

2014 Annual Report





2014 PSC Annual Report

PSC Mission

The Professional Services Council (PSC) is the voice of the government technology and professional services industry, representing the full range and diversity of the sector. PSC is the most respected industry leader on legislative and regulatory issues related to government acquisition, business and technology. PSC helps shape public policy, leads strategic coalitions, and works to build consensus between government and industry. PSC's more than 375 member companies represent small, medium, and large businesses that provide federal agencies with services of all kinds, including information technology, engineering, logistics, facilities management, operations and maintenance, consulting, international development, scientific, social, environmental services, and more. Together, the trade association's members employ hundreds of thousands of Americans in all 50 states.



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2014



Dear Readers,

2014 might have looked a bit placid compared to the chaos of 2013.

But don't let that fool you. Unless Congress acts, sequestration relief expires on October 1, 2015, and we face the prospect of continued budget uncertainty. The White House has flooded the regulatory system with contractor-specific executive orders creating contractor-unique pay scales, employee management requirements, and new punishments for labor law violations. Then there is the market itself, which is shifting and advancing in ways that require significant adjustments by both industry and government.

Recognizing the near and longer term challenges and changes facing our market, in 2014 PSC began a wholesale reorganization to strengthen our advocacy, improve our ability to proactively drive smart contracting policies, and to articulate the value our industry provides to the government and the taxpayer. Most of all, these changes are designed to improve the PSC membership experience and membership value.

In June, PSC's Board of Directors approved a plan to reorganize around five internal councils, profiled in the pages that follow, which together significantly expand our technology portfolio, hone our focus on the government customer base, significantly build our core staff capacity and capabilities, enhance member engagement, and cement our role as the industry's leader and voice.

As a corollary to the reorganization, and in response to many and diverse acquisition policy initiatives across the government, PSC also convened the Acquisition Policy Review Committee to make recommendations on the future of government acquisition and technology policy. The result was a 30-page report issued in July offering 42 actionable recommendations for the government to improve how it does business. A summary of the report's findings and recommendations follow. Most importantly, the report resonated widely and key recommendations are already being implemented by the government. All of this is in addition to our leading role on numerous policy initiatives and challenges, from labor policy to IT acquisition, from international development strategy to smart contracting across the board.

Your involvement and engagement in PSC and active participation in our efforts to serve the common good of the industry, government and the American people, are essential to our continued success. In this report, you will not just find summaries of the year that was, but also roadmaps for your engagement that will ensure that you both optimize the value of your membership and play a meaningful role in PSC's efforts to meet, and indeed exceed, our goal of being the leading advocate and resource for this extraordinary industry.

Thank you, as always, for your support of PSC.

Sincerely,

A handwritten signature in black ink that reads "Stan Soloway". The signature is stylized and cursive.

Stan Soloway
President & CEO
December 2014

2014 Year in Review

January



1.1
PSC's first female chair, Ellen Glover of ICF, takes the helm of the PSC Board.



1.10
PSC partners with NVTC to present Sen. Warner and Rep. Wolf in a discussion of the debt ceiling debate and budget issues.

February



2.8
SIGAR John Sopko talks lessons learned from the Afghan reconstruction at a PSC Dialogue Series Lunch.



2.25
PSC sends letter of support to Hill on Federal IT Acquisition Reform Act, which became law in the National Defense Authorization Act.

April



4.1
PSC PAC hosts Rep. Mac Thornberry for a discussion on acquisition and other House Armed Services Committee activities.



4.15
OMB Deputy Director for Management Beth Cobert keynotes a Dialogue Series Luncheon on the administration's management agenda.



5.19
Congressional candidate Ambassador Don Beyer talks with PSC's leaders about his priorities for the region as he prepares for his campaign.



5.20
PSC publishes white paper on whistleblower protection program.



1.27
The 2014 Leadership Summit convened to discuss current market drivers and set the course for PSC's policy agenda.



1.28
PSC begins engagement on contractor-specific labor executive orders as the first one, on minimum wages, is released.

March



3.11
The PSC Technology Council is launched.



3.16 – 18
Marketview 2014: The Spring Conference convenes to examine specific drivers of key markets.

May



5.5
DCAA Director Pat Fitzgerald joins a packed house to discuss DCAA's priorities at a Dialogue Series Luncheon.



5.13
PSC announces the Technology Council Executive Advisory Board, chaired by IBM's Anne Altman.



5.28
TMA Redux: GSA's Acting Director of Acquisition Operations Jim Ghiloni and OPM's Deputy Assistant Director for Human Resources Solutions George Price address the industry on the future of the GSA-OPM partnership.

June



6.2

How is technology forging the future at DHS? PSC members heard from former Secretary of Homeland Security Michael Chertoff, followed by a panel of industry, government and Hill experts on the role of technology in our nation's security missions.



6.5

Congressional candidate Micah Edmond discusses national security issues with PSC CEOs.



6.20

The PSC Technology Council Executive Advisory Board meets to chart the course for our first new council.



6.26

PSC PAC hosts Rep. Rob Wittman to talk about HASC and the Smart Contracting Caucus.

August



8.21

PSC's Acquisition & Business Policy Council announces its Executive Advisory Board, chaired by ASI's Kymm McCabe.



9.10

Tim Helm of the Labor Department Wage and Hour Division outlines new labor requirements for contractors and details the impacts of the new labor executive orders at an important PSC roundtable.

September



9.24

Five member companies join with PSC to discuss Employee Stock Ownership Plans and the unique options available to contractors.



