50
	Systems Analysis & Integration	\$26,160	1250	\$20.93
	Bentley Systems	\$87,471	200	\$437.36
	DLT Solutions	\$8,308	1250	\$6.65
	Intergraph	\$1,344	200	\$6.72
	Axiom	\$2,247	20	\$112.35
	Applied Data Consultants	\$78,302	60	\$1,305.03
	Sun Microsystems	\$6,216	1250	\$4.97
	Veritas	\$2,520	1250	\$2.02
	Management Solutions & Systems	\$19,974	50	\$399.49
	Service Purchased via IMPAC	\$6,600	1250	\$5.28
	ESRI	\$15,616	200	\$78.08
	Enterprise Services (SUN)	\$5,352	1250	\$4.28
	Spectralogic	\$1,530	200	\$7.65
	ASCI	\$16,236	800	\$20.30
	Cameron	\$715,200	1250	\$572.16
	Applied Data Consultants	\$300,327	200	\$1,501.64
	Systems Analysis & Integration	\$75,000	1250	\$60.00
	SAIC	\$791,383	1250	\$633.11
Database Services	- 2.3			
	Oracle	\$3,232	1250	\$2.59
Operations and Maintenance	- 2.1.6			
	SKM Power Tools	\$1,680	50	\$33.60
	University of Colorado	\$2,500	50	\$50.00
	Trane	\$1,316	20	\$65.80
Server Administration	- 2.5.6.2			
	ESRI	\$4,400	200	\$22.00
	Force III	\$1,585	200	\$7.93

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	Management Systems Designers Inc.	\$2,187	1250	\$1.75
	Field Ofc. Local Telephone Service	\$103,529	400	\$258.82
	District Cellular Service	\$400,000	800	\$500.00
	Management Systems Designers Inc.	\$3,385	1250	\$2.71
	Service Purchased via IMPAC	\$6,300	1250	\$5.04
	Best Radio (Lincoln Tower)	\$12,000	1250	\$9.60
	AAT Communications (Squaw Mt.)	\$3,466	20	\$173.29
	Cable TV/Dish Network Service	\$3,000	50	\$60.00
	Satellite Communications	\$100,000	1250	\$80.00
	Cummins Great Plains	\$4,500	200	\$22.50
	Best Communications	\$2,400	200	\$12.00
	Sterling	\$129,480	400	\$323.70
	Funk Software	\$4,190	4	\$1,047.50
	SBA, Inc.	\$3,200	200	\$16.00
	Harrison County Power	\$900	200	\$4.50
	JO's Lawn and Tree Service	\$4,500	200	\$22.50
	Mid American Power	\$900	200	\$4.50
	Qwest	\$4,349	400	\$10.87
	Burt County Power	\$900	200	\$4.50
	Omega Technologies	\$74,192	400	\$185.48
	GRC Integrated (AT&T)	\$85,896	400	\$214.74
	GTE Midwest (Pisgah, IA)	\$1,050	200	\$5.25
	Sprint	\$1,050	200	\$5.25
	OPPD	\$900	200	\$4.50
	Midwest Mobile Communications	\$2,400	200	\$12.00
	Nebraska City Power	\$900	200	\$4.50

**Service - IA**

Information Assurance Program, Services and Support	- 4			
	SEI	\$1,308	1250	\$1.05

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - IT MGMT</b>				
IM/IT Administration/Management	- 1			
	NEOPOST	\$828	1250	\$0.66
	Fed Ex	\$35,480	1250	\$28.38
	UPS	\$20,611	1250	\$16.49
	Midlands Messenger	\$17,506	1250	\$14.00
<b>Service - Printing &amp; Pubs</b>				
Printing and Publications Services	- 6			
	Stringer (Panasonic Corp.)	\$280,527	2000	\$140.26
	Standard Blue	\$5,418	1250	\$4.33
Reproduction Support (copiers – copier management)	- 6.1			
	KIP America	\$58,902	600	\$98.17
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	Ascom Hasler	\$828	1250	\$0.66
Records Management Program, Services and Support	- 5			
	Historical Research Association	\$20,409	1250	\$16.33
<b>Service - VI</b>				
Visual Information Services	- 7			
	Audio Visual Inc.	\$4,218	1250	\$3.37
	Service Purchased via IMPAC	\$16,508	1250	\$13.21

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District Portland District</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
End-user Support	- 2.6			
	Remedy maintenance	\$11,000	1320	\$8.33
Office Automation Support	- 2.4			
	IMPAC Card	\$52,000	1320	\$39.39
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	AT&T Wireless	\$66,795	70	\$954.21
	ISDN LINES - LOCAL VENDORS (IMPAC)	\$217,452	1320	\$164.74
<b>Service - REC Mgmt</b>				
Collect required statistical data and cost information	- 5.1.5			
	Postage Meter Fill	\$77,000	1320	\$58.33
Mail Services and Distribution [1]	- 5.1			
	Fed Ex	\$14,300	1320	\$10.83
	Abbott & Lindt (Meter Syst. Mntnc)	\$670		
	Ascom Hasler	\$900		
	PHC	\$47,000	1320	\$35.61
	PHC	\$126,000	1320	\$95.45
	UPS	\$8,400	1320	\$6.36
Recordkeeping & Vital Record	- 5.2			
	Iron Mountain	\$23,600	1320	\$17.88
<b>Service - VI</b>				
Visual Information Services	- 7			
	Graphics Vendors	\$28,500	1164	\$24.48

WBS	Source	Annual Cost	People Served	\$ per Person
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<b>District</b>	<b>Seattle District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			

Automation Services & Systems Support	- 2			
	ASCI	\$16,000	30	\$533.33
	Argens	\$6,981	100	\$69.81
	IT tech support: Microsoft Tech Support	\$1,300	15	\$86.67
	TetraTech, DACA67-02-D-2009 Digitization of levee maps:	\$150,000	300	\$500.00
	ASCI	\$51,000	30	\$1,700.00

<b>Service -</b>	<b>COMM &amp; SYS SPT</b>			
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Communications Services & Systems Support	- 3			
	Land lease for radio: State of WA, Dept. of Natural Resources, DACW675870003300	\$144	900	\$0.16
	Deane Communications	\$2,500	50	\$50.00
	Land lease for radio: Weyerhaeuser Company, DACW675680006000	\$424	900	\$0.47
	Land lease for radio: Green Crow Corporation, DACW675010018900	\$50	900	\$0.06
	Land lease for radio: Erma L. Shaw, DACW675030000300	\$83	900	\$0.09
	Land lease for radio: Union Pacific Railroad, DACW675950008400	\$1,163	900	\$1.29
	Deane Communications	\$63,700	300	\$212.33
	Land lease for radio: Protocol Property Mgmt LLC, DACW675950003300	\$698	900	\$0.78
	Land lease for radio: State of WA, Dept. of Natural Resources, DACW675970002900	\$3,014	900	\$3.35

<b>Service -</b>	<b>Printing &amp; Pubs</b>			
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Printing and Publications Services	- 6			
	Reprographics: Olympic, Royal, Repro NW	\$75,200	550	\$136.73

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - REC Mgmt</b>				
Recordkeeping & Vital Record	- 5.2			
	DataSite	\$18,295	900	\$20.33
	The File Box	\$107,705	900	\$119.67
Records Management Program, Services and Support	- 5			
	Written history: Dr. William Willingham, DACW67-02-P-0079	\$45,700	150	\$304.67
	Fed Ex	\$8,000	550	\$14.55
<b>Service - VI</b>				
Visual Information Services	- 7			
	Photo & graphics art: ProLab, Olympic	\$8,500	900	\$9.44

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>	<b>Walla Walla District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Application Support	- 2.1			
	Research Engineers	\$3,410	10	\$341.00
	ESRI	\$12,476	50	\$249.52
	Geoline Positioning Sys	\$790	90	\$8.78
	Enabling Technologies	\$14,580	700	\$20.83
	Leica	\$1,500	90	\$16.67
	Engr Mechanics Research	\$4,790	70	\$68.43
Configure and install enduser systems (desktop, laptop, PDA, etc.)	- 2.4.1			
	SAIC	\$725	50	\$14.50
Office Automation Support	- 2.4			
	HP Express	\$1,257	700	\$1.80
	Xerox	\$1,752	350	\$5.01
Server Support	- 2.5			
	Onix Networking	\$41,242	700	\$58.92

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - COMM &amp; SYS SPT</b>				
Cellular telephones	- 3.3.5.3			
	Cellular One	\$24,000	700	\$34.29
Communications Services & Systems Support	- 3			
	Bentley Systems	\$41,940	90	\$466.00
Data Services - LAN, MAN, WAN, XAN (Wired)	- 3.2			
	AT&T	\$60,000	150	\$400.00
	Fastbreak Info Tech	\$17,389	700	\$24.84
	Lyme Computers	\$4,800	700	\$6.86
	Verizon	\$5,760	700	\$8.23
	Qwest	\$4,800	44	\$109.09
	GTSI	\$13,800	700	\$19.71
	Qwest	\$88,000	700	\$125.71
	Qwest	\$3,300	700	\$4.71
	Qwest	\$5,000	700	\$7.14
	Qwest	\$25,000	700	\$35.71
	Qwest	\$5,500	51	\$107.84
	Qwest	\$5,100	46	\$110.87
	Qwest	\$3,200	19	\$168.42
	Qwest	\$3,600	5	\$720.00
	Qwest	\$3,000	9	\$333.33
	Qwest	\$3,000	700	\$4.29
	Qwest	\$6,600	160	\$41.25
	Qwest	\$3,000	5	\$600.00
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	Kelley's Tele-Comm	\$1,500	700	\$2.14
Voice Services (Wired)	- 3.1			
	Qwest	\$1,050	350	\$3.00
VTC / Video Services	- 3.4			
	Charter Comm	\$1,100	12	\$91.67
	Qwest	\$1,500	350	\$4.29
Wireless Voice and Data Services	- 3.3			

WBS	Source	Annual Cost	People Served	\$ per Person
	District Projects Communications	\$112,000	700	\$160.00
<b>Service - IT MGMT</b>				
IM/IT Administration/Management	- 1			
	Pitney Bowes	\$1,815	700	\$2.59
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	Fed Ex	\$18,500	700	\$26.43
	A&O Enterprises	\$36,385	700	\$51.98
	UPS	\$10,000	700	\$14.29
Recordkeeping & Vital Record	- 5.2			
	MGE UPS Sys	\$6,813	700	\$9.73
Records Management Program, Services and Support	- 5			
	Titan	\$18,537	700	\$26.48
<b>District Western Processing</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Office Automation Support	- 2.4			
	Liebert Global Services	\$15,600	35000	\$0.45

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division</b>		<b>POD</b>		
<b>District</b>		<b>Alaska District</b>		
<b>Service -</b>		<b>COMM &amp; SYS SPT</b>		
Communications Services & Systems Support	- 3			
	DataFlow	\$550,000	650	\$846.15
<b>Service -</b>		<b>REC Mgmt</b>		
Mail Services and Distribution [1]	- 5.1			
	DataFlow	\$135,000	650	\$207.69
	FedSource	\$70,000	650	\$107.69
<b>District</b>		<b>Honolulu District</b>		
<b>Service -</b>		<b>COMM &amp; SYS SPT</b>		
Communications Services & Systems Support	- 3			
	Computer Sciences Corporation	\$360,000	408	\$882.35
<b>Service -</b>		<b>IA</b>		
Information Assurance Program, Services and Support	- 4			
	Applied Systems Consultants	\$22,000	408	\$53.92
<b>Service -</b>		<b>REC Mgmt</b>		
Mail Services and Distribution [1]	- 5.1			
	PEMCO	\$95,800	494	\$193.93

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>	<b>HQ</b>			
<b>Service -</b>	<b>COMM &amp; SYS SPT</b>			
Communications Services & Systems Support	- 3			
	Computer Sciences Corporation	\$265,000	80	\$3,312.50
<b>Service -</b>	<b>REC Mgmt</b>			
Mail Services and Distribution [1]	- 5.1			
	PEMCO	\$24,200	80	\$302.50

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division SAD</b>				
<b>District Charleston District</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Automation Services & Systems Support	- 2			
	Engenius Consulting Group, Inc	\$272,500	173	\$1,575.14
<b>Service - IA</b>				
Information Assurance Program, Services and Support	- 4			
	Intergraph	\$49,508	173	\$286.17
<b>District HQ</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Automation Services & Systems Support	- 2			
	Engenius Consulting Group, Inc	\$182,990	120	\$1,524.92
<b>Service - IA</b>				
Information Assurance Program, Services and Support	- 4			
	Intergraph	\$25,000		
<b>Service - IT MGMT</b>				
IM/IT Administration/Management	- 1			
	Harry Williams	\$24,900	120	\$207.50
<b>Service - REC Mgmt</b>				
Records Management Program, Services and Support	- 5			
	Nobis Enterprises	\$69,500	120	\$579.17

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District Jacksonville District</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Application Support	- 2.1			
	Chickasaw Nation Industries (CNI)	\$1,300,000	1020	\$1,274.51
Automation Services & Systems Support	- 2			
	Chickasaw Nation Industries (CNI)	\$1,712,000	550	\$3,112.73
	Chickasaw Nation Industries (CNI)	\$1,040,000	1020	\$1,019.61
	Chickasaw Nation Industries (CNI)	\$2,250,000	1020	\$2,205.88
<b>Service - REC Mgmt</b>				
Records Management Program, Services and Support	- 5			
	NISH	\$321,000	1020	\$314.71
<b>District Mobile District</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Automation Services & Systems Support	- 2			
	AlphaData	\$2,858,291	1560	\$1,832.24
	Intergraph	\$56,000	165	\$339.39
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	Azalea Suites Buisnes Ctr.	\$19,200	1560	\$12.31
<b>Service - REC Mgmt</b>				
Records Management Program, Services and Support	- 5			
	Data Management/Space Saver	\$44,326	1560	\$28.41

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>	<b>Savannah District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Automation Services & Systems Support	- 2			
	SAIC	\$623,700	1000	\$623.70
	EER	\$702,800	1000	\$702.80

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>		<b>Wilmington District</b>		
<b>Service -</b>		<b>COMM &amp; SYS SPT</b>		
Cellular telephones	- 3.3.5.3			
	Alltel	\$72,575	121	\$599.79
	Carolina West Cellular	\$1,317	5	\$263.40
	US Cellular	\$8,544	17	\$502.59
Data Services - LAN, MAN, WAN, XAN (Wired)	- 3.2			
	MCI	\$93,183	442	\$210.82
	AT&T	\$15,163	27	\$561.59
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	Page 21	\$1,342	4	\$335.50
	Metrocall	\$894	4	\$223.50
	Cingular	\$822	2	\$411.00
Satellite (e.g., telephones, tele-engineering)	- 3.3.5.1			
	Skytel	\$912	5	\$182.40
	Mobile Satellite Ventures	\$865	27	\$32.04
Voice Services (Wired)	- 3.1			
	Verizon	\$12,684	54	\$234.89
	Wilkes Telephone	\$9,670	11	\$879.09
	Buggs Island Telephone	\$4,200	54	\$77.78
	Sprint	\$31,296	243	\$128.79
	Piedmont Communications	\$44,772	101	\$443.29
	Bell South	\$70,527	276	\$255.53
	Sprint	\$26,845	49	\$547.86
<b>Service -</b>		<b>REC Mgmt</b>		
Records Management Program, Services and Support	- 5			
	Data Tech Services	\$15,000	570	\$26.32

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division</b>	<b>SPD</b>			
<b>District</b>	<b>Albuquerque District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Automation Services & Systems Support	- 2			
	Lason Systems, Inc	\$22,000	400	\$55.00
	GTSI	\$73,377	400	\$183.44
	Trane	\$2,000	400	\$5.00
	One Stop Airborn Solutions, Inc	\$41,419	400	\$103.55
	ESRI	\$27,888	400	\$69.72
	Sun Microsystems	\$5,514	400	\$13.79
	Compuscan Imaging Solutions	\$25,000	400	\$62.50
	Gladiator Imaging Inc (GIS)	\$52,000	400	\$130.00
	Computer Associates	\$15,000	400	\$37.50
	GTSI	\$59,999	400	\$150.00
	Applied Systems Consultants	\$14,400	400	\$36.00
	Environmental Sys Reseach (GIS)	\$12,177	400	\$30.44
	MaxView	\$13,954	400	\$34.89
	Univ of CO @ Boulder	\$11,000	400	\$27.50
	Mathsoft Engineering	\$9,422	400	\$23.56
	Bentley Systems	\$74,892	400	\$187.23

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	AT&T	\$138,000	400	\$345.00
	Linehan Communications	\$11,000	400	\$27.50
	A&R	\$472	400	\$1.18
	Pinion Mechanical Svcs	\$2,500	400	\$6.25
	Liebert Global Services	\$6,400	400	\$16.00
	Industrial & Coml Security Sys	\$2,319	400	\$5.80
	Qwest	\$40,000	400	\$100.00
	ABBA	\$9,275	400	\$23.19
	MCI	\$30,000	400	\$75.00
	Integrity Networking Svc	\$7,000	400	\$17.50
	Telmate	\$999	400	\$2.50
Wireless Voice and Data Services	- 3.3			
	Verizon Wireless	\$30,000	400	\$75.00
<b>Service - Printing &amp; Pubs</b>				
Reproduction Support (copiers – copier management)	- 6.1			
	Xerox	\$60,000	400	\$150.00
<b>Service - REC Mgmt</b>				
Automation Services & Systems Support	- 2			
	Pitney Bowes	\$14,000	400	\$35.00
Mail Services and Distribution [1]	- 5.1			
	Fed Ex	\$17,500	400	\$43.75
<b>Service - VI</b>				
Visual Information Services	- 7			
	AGT (VTC)	\$17,000	400	\$42.50

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>	<b>Los Angeles District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Application Support	- 2.1			
	Mathsoft Engineering	\$5,061	10	\$506.10
	Micro Warehouse	\$3,695	20	\$184.75
	Maxview	\$3,600	1	\$3,600.00
	Boss International	\$15,045	5	\$3,009.00
Automation Services & Systems Support	- 2			
	Sun Microsystems	\$5,460	706	\$7.73
	Bentley Systems	\$78,068	72	\$1,084.28
	AutoVue	\$1,140		
	Applied Systems Consultants	\$30,636	40	\$765.90
	Microsoft	\$23,362	706	\$33.09
	Pacific Camera	\$920	2	\$460.00
	Luster National Inc (FY04)	\$117,482	60	\$1,958.03
	Sun Microsystems	\$7,771	706	\$11.01
	Power Sys & Ass	\$35,823	100	\$358.23
	Surveyors Service Co.	\$5,544	7	\$792.00
	Syntegra	\$88,664	706	\$125.59
	Volume Manager	\$2,569	706	\$3.64
	Whitaker Bros	\$2,478	1	\$2,478.00
	MCBRIDE AND ASSOCIATES	\$3,837	706	\$5.43
	Source Graphics	\$9,975	706	\$14.13
	GovPlace	\$93,495		
	Sun Microsystems	\$46,004	706	\$65.16
	Luminex	\$2,700	706	\$3.82
	Dell Computers	\$32,538	706	\$46.09
	Environmental systems (ED)	\$22,430	25	\$897.20
	Genicom	\$7,433		
	DLT Solutions	\$10,110	706	\$14.32
	Crystal Decisions	\$8,508	706	\$12.05
	Gov Micro Resources	\$5,463	25	\$218.52
	GTSI	\$1,527		
	GTSI	\$135,486	706	\$191.91
	Hewlett Packard	\$8,378	706	\$11.87
	Hewlett Packard	\$2,965	706	\$4.20