9.29

PSC's Civilian Agencies Council announces its Executive Advisory Board, chaired by Abt Associates' Kathleen Flanagan.



6.11

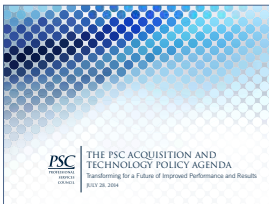
Dave Wennergren joins PSC's staff as senior vice president of technology and staff lead for the PSC Technology Council.



6.18

PSC launches a new operating model to address the changing nature of our industry.

July



7.28

PSC releases its Acquisition and Technology Policy Agenda to the House and Senate Armed Services Committees.



7.28

PSC submits comments to Department of Labor on minimum wage proposal.



9.15

The PSC Technology Council kicks off with OMB's Beth Cobert as keynote speaker.



9.18

The PSC Defense & Intelligence Council Executive Advisory Board announced, chaired by MCR's Neil Albert.

October



10.6-8

The PSC Annual Conference gathered over 500 government and industry executives for the year's most important event.



10.14

PSC releases major survey on market convergence with member company Market Connections.

10.15



PSC partners with the Equal Employment Advisory Council (EEAC) for a special event on pre-employment screening, security clearances and continuous monitoring of employee social media.

10.29



Protecting Employees Abroad: The Ebola Outbreak took a deep look at how international development firms and other contractors can ensure that their employees follow proper protocols and protections when working in dangerous environments.

November



11.17

Former Rep. Tom Davis and a panel of industry experts detail the impacts of the 2014 mid-term elections.



11.18

The PSC Council of International Development Companies holds its 2nd annual conference with Deputy USAID Administrator Alfonso Lenhardt and Sen. Tim Kaine as keynotes.

December



12.1

PSC welcomes aboard former NAVSEA Director of Contracts Jerry Punderson as new senior vice president of defense & intelligence and staff lead of the Defense and Intelligence Council.



12.3

The PSC Acquisition & Business Policy Council kicks off with a dialogue with Anne Rung, administrator of the Office of Federal Procurement Policy.

12.12



PSC releases comprehensive, members-only NDAA summary and analysis.



12.18

DHS Secretary Jeh Johnson addresses the PSC Board of Directors/Annual Membership meeting.

12.29



PSC submits BBP3.0 comments to DoD.

PSC by the Numbers

The PSC Membership by Company Size
Reflecting the Make-up of the Industry



2000+

Social media followers

750 C-Suites & Sr.
Executives participating

630 media citations

60 Council, Committee
& Task Force meetings

22 Columns

18 Regulatory comments
& Agency letters

- 13 Acquisition Policy Review Committee meetings
- 13 Policy programs
- 9 Hill letters
- 7 PAC/Member of Congress events
- 5 New Councils
- 4 Conferences
- 4 Major publications
- 3 Dialogue Series events
- 2 Board meetings
- 2 Member engagement sessions

ONE
association
serving as
the voice of
the government technology
and professional services
INDUSTRY

2014 Executive Committee

Composed of the PSC Board of Director's chair, vice chair, secretary, treasurer, and at least eight other Board members from each of PSC's four membership size categories, the Executive Committee is PSC's governing body, steering PSC's policy priorities, advocacy efforts and other activities. In 2014 the Executive Committee had 17 members, including the PSC president and CEO and executive vice president and counsel, who serve ex officio.



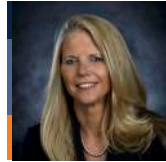
Chairman
Ellen Glover
Executive Vice President
ICF International



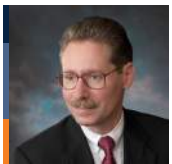
Anne Altman
General Manager, U.S. Federal
Government & Industries
IBM



Vice Chair
John Goodman
Chief Operating Officer
Accenture Federal Service



Deb Alderson
President & CEO
Sotera Defense Solutions, Inc.



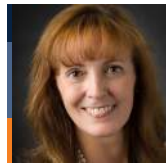
Treasurer
Rodney W. Mateer
Partner
Deloitte & Touche LLP



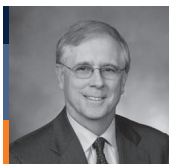
Lawrence Cooley
President & CEO
Management Systems International Inc.



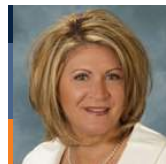
Secretary
Kathleen Flanagan
President & CEO
Abt Associates Inc.



Babs Doherty
President & CEO
Eagle Ray



General Counsel
Rand L. Allen
Partner
Wiley Rein



Angela Drummond
Chief Executive Officer
SiloSmashers



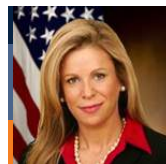
Immediate Past Chair
John Hillen
Vice Chairman, Advisory Board
Sotera Defense Solutions, Inc.



Deepak Hathiramani
Chairman of the Board
Vistronix, Inc.



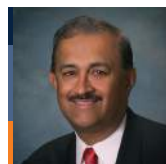
President & CEO
Stan Z. Soloway



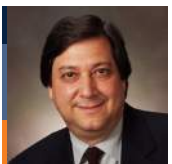
Kimberly McCabe
President & CEO
ASI Government



Executive Vice President & Counsel
Alan L. Chvotkin, Esq.



Sudhakar Shenoy
Chairman & CEO
IMC



Neil Albert
Vice Chairman
MCR, LLC

2014 Board of Directors

The Board of Directors is responsible for the policy oversight and direction of PSC. The 80-person Board is elected by and from the regular membership and represents a cross section of the membership, evenly divided among PSC's four size categories. The full board meets twice a year in June and December, electing new members every December. Board members are called on to lead PSC councils and committees and to take part in various advocacy initiatives and events throughout the year.

Neil Albert
Vice Chairman
MCR, LLC

Deb Alderson
President & CEO
Sotera Defense Solutions, Inc.

Dan Allen
Chairman & CEO
SERCO

Anne Altman
General Manager for the U.S.
Federal Government & Industries
IBM

Marc Andersen
Americas Markets Leader, Government
& Public Sector
Ernst & Young, LLP

Wes Anderson
Vice President,
Worldwide Public Sector Services
Microsoft Corporation

Ken Asbury
President & CEO
CACI

Tim Atkin
Chief of Staff, Chief Administrative
Officer
SRA

Gail Bassin
Co-Founder & Co-CEO
JBS International, Inc.

Larry Besterman
President & CEO
TWD & Associates, Inc.

Kevin Beverly
Executive Vice President
Social & Scientific Systems, Inc.

William Birkhofer
Senior Vice President
Jacobs Technology, Inc.

Nancy Blethen
President & CEO
Tech Systems, Inc.

James Boomgard
CEO & President
DAI

Pamela Braden
CEO & Founder
Gryphon Technologies, L.C.

Karrye Braxton
President & CEO
Global Business Solutions, Inc.

Cheryl Campbell
Vice President
CGI-US

Bonnie Carroll
Founder, Chairman of the Board, and
Chief Knowledge Officer
Information International Associates, Inc.

Mel Chaskin
President & CEO
Vanguard Research, Inc.

Brian Clark
President
NCI Information Systems, Inc.

Lawrence Cooley
President & CEO
Management Systems International Inc.

Frances Craig
CEO & President
Unanet

Babs Doherty
President and CEO
Eagle Ray

Charles Dominy
Vice President, Government Affairs
IAP Worldwide Services

Angela Drummond
CEO
SiloSmashers

Tom Eldridge
Senior Vice President
SAIC

Kathleen Flanagan
President & CEO
Abt Associates Inc.

Janet Foutty
CEO, Federal
Deloitte

Randy Fuerst
President & CEO
Oceus Networks

John Gastright
Senior Vice President,
Government Relations
DynCorp International

Gary Giarratano
Vice President,
Marketing & Business Development
Phoenix Management, Inc. (PMI)

Ellen Glover
Executive Vice President
ICF International

John Goodman
Chief Operating Officer
Accenture Federal Services

DeEtte Gray
President, Intelligence and Security
Sector
BAE Systems

Isiah Harris
President
AMERITAC, INC.

John Harris
Vice President, Business Development
Raytheon Company

Deepak Hathiramani
Chairman of the Board
Vistrionix, Inc.

Joseph Hunt
Officer & Vice Chairman,
Board of Directors
Westat

Ken Hunzeker
President
Vectrus

Daniel Johnson
President
General Dynamics Information
Technology

Phil Kangas
Partner
Grant Thornton LLP

Dennis Kelly
President & CEO
A-T Solutions

Brad King
President & CEO
Robbins Gioia

Barbara Kinosky
President
Centre Consulting, Inc. & Centre Law
Group

Shiv Krishnan
Chairman & CEO
INDUS Corporation

John Lange
President & CEO
Madison Services, Inc.

Wayne Lucernoni
President
Harris Corporation

Dario Marquez
President & CEO
MVM, Inc.

Joseph Martore
President & CEO
CALIBRE Systems, Inc.

Kimberly McCabe
President & CEO
ASI Government

Stacy Mendler
Chief Operating Officer
Alion Science and Technology
Corporation

Susanna Mudge
President & CEO
Chemonics International Inc.

Sean Mullen
Vice President
HP

George Newstrom
President
Dell Services Federal Government

Henry "Trey" A. Obering III
Senior Vice President
Booz Allen Hamilton

William Parker
Chief Operating Officer
Salient Federal Solutions

Wood Parker
Vice Chairman of the Board of Directors
TASC

Larry Prior
Executive Vice President and General
Manager, NPS
CSC

Maria Proestou
President & CEO
Delta Resources, Inc.

Venkatapathi Puvvada
Group Vice President,
Civilian Agencies, Federal Systems
Unisys

Craig Reed
Senior Vice President, Strategy and
Corporate Development
Engility

Michael Rodgers
Chairman
EMCOR Government Services

Les Rose
President, L-3 National Security
Solutions
L-3 STRATIS

Darryl Scott
Corporate Vice President,
Contracts and Pricing
The Boeing Company

Sudhakar Shenoy
Chairman & CEO
Information Management Consultants, Inc.

Donna Sibley
President
Sibley & Associates LLC

Kent Smith
Vice President, Fluor Government
Services President, Del-Jen
Del-Jen/Fluor Corporation

Carey Smith
President
Honeywell

Peter Smith
CEO
American Systems

Julie Susman
President & Chief Executive Officer
Jefferson Consulting Group, LLC

David Swindle
Executive Vice President
AECOM

Hugh Taylor
VP, Washington Office Operations
Northrop Grumman Information
Technology

Larry Trammell
Chairman & CEO
TechFlow, Inc.

Robert Vincent
President & CEO
VW International, Inc.