WBS	Source	Annual Cost	People Served	\$ per Person
	Hummingbird	\$936	706	\$1.33
	Funk software	\$4,955	706	\$7.02
<b>Service - COMM &amp; SYS SPT</b>				
Cellular telephones	- 3.3.5.3			
	Nextel	\$12,701	29	\$437.97
	Cellular One	\$226	1	\$226.00
Communications Services & Systems Support	- 3			
	Pacific Bell	\$153,624	35	\$4,389.26
	Southwest Bell	\$119,652	612	\$195.51
	Qwest	\$29,010	94	\$308.62
	AYALA	\$2,020	94	\$21.49
	AT&T Wireless	\$162,557	229	\$709.86
	Multicom	\$300	1	\$300.00
	Communication Support Repairs	\$25,839	706	\$36.60
	Empire Southwest	\$42,305		
	Sprint	\$5,000	612	\$8.17
	Motorola	\$165,778	100	\$1,657.78
Data Services - LAN, MAN, WAN, XAN (Wired)	- 3.2			
	Sprint	\$331,873	706	\$470.08
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	ARCH	\$5,000	66	\$75.76
	Verizon	\$19,206	20	\$960.30
Satellite (e.g., telephones, tele-engineering)	- 3.3.5.1			
	Global Star	\$3,461	3	\$1,153.67
Voice Services (Wired)	- 3.1			
	MCI	\$132,774	706	\$188.07
	AT&T	\$25,267	706	\$35.79
Wireless Voice and Data Services	- 3.3			
	Verizon	\$31,385	14	\$2,241.79

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	Priority Mailing System	\$8,770	706	\$12.42
	Ascom Hasler	\$39,072	706	\$55.34
	Fed Ex	\$23,000	706	\$32.58
	B& C Sec	\$4,200	706	\$5.95
Recordkeeping & Vital Record	- 5.2			
	Afficio	\$2,499	706	\$3.54
	Afficio	\$7,838	706	\$11.10
Records Management Program, Services and Support	- 5			
	DANKA	\$10,146	706	\$14.37
<b>Service - VI</b>				
Visual Information Services	- 7			
	Spinitar	\$10,531	706	\$14.92
	Wire One	\$11,330	706	\$16.05
	Nowak Video	\$76,533	706	\$108.40

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>	<b>Sacramento District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Automation Services & Systems Support	- 2			
	Information Systems Support, Inc	\$150,000	300	\$500.00
	Hewlett Packard	\$1,482	1052	\$1.41
	Network Associates	\$2,659	1052	\$2.53
	Northrop Grumman	\$9,445	1052	\$8.98
	Government Technology Services	\$23,989	1052	\$22.80
	Gov Micro Resources	\$15,405	1052	\$14.64
	AutoDesk	\$7,500	110	\$68.18
	Trane	\$1,144	7	\$163.43
	Visum	\$4,500	1052	\$4.28
	Bentley Systems	\$13,400	26	\$515.38
	Intergraph	\$9,000	26	\$346.15
	OCE	\$11,857	500	\$23.71
	Applied Systems Consultants	\$9,504	500	\$19.01
	Information Technology Services	\$121,000	1052	\$115.02
	Information Systems Support, Inc	\$274,984	100	\$2,749.84
	Information Systems Support, Inc.	\$1,500,567	1080	\$1,389.41
	Information Systems Support, Inc	\$465,000	700	\$664.29

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - COMM &amp; SYS SPT</b>				
Cellular telephones	- 3.3.5.3			
	AT&T Wireless	\$58,000	200	\$290.00
Communications Services & Systems Support	- 3			
	Gov Micro Resources	\$33,849	1052	\$32.18
	Avaya Communications	\$11,689	1052	\$11.11
	Southwest Bell	\$80,000	1080	\$74.07
	ICG Communications	\$5,200	1080	\$4.81
	MCI	\$120,000	1080	\$111.11
	EADS Telecom	\$207,027	1080	\$191.69
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	Skytel	\$3,800	10	\$380.00
Support	- 3.3.5			
	Verizon	\$35,500	250	\$142.00
<b>Service - Printing &amp; Pubs</b>				
Printing and Publications Services	- 6			
	Panasonic Document Imaging Co.	\$165,000	1052	\$156.84
<b>Service - REC Mgmt</b>				
Records Management Program, Services and Support	- 5			
	Vanguard Vaults	\$7,200	1125	\$6.40
	Vanguard Vaults	\$23,500	1125	\$20.89
	Information Systems Support, Inc.	\$38,564	1080	\$35.71
	Pitney Bowes	\$80,000	1080	\$74.07

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District San Francisco Distri</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Automation Services & Systems Support	- 2			
	Applied Systems Consultants	\$35,000	30	\$1,166.67
	Xerox	\$43,366	420	\$103.25
	Intergraph	\$50,000	420	\$119.05
	Konica Business Technologies, Inc.	\$79,242	420	\$188.67
<b>Service - COMM &amp; SYS SPT</b>				
Cellular telephones	- 3.3.5.3			
	Verizon	\$1,671	3	\$557.00
Communications Services & Systems Support	- 3			
	SBC	\$128,174	420	\$305.18
	Nextel	\$4,000	56	\$71.43
	Skytel	\$21,188	12	\$1,765.67
	Sun Microsystems	\$16,156	420	\$38.47
	AT&T	\$4,658	6	\$776.33
	AT&T Wireless	\$50,585	32	\$1,580.78
	MCI	\$43,838	420	\$104.38
	Syntegra	\$12,992	420	\$30.93
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	Verizon Wireless	\$5,193	11	\$472.09
<b>Service - REC Mgmt</b>				
Mail Services and Distribution [1]	- 5.1			
	Fed Ex	\$5,500	420	\$13.10
Records Management Program, Services and Support	- 5			
	Pitney Bowes	\$2,868	420	\$6.83

WBS	Source	Annual Cost	People Served	\$ per Person
Service -	VI			
Visual Information Services - 7				
	Distant Mirror Video Services	\$18,599	420	\$44.28

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division</b>	<b>SWD</b>			
<b>District</b>	<b>Ft. Worth District</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Application Support - 2.1				
	ESRI	\$84,000	60	\$1,400.00
	Ron Walker Associates	\$66,913	922	\$72.57
	Ron Walker Associates	\$75,726	922	\$82.13
	ACSI	\$15,000	17	\$882.35
	Bentley Systems	\$85,000	150	\$566.67
End-user Support - 2.6				
	Ron Walker Associates	\$1,172,347	922	\$1,271.53
Server Support - 2.5				
	Sun Microsystems	\$1,500	17	\$88.24
Web Services - 2.2				
	Ron Walker Associates	\$215,529	922	\$233.76

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - COMM &amp; SYS SPT</b>				
Cellular telephones	- 3.3.5.3			
	T-Mobile	\$1,800	3	\$600.00
	Sprint	\$11,400	19	\$600.00
	Texas Comm	\$4,200	7	\$600.00
	Alltel	\$9,000	15	\$600.00
	Nextel	\$43,600	79	\$551.90
	Verizon	\$12,000	20	\$600.00
	Cingular	\$29,400	49	\$600.00
	AT&T Wireless	\$117,000	170	\$688.24
	Centennial	\$3,000	5	\$600.00
Communications Services & Systems Support	- 3			
	Nextira One	\$62,500	895	\$69.83
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	Skytel	\$3,840	32	\$120.00
Voice Services (Wired)	- 3.1			
	Focal	\$90,000	895	\$100.56
	MCI	\$36,000	1166	\$30.87
VTC / Video Services	- 3.4			
	MCI	\$65,000	1166	\$55.75
<b>Service - IA</b>				
Information Assurance Program, Services and Support	- 4			
	One-Safe-Place (to be awarded)	\$11,000	922	\$11.93

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - Printing &amp; Pubs</b>				
Printing and Publications Services	- 6			
	Barron Lithographics	\$2,555	1166	\$2.19
	Thomas Reprographics	\$44,300	1166	\$37.99
	Global Graphics	\$18,192	1166	\$15.60
	Falcon	\$26,002	1166	\$22.30
	Worth Business Forms	\$14,175	1166	\$12.16
Reproduction Support (copiers – copier management)	- 6.1			
	OCE	\$10,212	1052	\$9.71
	OCE	\$7,812	1052	\$7.43
	OCE	\$16,800	1052	\$15.97
	OCE	\$6,800	1052	\$6.46
	OCE	\$10,632	1052	\$10.11
<b>District Galveston District</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
Automation Services & Systems Support	- 2			
	Misc IMO IT Contracts	\$240,675	413	\$582.75
	Misc IT Engineering contacts (CADD)	\$70,000	50	\$1,400.00
Server Support	- 2.5			
	Misc IT Engineering contacts (GPS)	\$75,000	40	\$1,875.00
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support	- 3			
	Nextel	\$303,330		
<b>Service - IT MGMT</b>				
IM/IT Administration/Management	- 1			
	Cherokee Integrated Technologies, Inc.	\$59,500	413	\$144.07

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District HQ</b>				
<b>Service - AUTO &amp; SYS SPT</b>				
End-user Support - 2.6	Ron Walker Associates	\$80,182	110	\$728.93
<b>Service - COMM &amp; SYS SPT</b>				
Cellular telephones - 3.3.5.3	Cingular	\$2,400	114	\$21.05
	Sprint	\$3,600	114	\$31.58
Communications Services & Systems Support - 3	Skytel	\$40		
Pagers, PDA (e.g., Blackberry) - 3.3.5.4	AT&T Wireless	\$13,800	114	\$121.05
<b>District Little Rock District</b>				
<b>Service - COMM &amp; SYS SPT</b>				
Communications Services & Systems Support - 3	Ciber Government Solutions	\$398,000		
	GC Computing	\$250,000		
Data Services - LAN, MAN, WAN, XAN (Wired) - 3.2	Capital Communications	\$55,000		
Microwave - 3.3.5.2	Callahan Consulting	\$17,000		

WBS	Source	Annual Cost	People Served	\$ per Person
<b>District</b>	<b>Tulsa District</b>			
<b>Service -</b>	<b>COMM &amp; SYS SPT</b>			
Cellular telephones	- 3.3.5.3			
	AT&T Wireless/Alltel/Cingular/US Cellular	\$74,675	368	\$202.92
	US Cellular	\$31,529	113	\$279.02
	Verizon Wireless	\$479	1	\$479.00
	Nextel	\$5,724	18	\$318.00
	Dobson Cellular	\$780	6	\$130.00
	Cingular	\$10,035	147	\$68.27
	Cellular One	\$4,345	47	\$92.45
	AT&T Wireless	\$11,757	108	\$108.86
	Alltel	\$4,493	15	\$299.53
	Cross Telephone	\$11,460	74	\$154.86
Communications Services & Systems Support	- 3			
	SBC	\$61,826	368	\$168.01
End-user Support	- 2.6			
	DataCom	\$436,501	928	\$470.37
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	Metrocall	\$1,430	5	\$286.00
Voice Services (Wired)	- 3.1			
	Cimarron Telephone	\$6,980	18	\$387.78
	Alltel	\$1,600	2	\$800.00
	CG-TEL-CO	\$3,832	12	\$319.33
	Oklahoma Telephone	\$4,308	24	\$179.50
	Chouteau Telephone	\$1,568	2	\$784.00
	Cox Communications	\$3,432	18	\$190.67
	Oklahoma Telephone	\$750	2	\$375.00
	Pioneer Telephone	\$10,769	51	\$211.16
	Valor Telephone	\$7,821	32	\$244.41
	Valliant Telephone	\$2,004	15	\$133.60
	TDS	\$6,777	12	\$564.75
	Sprint	\$15,216	42	\$362.29
	SBC	\$113,320	214	\$529.53
	Santa Rosa Telephone	\$6,000	11	\$545.45

WBS	Source	Annual Cost	People Served	\$ per Person
	Verizon	\$1,117	3	\$372.33
	Cherokee Telephone	\$4,212	23	\$183.13
	Pine Telephone	\$2,247	5	\$449.40

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Division</b>	<b>TAC</b>			
<b>District</b>	<b>HQ</b>			
<b>Service -</b>	<b>AUTO &amp; SYS SPT</b>			
Application Support	- 2.1			
	GTSI	\$2,484	75	\$33.12
	NFPA	\$536	217	\$2.47
	MaxView	\$2,600	75	\$34.67
	MapInfo	\$395	217	\$1.82
	ESRI	\$2,200	75	\$29.33
	CCS-Inc.	\$2,395	75	\$31.93
	ESA-Easy Power	\$600	75	\$8.00
	Haas	\$1,125	217	\$5.18
	ProSoft Solutions	\$2,000	217	\$9.22
	Trane	\$1,167	581	\$2.01
	GTSI	\$17,017	581	\$29.29
	COMPAQ	\$27,372	581	\$47.11
	Computer Associates	\$28,595	217	\$131.78
	Primavera	\$32,182	581	\$55.39
	Intergraph	\$58,933		
Automation Services & Systems Support	- 2			
	CCH, Inc	\$2,250	2	\$1,125.00
	Axiom	\$2,094	157	\$13.34
	Bentley Systems	\$35,000	21	\$1,666.67
Office Automation Support	- 2.4			
	Xerox	\$3,882	217	\$17.89
Server Support	- 2.5			
	Advistor, Inc.	\$1,600	217	\$7.37

WBS	Source	Annual Cost	People Served	\$ per Person
<b>Service - COMM &amp; SYS SPT</b>				
Cellular telephones	- 3.3.5.3			
	Nextel	\$500	30	\$16.67
	Verizon Wireless	\$430	51	\$8.43
	T-Mobile	\$9,302	581	\$16.01
	Sprint	\$12,000	1	\$12,000.00
Communications Services & Systems Support	- 3			
	Verizon	\$750	16	\$46.88
	AT&T	\$3,000	581	\$5.16
	MCI	\$24,000	57	\$421.05
	Segovia, Inc.	\$1,363,973	21	\$64,951.10
	Segovia, Inc.	\$201,850	217	\$930.18
Pagers, PDA (e.g., Blackberry)	- 3.3.5.4			
	Metrocall	\$2,355	1	\$2,355.00
Voice Services (Wired)	- 3.1			
	MCI	\$48,000	581	\$82.62
	Verizon	\$24,000	181	\$132.60
VTC / Video Services	- 3.4			
	Verizon	\$1,967	581	\$3.39
<b>Service - IT MGMT</b>				
IM/IT Administration/Management	- 1			
	Pitney Bowes	\$4,372	217	\$20.15
	DHL	\$92,058	581	\$158.45
	Expedited World Cargo	\$33,601	307	\$109.45
	Dun & Bradstreet	\$2,600	581	\$4.48
	USPS	\$12,000	581	\$20.65
	Fed Ex	\$151,871	581	\$261.40

**APPENDIX C – COST REDUCTION CASE EXAMPLES**

**Summary**

The IM/IT subject matter experts developed six cost reduction case examples to estimate potential savings of bundling specific functions. These examples include Email, Help Desk Call Center, Information Assurance Vulnerability Assessment, Electronic Document Management, Network Operations, and Video Production and Broadcasting. They concluded that the USACE IM/IT function encompasses the responsibilities, activities, and programs associated with, and related to, the disciplines of automation, communications, information assurance, records management, printing and publishing, and visual information. USACE has an existing, integrated IM/IT work force to perform all IM/IT missions to fully accomplish the IM/IT mission for the Corps of Engineers. The Records Management, Printing and Publishing, and Visual Information disciplines are examples of services that cross each IM/IT functional area to provide an integrated product, service, or support. Information is a vital enterprise asset. A fully integrated network infrastructure is the backbone for a continuous flow of information in all media and format across the enterprise. Functional area integration and interoperability maximizes the accessibility, integrity, reliability, and trustworthiness of enterprise information. Continuous improvements and enhancements in the quality are best achieved across the enterprise through the implementation and integration of advanced technologies. Isolation of functional areas would not allow the IM/IT function to incorporate and integrate advanced technologies to achieve a dynamic enterprise IM/IT environment.

**C-1. Cost Reduction Case Examples**

The following tables illustrate the assumptions the PWS subject matter experts used to generate predicted savings. For each case example, the PWS subject matter experts looked at four competition alternatives (District, Regional, Functional, and National). Table C-1 provides a summary of the predicted savings for each of the six functional areas reviewed.

**Table C-1. Summary of Competition Alternative Costs (\$)**

<b>Case Example</b>	<b>District</b>	<b>Regional</b>	<b>Functional</b>	<b>National</b>
E-mail	12,824,200	7,949,760	2,802,800	2,802,800
Help Desk Call Center (Tier 1)	14,038,400	7,801,040	3,115,800	2,077,200
Information assurance vulnerability assessment	24,362,800	10,400,000	9,560,800	7,930,000
Electronic document management	22,599,200	10,569,400	7,005,300	6,145,000
Network operations	19,402,400	11,919,600	7,103,600	6,140,400
Video production and broadcasting	24,838,400	14,344,000	15,691,200	11,084,000
<b>Total</b>	<b>\$118,065,400</b>	<b>\$62,983,800</b>	<b>\$45,279,500</b>	<b>\$36,179,400</b>



The following sections of this appendix provide additional detail for the six functional areas that the PWS team reviewed.

C-1.1. Video Production and Broadcasting

To conduct this review, the PWS subject matter experts -

- Categorized the number of sites for this function under each alternative
- Estimated the number of on-site and total personnel support required
- Estimated a workload factor for that staff and calculated the appropriate FTE
- Applied direct and in-direct cost estimates to these FTEs to determine total costs (Table C-7)

Table C-2. Video Production and Broadcasting -District based Alternative

Table with 6 columns: Site size, Quantity of sites, Quantity of site support personnel, Total support personnel, Percent of time devoted to task, Total FTE/CME on task. Rows include Small, Medium, Large, and Total.

Note: Site Size defined as Small is those sites with less than 500 customers. Medium are those sites with 500-1000 customers. Large are those sites with over 1000 customers. The current trend is for this function to grow dramatically.

This function includes Video Teleconferencing (VTC).

Table C-3. Video Production and Broadcasting - National

Table with 6 columns: Locations, Quantity of sites, Quantity of site support personnel, Total support personnel, Percent of time devoted to task, Total FTE/CME on task. Rows include National, Local, Failover site, and Total.

Note: This function includes project management, video scripting, editing, filming, mixing sound and streaming content.

FTE = Full-time Equivalent

CME = Contractor Man-year Equivalent



**Table C-4. Video Production and Broadcasting - Functional**

Functions	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
National Automation	1	8	8	100%	8.0
Communications	1	5	5	100%	5.0
Information assurance	1	2	2	50%	1.0
Records management	1	1	1	100%	1.0
VI	1	28	28	100%	28.0
Local	60	3	180	30%	54.0
Failover site Automation	1	2	2	25%	0.5
Communications	1	2	2	25%	0.5
Information assurance	1	0	0	0%	0.0
Records management	1	0	0	0%	0.0
VI	1	0	0	0%	0.0
<b>Total</b>	<b>62</b>	<b>—</b>	<b>228</b>	<b>—</b>	<b>98.0</b>

Note: The quantity of sites is based on there being only 1 National site and 1 Failover site.

**Table C-5. Video Production and Broadcasting - Regional**

Locations	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
Regional	8	10	80	100%	80.0
Local	60	2	120	25%	30.0
<b>Total</b>	<b>68</b>	<b>—</b>	<b>200</b>	<b>—</b>	<b>110.0</b>



FTE average cost	\$80,000	Reference: 25 Jan 05 Memo from OMB to President of the Senate
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**Table C-6 Video Production and Broadcasting - Cost Assumptions (\$)**

Category	Cost per year
Labor	80,000
Overhead	28,000
Training	5,000
Travel	15,000
Admin support	2,400
<b>Total</b>	<b>\$130,400</b>

**Table C-7. Video Production and Broadcasting - Cost per Alternative (\$)**

Cost Categories	District	Regional	Functional	National
Labor	13,952,000	8,800,000	7,840,000	6,800,000
Overhead	4,883,200	3,080,000	2,744,000	2,380,000
Training	1,340,000	550,000	1,140,000	425,000
Travel	4,020,000	1,650,000	3,420,000	1,275,000
Admin support	643,200	264,000	547,200	204,000
<b>Total</b>	<b>\$24,838,400</b>	<b>\$14,344,000</b>	<b>\$15,691,200</b>	<b>\$11,084,000</b>

**C-1.2. Electronic Document Management**

To conduct this review, the PWS subject matter experts performed the following:

- ❑ Categorized the number of sites for this function under each alternative
- ❑ Estimated the number of on-site and total personnel support required
- ❑ Estimated a workload factor for that staff and calculated the appropriate FTE
- ❑ Applied direct and in-direct cost estimates to these FTEs to determine total costs (Table C-13)



**Table C-8. Electronic Document Management - District**

Site size	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
Small	13	3	39	50%	19.5
Medium	20	5	100	50%	50.0
Large	27	7	189	50%	94.5
<b>Total</b>	<b>60</b>	<b>—</b>	<b>328</b>	<b>—</b>	<b>164.0</b>

Note: Site Size defined as Small are those sites with less than 500 customers. Medium are those sites with 500-1000 customers. Large are those sites with over 1000 customers. National is the existing CEEIS processing centers, including the gateways to external entities.

**Table C-9. Electronic Document Management - National**

Locations	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
National	1	22	22	100%	22.0
Local	60	1	60	10%	6.0
Failover site	1	22	22	100%	22.0
<b>Total</b>	<b>62</b>	<b>—</b>	<b>104</b>	<b>—</b>	<b>50.0</b>

Note: Due to the global responsibility of this national support center, where the customer base stretches across 19 time zones, this function will be supported and manned 24x7. The failover site is the implementation of a Continuity of Operations (COOP) plan that insures continuous availability of services to the customer.



**C-10. Electronic Document Management - Functional**

Locations - Functions	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
<i>National</i>					
Automation	1	10	10	100%	10.0
Communications	1	8	8	100%	8.0
Information assurance	1	3	3	50%	1.5
Records management	1	6	6	100%	6.0
<i>Local</i>	60	1	60	10%	6.0
Failover site					
Automation	1	10	10	100%	10.0
Communications	1	8	8	100%	8.0
Information assurance	1	3	3	50%	1.5
Records management	1	6	6	100%	6.0
<b>Total</b>	<b>62</b>	<b>—</b>	<b>114</b>	<b>—</b>	<b>57.0</b>

**Table C-11. Electronic Document Management - Regional**

Locations	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
Regional	8	10	80	100%	80.0
Local	60	1	60	10%	6.0
<b>Total</b>	<b>68</b>	<b>—</b>	<b>140</b>	<b>—</b>	<b>86.0</b>

Note: Regional site as defined as along existing command structure lines. National is the existing CEEIS processing centers, including the gateways to external entities.



Table C-12. Electronic Document Management - Cost Assumptions (\$)

Category	Cost per Year
Overhead	28,000
Training	8,000
Travel	4,500
Admin support	2,400
<b>Total</b>	<b>\$122,900</b>

Table C-13. Electronic Document Management – Cost per Alternative (\$)

Cost Categories	District	Regional	Functional	National
Labor	13,120,000	6,880,000	4,560,000	4,000,000
Overhead	4,592,000	2,408,000	1,596,000	1,400,000
Training	2,624,000	688,000	456,000	400,000
Travel	1,476,000	387,000	256,500	225,000
Admin support	787,200	206,400	136,800	120,000
<b>Total</b>	<b>\$22,599,200</b>	<b>\$10,569,400</b>	<b>\$7,005,300</b>	<b>\$6,145,000</b>

C-1.2. Help Desk Call Center (Tier1)

To conduct this review, the PWS subject matter experts performed the following:

- Categorized the number of sites for this function under each alternative
- Estimated the number of on-site and total personnel support required
- Estimated a workload factor for that staff and calculated the appropriate FTE
- Applied direct and in-direct cost estimates to these FTEs to determine total costs (Table C-19)



Table C-14. Help Desk Call Center (Tier 1 Support) - District

Site size	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
Small	13	2	26	40%	10.4
Medium	20	4	80	40%	32.0
Large	27	6	162	40%	64.8
National	2	6	12	30%	3.6
<b>Total</b>	<b>62</b>	<b>—</b>	<b>280</b>	<b>—</b>	<b>110.8</b>

Note: Site Size is defined as Small are those sites with less than 500 customers. Medium are those sites with 500-1000 customers. Large are those sites with over 1000 customers. National is the existing CEEIS processing centers, including the gateways to external entities.

Table C-15. Help Desk Call Center (Tier 1 Support) - National

Locations	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
National	1	9	9	100%	9.0
Failover site	1	9	9	100%	9.0
<b>Total</b>	<b>2</b>	<b>—</b>	<b>18</b>	<b>—</b>	<b>18.0</b>

Note: Due to the global responsibility of this national support center, where the customer base stretches across 19 time zones, this function will be supported and manned 24x7.

The failover site is the implementation of a Continuity of Operations (COOP) plan that insures continuous availability of services to the customer.



**Table C-16. Help Desk Call Center (Tier 1 Support) - Functional**

Locations - Functions	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
<i>National</i>					
Automation	1	6	6	75%	4.5
Communications	1	6	6	100%	6.0
Information assurance	1	3	3	50%	1.5
Records management	1	1	1	50%	0.5
VI	1	1	1	50%	0.5
Print & Pubs	1	1	1	50%	0.5
<i>Failover site</i>					
Automation	1	6	6	75%	4.5
Communications	1	6	6	100%	6.0
Information assurance	1	3	3	50%	1.5
Records management	1	1	1	50%	0.5
VI	1	1	1	50%	0.5
Print & Pubs	1	1	1	50%	0.5
<b>Total</b>	<b>12</b>	<b>—</b>	<b>36</b>	<b>—</b>	<b>27.0</b>

**Table C-17. Help Desk Call Center (Tier 1 Support) - Regional**

Locations	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
Regional	8	8	64	100%	64.0
National	2	6	12	30%	3.6
<b>Total</b>	<b>10</b>	<b>—</b>	<b>76</b>	<b>—</b>	<b>67.6</b>

Note: Regional site as defined as along existing command structure lines. National is the existing CEEIS processing centers, including the gateways to external entities.

All AIS and communication networks are operational 24x7. Help desk reporting systems (local and enterprise) are operational 24x7, but are generally only manned regionally 12x5, with callback support as needed.



FTE Average cost per FTE	\$80,000	Reference: 25 Jan 05 Memo from OMB to President of the Senate
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**Table C-18. Help Desk Call Center (Tier 1 Support) – Cost Assumptions (\$)**

Categories	Costs per Year
Labor	80,000
Overhead	28,000
Training	2,000
Travel	3,000
Admin support	2,400
<b>Total</b>	<b>\$115,400</b>

**C-19. Help Desk Call Center (Tier 1 Support) – Cost per Alternative (\$)**

Cost Categories	District	Regional	Functional	National
Labor	8,864,000	5,408,000	2,160,000	1,440,000
Overhead	3,102,400	1,892,800	756,000	504,000
Training	560,000	135,200	54,000	36,000
Travel	840,000	202,800	81,000	54,000
Admin support	672,000	162,240	64,800	43,200
<b>Total</b>	<b>\$14,038,400</b>	<b>\$7,801,040</b>	<b>\$3,115,800</b>	<b>\$2,077,200</b>

Note: Support levels are defined as Tier 1 is initial response by the person taking the call, and resolving the problem either verbally over the phone or via remote control software. Tier 2 is the functional expert within the Corps of Engineers. Tier 3 is the commercial vendor of the product in question (Oracle, Microsoft, Cisco, etc.)

**C-1.4. E-Mail**

To conduct this review, the PWS subject matter experts –

- Categorized the number of sites for this function under each alternative
- Estimated the number of on-site and total personnel support required



- Estimated a workload factor for that staff and calculated the appropriate FTE
- Applied direct and in-direct cost estimates to these FTEs to determine total costs (Table C-25)

Table C-20. E-Mail - District

Site size	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
Small	13	2	26	30%	7.8
Medium	20	2	40	50%	20.0
Large	27	3	81	70%	56.7
National	2	4	8	80%	6.4
<b>Total</b>	<b>62</b>	<b>—</b>	<b>155</b>	<b>—</b>	<b>90.9</b>

Note: Site Size is defined as Small are those sites with less than 500 customers. Medium are those sites with 500-1000 customers. Large are those sites with over 1000 customers. National is the existing CEEIS processing centers, including the gateways to external entities.

Currently, only the enterprise message routing systems are fully redundant. Local messaging systems are typically stand-alone systems dedicated to this single task.

All systems (local and enterprise) are operated 24x7, but are generally only manned 12x5, with callback support as needed.

Due to the highly technical nature of this task and the criticality of the service, the support personnel are required to be fully trained in Microsoft products, even if they only perform the function a portion of their time.

Table C-21. E-Mail - National

Locations	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
National	1	11	11	100%	11.0
Failover site	1	11	11	100%	11.0
<b>Total</b>	<b>2</b>	<b>—</b>	<b>22</b>	<b>—</b>	<b>22.0</b>

Note: Due to the global responsibility of this national support center, where the customer base stretches across 19 time zones, this function will be supported and manned 24x7.

The failover site is the implementation of a Continuity of Operations (COOP) plan that insures continuous availability of services to the customer.



Table C-22. E-Mail - Functional

Locations	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
National	1	11	11	100%	11.0
Failover site	1	11	11	100%	11.0
<b>Total</b>	<b>2</b>	<b>—</b>	<b>22</b>	<b>—</b>	<b>22.0</b>

Note: Due to the global responsibility of this national support center, where the customer base stretches across 19 time zones, this function will be supported and manned 24x7.

Table C-23. E-Mail - Regional

Locations	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
Regional	8	7	56	100%	56.0
National	2	4	8	80%	6.4
<b>Total</b>	<b>10</b>	<b>—</b>	<b>64</b>	<b>—</b>	<b>62.4</b>

Note: Regional site as defined as along existing command structure lines. National is the existing CEEIS processing centers, including the gateways to external entities.

Currently, only the enterprise message routing systems are fully redundant. Local messaging systems are typically regionally stand-alone systems dedicated to this single task.

FTE Average cost per FTE	\$80,000	Reference: 25 Jan 05 Memo from OMB to President of the Senate
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Table C-24.E-Mail – Cost Assumptions (\$)

Cost Categories	Cost per Year
Labor	80,000
Overhead	28,000
Training	10,000
Travel	7,000
Admin support	2,400
<b>Total</b>	<b>\$127,400</b>



Table C-25. E-Mail – Cost per Alternative (\$)

Cost Categories	District	Regional	Functional	National
Labor	7,272,000	4,992,000	1,760,000	1,760,000
Overhead	2,545,200	1,747,200	616,000	616,000
Training	1,550,000	624,000	220,000	220,000
Travel	1,085,000	436,800	154,000	154,000
Admin support	372,000	149,760	52,800	52,800
<b>Total</b>	<b>\$12,824,200</b>	<b>\$7,949,760</b>	<b>\$2,802,800</b>	<b>\$2,802,800</b>

C-1.5. Network Operations

To conduct this review, the PWS subject matter experts –

- Categorized the number of sites for this function under each alternative
- Estimated the number of on-site and total personnel support required
- Estimated a workload factor for that staff and calculated the appropriate FTE
- Applied direct and in-direct cost estimates to these FTEs to determine total costs (Table C-31).

Table C-26. Network Operations - District

Site size	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
Small	13	2	26	60%	15.6
Medium	20	3	60	70%	42.0
Large	27	4	108	80%	86.4
National	2	6	12	100%	12.0
<b>Total</b>	<b>62</b>	<b>—</b>	<b>206</b>	<b>—</b>	<b>156.0</b>

Note: Site Size is defined as Small are those sites with less than 500 customers. Medium are those sites with 500-1000 customers. Large are those sites with over 1000 customers. National is the existing CEEIS processing centers, including the gateways to external entities.



**Table C-27. Network Operations - National**

Locations	Quantity of Sites	Quantity of Site Support Personnel	Total Support Personnel	Percent of Time Devoted to Task	Total FTE/CME on Task
National	1	24	24	100%	24.0
Local	60	1	60	5%	3.0
Failover Site	1	24	24	100%	24.0
<b>Total</b>	<b>62</b>	<b>—</b>	<b>108</b>	<b>—</b>	<b>51.0</b>

Note: Due to the global responsibility of this national support center, where the customer base stretches across 19 time zones, this function will be supported and manned 24x7.

The failover site is the implementation of a Continuity of Operations (COOP) plan that insures continuous availability of services to the customer.

**Table C-28. Network Operations - Functional**

Locations – Functions	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
<i>National</i>					
Automation	1	2	2	50%	1.0
Communications	1	26	26	100%	26.0
Information assurance	1	2	2	50%	1.0
Local	60	1	60	5%	3.0
<i>Failover site</i>					
Automation	1	2	2	50%	1.0
Communications	1	26	26	100%	26.0
Information assurance	1	2	2	50%	1.0
<b>Total</b>	<b>66</b>	<b>—</b>	<b>120</b>	<b>—</b>	<b>59.0</b>

Note: Due to the global responsibility of this national support center, where the customer base stretches across 19 time zones, this function will be supported and manned 24x7.



**Table C-29. Network Operations - Regional**

Locations	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
Regional	8	12	96	100%	96.0
Local	60	1	60	5%	3.0
National	2	6	12	100%	12.0
<b>Total</b>	<b>68</b>	<b>—</b>	<b>156</b>	<b>—</b>	<b>99.0</b>

FTE Average cost per FTE	\$80,000	Reference: 25 Jan 05 Memo from OMB to President of the Senate
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**Table C-30. Network Operations – Cost Assumptions (\$)**

Labor Categories	Cost per Year
Labor	80,000
Overhead	28,000
Training	5,000
Travel	5,000
Admin support	2,400
<b>Total</b>	<b>\$120,400</b>

**C-31. Network Operations – Cost per Alternative (\$)**

Cost Categories	District	Regional	Functional	National
Labor	12,480,000	7,920,000	4,720,000	4,080,000
Overhead	4,368,000	2,772,000	1,652,000	1,428,000
Training	1,030,000	495,000	295,000	255,000
Travel	1,030,000	495,000	295,000	255,000
Admin support	494,400	237,600	141,600	122,400
<b>Total</b>	<b>\$19,402,400</b>	<b>\$11,919,600</b>	<b>\$7,103,600</b>	<b>\$6,140,400</b>



**C-1.6. Information Assurance Vulnerability Assessment**

To conduct this review, the PWS subject matter experts –

- Categorized the number of sites for this function under each alternative
- Estimated the number of on-site and total personnel support required
- Estimated a workload factor for that staff and calculated the appropriate FTE
- Applied direct and in-direct cost estimates to these FTEs to determine total costs (Table C-37)

**Table C-32. Information Assurance Vulnerability Assessment (IAVA) - District**

Site size	Quantity of sites	Quantity of site support personnel	Total Support personnel	Percent of Time devoted to task	Total FTE/CME on task
Small	13	3	39	20%	7.8
Medium	20	8	160	20%	32.0
Large	27	12	324	20%	64.8
National	2	6	12	100%	12.0
<b>Total</b>	<b>62</b>	<b>—</b>	<b>535</b>	<b>—</b>	<b>116.6</b>

Note: Site Size is defined as Small are those sites with less than 500 customers. Medium are those sites with 500–1,000 customers. Large are those sites with over 1,000 customers. National is the existing CEEIS processing centers, including the gateways to external entities.

**Table C-33. Information Assurance Vulnerability Assessment (IAVA) - National**

Locations	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
National	1	8	8	100%	8.0
Local	60	1	60	75%	45.0
Failover site	1	8	8	100%	8.0
<b>Total</b>	<b>62</b>	<b>—</b>	<b>76</b>	<b>—</b>	<b>61.0</b>



Note: Due to the global responsibility of this national support center, where the customer base stretches across 19 time zones, this function will be supported and manned 24x7.

The failover site is the implementation of a Continuity of Operations (COOP) plan that insures continuous availability of services to the customer.

**C-34. Information Assurance Vulnerability Assessment (IAVA) - Functional**

Locations - Functions	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
National					
Automation	1	6	6	80%	4.8
Communications	1	6	6	100%	6.0
Information assurance	1	2	2	100%	2.0
Local	60	1	60	75%	45.0
Failover site					
Automation	1	6	6	80%	4.8
Communications	1	6	6	100%	6.0
Information assurance	1	2	2	100%	2.0
<b>Total</b>	<b>66</b>	<b>—</b>	<b>88</b>	<b>—</b>	<b>70.6</b>

**C-35. Information Assurance Vulnerability Assessment (IAVA) - Regional**

Locations	Quantity of sites	Quantity of site support personnel	Total support personnel	Percent of time devoted to task	Total FTE/CME on task
Regional	8	10	80	100%	80.0
National	2	6	12	100%	12.0
<b>Total</b>	<b>10</b>	<b>—</b>	<b>92</b>	<b>—</b>	<b>92.0</b>

Note: Regional site as defined as along existing command structure lines. National is the existing CEEIS processing centers, including the gateways to external entities.