Tom Weston
COO
Acentia LLC

Roger Wiederkehr
COO
Wyle

Directors Emeritus

Dr. John Hillen

Mr. Paul Cofoni

Mr. Mac Curtis

Mr. Philip Nolan

Mr. CG Appleby, Esq

Mr. George Monroe

Mr. Edward H. Bersoff, Ph.D.

Mr. J. Kenneth Driessen

Mr. Stanley J. Gutkowski

Ms. Laura Henderson

Mr. Joseph M. Kampf

Mr. Harvey D. Kushner

Mr. Paul V. Lombardi

Mr. Michael McCullough

Mr. Charles L. Nichols

Mr. Philip A. Odeen

Mr. James R. O'Neill

Mr. George J. Pedersen

Mr. Frank J. Quirk

Mr. Michael W. Shelton

Mr. Larry Trammell

Mr. John M. Toups

Mr. Earle C. Williams

COUNCILS

Acquisition & Business Policy Council

The Acquisition and Business Policy Council is the principal body for developing PSC's positions and taking action on cross-cutting, major acquisition policy issues. Its focus encompasses wide-ranging issues such as multiple award and schedules contracts, the role of contractors, federal acquisition workforce development, commerciality, contract type and competitiveness, requirements development and evaluation strategies, alternative acquisition models, internal and external communication, and industrial base health and competition. The Acquisition and Business Policy Council fosters formal and informal partnerships with policymakers and allied stakeholders, and works toward an outcome-oriented federal services acquisition process through regular meetings, timely programs, and various other avenues.

Members can participate in the council, and its standing committees and topical working groups, by logging in to their pscouncil.org profile. Then select "committees and preferences" and choose the appropriate options from the councils, committees, and networks and working groups sections. Make sure to hit "save" at the bottom of the page to record your preferences.

Message from Council Chair Kymm McCabe, President & CEO, ASI Government

To advance federal acquisition, we must view market challenges through a new lens and bring new thinking, innovative technologies, emerging models and the energy of a new generation. The Acquisition and Business Policy Council will engage member companies and our government customers in an exhilarating process of envisioning the future of acquisition and providing insights, shaping policies, and forging recommendations on the strategic choices required to achieve them. This is the primary goal I want to achieve as chair of the Acquisition and Business Policy Council, along with an outstanding executive advisory board.

To reimagine acquisition, we need to muster new possibilities. We and government need to deploy digital era expertise, approaches and solutions. Contracting professionals must be developed, encouraged and allowed to be creative, agile thinkers and market makers. Together, we can build a shared vision and measure our progress toward an even better, citizen-centric, cooperative, value-focused future.

Committees

Acquisition Policy Committee	Human Resources and Labor Policy Committee
Contract Finance and Cash Flow Committee	Services Industry Competitiveness Committee
General Counsels Committee	

Working Groups

Acquisition Workforce	Labor Policy
Audits & Compliance	Outcomes Orientation & Accountability
Commerciality	Procurement Avoidance
Educating Leadership	Smart Contracting Policies
Industrial Base Health	Acquisition and Business Policy Council Conference Planning
Improving Pre-Award Acquisition Planning	
Innovation	

Executive Advisory Board

Kimberly McCabe, President & CEO, ASI Government – Chair
Dan Allen, Chairman & Chief Executive Officer, Serco
Tim Atkin, Chief Administrative Officer & Chief of Staff, SRA International, Inc.
Rod Buck, President & CEO, Vista Technology Services, Inc.
Mark Gray, President & CEO, ASRC Federal
Bill Hoover, Vice Chairman, American Systems
Daniel Johnson, President, General Dynamics Information Technology
Brad King, President & CEO, Robbins Gioia LLC
Kristina Lewis, President, Circle Solutions, Inc.
Henry "Trey" A. Obering III, Senior Vice President, Booz Allen Hamilton
Larry Prior, Executive Vice President & General Manager, CSC North American Public Sector
Dyson Richards, Executive Vice President, RGS
Darryl Scott, Corporate Vice President, Contracts and Pricing, The Boeing Company

PSC Staff Contacts:

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COUNCILS

Technology Council

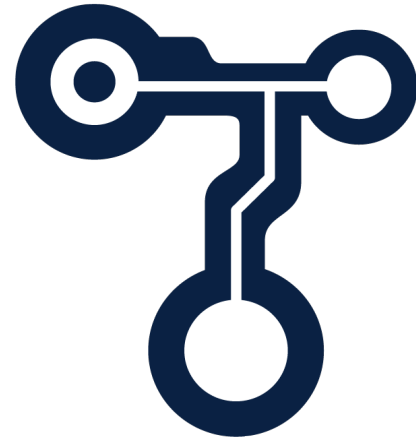
The Technology Council delivers approaches that drive innovation, improves the application of technology in federal programs, fosters the dialogue between industry and government, encourages competition, and ensures effective agency results. The Tech Council's work focuses on three key efforts: 1) to **educate** the government and industry on significant federal market changes, 2) to **advocate** for effective legislative, regulatory and administrative policies to significantly reform and improve agencies' acquisition and delivery of technology, and 3) to **facilitate** the sharing of commercial innovation for implementation within the federal government.

Members can participate in the council and its committees and working groups by logging in to their pscouncil.org profile and selecting "committees and preferences." Then choose the appropriate options from the councils, committees, and networks and working groups sections. Make sure to hit "save" at the bottom of the page to record your preferences.