FTE Average cost per FTE	\$80,000	Reference: 25 Jan 05 Memo from OMB to President of the Senate
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**Table C-36. Information Assurance Vulnerability Assessment (IAVA) – Cost Assumptions (\$)**

Cost Categories	Cost per Year
Labor	80,000
Overhead	28,000
Training	10,000
Travel	7,000
Admin support	5,000
<b>Total</b>	<b>\$130,000</b>

**Table C-37. Information Assurance Vulnerability Assessment (IAVA) Cost per Alternative (\$)**

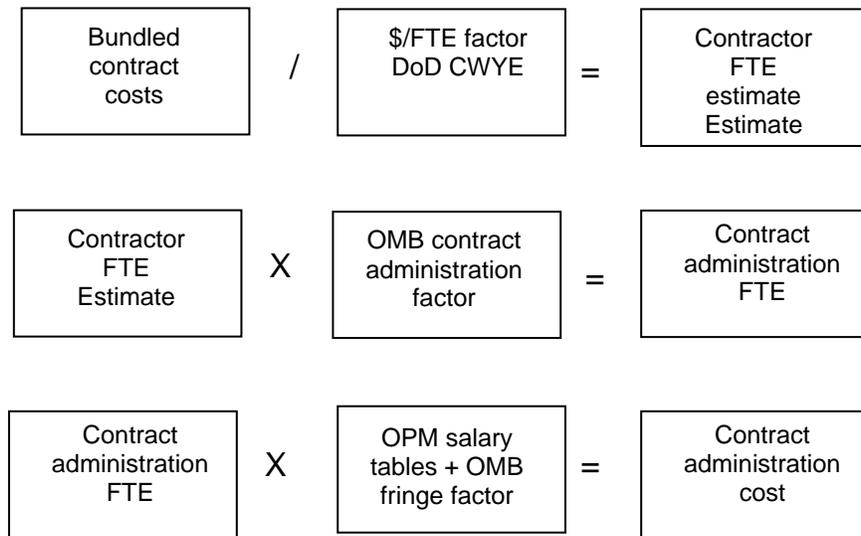
Cost Categories	District	Regional	Functional	National
Labor	9,328,000	6,400,000	5,648,000	4,880,000
Overhead	3,264,800	2,240,000	1,976,800	1,708,000
Training	5,350,000	800,000	880,000	610,000
Travel	3,745,000	560,000	616,000	427,000
Admin support	2,675,000	400,000	440,000	305,000
<b>Total</b>	<b>\$24,362,800</b>	<b>\$10,400,000</b>	<b>\$9,560,800</b>	<b>\$7,930,000</b>



APPENDIX D – CONTRACT ADMINISTRATION ANALYSIS

We relied on two sources of information to estimate the cost reductions of procurement administration that would result from contract bundling (DoD estimates of Contractor Work Year Equivalents (CWYEs) and OMB’s estimate of procurement administration costs).<sup>1</sup> Using these two sources, we estimated the contract administration savings that would result from bundling. This approach is outlined in Figure D-1 below

Figure D-1. Computation of Contract Administration Savings



First, we reviewed the DoD Performance of Commercial Activities Report to Congress for FY2002. In this report, DoD described the extent of commercial and industrial work performed by federal civilian employees and DoD contractors. To estimate the extent of contractor activity, DoD developed a methodology for calculating contractor work-year equivalents (CWYE). This process provides a contract dollar per contract FTE ratio for categories of functions. The DoD report explains that it is extremely difficult to develop a true ratio of contractor FTE to contract dollars. Though these CWYEs are not precise enough to predict budget impacts, they provide enough resolution to gage the rough impact of contract consolidation on USACE contract administrator staff. With these ratios, we estimated the number of contractor FTEs represented by each contract (see Table D-1).

<sup>1</sup> OMB Circular A-76, Attachment C, Contract Administration Factors and Allowable Grades (Figure C-6).



The following CWYE ratio categories were provided in the report:

- A—RDT&E
- B—Special Studies
- C—Architect and Engineering Services
- D—ADP and Telephone Services
- E—Purchase of Structures and Facilities
- F—Natural Resources and Conservation Services
- G—Social Services
- H—Quality Control, Testing, and Inspection Services
- J—Maintenance, Repair, and Rebuilding of Equipment
- K—Modification of Equipment
- L—Technical Representative Services
- M—Operation of Government-Owned Facilities
- N—Installation of Equipment
- P—Salvage Services
- Q—Medical Services
- R—Professional, Admin, and Management Support Services
- S—Utilities and Housekeeping Services
- T—Photographic, Mapping, Printing and Publication
- U—Education and Training Services
- V—Transportation, Travel, and Relocation Services
- W—Lease or Rental of Equipment
- X—Lease or Rental of Facilities
- Y—Construction of Structures and Facilities
- Z—Maintenance, Repair, or Alteration of Real Property

After reviewing Product and Service Codes for each functional category, we choose category “D” ADP and telephone services as the category that most closely matched the seven IT functional areas.

Based on the CWYE of \$83,645 contract dollars per contract FTE, we estimated the following “equivalent” contractor FTE for USACE IT services.



Table D-1. Estimated Contractor FTE

Service	Total (\$)	Contractor FTE
Auto and Sys Spt	50,745,260.85	606.7
Comm and Sys Spt	22,415,284.96	268.0
IA	1,393,816.96	16.7
IT MGMT	4,043,973.22	48.3
Printing & Pubs	1,339,504.92	16.0
REC Mgmt	4,505,857.75	53.9
VI	1,420,621.47	17.0
<b>Total</b>	<b>85,864,320.13</b>	<b>1,026.5</b>

With this information, we were able to estimate the number of contract administration FTE required for each contract by using OMB’s “Contract Administration Factors and Allowable Grades” table. OMB Circular A-76 expands on how to use this table. “These contract administration cost factors account for a full range of labor and non- labor requirements for contract administration. Contract administration costs include the costs associated with reviewing compliance with the terms of the contract, processing payments, negotiating change orders, and monitoring the closeout of contract operations.”<sup>2</sup>

Table D-2. Contract Administration Factors and Allowable Grades

MEO staffing	Contract administration FTE	GS-12	GS-11	GS-9	GS-6
10 or less	.5	1	0	0	0
11-20	1	1	0	0	0
21-50	2	1	1	0	0
51-75	3	1	1	1	0
76-100	4	1	1	1	1
101-120	5	1	1	2	1
121-150	6	1	2	2	1
151-200	7	1	2	2	2
201-250	8	2	2	2	2
251-300	9	2	2	3	2
301-350	10	2	3	3	2
351-450	11	2	3	4	2
451 and above	25 percent of agency MEO staffing	Distribution automatically calculated by COMPARE			

<sup>2</sup> OMB Circular A-76, Attachment C, paragraph C.2 (page C-22).



To estimate the administrative savings of contract bundling, we looked at four (4) alternatives and compared them to the FY03 contract information:

- ❑ Alternative A: District level bundling
- ❑ Alternative B: Regional level bundling
- ❑ Alternative C: Functional level bundling
- ❑ Alternative D: National level bundling (single contract)

We realize that there are also opportunities for USACE to look at a combination of these alternatives, however, the four alternatives summarized above are scenarios that cover the most likely range of options from a decentralized model to a fully centralized model of contracting. Additional combinations of these alternatives would be difficult to analyze and would likely fall within the spectrum of our current method of operation. For example, we assumed that USACE would erode the benefits gain of bundling contracts under regions (Alternative B) if they also allowed those regions to execute several contracts in place of one.

After conducting a price analysis, we concluded that contract bundling under Alternative D provided the most significant benefits to USACE. To test this conclusion, the administrative savings analysis compares Alternatives A, B, and C to Alternative D (national competition). We have provided a summary of estimated savings for each of these comparisons.

### **Alternative A: District level bundling**

Under this alternative, each of the 38 districts (three would be excluded because they are OCONUS) and eight divisions (Gulf Region Division (which includes four districts) is excluded) and 14 Centers, Laboratories and Field Operating Activities would conduct separate competitions.

Assumptions: Under this alternative, we assumed that district based bundling would result in 60 contracts (38 districts, 8 divisions, 14 centers, laboratories, and field operating activities). We also assumed that the resulting contracts would not benefit from cost savings through bundling. This conservative approach allowed us to separate the potential administrative related savings from other cost savings.



Results:

**Table D-3. Contract Administration Costs by District**

Districts	FY03 cost (\$) <sup>a</sup>	Contractor FTE <sup>b</sup>	Contract admin FTE <sup>c</sup>	Contract admin cost (\$) <sup>d</sup>
Western processing	15,600.00	0.50	0.50	37,948
Hydroelectric design	1,245,000.00	1.00	0.50	37,948
SAC	322,008.00	1.00	0.50	37,948
SAS	1,326,500.00	1.00	0.50	37,948
POA	755,000.00	1.50	0.50	37,948
POH	477,800.00	1.50	0.50	37,948
SWL	720,000.00	2.00	0.50	37,948
SWG	748,505.00	2.50	0.50	37,948
CEEIS Hq	2,460,100.00	3.00	0.50	37,948
NAP	101,423.00	3.00	0.50	37,948
SAM	2,977,817.00	3.50	0.50	37,948
FC	23,080.00	4.00	0.50	37,948
LRC	93,901.00	5.00	0.50	37,948
MVK	4,504,006.00	5.00	0.50	37,948
MVN	405,847.00	5.50	0.50	37,948
SAJ	6,623,000.00	5.50	0.50	37,948
NWP	673,617.00	6.50	0.50	37,948
CEEIS	10,521,350.00	7.00	0.50	37,948
LRE	919,347.00	7.00	0.50	37,948
NAN	753,420.80	8.50	0.50	37,948
SPN	523,030.00	8.50	0.50	37,948
SAW	410,611.00	9.00	0.50	37,948
LRN	465,937.00	9.50	0.50	37,948
NAB	1,464,672.00	9.50	0.50	37,948
NWS	560,457.00	10.00	0.50	37,948
NWK	1,480,652.00	11.00	1.00	75,896
NAE	1,323,556.00	13.50	1.00	75,896
MVS	697,231.00	14.50	1.00	75,896
LRP	721,563.00	15.00	1.00	75,896
SWT	846,987.00	15.00	1.00	75,896
LRH	3,027,356.00	15.50	1.00	75,896
MVM	484,853.00	16.00	1.00	75,896
SPA	846,507.00	16.00	1.00	75,896



**Table D-3. Contract Administration Costs by District**

Districts	FY03 cost (\$) <sup>a</sup>	Contractor FTE <sup>b</sup>	Contract admin FTE <sup>c</sup>	Contract admin cost (\$) <sup>d</sup>
SPK	3,490,765.00	16.00	1.00	75,896
SWF	2,373,235.14	17.00	1.00	75,896
NAO	651,029.28	20.00	1.00	75,896
LRB	606,572.00	20.50	1.00	75,896
NWW	618,510.25	20.50	1.00	75,896
MVR	1,059,232.00	21.50	2.00	16,7299.33
MVP	1,775,068.15	24.00	2.00	16,7299.33
LRL	2,140,914.00	28.00	2.00	16,7299.33
SPL	2,285,955.00	31.50	2.00	16,7299.33
NWO	3,617,310.54	34.00	2.00	16,7299.33
Hq	18,724,994.97	95.00	4.00	27,6460.84
<b>Total</b>	<b>\$ 85,864,320.13</b>	<b>565.50</b>	<b>39.50</b>	<b>\$ 3,048,305</b>

<sup>a</sup> Based on FY03 IT contract expenditures.

<sup>b</sup> Based on DOD Performance of Commercial Activities Report to Congress for FY2003, Contract Work Year Equivalent for ADP and Telephone services (\$83,645/FTE).

<sup>c</sup> Based on OMB's table of Contract Administration Factors and Allowable Grades (OMB Circular A-76 Figure C-6).

<sup>d</sup> Based on OMB's table of Contract Administration Factors and Allowable Grades (OMB Circular A-76 Figure C-6) and OPM's salary table for January 2005 Rest of US step 5 salaries multiplied by 1.3285 to include fringe costs as described in Circular A-76.

The Alternative A organization resulted in 39.5 contract administration FTEs at an estimated cost of \$3,048,305. Table D-4 illustrates that this alternative would result in higher contract administration costs compared to Alternative D.

**Table D-4. Comparison Contract Administration Costs Between Alternative D and Alternative A**

	Alternative D National level bundling	Alternative A District level bundling	Savings from Alternative D
Contract administration FTE	25.66	39.5	13.84
Contract administration costs	\$ 1,791,779.66	\$3,048,305	\$1,256,525.4

Conclusion: The National bundling approach (Alternative C) results in a predicted savings of 13.84 FTE of administrative support. This translates to \$1,256,525 of savings based on the salary and fringe costs of these contract administrators.



**Alternative B: Regional (Geographic) level bundling**

This alternative bundles USACE IT contracts into eight regions in addition to specific centers and field operating activities. For the contract administration analysis, we assumed that the regional competitions could be represented by the existing eight USACE divisions. If implemented, a regional organization may differ significantly from the eight existing USACE divisions. However, we had no reasonable alternative to predict a regional bundling alternative. We concluded that other options for regional bundling would not produce significantly different levels of contract administration costs.

Under this alternative, each of these eight regions and centers/field operating activities would consolidate contracts within their “region” or center and obtain a single provider for their IT services. We did not attempt to combine or consolidate the centers for field operating activities under this alternative.

The FY03 contracts for each division and center/field operating activities were aggregated to provide an estimate of contract activity for each “region” and center. Table D-5 illustrates the estimated contractor FTE and associated contract administration FTE and cost for each of these contracts.

**Table D-5. Contract Administration Costs by Region**

<b>Division</b>	<b>FY03 cost (\$)</b>	<b>Contractor FTE</b>	<b>Contract admin FTE</b>	<b>Contract admin cost (\$)</b>
*249th Engineer Battalion	206,745.00	2.47	0.50	37,948.00
ERDC	15,399,663.00	184.11	7.00	461,718.85
FC	23,080.00	0.28	0.50	37,948.00
HECSA	1,786,300.96	21.36	2.00	167,299.33
HNC	3,094,904.00	37.00	2.00	167,299.33
HQUSACE	7,294,536.00	87.21	4.00	276,460.85
LRD	8,032,994.00	96.04	4.00	276,460.85
MVD	9,744,282.15	116.50	5.00	339,352.04
NAD	4,438,280.91	53.06	3.00	230,190.52
NWD	8,211,146.79	98.17	4.00	276,460.85
POD	1,522,000.00	18.20	1.00	75,896.00
SAD	11,962,326.00	143.01	6.00	415,448.52
SPD	7,146,257.00	85.44	4.00	276,460.85
SWD	4,788,749.14	57.25	3.00	230,190.52
*TAC	2,213,055.18	26.46	2.00	167,299.33
<b>Total</b>	<b>\$ 85,864,320.13</b>	<b>1,026.53</b>	<b>48.00</b>	<b>\$ 3,436,433.85</b>

\*Military organization and Center which have since been removed from the competition but included in the analysis for consistency.



Table D-6 illustrates that Alternative B would result in an additional 22.3 FTE of contract administration FTE at a cost of an additional \$1,644,654 compared to Alternative D.

**Table D-6. Comparison of Contract Administration Costs between Alternative D and Alternative B**

	<b>Alternative D National level bundling</b>	<b>Alternative B Regional bundling</b>	<b>Difference between Alternative D (national bundling) and Alternative B</b>
Contract administration FTE	25.7	48.0	22.3
Contract administration costs	\$ 1,791,779	\$3,436,433	\$ 1,644,654

**Alternative C: Functional level bundling**

This alternative bundles USACE IT contracts into seven functions. For the contract administration analysis, we assumed that the national competitions could be represented by the existing 7 USACE IM/IT functions in the draft PWS.

The FY03 contracts for each division and center/field operating activity were aggregated to provide an estimate of contract activity for each “function” and center. Table D-7 illustrates the estimated contractor FTE and associated contract administration FTE and cost for each of these contracts.

**Table D-7. Contract Administration Costs by Function**

<b>Service</b>	<b>Total (\$)</b>	<b>Contractor FTE</b>	<b>Contract admin FTE</b>	<b>Contract admin cost (\$)</b>
AUTO & SYS SPT	50,745,260.85	606.7	15.2	1,058,930
COMM & SYS SPT	22,415,284.96	268.0	9.0	691,909
IA	1,393,816.96	16.7	1.0	91,203
IT MGMT	4,043,973.22	48.3	2.0	167,299
Printing & Pubs	1,339,504.92	16.0	1.0	91,203
REC Mgmt	4,505,857.75	53.9	3.0	230,191
VI	1,420,621.47	17.0	1.0	91,203
<b>Total</b>	<b>\$ 85,864,320.13</b>	<b>1,026.5</b>	<b>32.2</b>	<b>\$ 2,421,938</b>



Table D-8 illustrates that Alternative C would result in additional 6.5 FTE of contract administration FTE at a cost of \$ 630,158.38 as compared to Alternative D.

**Table D-8. Comparison of Contract Administration Costs between Alternative D and Alternative C**

	<b>Alternative D National level bundling</b>	<b>Alternative C Functional bundling</b>	<b>Difference between Alternative D (national bundling) and Alternative C</b>
Contract administration FTE	25.7	32.2	6.5
Contract administration costs	\$1,791,779	\$2,421,938	\$630,158



**APPENDIX E – CONTRACTS SUMMARIZED BY PRODUCT SERVICE CODE (PSC)**

# Contracts summarized by PSC

**2590**

## MISCELLANEOUS VEHICULAR COMPONENTS

NWD	NWO	Cummins Great Plains	Other Small Business	\$	4,500.00
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**Contracts** 1

**Firms** 1

**Other Small Business** 1

Opportunity for Small Business
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**3040**

## MISC POWER TRANSMISSION EQ

SPD	SPL	Power Sys & Ass	Large Business	\$	35,823.00
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**Contracts** 1

**Firms** 1

**Large Business** 1

Likely to remain Large Business
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**3610**

## PRINTING,DUPLICATING & BOOKBIND EQ

HNC	Hq	Xerox	Large Business	\$	11,000.00
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LRD	LRB	Xerox	Large Business	\$	5,928.00
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LRD	LRL	Canon USA, Inc	Large Business	\$	7,124.00
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LRD	LRL	Duplicator Sales	Large Business	\$	65,270.00
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LRD	LRB	Xerox	Large Business	\$	15,364.00
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LRD	LRB	Xerox	Large Business	\$	1,888.00
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LRD	LRB	Town & Country	Other Small Business	\$	2,131.00
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LRD	LRB	Town & Country	Other Small Business	\$	2,101.00
LRD	LRP	Xerox	Large Business	\$	13,250.00
MVD	MVS	Xerox	Large Business	\$	21,543.00
MVD	MVS	Canon USA, Inc	Large Business	\$	5,625.00
MVD	MVN	Xerox	Large Business	\$	12,304.00
MVD	MVS	Canon USA, Inc	Large Business	\$	5,625.00
NAD	NAN	Xerox	Large Business	\$	1,284.00
NAD	NAO	Xerox	Large Business	\$	3,913.04
NAD	NAO	Canon USA, Inc	Large Business	\$	7,350.29
NWD	NWW	Xerox	Large Business	\$	1,752.00
SPD	SPN	Xerox	Large Business	\$	43,366.00
SPD	SPA	Xerox	Large Business	\$	60,000.00
TAC	Hq	Xerox	Large Business	\$	3,882.00

<b>Contracts</b>	20
<b>Firms</b>	4
<b>Other Small Business</b>	1
<b>Large Business</b>	3

Likely to remain Large Business and consolidate contracts
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5680

**MISC CONTRACT MATERIALS**

SPD	SPL	Empire Southwest	Large Business	\$	42,305.00
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**Contracts** 1  
**Firms** 1  
**Large Business** 1

Likely to remain Large Business

**5805 TELEPHONE AND TELEGRAPH EQUIPMENT**

NWD	NWO	GTE Midwest (Pisgah, IA)	Large Business	\$	1,050.00
SPD	SPL	Motorola	Large Business	\$	165,778.00
SWD	SWL	Capital Communications	Small Disadvantaged Business	\$	55,000.00

**Contracts** 3  
**Firms** 3  
**Small Disadvantaged Business** 1  
**Large Business** 2

Likely to remain Large Business and consolidate contracts

**5810 COMM SECURITY EQ & COMPS**

MVD	MVP	GMPCS Personal Communications, Inc.	Small Disadvantaged Business	\$	240.00
SPD	SPA	Industrial & Coml Security Sys	Other Small Business	\$	2,319.00

**Contracts** 2  
**Firms** 2  
**Small Disadvantaged Business** 1  
**Other Small Business** 1

Opportunity for Small Business

**5836****VIDEO RECORDING AND REPRODUCING EQU**

LRD	LRP	Wire One	Other Small Business	\$	900.00
NAD	NAB	Professional Products	Small Disadvantaged Business	\$	2,878.00
SPD	SPL	Wire One	Other Small Business	\$	11,330.00

<b>Contracts</b>	3
<b>Firms</b>	2
<b>Small Disadvantaged Business</b>	1
<b>Other Small Business</b>	1

Opportunity for Small Business
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**5895****MISC COMMUNICATION EQ**