Message from Council Chair Anne Altman, General Manager, U.S. Federal Government & Industries, IBM

The pace of information technology continues down its transformational path, driving powerful change within organizations of all stripes—from government agencies to small businesses and Fortune 500 companies. Knowing this, companies must respond. We have to understand that the new demands of our federal customers must drive and inspire our service offerings and our organizations. In addition, we must become more active and engaged participants on this issue, using our experience in private industry as a working case study, to show federal agencies how convergence can be done—and done right.

That is why the Professional Services Council created the Technology Council. The goal is to inform and lead the current conversation around key technology issues and opportunities and help federal agencies and stakeholders understand how the government can leverage new approaches to improve citizen services while managing costs. I hope that the work of council will also serve as a catalyst for our industry to take stock of the current environment, and as necessary, rethink our approach. Our federal customers have spoken and, as PSC members, our companies must recognize the signs and reflect this new demand through the products and services we offer to our customers.



Committees & Working Groups

Tech Best Practices Committee

Cloud Computing Case Study Working Group

Tech Innovation Committee

Tech 45 Working Group

Cybersecurity Committee

PSC Tech 2015 Conference Planning Committee

Executive Advisory Board

Anne Altman, General Manager, U.S. Federal Government & Industries, IBM

Wes Anderson, Vice President, Worldwide Public Sector Services, Microsoft

Greg Baroni, Chairman and CEO, Attain, LLC

Teresa Carlson, Vice President, Amazon Web Services Global Public Sector

Patrick Finn, Senior Vice President, U.S. Public Sector Organization, Cisco

Randy Fuerst, President and Chief Executive Officer of Oceus Networks

Kay Kapoor, President, AT&T Government Solutions

Robin Lineberger, Head of Aerospace and Defense Practice, Deloitte

George Newstrom, President, Dell Services Federal Government

PSC Staff Contact:

David Wennergren
Senior Vice President, Technology
wennergren@pscouncil.org

COUNCILS

Defense & Intelligence Council

The Defense and Intelligence Council coordinates PSC's activities relating to the intelligence community, Army, Navy, Air Force, Marine Corps, and all other Defense Department components where PSC member companies are active. It is the principal venue for PSC members to come together to provide thought leadership on defense and intelligence acquisition issues and interface with key officials through periodic meetings, timely programs, and various other forums. The Defense and Intelligence Council's major areas of focus include defense audits and oversight, security clearances, DoD's Better Buying Power initiatives, contingency contracting, and legislation affecting DoD and intelligence community contractors.

Members can participate in the council, and its committees and task forces by logging in to their pscouncil.org profiles. Then select "committees and preferences" and click the appropriate options from the councils, committees, and networks and working groups sections. Hit "save" to complete.



Message from Council Chair Neil Albert, Vice Chairman, MCR, LLC

Defense and intelligence business practices and acquisition procedures are in a period of transformation. Serious acquisition reform efforts are under way in both the executive branch and Congress. Budget constraints require more be done with less. And technological evolution and the changing R&D environment require the defense and intelligence community to reassess how it engages with industry, traditional government contractors and those providing cutting edge capabilities in the commercial market alike. Yet, of course, the threats at home and abroad do not wait for us to get our house in order.

I am pleased to be driving PSC's continuing work to improve how the Department of Defense and the Intelligence Community acquire the professional services and technological capabilities that are so necessary to maintaining a competitive edge and to successfully complete their missions.

PSC Staff Contacts:

Jerry Punderson
Senior Vice President,
Defense and Intelligence
punderson@pscouncil.org

Matthew Taylor
Manager, Public Policy
taylor@pscouncil.org

Committees

Intelligence Community Task Force
Defense Audit and Oversight Committee (proposed)
Defense Legislative Committee (proposed)

Executive Advisory Board

Neil Albert, Vice Chairman, MCR, LLC – Chair
Ken Asbury, President & CEO, CACI International, Inc.
Ray Bowen, President & CEO, Exceptional Software Strategies, Inc.
Matt Carroll, Vice President, Secure Services, Fluor Corporation
Kirk Donald, President & CEO, Systems Planning and Analysis, Inc.
Sid Fuchs, President and CEO, MacAulay-Brown, Inc.
John Gastright, Senior Vice President, Government Relations, DynCorp International
DeEtte Gray, President, Intelligence & Security, BAE Systems
Gene Kakalec, Executive Vice President, Corporate Development, Camber Corporation
Nuhad Karaki, Executive Vice President & COO, Inceptre Corporation
Dennis Kelly, President & CEO, A-T Solutions
Joe Martore, President & CEO, CALIBRE Systems, Inc.
Stacy Mendler, COO, Alion Science and Technology Corporation
Wood Parker, Vice Chairman, TASC
Maria Proestou, President & CEO, DELTA Resources, Inc.
Craig Reed, Senior Vice President, Strategy and Corporate Development, Engility
Dave Swindle, Executive Vice President, AECOM
Terri Thomas, CEO, BRTRC Federal Solution

COUNCILS

Civilian Agencies Council

The Civilian Agencies Council focuses on the acquisition policies and strategies of the civilian agencies, including the departments of Homeland Security, Veterans Affairs, Health and Human Services, Energy and others. The Civilian Agencies Council conducts programs to inform member companies about civilian agencies' policies and initiatives, and serves as a forum for greater dialogue between PSC and the civilian agencies through regular meetings, timely programs, and various other forums.

Members can participate in the council by logging in to their pscouncil.org profile. Then select "committees and preferences" and click the appropriate options from the councils, committees, and networks and working groups sections. Hit "save" to complete.