LRD	LRN	North Central	Other Small Business	\$	2,000.00
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<b>Contracts</b>	1
<b>Firms</b>	1
<b>Other Small Business</b>	1

Opportunity for Small Business
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**6350****MISC ALARM, SIGNAL, SEC SYSTEMS**

NWD	NWS	Argens	Other Small Business	\$	6,981.00
NWD	NWO	AAT Communications (Squaw Mt.)	Other Small Business	\$	3,465.84



<b>Contracts</b>	1
<b>Firms</b>	1
<b>Large Business</b>	1

Likely to remain Large Business
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**6910 TRAINING AIDS**

SPD	SPL	Nowak Video	Large Business	\$	76,533.00
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<b>Contracts</b>	1
<b>Firms</b>	1
<b>Large Business</b>	1

Likely to remain Large Business
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**7010 ADPE SYSTEM CONFIGURATION**

ERDC	CEEIS Hq	Dell Computers	Large Business	\$	229,995.00
MVD	MVM	Infinity Micro	Small Disadvantaged Business	\$	1,552.00
NAD	NAE	Dell Computers	Large Business	\$	434,000.00
NAD	NAO	BTG Incorporated	Large Business	\$	140,050.02
SPD	SPL	Crystal Decisions	Large Business	\$	8,508.00
SPD	SPL	Dell Computers	Large Business	\$	32,538.00



LRD	Hq	Network Associates	Large Business	\$	988.00
LRD	LRB	Coastal Geographics	Other Small Business	\$	2,390.00
LRD	LRH	Ram Technology	Large Business	\$	1,500.00
LRD	LRP	NetIQ	Other Small Business	\$	4,764.00
LRD	LRC	Network Associates	Large Business	\$	988.00
LRD	LRP	Symantec	Other Small Business	\$	1,848.00
LRD	LRC	J_Café (CADD)	Other Small Business	\$	988.00
LRD	LRC	ESRI	Large Business	\$	8,000.00
LRD	LRE	ESRI	Large Business	\$	14,314.00
MVD	MVM	Techexcel, Inc.	Other Small Business	\$	15,698.00
MVD	MVM	EDSA Micro Corporation	Large Business	\$	10,095.00
MVD	MVR	Coastal Geographics	Other Small Business	\$	5,100.00
MVD	MVR	ESRI	Large Business	\$	30,260.00
MVD	MVR	ESRI	Large Business	\$	5,835.00
MVD	MVR	Executive Software	Small Disadvantaged Business	\$	735.00
MVD	MVR	Meteorlogix	Large Business	\$	7,200.00
MVD	MVR	Sybase, Inc.	Large Business	\$	8,783.00
MVD	MVR	Veritas	Large Business	\$	9,267.00
MVD	MVS	Geographic Data Technology	Large Business	\$	21,080.00
MVD	MVS	Coastal Geographics	Other Small Business	\$	13,150.00
MVD	MVP	ESRI	Large Business	\$	3,000.00
MVD	MVR	ESRI	Large Business	\$	6,850.00
MVD	MVP	ESRI	Large Business	\$	17,610.00

NAD	NAE	ESRI	Large Business	\$	53,700.00
NAD	NAE	ABAQUS Solutions	Other Small Business	\$	9,633.00
NAD	NAE	SUTRON Corp	Large Business	\$	262,500.00
NAD	NAO	Coastal Geographics	Other Small Business	\$	3,900.00
NAD	NAO	ESRI	Large Business	\$	17,354.07
NAD	NAO	Eagle Point	Other Small Business	\$	980.00
NWD	NWO	Veritas	Large Business	\$	2,520.00
NWD	NWK	ESRI	Large Business	\$	28,060.00
NWD	NWO	Halifax	Large Business	\$	6,200.00
NWD	NWO	ESRI	Large Business	\$	15,616.20
NWD	NWO	Trane	Large Business	\$	1,316.00
NWD	NWO	ESRI	Large Business	\$	4,400.00
NWD	NWW	ESRI	Large Business	\$	12,476.00
NWD	NWO	Coastal Geographics	Other Small Business	\$	700.00
NWD	NWW	Onix Networking	Large Business	\$	41,241.53
SAD	SAW	Data Tech Services	Other Small Business	\$	15,000.00
SPD	SPL	Mathsoft Engineering	Other Small Business	\$	5,061.00
SPD	SPL	Boss International	Large Business	\$	15,045.00
SPD	SPA	Mathsoft Engineering	Other Small Business	\$	9,422.00
SPD	SPL	GovPlace	Large Business	\$	93,495.00
SPD	SPA	ESRI	Large Business	\$	27,888.00
SPD	SPA	Trane	Large Business	\$	2,000.00
SPD	SPK	Trane	Large Business	\$	1,144.00

SPD	SPK	Network Associates	Large Business	\$	2,659.00
SWD	SWF	ESRI	Large Business	\$	84,000.00
TAC	Hq	Trane	Large Business	\$	1,166.68
TAC	Hq	ESRI	Large Business	\$	2,200.00

<b>Contracts</b>	56
<b>Firms</b>	27
<b>Small Disadvantaged Business</b>	1
<b>Other Small Business</b>	9
<b>Large Business</b>	17

Likely to remain Large Business and consolidate contracts
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7035

**ADP SUPPORT EQUIPMENT**

HNC	Hq	N&L Enterprises	Large Business	\$	1,250.00
LRD	LRH	Tape Laboratories	Other Small Business	\$	20,004.00
LRD	LRH	Superior Off. Svc	Other Small Business	\$	15,000.00
LRD	LRE	FCN	Other Small Business	\$	7,437.00
LRD	LRH	Tape Laboratories	Other Small Business	\$	32,940.00
LRD	LRE	VECTOR Electric	Small Disadvantaged Business	\$	200,000.00
LRD	LRH	Superior Off. Svc	Other Small Business	\$	52,000.00
LRD	LRL	Insight Cable	Other Small Business	\$	4,650.00
LRD	LRP	Gov Micro Resources	Other Small Business	\$	6,617.00
LRD	LRL	Altiris	Other Small Business	\$	5,250.00
LRD	LRH	Tape Laboratories	Other Small Business	\$	12,456.00

LRD	LRH	Tape Laboratories	Other Small Business	\$	10,000.00
MVD	MVR	First Virtual Corp.	Large Business	\$	1,987.00
MVD	MVR	Altiris	Other Small Business	\$	9,230.00
MVD	MVP	Ideal System Solutions, Inc.	Large Business	\$	4,239.00
MVD	MVM	Compuvest Corporation	Other Small Business	\$	175.00
MVD	MVM	Gateway Computers	Large Business	\$	13,468.00
NAD	NAE	Government Technology Services	Other Small Business	\$	89,600.00
NWD	NWO	Sterling	Small Disadvantaged Business	\$	129,479.85
SPD	SPK	Information Technology Services	Other Small Business	\$	121,000.00
SPD	SPL	Source Graphics	Large Business	\$	9,975.00
SPD	SPL	Micro Warehouse	Large Business	\$	3,695.00
SPD	SPA	One Stop Airborn Solutions, Inc	Other Small Business	\$	41,419.00
SPD	SPK	Government Technology Services	Other Small Business	\$	23,989.00
SPD	SPK	Gov Micro Resources	Other Small Business	\$	15,405.00
SPD	SPK	Gov Micro Resources	Other Small Business	\$	33,849.00
SPD	SPL	Gov Micro Resources	Other Small Business	\$	5,463.00
SPD	SPA	AGT (VTC)	Other Small Business	\$	17,000.00

<b>Contracts</b>	28
<b>Firms</b>	19
<b>Small Disadvantaged Business</b>	2
<b>Other Small Business</b>	11
<b>Large Business</b>	6

Opportunity for Small Business
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**7045 ADP SUPPLIES**

MVD	MVM	Compulaser	Other Small Business	\$	7,820.00
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<b>Contracts</b>	1
<b>Firms</b>	1
<b>Other Small Business</b>	1

Opportunity for Small Business
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**7050 ADP COMPONENTS**

LRD	LRH	Force III	Small Disadvantaged Business	\$	10,000.00
LRD	LRL	Dynamic Systems	Small Disadvantaged Business	\$	28,230.00
LRD	LRH	Force III	Small Disadvantaged Business	\$	20,004.00
LRD	LRH	Force III	Small Disadvantaged Business	\$	25,000.00
LRD	LRL	Daly Computers	Small Disadvantaged Business	\$	383.00
LRD	LRL	Daly Computers	Small Disadvantaged Business	\$	5,687.00
LRD	LRH	Force III	Small Disadvantaged Business	\$	24,000.00
MVD	MVR	Spectrum Systems	Other Small Business	\$	773.00
NAD	NAE	Lyme Computers	Other Small Business	\$	17,100.00



<b>Contracts</b>	1
<b>Firms</b>	1
<b>Large Business</b>	1

Likely to remain Large Business
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**7490 MISCELLANEOUS OFFICE MACHINES**

MVD	MVM	Page Computer	Other Small Business	\$	5,459.00
MVD	MVM	Elliott Data Systems	Other Small Business	\$	6,805.00
MVD	MVM	Hunton Office Supplies	Other Small Business	\$	4,248.00
NWD	NWO	Audio Visual Inc.	Other Small Business	\$	4,218.00

<b>Contracts</b>	4
<b>Firms</b>	4
<b>Other Small Business</b>	4

Opportunity for Small Business
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**7530 STATIONERY AND RECORD FORMS**

NWD	NWS	Land lease for radio: Weyerhaeuser Company, DACW675680006000	Large Business	\$	424.00
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<b>Contracts</b>	1
<b>Firms</b>	1
<b>Large Business</b>	1

Likely to remain Large Business
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**7610 BOOKS AND PAMPHLETS**



<b>Contracts</b>	1
<b>Firms</b>	1
<b>Large Business</b>	1

Likely to remain Large Business
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**9310 PAPER AND PAPERBOARD**

LRD	LRB	Boise Cascade	Large Business	\$	3,475.00
MVD	MVM	Boise Cascade	Large Business	\$	21,935.00

<b>Contracts</b>	2
<b>Firms</b>	1
<b>Large Business</b>	1

Likely to remain Large Business
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**9905 SIGNS,AD DISPLAYS & IDENT PLATES**

NAD	NAO	Fastsigns	Other Small Business	\$	269.47
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<b>Contracts</b>	1
<b>Firms</b>	1
<b>Other Small Business</b>	1

Opportunity for Small Business
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**9999 MISCELLANEOUS ITEMS**

FC	FC	National Security	Large Business	\$	2,000.00
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**D301****ADP FACILITY MANAGEMENT**

LRD	LRB	R Merchandise and Supplies	Small Disadvantaged Business	\$	141,545.00
NWD	NWO	Systems Analysis & Integration	Small Disadvantaged Business	\$	75,000.00
NWD	NWO	Systems Analysis & Integration	Small Disadvantaged Business	\$	26,160.00
SPD	SPA	Integrity Networking Svc	Other Small Business	\$	7,000.00
SWD	SWL	Ciber Government Solutions	Small Disadvantaged Business	\$	398,000.00

<b>Contracts</b>	5
<b>Firms</b>	4
<b>Small Disadvantaged Business</b>	3
<b>Other Small Business</b>	1

Opportunity for Small Business
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**D302****ADP SYSTEMS DEVELOPMENT SERVICES**

NWD	Hydroelectric Design	Automated Control Systems, Inc.	Large Business	\$	1,245,000.00
SPD	SPA	Compuscan Imaging Solutions	Small Disadvantaged Business	\$	25,000.00

<b>Contracts</b>	2
<b>Firms</b>	2
<b>Small Disadvantaged Business</b>	1
<b>Large Business</b>	1

Opportunity for Small Business
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**D304****ADP SVCS/TELECOMM & TRANSMISSION**

249th Engineer Battalion	Hq	V-SPAN INC	Other Small Business	\$	9,700.00
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ERDC	Hq	Tritel Comm	Large Business	\$	30,000.00
ERDC	Hq	Teletouch	Other Small Business	\$	9,000.00
HQUSACE	Hq	User Technology Associates Inc	Large Business	\$	50,576.00
HQUSACE	Hq	User Technology Associates Inc	Large Business	\$	70,494.00
HQUSACE	Hq	User Technology Associates Inc	Large Business	\$	388,692.00
HQUSACE	Hq	User Technology Associates Inc	Large Business	\$	(25,037.00)
LRD	LRN	CENTURYTEL	Small Disadvantaged Business	\$	1,600.00
LRD	LRL	CDW-G	Large Business	\$	521.00
LRD	LRL	CDW-G	Large Business	\$	1,484.00
LRD	LRL	CDW-G	Large Business	\$	2,041.00
LRD	LRP	CDW-G	Large Business	\$	21,000.00
LRD	LRL	CDW-G	Large Business	\$	200.00
LRD	LRL	CDW-G	Large Business	\$	3,430.00
LRD	LRL	CDW-G	Large Business	\$	650.00
MVD	MVM	CENTURYTEL	Small Disadvantaged Business	\$	2,283.00

<b>Contracts</b>	16
<b>Firms</b>	6
<b>Small Disadvantaged Business</b>	1
<b>Other Small Business</b>	2
<b>Large Business</b>	3

Opportunity for Small Business
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HQUSACE	Hq	Advanced Technology Systems Inc	Large Business	\$	48,335.00
HQUSACE	Hq	Advanced Technology Systems Inc	Large Business	\$	122,631.00
MVD	MVR	ACS Government Services	Large Business	\$	152,000.00
NAD	NAE	Crimson Tech	Other Small Business	\$	14,075.00
NAD	NAB	Syntex, Inc 03-F-0011	Large Business	\$	305,599.00
NWD	NWO	Management Systems Designers Inc.	Other Small Business	\$	2,187.00
NWD	NWO	Management Systems Designers Inc.	Other Small Business	\$	3,385.00
POD	Hq	Computer Sciences Corporation	Large Business	\$	265,000.00
POD	POH	Computer Sciences Corporation	Large Business	\$	360,000.00

**Contracts** 9

**Firms** 6

**Other Small Business** 2

**Large Business** 4

Likely to remain Large Business and consolidate contracts
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**D307**

**AUTOMATED INFORMATION SYSTEM SVCS**

ERDC	CEEIS	Microsoft Premiere Support Services	Large Business	\$	50,000.00
HQUSACE	Hq	Applied Systems Consultants	Large Business	\$	18,990.00
HQUSACE	Hq	Microsoft	Large Business	\$	74,083.00
HQUSACE	Hq	Faulkner Technical Reports	Other Small Business	\$	35,000.00
LRD	LRP	TrackIt	Other Small Business	\$	4,900.00
LRD	LRC	Microsoft	Large Business	\$	1,225.00
LRD	LRP	Microsoft	Large Business	\$	4,245.00

LRD	LRB	Applied Systems Consultants	Large Business	\$	14,256.00
LRD	LRP	TNT Software	Other Small Business	\$	2,205.00
MVD	MVR	Applied Systems Consultants	Large Business	\$	16,200.00
MVD	MVS	Applied Systems Consultants	Large Business	\$	16,236.00
NAD	NAB	PMC Solutions 02-P-0253	Small Disadvantaged Business	\$	137,730.00
NWD	NWS	IT tech support: Microsoft Tech Support	Large Business	\$	1,300.00
NWD	NWP	Remedy maintenance	Large Business	\$	11,000.00
POD	POH	Applied Systems Consultants	Large Business	\$	22,000.00
SPD	SPA	Applied Systems Consultants	Large Business	\$	14,400.00
SPD	SPN	Applied Systems Consultants	Large Business	\$	35,000.00
SPD	SPL	Microsoft	Large Business	\$	23,362.00
SPD	SPK	Applied Systems Consultants	Large Business	\$	9,504.00
SPD	SPL	Applied Systems Consultants	Large Business	\$	30,636.00
SWD	Hq	Ron Walker Associates	Other Small Business	\$	80,182.00
SWD	SWF	Ron Walker Associates	Other Small Business	\$	1,172,347.21
SWD	SWF	Ron Walker Associates	Other Small Business	\$	75,726.07
SWD	SWF	Ron Walker Associates	Other Small Business	\$	215,528.80
SWD	SWF	Ron Walker Associates	Other Small Business	\$	66,913.06
SWD	SWT	DataCom	Small Disadvantaged Business	\$	436,501.00

<b>Contracts</b>	26
<b>Firms</b>	11
<b>Small Disadvantaged Business</b>	2
<b>Other Small Business</b>	4
<b>Large Business</b>	5

Opportunity for Small Business
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**D308 PROGRAMMING SERVICES**

FC	FC	Hyland Software	Large Business	\$	7,800.00
NAD	NAO	CHM	Small Disadvantaged Business	\$	8,030.39
POD	POA	DataFlow	Small Disadvantaged Business	\$	135,000.00

<b>Contracts</b>	3
<b>Firms</b>	3
<b>Small Disadvantaged Business</b>	2
<b>Large Business</b>	1

Opportunity for Small Business
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**D309 ADP INF, BROADCAST & DIST SVCS**

ERDC	Hq	ICRC	Small Disadvantaged Business	\$	66,492.00
LRD	LRC	Bentley Systems	Large Business	\$	28,000.00
LRD	LRL	Bentley Systems	Large Business	\$	54,000.00
LRD	LRE	Bentley Systems	Large Business	\$	46,213.00
LRD	LRP	Bentley Systems	Large Business	\$	34,255.00
MVD	MVP	Bentley Systems	Large Business	\$	582.00

MVD	MVP	Bentley Systems	Large Business	\$	582.00
MVD	MVR	Bentley Systems	Large Business	\$	71,079.00
MVD	MVS	Bentley Systems	Large Business	\$	38,570.00
MVD	MVP	Bentley Systems	Large Business	\$	51,000.00
MVD	MVP	Bentley Systems	Large Business	\$	1,455.00
MVD	MVP	Bentley Systems	Large Business	\$	582.00
NAD	NAE	Bentley Systems	Large Business	\$	16,668.00
NWD	NWK	Bentley Systems	Large Business	\$	85,552.00
NWD	NWO	Bentley Systems	Large Business	\$	87,471.20
NWD	NWW	Bentley Systems	Large Business	\$	41,940.00
SPD	SPK	Bentley Systems	Large Business	\$	13,400.00
SPD	SPL	Bentley Systems	Large Business	\$	78,068.00
SPD	SPA	Bentley Systems	Large Business	\$	74,892.00
SWD	SWF	Bentley Systems	Large Business	\$	85,000.00
TAC	Hq	Bentley Systems	Large Business	\$	35,000.00

<b>Contracts</b>	21
<b>Firms</b>	2
<b>Small Disadvantaged Business</b>	1
<b>Large Business</b>	1

Opportunity for Small Business

**D311**

**ADP DATA CONVERSION SERVICES**

HQUSACE	Hq	DigitalNet Government Solution	Large Business	\$	49,112.00
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HQUSACE	Hq	Engenius Consulting Group, Inc	Small Disadvantaged Business	\$	31,609.00
HQUSACE	Hq	Engenius Consulting Group, Inc	Small Disadvantaged Business	\$	139,465.00
HQUSACE	Hq	Engenius Consulting Group, Inc	Small Disadvantaged Business	\$	722,845.00
HQUSACE	Hq	DigitalNet Government Solution	Large Business	\$	60,040.00
MVD	MVR	Paradigm Imaging	Small Disadvantaged Business	\$	5,514.00
SAD	Hq	Engenius Consulting Group, Inc	Small Disadvantaged Business	\$	182,990.00
SAD	SAC	Engenius Consulting Group, Inc	Small Disadvantaged Business	\$	272,500.00

**Contracts** 8  
**Firms** 3  
**Small Disadvantaged Business** 2  
**Large Business** 1

Opportunity for Small Business

**D312 ADP OPTICAL SCANNING SERVICES**

MVD	MVM	Advanced Imaging Solutions	Small Disadvantaged Business	\$	5,610.00
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**Contracts** 1  
**Firms** 1  
**Small Disadvantaged Business** 1

Opportunity for Small Business

**D313 COMPUTER AIDED DESGN/MFG SVCS**

ERDC	CEEIS	Intergraph	Large Business	\$	147,020.00
LRD	LRP	Intergraph	Large Business	\$	6,564.00
LRD	LRP	Axiom	Other Small Business	\$	4,794.00

LRD	LRB	Axiom	Other Small Business	\$	515.00
MVD	MVP	Intergraph	Large Business	\$	2,556.00
MVD	MVP	CADD/Engineering Supply, Inc.	Large Business	\$	2,640.00
MVD	MVR	Intergraph	Large Business	\$	3,112.00
MVD	MVP	CADD/Engineering Supply, Inc.	Large Business	\$	677.77
MVD	MVP	CADD/Engineering Supply, Inc.	Large Business	\$	689.93
MVD	MVR	Axiom	Other Small Business	\$	1,799.00
NAD	NAE	Intergraph	Large Business	\$	18,636.00
NAD	NAO	Intergraph	Large Business	\$	1,004.00
NAD	NAO	Magellan Corp/Thales Navigation	Large Business	\$	2,531.25
NWD	NWO	Axiom	Other Small Business	\$	2,247.00
NWD	NWO	Intergraph	Large Business	\$	1,344.00
SAD	Hq	Intergraph	Large Business	\$	25,000.00
SAD	SAC	Intergraph	Large Business	\$	49,508.00
SAD	SAM	Intergraph	Large Business	\$	56,000.00
SPD	SPN	Intergraph	Large Business	\$	50,000.00
SPD	SPL	Maxview	Other Small Business	\$	3,600.00
SPD	SPK	Intergraph	Large Business	\$	9,000.00
TAC	Hq	Intergraph	Large Business	\$	58,932.90
TAC	Hq	MapInfo	Other Small Business	\$	395.00
TAC	Hq	Axiom	Other Small Business	\$	2,094.00

<b>Contracts</b>	24
<b>Firms</b>	6
<b>Other Small Business</b>	3
<b>Large Business</b>	3

Opportunity for Small Business

**D314**

**ADP ACQUISITION SUP SVCS**

HQUSACE	Hq	Innovative Technology Application	Small Disadvantaged Business	\$	259,672.00
HQUSACE	Hq	Innovative Technology Application	Small Disadvantaged Business	\$	34,933.00
MVD	MVS	Ontrack Data International, Inc.	Other Small Business	\$	3,126.00
NAD	NAO	Dell Marketing LP	Large Business	\$	8,461.39
NAD	NAN	York Telecom	Other Small Business	\$	7,010.00

<b>Contracts</b>	5
<b>Firms</b>	4
<b>Small Disadvantaged Business</b>	1
<b>Other Small Business</b>	2
<b>Large Business</b>	1

Opportunity for Small Business

**D316**

**TELECOMMUNICATION NETWORK MGMT SVCS**

LRD	LRP	Verizon	Large Business	\$	7,320.00
LRD	LRP	Verizon	Large Business	\$	36,000.00
LRD	LRE	Verizon	Large Business	\$	66,000.00
LRD	LRC	SBC	Large Business	\$	21,000.00

LRD	LRL	Verizon	Large Business	\$	50,000.00
LRD	LRN	Expanets	Large Business	\$	6,500.00
LRD	LRN	Verizon	Large Business	\$	47,500.00
LRD	LRN	Expanets	Large Business	\$	14,724.00
LRD	LRH	Verizon	Large Business	\$	384,000.00
LRD	LRB	Verizon	Large Business	\$	36,082.00
LRD	Hq	Verizon	Large Business	\$	19,100.00
MVD	MVS	Verizon	Large Business	\$	300.00
MVD	MVM	Verizon	Large Business	\$	43.00
MVD	MVS	SBC	Large Business	\$	7,150.00
MVD	MVS	SBC	Large Business	\$	4,000.00
NAD	Hq	Verizon	Large Business	\$	2,259.98
NAD	NAN	Expanets	Large Business	\$	15,000.00
NAD	NAN	Verizon	Large Business	\$	35,000.00
NAD	NAN	Verizon	Large Business	\$	30,000.00
NAD	NAE	Verizon	Large Business	\$	16,741.00
NWD	NWK	Verizon	Large Business	\$	5,500.00
NWD	NWW	Verizon	Large Business	\$	5,760.00
SAD	SAW	Verizon	Large Business	\$	12,684.00
SPD	SPK	Verizon	Large Business	\$	35,500.00
SPD	SPL	Verizon	Large Business	\$	19,206.00
SPD	SPL	Verizon	Large Business	\$	31,385.00
SPD	SPN	SBC	Large Business	\$	128,174.00

SPD	SPN	Verizon	Large Business	\$	1,671.00
SPD	SPA	ABBA	Large Business	\$	9,275.00
SWD	SWT	SBC	Large Business	\$	61,826.00
SWD	SWT	Verizon	Large Business	\$	1,117.00
SWD	SWF	Verizon	Large Business	\$	12,000.00
SWD	SWT	SBC	Large Business	\$	113,320.00
TAC	Hq	Verizon	Large Business	\$	1,967.00
TAC	Hq	Verizon	Large Business	\$	24,000.00
TAC	Hq	Verizon	Large Business	\$	750.00

<b>Contracts</b>	36
<b>Firms</b>	4
<b>Large Business</b>	4

Likely to remain Large Business and consolidate contracts
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**D317**

**AUTO NEWS, DATA & OTHER SVCS**

HECSA	Hq	LEXIS	Large Business	\$	488,025.96
MVD	MVM	Time Warner Cable	Large Business	\$	1,961.00
NWD	NWK	Time Warner Cable	Large Business	\$	900.00
TAC	Hq	NFPA	Other Small Business	\$	535.50
TAC	Hq	Dun & Bradstreet	Large Business	\$	2,600.00

<b>Contracts</b>	5
<b>Firms</b>	4
<b>Other Small Business</b>	1
<b>Large Business</b>	3

Likely to remain Large Business and consolidate contracts

**D399**

**OTHER ADP & TELECOMMUNICATIONS SVCS**

249th Engineer Battalion	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	20,236.00
249th Engineer Battalion	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	58,410.00
249th Engineer Battalion	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	385.00
249th Engineer Battalion	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	19,470.00
249th Engineer Battalion	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	1,000.00
249th Engineer Battalion	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	72,635.00
249th Engineer Battalion	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	4,673.00
249th Engineer Battalion	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	20,236.00
ERDC	CEEIS	MCBRIDE AND ASSOCIATES	Large Business	\$	1,200,000.00
FC	FC	Advanced Imaging Solutions	Small Disadvantaged Business	\$	6,600.00
HECSA	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	68,456.00
HECSA	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	34,228.00
HECSA	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	21,650.00
HECSA	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	21,650.00

HECSA	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	110,920.00
HNC	Hq	Liebert Global Services	Large Business	\$	25,000.00
HNC	Hq	Hyperion	Large Business	\$	27,650.00
HQUSACE	Hq	Focused Management Inc.	Small Disadvantaged Business	\$	44,363.00
HQUSACE	Hq	Hummingbird	Large Business	\$	88,349.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	34,000.00
HQUSACE	Hq	Momentum Systems Inc	Other Small Business	\$	141,308.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	21,657.00
HQUSACE	Hq	Momentum Systems Inc	Other Small Business	\$	(21,248.00)
HQUSACE	Hq	Momentum Systems Inc	Other Small Business	\$	12,499.00
HQUSACE	Hq	Gartner Inc.	Large Business	\$	127,700.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	779.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	131,295.00
HQUSACE	Hq	Momentum Systems Inc	Other Small Business	\$	99,799.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	185,214.00
HQUSACE	Hq	Momentum Systems Inc	Other Small Business	\$	103,394.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	681,363.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	3,450.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	7,976.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	78,256.00
HQUSACE	Hq	Zero & One Engineering Inc	Small Disadvantaged Business	\$	263,510.00
HQUSACE	Hq	Momentum Systems Inc	Other Small Business	\$	178,625.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	19,809.00

HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	392,328.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	265,752.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	265,752.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	34,225.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	34,225.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	17,128.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	2,000.00
HQUSACE	Hq	Momentum Systems Inc	Other Small Business	\$	741,420.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	41,730.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	245,509.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	40,476.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	34,000.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	43,314.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	34,000.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	67,588.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	10,000.00
HQUSACE	Hq	Quality Technology Incorporated	Small Disadvantaged Business	\$	34,256.00
LRD	LRP	Computer Power Solutions	Other Small Business	\$	2,200.00
LRD	LRB	Computer Associates	Large Business	\$	13,452.00
LRD	LRC	MaxView	Other Small Business	\$	6,000.00
LRD	LRE	Strictly Business	Other Small Business	\$	35,000.00
LRD	LRH	Severn Graphics	Other Small Business	\$	10,000.00
LRD	LRH	Severn Graphics	Other Small Business	\$	10,000.00

LRD	LRH	Fibernet	Other Small Business	\$ 120,000.00
LRD	LRH	GTSI	Large Business	\$ 189,000.00
LRD	LRH	Software House Intn'l	Other Small Business	\$ 10,212.00
LRD	LRH	Strictly Business	Other Small Business	\$ 200,000.00
LRD	LRN	MCBRIDE AND ASSOCIATES	Large Business	\$ 16,736.00
LRD	LRE	ESDAS	Large Business	\$ 7,750.00
LRD	LRP	ERDAS	Other Small Business	\$ 5,125.00
LRD	LRP	STG	Small Disadvantaged Business	\$ 82,000.00
MVD	MVP	HelpSTAR	Large Business	\$ 2,991.75
MVD	MVM	Applied Systems Consultants	Large Business	\$ 16,236.00
MVD	MVR	Hummingbird	Large Business	\$ 1,615.00
MVD	MVR	MaxView	Other Small Business	\$ 600.00
MVD	MVS	GTSI	Large Business	\$ 151,226.00
MVD	MVS	Environmental Sys Reseach (GIS)	Large Business	\$ 12,980.00
MVD	MVS	Environmental Sys Reseach (GIS)	Large Business	\$ 6,712.00
MVD	MVK	ASCI	Small Disadvantaged Business	\$ 500,000.00
MVD	MVP	Applied Systems Consultants	Large Business	\$ 14,400.00
MVD	MVP	ERDAS	Other Small Business	\$ 2,835.00
MVD	MVP	Citrix	Large Business	\$ 1,112.50
MVD	MVP	ISI, Inc.	Large Business	\$ 1,301.00
NAD	NAO	MaxView	Other Small Business	\$ 1,785.00
NAD	Hq	Syntegra	Large Business	\$ 52,158.73
NAD	NAO	GTSI	Large Business	\$ 470.00

NAD	NAE	Presidio Corporation	Small Disadvantaged Business	\$	17,234.00
NAD	Hq	GTSI	Large Business	\$	2,682.00
NAD	NAB	Syntegra	Large Business	\$	5,352.00
NAD	NAB	Severn Graphics	Other Small Business	\$	33,362.00
NAD	NAN	GTSI	Large Business	\$	118,490.80
NAD	NAB	Advanced Imaging Solutions	Small Disadvantaged Business	\$	60,221.00
NAD	NAN	Micro Tech	Other Small Business	\$	1,400.00
NAD	NAO	Two Rivers Technology	Other Small Business	\$	795.00
NAD	NAN	MaxView	Other Small Business	\$	15,381.00
NAD	NAE	MCBRIDE AND ASSOCIATES	Large Business	\$	18,300.00
NAD	NAN	Research Engineers	Large Business	\$	1,810.00
NAD	NAE	CPU Sales	Large Business	\$	1,000.00
NAD	NAE	Connectivity	Other Small Business	\$	18,600.00
NWD	NWW	Research Engineers	Large Business	\$	3,410.00
NWD	NWW	Fastbreak Info Tech	Other Small Business	\$	17,388.97
NWD	NWK	Syntegra	Large Business	\$	42,091.00
NWD	NWS	ASCI	Small Disadvantaged Business	\$	51,000.00
NWD	NWS	ASCI	Small Disadvantaged Business	\$	16,000.00
NWD	NWO	Management Solutions & Systems	Large Business	\$	19,974.32
NWD	Western Processing	Liebert Global Services	Large Business	\$	15,600.00
NWD	NWO	ASCI	Small Disadvantaged Business	\$	16,236.00
NWD	NWO	SKM Power Tools	Other Small Business	\$	1,680.00
NWD	NWW	Enabling Technologies	Large Business	\$	14,580.00

NWD	NWW	GTSI	Large Business	\$ 13,800.00
NWD	NWO	Cameron	Small Disadvantaged Business	\$ 715,199.73
NWD	NWW	MGE UPS Sys	Large Business	\$ 6,813.00
SAD	SAM	AlphaData	Small Disadvantaged Business	\$ 2,858,291.00
SAD	SAS	EER	Large Business	\$ 702,800.00
SPD	SPA	Linehan Communications	Other Small Business	\$ 11,000.00
SPD	SPA	GTSI	Large Business	\$ 59,999.00
SPD	SPL	GTSI	Large Business	\$ 135,486.00
SPD	SPA	GTSI	Large Business	\$ 73,377.00
SPD	SPA	MaxView	Other Small Business	\$ 13,954.00
SPD	SPA	Computer Associates	Large Business	\$ 15,000.00
SPD	SPL	Syntegra	Large Business	\$ 88,664.00
SPD	SPN	Syntegra	Large Business	\$ 12,992.00
SPD	SPA	Liebert Global Services	Large Business	\$ 6,400.00
SPD	SPL	Environmental systems (ED)	Large Business	\$ 22,430.00
SPD	SPL	MCBRIDE AND ASSOCIATES	Large Business	\$ 3,837.00
SPD	SPA	Environmental Sys Reseach (GIS)	Large Business	\$ 12,177.00
SPD	SPK	EADS Telecom	Large Business	\$ 207,027.00
SPD	SPL	Hummingbird	Large Business	\$ 936.00
SPD	SPL	GTSI	Large Business	\$ 1,527.00
SWD	SWF	ACSI	Other Small Business	\$ 15,000.00
TAC	Hq	GTSI	Large Business	\$ 17,017.00
TAC	Hq	ProSoft Solutions	Other Small Business	\$ 2,000.00

TAC	Hq	GTSI	Large Business	\$	2,484.00
TAC	Hq	Segovia, Inc.	Other Small Business	\$	201,850.00
TAC	Hq	Computer Associates	Large Business	\$	28,595.28
TAC	Hq	Haas	Other Small Business	\$	1,125.00
TAC	Hq	Segovia, Inc.	Other Small Business	\$	1,363,973.00
TAC	Hq	MaxView	Other Small Business	\$	2,600.00

<b>Contracts</b>	135
<b>Firms</b>	49
<b>Small Disadvantaged Business</b>	9
<b>Other Small Business</b>	18
<b>Large Business</b>	22

Opportunity for Small Business

**J036** **MAINT-REP OF SP INDUSTRY MACHINERY**

MVD	MVN	Danka	Large Business	\$	3,563.00
MVD	MVP	Savin Corp.	Large Business	\$	15,000.00
NAD	NAO	National Micrographics	Small Disadvantaged Business	\$	450.00
SPD	SPL	DANKA	Large Business	\$	10,146.00

<b>Contracts</b>	4
<b>Firms</b>	3
<b>Small Disadvantaged Business</b>	1
<b>Large Business</b>	2

Likely to remain Large Business and consolidate contracts

**J058****MAINT-REP OF COMMUNICATION EQ**

MVD	MVM	Sola Communications	Large Business	\$	6,370.00
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<b>Contracts</b>	1
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<b>Firms</b>	1
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<b>Large Business</b>	1
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Likely to remain Large Business
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**J069****MAINT-REP OF TRAINING AIDS-DEVICES**

SPD	SPN	Distant Mirror Video Services	Small Disadvantaged Business	\$	18,599.00
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<b>Contracts</b>	1
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<b>Firms</b>	1
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<b>Small Disadvantaged Business</b>	1
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Opportunity for Small Business
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**J070****MAINT-REP OF ADP EQ & SUPPLIES**

LRD	LRH	COMPAQ	Large Business	\$	72,000.00
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LRD	LRH	Sun Microsystems	Large Business	\$	94,000.00
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LRD	LRL	Sun Microsystems	Large Business	\$	13,747.00
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MVD	MVP	Sun Microsystems	Large Business	\$	13,302.27
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MVD	MVS	Northrop Grumman	Large Business	\$	93,062.00
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MVD	MVR	Northrop Grumman	Large Business	\$	52,310.00
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MVD	MVR	Unisys	Large Business	\$	6,000.00
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MVD	MVP	Sun Microsystems	Large Business	\$	5,502.58
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MVD	MVR	Sun Microsystems	Large Business	\$	1,822.00
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MVD	MVP	Hewlett Packard	Large Business	\$	20,000.00
NAD	NAO	Hewlett Packard	Large Business	\$	2,231.90
NAD	NAE	COMPAQ	Large Business	\$	12,630.00
NAD	NAB	ITEQ 99-C-0009	Small Disadvantaged Business	\$	382,689.00
NAD	NAO	COMPAQ	Large Business	\$	870.00
NAD	NAN	Northrop Grumman	Large Business	\$	16,045.00
NWD	NWW	HP Express	Large Business	\$	1,257.00
NWD	NWO	Primavera	Other Small Business	\$	9,880.00
NWD	NWO	Spectralogic	Other Small Business	\$	1,530.00
NWD	NWO	Sun Microsystems	Large Business	\$	6,216.00
NWD	NWO	Spectralogic	Other Small Business	\$	2,700.00
NWD	NWP	IMPAC Card	Large Business	\$	52,000.00
NWD	NWW	Engr Mechanics Research	Large Business	\$	4,790.00
SPD	SPL	Sun Microsystems	Large Business	\$	46,004.00
SPD	SPA	Sun Microsystems	Large Business	\$	5,514.00
SPD	SPL	Sun Microsystems	Large Business	\$	7,771.00
SPD	SPL	Hewlett Packard	Large Business	\$	2,965.00
SPD	SPN	Sun Microsystems	Large Business	\$	16,156.00
SPD	SPL	Hewlett Packard	Large Business	\$	8,378.00
SPD	SPK	Hewlett Packard	Large Business	\$	1,482.00
SPD	SPK	Northrop Grumman	Large Business	\$	9,445.00
SPD	SPL	Sun Microsystems	Large Business	\$	5,460.00
SWD	SWF	Sun Microsystems	Large Business	\$	1,500.00

TAC	Hq	COMPAQ	Large Business	\$	27,372.00
TAC	Hq	Advistor, Inc.	Other Small Business	\$	1,600.00
TAC	Hq	Primavera	Other Small Business	\$	32,182.00

<b>Contracts</b>	<b>35</b>
<b>Firms</b>	<b>12</b>
<b>Small Disadvantaged Business</b>	<b>1</b>
<b>Other Small Business</b>	<b>3</b>
<b>Large Business</b>	<b>8</b>

Likely to remain Large Business and consolidate contracts
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**J074**