Message from Council Chair Kathleen Flanagan, President and CEO, Abt Associates

Strengthening the acquisition workforce, appropriately selecting and administering contract types, and implementing new conflict of interest policies are just a sample of the topics that the Civilian Agencies Council will tackle as it works with PSC members and our agencies to establish an environment where contractors can continue to be successful while enhancing outcomes for civilian agencies. This is a far-reaching effort that will require engagement throughout PSC's membership, and I encourage all interested PSC members to become involved with the Civilian Agencies Council. Only through a robust, collaborative effort drawing upon the energy and expertise of PSC's dedicated members will we be able to bring our vision for successful civilian agency acquisition and missions to fruition.

Committees

- Health and Human Services Task Force
- Homeland Security Task Force
- Veterans Affairs Task Force

Executive Advisory Board

- Kathleen Flanagan, President & CEO, Abt Associates – Chair
- Gail Bassin, Co-Founder & Co-CEO, JBS International, Inc.
- Larry Besterman, President & CEO, TWD & Associates
- Paul Leslie, CEO, Dovel Technologies
- Wayne Lucernoni, President, Harris IT Services
- Rob Olsen, COO, WBB
- Venkatapathi (PV) Puvvada, Group Vice President, Civilian Agencies, Federal Systems, Unisys
- Tom Romeo, President, Federal Services Segment, Maximus
- Julie Susman, President & CEO, Jefferson Consulting Group
- Scott Ulvi, President & CEO, Triumph
- Tom Weston, Executive Vice President & CFO, Acentia

PSC Staff Contacts:

Alan Chvotkin
Executive Vice President & Counsel
chvotkin@pscouncil.org

Jeremy Madson
Senior Manager, Public Policy
madson@pscouncil.org

COUNCILS

Council of International Development Companies

The PSC Council of International Development Companies (CIDC) brings together nearly 120 firms to create a dynamic, sustainable advocacy platform for U.S. development firms. The PSC CIDC engages in thought leadership and high-level dialogue with USAID, and informs and advocates on contracting, regulatory, legislative, business process, and business development issues on the Hill and in the executive branch. The CIDC meets monthly.

Members can participate in the council by logging in to their pscouncil.org profile. Then select “committees and preferences” and click the box for the Council of International Development Companies from your options in the councils section. Hit “save” to complete.



Message from Council Chair Susanna Mudge, President and CEO of Chemonics

The CIDC has grown and evolved since its inception three years ago and our 2014 Chair Jim Boomgard has been instrumental in that process. As an organization we have been able to come together with a common purpose of tackling development challenges and improving lives around the world. I am excited and honored to help lead our efforts this year and look forward to working closely with each member of the CIDC to ensure our voices are heard, and that we continue to elevate the role of international development companies not just as great implementing partners, but as thought leaders, innovators, and sources of best practices. We will continue our focus on working with USAID and the industry to address procurement reform, including ensuring that appropriate contract mechanisms are selected.

Executive Advisory Board

Susanna Mudge, President & CEO, Chemonics – Chair 2015

Jim Boomgard, President & CEO, DAI – Chair 2014

Indira Ahluwalia, President, dTS

Jan Auman, President, Tetra Tech International Development Services

Charito Kruvant, President & CEO, Creative Associates

Christopher A. LeGrand, President & CEO, Futures Group

Bob Otto, President, Integra

Eduardo Tugendhat, President & CEO, CARANA

Barbara Turner, President, URC

PSC Staff Contact:

Paul Foldi
Vice President of International Development
foldi@pscouncil.org

PSC Networks

Communications Network

Specifically for those who are responsible for company communications, media relations, public relations, and marketing, this group shares information and best practices and discusses the trends and challenges facing our industry. PSC provides the Communications Network with a forum for sharing talking points on major issues as they emerge, as well as fact sheets dispelling the common myths surrounding our industry.

Conference Planning Committees

Responsible for planning conferences that focus on current business trends, the economics and federal business outlook for services, and other membership concerns, these committees create dynamic and timely programming, select speakers/presenters, and guide the PSC staff on conference logistics.

Government Affairs Committee

The Government Affairs Committee (GAC) meets the first Friday of every month and is often referred to as “the best information exchange in town.” Each meeting features a special government guest discussing, on a non-attribution basis, one or more critical legislative, regulatory, or other policy issues. The second half of each meeting is the information exchange, where up-to-date information and materials on relevant issues and recent policy developments are disseminated and discussed.

Legislative Action Network

The Legislative Action Network (LAN) is the hub of PSC’s congressional advocacy efforts. The LAN is a forum for PSC members and staff to share emerging information about key legislative initiatives and to develop strategies for communicating our message on Capitol Hill, and serves as the focal point for PSC’s grassroots activity. More than just a discussion forum, the LAN convenes monthly or as necessary, both physically and virtually, to coordinate and amplify advocacy efforts on behalf of our industry.

Membership Development Committee

The PSC Membership Development Committee is made up of executives from PSC member companies and helps our efforts in recruiting and retaining members in the association.

To participate in any of the above committees and networks:

Log onto your pscouncil.org profile. Select “committees and preferences.” Choose the appropriate options from the councils, committees, and networks and working groups sections. Hit “save” at the bottom of the page to record your preferences.



PSC's Acquisition Agenda: 2014 and Beyond

In 2014, acquisition reform was once again in the air. The House Armed Services Committee began an extensive, multiyear review of DoD acquisition. Both the Department of Defense and the Office of Management and Budget (OMB) embarked on separate reform initiatives, seeking to reduce non-value added regulatory and oversight burdens. And a Department of Homeland Security acquisition reform bill passed the House of Representatives.