**MAINT-REP OF OFFICE MACHINES**

FC	FC	Mail Technology	Large Business	\$	710.00
FC	FC	Pitney Bowes	Large Business	\$	3,200.00
FC	FC	Mail Technology	Large Business	\$	755.00
FC	FC	Pitney Bowes	Large Business	\$	1,150.00
FC	FC	Ascom Hasler	Large Business	\$	865.00
HNC	Hq	Pitney Bowes	Large Business	\$	15,000.00
LRD	LRE	Pitney Bowes	Large Business	\$	13,848.00
LRD	LRB	Express Mailing	Large Business	\$	1,600.00
LRD	LRB	Ikon Office Solutions	Large Business	\$	17,424.00
LRD	LRB	Ascom Hasler	Large Business	\$	2,700.00
MVD	MVN	Ikon Office Solutions	Large Business	\$	9,000.00
MVD	MVP	Ikon Office Solutions	Large Business	\$	39,085.92

MVD	MVM	Pitney Bowes	Large Business	\$	7,163.00
MVD	MVR	Advanced Business Systems	Other Small Business	\$	24,576.00
MVD	MVR	Command Business Systems	Other Small Business	\$	3,262.00
MVD	MVR	Command Business Systems	Other Small Business	\$	14,700.00
MVD	MVR	Pitney Bowes	Large Business	\$	8,272.00
MVD	MVP	Pitney Bowes	Large Business	\$	2,925.00
NAD	NAO	Advance System	Small Disadvantaged Business	\$	1,556.00
NAD	NAP	OCE	Large Business	\$	6,048.00
NAD	NAO	Ikon Office Solutions	Large Business	\$	292.83
NAD	NAO	Pitney Bowes	Large Business	\$	2,860.21
NAD	NAE	OCE	Large Business	\$	12,885.00
NAD	NAP	Pitney Bowes	Large Business	\$	1,175.00
NAD	NAE	Ikon Office Solutions	Large Business	\$	22,427.00
NAD	NAB	Ikon Office Solutions	Large Business	\$	8,112.00
NAD	NAB	Advanced Business Systems	Other Small Business	\$	3,492.00
NAD	NAB	Pitney Bowes	Large Business	\$	23,545.00
NAD	NAE	Ikon Office Solutions	Large Business	\$	36,350.00
NAD	NAO	OCE	Large Business	\$	6,052.02
NWD	NWP	Ascom Hasler	Large Business	\$	900.00
NWD	NWP	Postage Meter Fill	State/Local Government	\$	77,000.00
NWD	NWW	Pitney Bowes	Large Business	\$	1,815.00
NWD	NWO	Stringer (Panasonic Corp.)	Large Business	\$	280,527.00
NWD	NWO	Ascom Hasler	Large Business	\$	828.00

SPD	SPA	Pitney Bowes	Large Business	\$	14,000.00
SPD	SPN	Pitney Bowes	Large Business	\$	2,868.00
SPD	SPK	OCE	Large Business	\$	11,857.00
SPD	SPL	Ascom Hasler	Large Business	\$	39,072.00
SPD	SPK	Pitney Bowes	Large Business	\$	80,000.00
SWD	SWF	OCE	Large Business	\$	7,812.00
SWD	SWF	OCE	Large Business	\$	10,212.00
SWD	SWF	OCE	Large Business	\$	6,800.00
SWD	SWF	OCE	Large Business	\$	16,800.00
SWD	SWF	OCE	Large Business	\$	10,632.00
TAC	Hq	Pitney Bowes	Large Business	\$	4,372.00

<b>Contracts</b>	46
<b>Firms</b>	11
<b>Small Disadvantaged Business</b>	1
<b>Other Small Business</b>	2
<b>Large Business</b>	7
<b>State/Local Government</b>	1

Likely to remain Large Business and consolidate contracts

**R408**

**PROGRAM MANAGEMENT/SUPPORT SERVICES**

HQUSACE	Hq	Avanco International Inc.	Other Small Business	\$	597,697.00
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<b>Contracts</b>	1
<b>Firms</b>	1
<b>Other Small Business</b>	1

Opportunity for Small Business
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**R419 EDUCATIONAL SERVICES**

LRD	LRB	Computer Education Services Corp	Large Business	\$	2,059.00
MVD	MVP	Keystone Solutions, Inc.	Other Small Business	\$	784,000.00
NAD	NAO	Tidewater Community College	Historically Black College/University or Minority Institution (HBCU/MI)	\$	483.23
NAD	NAO	Norfolk State University	Historically Black College/University or Minority Institution (HBCU/MI)	\$	6,425.31

<b>Contracts</b>	4
<b>Firms</b>	4
<b>Other Small Business</b>	1
<b>Large Business</b>	1
<b>Historically Black College/Univer</b>	2

Opportunity for Historically Black College
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**R420 CERTIFICATIONS & ACCREDIT PROD & IN**

LRD	LRH	SecureInfo	Large Business	\$	25,000.00
LRD	LRH	SecureInfo	Large Business	\$	25,000.00

<b>Contracts</b>	2
<b>Firms</b>	1
<b>Large Business</b>	1

Likely to remain Large Business
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**R421 TECHNICAL ASSISTANCE**

LRD	LRB	Lynx	Large Business	\$	8,661.00
NWD	NWO	University of Colorado	Educational Institution	\$	2,500.00
SPD	SPA	Univ of CO @ Boulder	Educational Institution	\$	11,000.00

<b>Contracts</b>	3
<b>Firms</b>	3
<b>Large Business</b>	1
<b>Educational Institution</b>	2

Opportunity for Educational Institution
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**R426 COMMUNICATIONS SERVICES**

ERDC	Hq	Shiers Communication	Small Disadvantaged Business	\$	1,582,501.00
MVD	MVR	Polycom	Large Business	\$	2,001.00
MVD	MVP	Frontier Communications of Minnesota	Large Business	\$	20,500.00
MVD	MVP	Frontier Communications of Minnesota	Large Business	\$	26,359.00
NAD	NAP	Car-Tel Communications	Other Small Business	\$	30,000.00
NWD	NWK	Intertel	Large Business	\$	223,406.00
NWD	NWW	Charter Comm	Large Business	\$	1,100.00
SWD	SWT	TDS	Large Business	\$	6,777.00

<b>Contracts</b>	8
<b>Firms</b>	7
<b>Small Disadvantaged Business</b>	1
<b>Other Small Business</b>	1
<b>Large Business</b>	5

Likely to remain Large Business and consolidate contracts

**R499**

**OTHER PROFESSIONAL SERVICES**

ERDC	CEEIS Hq	ORACLE	Large Business	\$ 775,105.00
HNC	Hq	SAIC	Large Business	\$ 1,870,103.00
HNC	Hq	NAVCAD - Intergraph	Large Business	\$ 74,000.00
HQUSACE	Hq	Thomas & Herbert Consulting LLP	Small Disadvantaged Business	\$ 52,189.00
LRD	LRH	ICI	Small Disadvantaged Business	\$ 220,000.00
LRD	LRH	DLT Solutions	Large Business	\$ 10,000.00
LRD	LRP	Oracle	Large Business	\$ 4,400.00
LRD	LRL	WhirlAway Helicopters	Other Small Business	\$ 100,000.00
LRD	LRB	Dartnell Enterprises Incorporated	Small Disadvantaged Business	\$ 135,803.00
LRD	LRP	RIM	Other Small Business	\$ 2,275.00
MVD	Hq	SAIC	Large Business	\$ 141,300.00
MVD	MVK	SAIC	Large Business	\$ 957,065.00
MVD	Hq	SAIC	Large Business	\$ 90,255.00
MVD	MVR	Oracle	Large Business	\$ 66.00
MVD	MVK	SAIC	Large Business	\$ 638,044.00

MVD	MVR	DLT Solutions	Large Business	\$ 1,328.00
MVD	Hq	SAIC	Large Business	\$ 141,300.00
MVD	Hq	SAIC	Large Business	\$ 90,255.00
MVD	Hq	SAIC	Large Business	\$ 319,700.00
MVD	MVR	DLT Solutions	Large Business	\$ 237.00
MVD	MVK	SAIC	Large Business	\$ 1,949,138.00
NAD	NAO	DLT Solutions	Large Business	\$ 16,877.63
NAD	NAB	Gallup 99-D-0006	Large Business	\$ 8,900.00
NAD	NAO	SAIC	Large Business	\$ 196,452.40
NAD	NAE	RTM Communications	Other Small Business	\$ 141,468.00
NWD	NWO	DLT Solutions	Large Business	\$ 8,308.00
NWD	NWW	SAIC	Large Business	\$ 725.00
NWD	NWS	TetraTech, DACA67-02-D-2009 Digitization of levee maps:	Large Business	\$ 150,000.00
NWD	NWO	Oracle	Large Business	\$ 3,232.00
NWD	NWO	SAIC	Large Business	\$ 791,383.00
SAD	SAS	SAIC	Large Business	\$ 623,700.00
SPD	SPK	Information Systems Support, Inc.	Small Disadvantaged Business	\$ 1,500,567.00
SPD	SPK	Information Systems Support, Inc.	Small Disadvantaged Business	\$ 38,564.00
SPD	SPL	DLT Solutions	Large Business	\$ 10,110.00
SPD	SPK	Information Systems Support, Inc	Small Disadvantaged Business	\$ 465,000.00
SPD	SPK	Information Systems Support, Inc	Small Disadvantaged Business	\$ 150,000.00
SPD	SPK	Information Systems Support, Inc	Small Disadvantaged Business	\$ 274,984.00
SPD	SPL	Luster National Inc (FY04)	Large Business	\$ 117,482.00

TAC	Hq	CCS-Inc.	Other Small Business	\$	2,395.00
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<b>Contracts</b>	39
<b>Firms</b>	16
<b>Small Disadvantaged Business</b>	5
<b>Other Small Business</b>	4
<b>Large Business</b>	7

Opportunity for Small Business
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**R602** **COURIER AND MESSENGER SERVICES**

LRD	LRL	UPS	Large Business	\$	10,000.00
LRD	LRH	UPS	Large Business	\$	15,000.00
LRD	LRH	Fed Ex	Large Business	\$	15,000.00
LRD	LRB	Fed Ex	Large Business	\$	22,958.00
LRD	LRL	Fed Ex	Large Business	\$	35,000.00
MVD	MVS	Fed Ex	Large Business	\$	10,000.00
MVD	MVN	Fed Ex	Large Business	\$	11,600.00
MVD	MVP	Fed Ex	Large Business	\$	27,000.00
MVD	MVN	UPS	Large Business	\$	11,600.00
MVD	MVS	UPS	Large Business	\$	5,000.00
MVD	MVR	Fed Ex	Large Business	\$	15,000.00
NAD	Hq	Fed Ex	Large Business	\$	15,000.00
NAD	Hq	UPS	Large Business	\$	3,000.00
NAD	NAN	Fed Ex	Large Business	\$	45,000.00

NAD	NAP	UPS	Large Business	\$	1,200.00
NAD	NAP	Fed Ex	Large Business	\$	23,000.00
NWD	NWP	UPS	Large Business	\$	8,400.00
NWD	NWO	UPS	Large Business	\$	20,611.00
NWD	NWO	Fed Ex	Large Business	\$	35,480.00
NWD	NWS	Fed Ex	Large Business	\$	8,000.00
NWD	NWP	PHC	JWOD Nonprofit Agency	\$	47,000.00
NWD	NWO	Midlands Messenger	Other Small Business	\$	17,506.00
NWD	NWW	Fed Ex	Large Business	\$	18,500.00
NWD	NWW	UPS	Large Business	\$	10,000.00
NWD	NWP	Fed Ex	Large Business	\$	14,300.00
SPD	SPN	Fed Ex	Large Business	\$	5,500.00
SPD	SPL	Fed Ex	Large Business	\$	23,000.00
SPD	SPA	Fed Ex	Large Business	\$	17,500.00
TAC	Hq	DHL	Other Small Business	\$	92,057.97
TAC	Hq	Fed Ex	Large Business	\$	151,870.85

<b>Contracts</b>	30
<b>Firms</b>	5
<b>Other Small Business</b>	2
<b>Large Business</b>	2
<b>JWOD Nonprofit Agency</b>	1

Opportunity for JWOD

**R604****MAILING AND DISTRIBUTION SERVICES**

ERDC	Hq	Mid-West Industries	JWOD Nonprofit Agency	\$	181,113.00
ERDC	Hq	Chicago Lighthouse for the Blind	JWOD Nonprofit Agency	\$	259,848.00
ERDC	Hq	Northern New England Employment Services	JWOD Nonprofit Agency	\$	85,859.00
LRD	LRL	Scot Mailing	Other Small Business	\$	1,053.00
LRD	LRL	Zip Express	Large Business	\$	5,600.00
MVD	MVK	Midwest Industries	JWOD Nonprofit Agency	\$	105,730.00
MVD	MVR	ARC - Association for Retarded Citizens	JWOD Nonprofit Agency	\$	132,000.00
MVD	Hq	Midwest Industries	JWOD Nonprofit Agency	\$	35,235.00
MVD	MVP	Tasks Unlimited, Inc.	JWOD Nonprofit Agency	\$	110,329.00
NAD	NAO	Louise W Eggleston Center	JWOD Nonprofit Agency	\$	67,745.58
NWD	NWP	PHC	JWOD Nonprofit Agency	\$	126,000.00
NWD	NWW	A&O Enterprises	Other Small Business	\$	36,385.00
SAD	Hq	Nobis Enterprises	JWOD Nonprofit Agency	\$	69,500.00
SAD	SAJ	NISH	JWOD Nonprofit Agency	\$	321,000.00

<b>Contracts</b>	14
<b>Firms</b>	13
<b>Other Small Business</b>	2
<b>Large Business</b>	1
<b>JWOD Nonprofit Agency</b>	10

Opportunity for JWOD
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**R605****LIBRARY SERVICES**



LRD	LRL	USPS	Large Business	\$	62,000.00
LRD	LRL	NEOPOST	Large Business	\$	11,070.00
LRD	LRB	USPS	Large Business	\$	1,000.00
LRD	LRC	NEOPOST	Large Business	\$	1,500.00
NWD	NWO	NEOPOST	Large Business	\$	828.00
TAC	Hq	USPS	Large Business	\$	12,000.00

**Contracts** 6  
**Firms** 2  
**Large Business** 2

Likely to remain Large Business and consolidate contracts

**R699 OTHER ADMINISTRATIVE SUPPORT SVCS**

MVD	MVP	Archives Corporation	Other Small Business	\$	26,476.00
MVD	MVP	Archives Corporation	Other Small Business	\$	6,000.00
SPD	SPA	A&R	Large Business	\$	472.00

**Contracts** 3  
**Firms** 2  
**Other Small Business** 1  
**Large Business** 1

Opportunity for Small Business

**R702 DATA COLLECTION SERVICES**

NWD	NWO	Historical Research Association	Small Disadvantaged Business	\$	20,409.00
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**Contracts** 1  
**Firms** 1  
**Small Disadvantaged Business** 1

Opportunity for Small Business

**R799 OTHER MANAGEMENT SUPPORT SERVICES**

LRD	LRP	Starr	Other Small Business	\$ 2,500.00
POD	POH	PEMCO	Small Disadvantaged Business	\$ 95,800.00
POD	Hq	PEMCO	Small Disadvantaged Business	\$ 24,200.00

**Contracts** 3  
**Firms** 2  
**Small Disadvantaged Business** 1  
**Other Small Business** 1

Opportunity for Small Business

**S112 ELECTRIC SERVICES**

LRD	LRB	Niagara Frontier PCC	Other Small Business	\$ 20.00
MVD	MVP	XCEL Energy	Large Business	\$ 3,600.00
MVD	MVP	XCEL Energy	Large Business	\$ 3,000.00
MVD	MVP	Tri-County Electric Co-Op	Large Business	\$ 2,100.00
NWD	NWO	Burt County Power	Large Business	\$ 900.00

<b>Contracts</b>	5
<b>Firms</b>	4
<b>Other Small Business</b>	1
<b>Large Business</b>	3

Likely to remain Large Business and consolidate contracts
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**S113 TELEPHONE AND-OR COMMUNICATIONS SER**

ERDC	Hq	Nextel	Large Business	\$	5,000.00
ERDC	Hq	Ronco	Other Small Business	\$	36,000.00
ERDC	Hq	Balch Communications	Large Business	\$	46,800.00
ERDC	Hq	Moore Communications	Other Small Business	\$	25,000.00
ERDC	Hq	Cingular Wireless	Large Business	\$	50,000.00
ERDC	Hq	Skytel	Large Business	\$	32,600.00
ERDC	Hq	ARCH	Large Business	\$	8,000.00
HECSA	Hq	Nextel	Large Business	\$	37,355.00
HECSA	Hq	Nextel	Large Business	\$	33,600.00
HNC	Hq	Nextel	Large Business	\$	12,000.00
HNC	Hq	Telcom	Large Business	\$	817,584.00
HNC	Hq	Skytel	Large Business	\$	12,800.00
HNC	Hq	COMCAST CABLE	Large Business	\$	2,000.00
HQUSACE	Hq	Nextel	Large Business	\$	30,791.00
HQUSACE	Hq	Nextel	Large Business	\$	13,538.00
HQUSACE	Hq	Nextel	Large Business	\$	3,000.00

LRD	LRB	MCI	Large Business	\$	1,219.00
LRD	LRL	TV Service Inc	Other Small Business	\$	1,200.00
LRD	LRB	Ronco	Other Small Business	\$	1,395.00
LRD	LRL	Cincinnati Bell	Large Business	\$	5,400.00
LRD	LRB	Ronco	Other Small Business	\$	20,807.00
LRD	LRL	Nextira One	Large Business	\$	36,857.00
LRD	LRB	Ronco	Other Small Business	\$	1,623.00
LRD	LRL	Nextel	Large Business	\$	6,000.00
LRD	LRH	Cabletron	Other Small Business	\$	50,000.00
LRD	LRB	Nextel	Large Business	\$	16,076.00
LRD	LRC	Cingular Wireless	Large Business	\$	23,000.00
LRD	LRB	Verizon Wireless	Large Business	\$	2,372.00
LRD	LRB	MCI	Large Business	\$	4,008.00
LRD	LRB	MCI	Large Business	\$	13,619.00
LRD	LRC	T-Mobile	Large Business	\$	3,200.00
LRD	LRH	Alltel	Large Business	\$	90,000.00
LRD	LRL	Advanced Global Comm	Other Small Business	\$	100,000.00
LRD	LRB	Verizon Wireless	Large Business	\$	13,744.00
LRD	Hq	Skytel	Large Business	\$	500.00
LRD	Hq	AT&T	Large Business	\$	6,000.00
LRD	LRP	Sprint	Large Business	\$	360,000.00
LRD	LRP	ARCH	Large Business	\$	4,500.00
LRD	LRP	MCI	Large Business	\$	30,000.00

LRD	Hq	Ameritech	Large Business	\$	3,800.00
LRD	Hq	Nextel	Large Business	\$	1,216.00
LRD	LRN	Alltel	Large Business	\$	8,800.00
LRD	LRP	Nextel	Large Business	\$	3,700.00
LRD	LRP	Verizon Wireless	Large Business	\$	58,000.00
LRD	Hq	Cincinnati Bell	Large Business	\$	10,500.00
LRD	Hq	Skytel	Large Business	\$	8,000.00
LRD	LRP	Cabletron	Other Small Business	\$	5,390.00
LRD	LRN	Bell Pay Phones	Large Business	\$	15,300.00
LRD	LRN	ARCH	Large Business	\$	3,000.00
LRD	LRB	Sprint	Large Business	\$	14,920.00
LRD	LRN	Bell South	Large Business	\$	113,900.00
LRD	LRN	Cellular One	Large Business	\$	5,000.00
LRD	LRN	MCI	Large Business	\$	10,150.00
LRD	LRB	Ronco	Other Small Business	\$	22,998.00
LRD	LRN	Cingular	Large Business	\$	5,500.00
LRD	LRP	T-Mobile	Large Business	\$	2,000.00
MVD	MVS	Cingular Wireless	Large Business	\$	103,500.00
MVD	MVR	Sprint	Large Business	\$	323,900.00
MVD	MVS	MCI	Large Business	\$	6,500.00
MVD	MVS	MCI	Large Business	\$	15,000.00
MVD	MVP	Sprint	Large Business	\$	288,380.77
MVD	MVS	First Cellular	Large Business	\$	3,600.00