In response to these acquisition reform efforts and more, and to guide the conversation going forward, in 2014 PSC established its Acquisition Policy Review Committee, chaired by John Goodman of Accenture Federal Services, with the aim of coalescing the deep knowledge and experience of our members into a unified policy agenda. The committee was comprised of three working groups—Defense and Acquisition, chaired by Neil Albert of MCR; Technology and IT, chaired by Anne Altman of IBM; and Protest Reform, chaired by Brad King of Robbins Gioia—and included representatives from more than 50 PSC member companies. While the agenda emerging from the committee covered a wide range of acquisition issues, from acquisition workforce training to contract types to definitions

of commercial items, its goal was simple: to facilitate an acquisition system that has the speed, agility, competition, innovation and acceptance for managed levels of risk needed to enable the government to successfully execute its missions. A summary of the committee's recommendations, released in July, follows.

Of course, setting the agenda was just the first step, and Washington is full of unread whitepapers gathering dust in forgotten closets. PSC has been relentlessly promoting and explaining its agenda to decision makers in Congress, DoD, OMB, and elsewhere, ensuring that those who matter understand what our priorities are, and why our priorities are important to them. PSC has established itself as a trusted partner, striving to ensure that the acquisition system works for industry, government, and the taxpayer alike.

But active member engagement remains essential as we continue to refine our agenda and confront the many challenges and obstacles coming our way. PSC's acquisition agenda cannot remain static, and your continued input is vital to ensuring that we are advocating on the issues that matter to you most.

Recommendations Included in PSC's 2014 Acquisition and Technology Policy Agenda

WORKFORCE: A well-trained, experienced, skilled and supported acquisition workforce is necessary to achieve successful outcomes. But the new generation of workers are still being trained and oriented to traditional and outdated practices and rules. The government should embark on a clear, steady and significant workforce transformation initiative grounded in cross-functional development, business acumen, technical skill and new and creative training and education tools.

Amend the Office of Federal Procurement Policy Act to give OFPP statutory authority over the entire acquisition workforce, including clear authority and responsibility over program managers.

Create a clearly defined career path for program management in the civilian agencies.

Institute new acquisition workforce requirements to include mandatory cross-functional rotations and training.

Create a new cross-functional career path for "technology management."

Create an Acquisition Excellence Council (AEC) with responsibilities including redesigning and restructuring the federal acquisition training system and developing a common evaluation and assessment process.

Launch a pilot program to identify and test alternative acquisition workforce training and development tools.

Align acquisition workforce requirements and certifications to the type of acquisition the employee will be conducting.

PRE-SOLICITATION: A good start doesn't guarantee success—but a bad start often guarantees failure. Decisions made in the pre-solicitation phase form the foundation upon which an acquisition is built, and missteps at this stage can “snowball” throughout the acquisition lifecycle. The government should establish processes that enable cost assessments and require cross-functional communication and collaboration before and during requirements generation to ensure accountability and transparency.

Provide agencies with an improved and more accurate tool for estimating the relative costs of contractor vs. government performance.

Require all significant programs be led and managed by an “Integrated Accountability Chain,” that includes lead participants with functional decision making authority from all key internal stakeholder components (customer/operator, contracting, engineering, legal, budget, etc.).

Require, incentivize, and evaluate internal and cross-functional communication.

Conduct a study evaluating the utility and impacts of government certifications, such as FedRAMP.

SOLICITATION/EVALUATION: Mission outcomes must be the central focus driving all acquisition decisions. Solicitation and evaluation techniques, contract type and other elements must be specifically calibrated to the level of risk and complexity of work to be performed. This calibration can only be successful with ample communication among all stakeholders. Overly prescriptive and non-value added requirements hamper industry's ability to compete for work and deliver innovative solutions.

All acquisition strategies should be developed to fit the nature of the work to be performed, based on an objective taxonomy focusing on risk and complexity. Best value/cost-technical tradeoff (CTTO) should be the default evaluation technique used for services acquisitions except for the most basic, “commoditized” requirements.

Statements of Objectives (SOOs) should be the default solicitation technique for all but the most basic, “commoditized” IT or services acquisitions, and especially for major IT and complex services acquisitions.

When SOOs are not used, requests for proposals (RFPs) should explicitly allow contractors to offer an alternative solution or strategy that differs from the specific prescriptions included in the RFP as long as the proposed solution or strategy still meets the desired outcome.

When innovation is a goal for an acquisition, an “innovation template” should be added as an addendum to the RFP. This template can be populated by bidders to call-out specific innovations included in their proposal, their individual and collective costs, and expected returns on investment.

Explicitly authorize and require continuous communications—within the precepts of procurement integrity—within the government (between the program and contracting offices) and between the government and contractors.

Avoid the use of inappropriate procurement methods (e.g. reverse auctions) for other than purely commodity-based requirements.

Prime contractor past performance should be a key metric on all solicitations.

Require the disclosure of absolute weights of all evaluation factors (cost, technical performance, risk, etc.) in solicitations and task order requests that include evaluation factors.

Create incentives or remove disincentives for prime contractors to engage with and include emerging contractors/capabilities.

Remove and simplify regulatory and compliance burdens which prevent prime contractors from partnering with subcontractors.

Pre- or post-award cost audits on firm fixed price (FFP) contracts should be prohibited except in cases where deleterious evidence exists that would require an audit.