MVD	MVP	Pierce Pepin Cooperative Services; P.O. Box 420; Ellsworth, WI 54011	Large Business	\$	1,900.00
MVD	MVS	MCI	Large Business	\$	14,400.00
MVD	MVS	Global Star	Large Business	\$	230.00
MVD	MVS	ARCH	Large Business	\$	1,372.00
MVD	MVP	AT&T Wireless	Large Business	\$	94,324.00
MVD	MVP	Qwest	Large Business	\$	33,742.00
MVD	MVP	Metrocall	Large Business	\$	3,574.00
MVD	MVP	Qwest	Large Business	\$	5,184.00
MVD	MVP	Qwest	Large Business	\$	1,416.00
MVD	MVP	Verizon Wireless	Large Business	\$	18,690.16
MVD	MVP	Qwest	Large Business	\$	17,450.00
MVD	MVR	Qwest	Large Business	\$	4,000.00
MVD	MVP	Qwest	Large Business	\$	2,640.00
MVD	MVP	MCI	Large Business	\$	87,308.50
MVD	MVM	MCI	Large Business	\$	166.00
MVD	MVM	AT&T	Large Business	\$	1,183.00
MVD	MVM	AT&T Wireless	Large Business	\$	49,501.00
MVD	MVM	Bell South	Large Business	\$	100,645.00
MVD	MVM	Millington	State/Local Government	\$	9,500.00
MVD	MVR	MCI	Large Business	\$	19,700.00
MVD	MVN	Cingular Wireless	Large Business	\$	125,600.00
MVD	MVN	Nextel	Large Business	\$	26,100.00

MVD	MVM	Skytel	Large Business	\$	414.00
MVD	MVN	ARCH	Large Business	\$	16,800.00
MVD	MVR	US Cellular	Large Business	\$	52,700.00
MVD	MVM	Verizon Wireless	Large Business	\$	114,387.00
MVD	MVM	Ameritech	Large Business	\$	637.00
MVD	MVM	Southwest Bell	Large Business	\$	8,357.00
MVD	MVR	ARCH	Large Business	\$	2,500.00
MVD	MVR	Ameritech	Large Business	\$	42,600.00
MVD	MVR	AT&T	Large Business	\$	500.00
MVD	MVM	WaterCom	Large Business	\$	5,783.00
NAD	NAN	Nextel	Large Business	\$	120,000.00
NAD	Hq	Sprint	Large Business	\$	40,681.07
NAD	NAO	Cox Communications	Large Business	\$	329.58
NAD	NAN	Skytel	Large Business	\$	22,000.00
NAD	Hq	MCI	Large Business	\$	20,683.72
NAD	Hq	Nextel	Large Business	\$	5,591.48
NAD	NAN	Verizon Wireless	Large Business	\$	50,000.00
NAD	NAN	Sprint	Large Business	\$	140,000.00
NAD	NAN	MCI	Large Business	\$	110,000.00
NAD	NAP	Nextel	Large Business	\$	40,000.00
NAD	NAE	MCI	Large Business	\$	1,000.00
NAD	NAE	Nextel	Large Business	\$	1,000.00
NAD	Hq	AT&T	Large Business	\$	122.85

NWD	NWW	Cellular One	Large Business	\$	24,000.00
NWD	NWS	Deane Communications	Other Small Business	\$	63,700.00
NWD	NWW	Kelley's Tele-Comm	Large Business	\$	1,500.00
NWD	NWO	Qwest	Large Business	\$	4,349.38
NWD	NWP	AT&T Wireless	Large Business	\$	66,795.00
NWD	NWW	AT&T	Large Business	\$	60,000.00
NWD	NWW	Qwest	Large Business	\$	88,000.00
NWD	NWK	US Cellular	Large Business	\$	50.00
NWD	NWW	Qwest	Large Business	\$	3,200.00
NWD	NWK	Sprint	Large Business	\$	600.00
NWD	NWW	District Projects Communications	Large Business	\$	112,000.00
NWD	NWW	Qwest	Large Business	\$	3,600.00
NWD	NWW	Qwest	Large Business	\$	3,000.00
NWD	NWW	Qwest	Large Business	\$	3,000.00
NWD	NWW	Qwest	Large Business	\$	3,000.00
NWD	NWO	District Cellular Service	Large Business	\$	400,000.00
NWD	NWO	Midwest Mobile Communications	Other Small Business	\$	2,400.00
NWD	NWO	Satellite Communications	Large Business	\$	100,000.00
NWD	NWW	Qwest	Large Business	\$	5,100.00
NWD	NWK	Sprint	Large Business	\$	372,000.00
NWD	NWK	MCI	Large Business	\$	294,722.00
NWD	NWK	MCI	Large Business	\$	21,624.00
NWD	NWK	MCI	Large Business	\$	12,000.00

NWD	NWO	Cable TV/Dish Network Service	Large Business	\$	3,000.00
NWD	NWK	MCI	Large Business	\$	35,000.00
NWD	NWS	Deane Communications	Other Small Business	\$	2,500.00
NWD	NWK	Nextel	Large Business	\$	6,432.00
NWD	NWO	Sprint	Large Business	\$	1,050.00
NWD	NWW	Qwest	Large Business	\$	4,800.00
NWD	NWK	Mobile Phone	Large Business	\$	440.00
NWD	NWW	Qwest	Large Business	\$	3,300.00
NWD	NWW	Qwest	Large Business	\$	1,050.00
NWD	NWW	Qwest	Large Business	\$	1,500.00
NWD	NWW	Qwest	Large Business	\$	5,000.00
NWD	NWK	ARCH	Large Business	\$	315.00
NWD	NWK	Alltel	Large Business	\$	8,194.00
NWD	NWW	Qwest	Large Business	\$	25,000.00
NWD	NWW	Qwest	Large Business	\$	6,600.00
NWD	NWW	Qwest	Large Business	\$	5,500.00
NWD	NWK	Cingular	Large Business	\$	3,540.00
NWD	NWK	Cingular	Large Business	\$	17,000.00
SAD	SAW	Buggs Island Telephone	Other Small Business	\$	4,200.00
SAD	SAW	MCI	Large Business	\$	93,183.00
SAD	SAW	Sprint	Large Business	\$	26,845.00
SAD	SAW	Bell South	Large Business	\$	70,527.00
SAD	SAW	Wilkes Telephone	Other Small Business	\$	9,670.00

SAD	SAW	Sprint	Large Business	\$	31,296.00
SAD	SAW	AT&T	Large Business	\$	15,163.00
SAD	SAW	Cingular	Large Business	\$	822.00
SAD	SAW	Mobile Satellite Ventures	Large Business	\$	865.00
SAD	SAW	Skytel	Large Business	\$	912.00
SAD	SAW	Piedmont Communications	Other Small Business	\$	44,772.00
SAD	SAW	US Cellular	Large Business	\$	8,544.00
SAD	SAW	Alltel	Large Business	\$	72,575.00
SAD	SAW	Page 21	Large Business	\$	1,342.00
SAD	SAW	Metrocall	Large Business	\$	894.00
SAD	SAW	Carolina West Cellular	Other Small Business	\$	1,317.00
SPD	SPK	MCI	Large Business	\$	120,000.00
SPD	SPK	ICG Communications	Large Business	\$	5,200.00
SPD	SPK	Southwest Bell	Large Business	\$	80,000.00
SPD	SPK	Avaya Communications	Large Business	\$	11,689.00
SPD	SPA	MCI	Large Business	\$	30,000.00
SPD	SPA	Qwest	Large Business	\$	40,000.00
SPD	SPA	Verizon Wireless	Large Business	\$	30,000.00
SPD	SPL	Global Star	Large Business	\$	3,461.00
SPD	SPK	AT&T Wireless	Large Business	\$	58,000.00
SPD	SPL	Qwest	Large Business	\$	29,010.00
SPD	SPL	Pacific Bell	Large Business	\$	153,624.00
SPD	SPL	AT&T	Large Business	\$	25,267.00

SPD	SPL	MCI	Large Business	\$	132,774.00
SPD	SPA	AT&T	Large Business	\$	138,000.00
SPD	SPN	Skytel	Large Business	\$	21,188.00
SPD	SPK	Skytel	Large Business	\$	3,800.00
SPD	SPL	Sprint	Large Business	\$	5,000.00
SPD	SPL	Sprint	Large Business	\$	331,873.00
SPD	SPN	Verizon Wireless	Large Business	\$	5,193.00
SPD	SPN	Nextel	Large Business	\$	4,000.00
SPD	SPL	Southwest Bell	Large Business	\$	119,652.00
SPD	SPN	MCI	Large Business	\$	43,838.00
SPD	SPN	AT&T Wireless	Large Business	\$	50,585.00
SPD	SPL	Nextel	Large Business	\$	12,701.00
SPD	SPN	AT&T	Large Business	\$	4,658.00
SPD	SPL	AYALA	Large Business	\$	2,020.00
SPD	SPL	Multicom	Large Business	\$	300.00
SPD	SPL	Cellular One	Large Business	\$	226.00
SPD	SPL	ARCH	Large Business	\$	5,000.00
SPD	SPL	AT&T Wireless	Large Business	\$	162,557.00
SWD	SWT	Sprint	Large Business	\$	15,216.00
SWD	SWT	Pine Telephone	Large Business	\$	2,247.00
SWD	SWT	Alltel	Large Business	\$	4,493.00
SWD	SWT	Pioneer Telephone	Large Business	\$	10,769.00
SWD	SWF	MCI	Large Business	\$	36,000.00

SWD	SWF	MCI	Large Business	\$	65,000.00
SWD	SWT	Cox Communications	Large Business	\$	3,432.00
SWD	SWG	Nextel	Large Business	\$	303,330.00
SWD	SWT	Alltel	Large Business	\$	1,600.00
SWD	SWF	Skytel	Large Business	\$	3,840.00
SWD	SWF	Cingular	Large Business	\$	29,400.00
SWD	SWT	AT&T Wireless/Alltel/Cingular/US Cellular	Large Business	\$	74,675.00
SWD	Hq	AT&T Wireless	Large Business	\$	13,800.00
SWD	SWF	Nextel	Large Business	\$	43,600.00
SWD	SWT	Cingular	Large Business	\$	10,035.00
SWD	SWT	Dobson Cellular	Large Business	\$	780.00
SWD	SWT	Nextel	Large Business	\$	5,724.00
SWD	SWT	US Cellular	Large Business	\$	31,529.00
SWD	Hq	Skytel	Large Business	\$	40.00
SWD	SWT	Cellular One	Large Business	\$	4,345.00
SWD	Hq	Sprint	Large Business	\$	3,600.00
SWD	Hq	Cingular	Large Business	\$	2,400.00
SWD	SWF	Sprint	Large Business	\$	11,400.00
SWD	SWT	Verizon Wireless	Large Business	\$	479.00
SWD	SWT	AT&T Wireless	Large Business	\$	11,757.00
SWD	SWT	Metrocall	Large Business	\$	1,430.00
SWD	SWF	Centennial	Small Disadvantaged Business	\$	3,000.00

SWD	SWF	T-Mobile	Large Business	\$	1,800.00
SWD	SWF	AT&T Wireless	Large Business	\$	117,000.00
SWD	SWT	Cross Telephone	Large Business	\$	11,460.00
SWD	SWF	Alltel	Large Business	\$	9,000.00
SWD	SWF	Nextira One	Large Business	\$	62,500.00
TAC	Hq	AT&T	Large Business	\$	3,000.00
TAC	Hq	MCI	Large Business	\$	24,000.00
TAC	Hq	Metrocall	Large Business	\$	2,355.00
TAC	Hq	Verizon Wireless	Large Business	\$	430.00
TAC	Hq	Sprint	Large Business	\$	12,000.00
TAC	Hq	Nextel	Large Business	\$	500.00
TAC	Hq	MCI	Large Business	\$	48,000.00
TAC	Hq	T-Mobile	Large Business	\$	9,302.00

<b>Contracts</b>	234
<b>Firms</b>	61
<b>Small Disadvantaged Business</b>	1
<b>Other Small Business</b>	11
<b>Large Business</b>	48
<b>State/Local Government</b>	1

Likely to remain Large Business and consolidate contracts

**S119 OTHER UTILITIES**

MVD	MVR	Spacepage	Large Business	\$	4,700.00
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<b>Contracts</b>	1
<b>Firms</b>	1
<b>Large Business</b>	1

Likely to remain Large Business
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**S208 LANDSCAPING/GROUNDSKEEPING SERVICES**

NWD	NWO	JO's Lawn and Tree Service	Small Disadvantaged Business	\$	4,500.00
SAD	SAM	Azalea Suites Buisnes Ctr.	Other Small Business	\$	19,200.00

<b>Contracts</b>	2
<b>Firms</b>	2
<b>Small Disadvantaged Business</b>	1
<b>Other Small Business</b>	1

Opportunity for Small Business
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**S215 WAREHOUSING AND STORAGE SERVICES**

LRD	LRE	Iron Mountain	Large Business	\$	15,000.00
LRD	LRB	Iron Mountain	Large Business	\$	10,000.00
MVD	MVS	Iron Mountain	Large Business	\$	18,708.00
MVD	MVN	Iron Mountain	Large Business	\$	22,067.00
NAD	NAB	Iron Mountain	Large Business	\$	37,064.00
NWD	NWP	Iron Mountain	Large Business	\$	23,600.00
NWD	NWW	Titan	Other Small Business	\$	18,536.75
NWD	NWK	Riojas	Small Disadvantaged Business	\$	125,353.00
SPD	SPK	Vanguard Vaults	Other Small Business	\$	7,200.00



<b>Contracts</b>	3
<b>Firms</b>	1
<b>Other Small Business</b>	1

Opportunity for Small Business
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**T005** **FILM PROCESSING SERVICES**

NAD	NAE	DGI InVisuals, LLC	Other Small Business	\$	2,324.00
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<b>Contracts</b>	1
<b>Firms</b>	1
<b>Other Small Business</b>	1

Opportunity for Small Business
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**T011** **PRINT/BINDING SERVICES**

NWD	NWS	Reprographics: Olympic, Royal, Repro NW	Other Small Business	\$	75,200.00
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<b>Contracts</b>	1
<b>Firms</b>	1
<b>Other Small Business</b>	1

Opportunity for Small Business
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**T012** **REPRODUCTION SERVICES**

SWD	SWF	Thomas Reprographics	Other Small Business	\$	44,300.00
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**Contracts** 1  
**Firms** 1  
**Other Small Business** 1

Opportunity for Small Business

**T099 OTHER PHOTO MAPPING PRINTING SVC**

MVD	MVR	Leica	Large Business	\$	2,475.00
NAD	NAB	Composition Systems	Other Small Business	\$	198,592.00
NWD	NWW	Leica	Large Business	\$	1,500.00
NWD	NWO	Leica	Large Business	\$	5,214.00

**Contracts** 4  
**Firms** 2  
**Other Small Business** 1  
**Large Business** 1

Opportunity for Small Business

**U004 SCIENTIFIC AND MANAGEMENT EDUCATION**

NAD	NAB	International Institute 02-F-0218	Nonprofit Organization	\$	214,191.00
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**Contracts** 1  
**Firms** 1  
**Nonprofit Organization** 1

Opportunity for Nonprofit Organization

**U012 INFORMATION TRAINING**

LRD	LRB	Ablecom	Other Small Business	\$	300.00
NAD	NAO	Reliance Data	Other Small Business	\$	1,412.00
SPD	SPK	Visum	Other Small Business	\$	4,500.00

**Contracts** 3  
**Firms** 3  
**Other Small Business** 3

Opportunity for Small Business

**V119 OTHER CARGO AND FREIGHT SERVICES**

TAC	Hq	Expedited World Cargo	Other Small Business	\$	33,601.00
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**Contracts** 1  
**Firms** 1  
**Other Small Business** 1

Opportunity for Small Business

**V122 MOTOR CHARTER FOR THINGS**

LRD	LRL	Ball Moving & Storage	Other Small Business	\$	12,330.00
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**Contracts** 1  
**Firms** 1  
**Other Small Business** 1

Opportunity for Small Business

**W022 LEASE-RENT OF RAILWAY EQ**

NWD	NWS	Land lease for radio: Union Pacific Railroad, DACW675950008400	Large Business	\$	1,163.00
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<b>Contracts</b>	1
<b>Firms</b>	1
<b>Large Business</b>	1

Likely to remain Large Business
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**W070 LEASE-RENT OF ADP EQ & SUPPLIES**

NWD	NWO	KIP America	Other Small Business	\$	58,902.00
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<b>Contracts</b>	1
<b>Firms</b>	1
<b>Other Small Business</b>	1

Opportunity for Small Business
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**X127 LEASE-RENT OF ELCT & COMM SYS FAC**

NWD	NWO	Best Radio (Lincoln Tower)	Other Small Business	\$	12,000.00
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NWD	NWO	SBA, Inc.	Large Business	\$	3,200.00
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<b>Contracts</b>	2
<b>Firms</b>	2
<b>Other Small Business</b>	1
<b>Large Business</b>	1

Opportunity for Small Business
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**Y129 CONSTRUCT/OTHER AIRFIELD STRUCTURES**

POD	POA	FedSource	Small Disadvantaged Business	\$	70,000.00
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<b>Contracts</b>	1
<b>Firms</b>	1
<b>Small Disadvantaged Business</b>	1

Opportunity for Small Business
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**Y216 CONSTRUCTION OF DREDGING**

LRD	LRL	Natco Products	Other Small Business	\$	25,000.00
<b>Contracts</b>			1		
<b>Firms</b>			1		
<b>Other Small Business</b>			1		

Opportunity for Small Business
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**Z111 MAINT-REP-ALT/OFFICE BLDGS**

NWD	NWO	SEI	Other Small Business	\$	1,308.00
<b>Contracts</b>			1		
<b>Firms</b>			1		
<b>Other Small Business</b>			1		

Opportunity for Small Business
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**Z139 MAINT-REP-ALT/OTHER EDUCATIONAL BLD**

SAD	SAJ	Chickasaw Nation Industries (CNI)	Small Disadvantaged Business	\$	2,250,000.00
SAD	SAJ	Chickasaw Nation Industries (CNI)	Small Disadvantaged Business	\$	1,040,000.00
SAD	SAJ	Chickasaw Nation Industries (CNI)	Small Disadvantaged Business	\$	1,712,000.00
SAD	SAJ	Chickasaw Nation Industries (CNI)	Small Disadvantaged Business	\$	1,300,000.00

<b>Contracts</b>	4
<b>Firms</b>	1
<b>Small Disadvantaged Business</b>	1

Opportunity for Small Business

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**Z300**

**MAINT, REP-ALT/RESTORATION**

HNC	Hq	Phoenix	Other Small Business	\$	118,000.00
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<b>Contracts</b>	1
<b>Firms</b>	1
<b>Other Small Business</b>	1

Opportunity for Small Business

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