Eliminate the contractor compensation allowable cost caps for all but the very few top executives of a company; instead rely on competitive market forces within the relevant human capital market(s) to ensure fair and reasonable compensation.

If the allowable cost compensation caps remain, exemptions to the compensation caps should broadly include all high-demand career fields appropriate to the needs of the agency.

POST-AWARD/PERFORMANCE: An acquisition is not automatically a success the moment a contract is signed. Actions taken after award are vital to achieving mission outcomes as well as to improving future acquisitions. Steps must be taken to ensure that winning bidders and their government customers share information and maintain common expectations. Doing so helps enable technology refresh over the course of the contract lifecycle, mitigate protests and enhance past performance information.

Insert an “emerging technology provision” into technology solicitations and resulting contracts that allows contractors to integrate new or evolving technology into their solution during performance.

Require post-award “kick-off meetings” between all key government stakeholders and the contractor as a means of ensuring a common understanding of requirements and expectations of both transition and contract execution.

Require that post-award debriefings to contractors contain all information that would otherwise be releasable in the course of a legal discovery process, including a detailed description of how the contractor was rated in each of the evaluation criteria.

Develop accurate procurement administrative lead time (PALT) data metrics (to be made available to the public) to help inform ongoing process improvement and efficiencies.

Revitalize the past performance reporting system by requiring the thorough and timely completion of past performance evaluations by government offices coupled with timely notice to affected contractor(s).

Mandate the collection of protest data regarding all protests filed and resolved by agencies, including data on evaluation technique and contract type.

Every agency or component should form a protest review committee, comprised exclusively of government legal and contracting experts, which can be called upon immediately after a protest is filed for a large procurement to perform an independent review of the record and oversee any corrective action.

Institute “360 degree” assessments of the acquisition process.

ENSURING A COMPETITIVE INDUSTRIAL BASE: Socioeconomic considerations within federal acquisition, while laudable, must be carefully applied lest they come at the expense of mission outcomes. Minor adjustments to the requirements for small business set-asides, prime and subcontracting requirements, and commercial items definitions could improve both the viability of the federal marketplace and the offerings available to the government.

Establish separate small business prime contracting goals for specific categories of acquisitions.

All federal agencies should count subcontractor participation by small businesses on major systems towards its small business prime contracting goal achievements.

If the percentage of work set aside for small business in any given NAICS Code/Product Service Code is less than 50 percent or more than 200 percent of the government-wide small business goal, agencies must submit a report justifying why their small business utilization was so high or low in that sector.

Broaden the definition of a “commercial item” or “commercial service” to permit the entity producing the item or delivering the service to qualify so that each item does not have to individually meet the definition.

GENERAL/CROSS-CUTTING: Reducing and streamlining government-unique regulatory and legislative requirements would improve the flexibility for federal agencies to invest in technology, harness innovation, and access approaches offered by new market entrants. This can be achieved, in part, by reviewing, revising and clarifying existing requirements relating to commercial items, Cost Accounting Standards, intellectual property and data rights, and other areas as appropriate.

Agency Performance Improvement Officers should be empowered and required to create and report on metrics that indicate progress toward meeting agency strategic objectives.

Create an Information Technology Appropriation to alleviate the challenge of having to move money between different appropriation accounts.

Create a separate funding mechanism specifically to facilitate rapid (or “sprint”) technology acquisitions.

Reduce non-value added regulatory and oversight burdens, such as those highlighted in the Council of Defense and Space Industry Association’s (CODSIA) submission to DoD.

Raise the Cost Accounting Standards (CAS) threshold, explicitly prohibit CAS from being required for any small business set-asides, and conduct an independent study on the utility and impact of CAS.

Revise and clarify the intellectual property and rights in data regulations.

Maximize Your Membership

Taking Advantage of Your Membership Benefits

With so many offerings from PSC, it is important to understand everything you receive for your membership investment. These pages will provide you with an overview of all the ways your entire team can benefit from PSC membership, whether it's through industry-leading business intelligence, executive networking and events, or access to our brand exposure opportunities.

Contact membership@pscouncil.org to implement a customized membership engagement plan and ensure membership success.



Policy Leadership: Contribute to policy discussions that enhance the critical partnership between the federal technology and professional services industry and the federal government. With five new councils and dozens of committees and task forces, you can get involved in the specific areas that matter most to your company.

- Customized topical and council-based subscriptions
- Policy and budget update alerts



Business Intelligence: Gain access to unparalleled, members-only policy and business intelligence that you simply cannot get anywhere else. PSC not only taps the shared resources of decades of member knowledge, but also commissions studies, reports, investigations and resources that put true business intelligence into the hands of corporate decision-makers.

Reports & Analysis:

- In-depth, customized Market and Policy Briefings
- The PSC Acquisition Policy Survey
- The PSC Services Sector Review
- Legislative and Regulatory Year in Review
- *Service Contractor Magazine*
- PSC Commission Reports

Instant Alerts & Email Updates:

- Mobile news feeds and alerts
- PSC Now and CIDC Now newsletters



Executive Networking & Events: You will always find substance in our networking. Engage with the most senior government and industry officials through exclusive PSC programs and events. "Who you know" is important in any business, but PSC goes beyond simple social gatherings and tailors programming to provide a forum where industry executives can interact with senior government officials in a candid, open environment. Executives know that our events garner the highest caliber participants, so you can be sure you are meeting with the most influential minds in our industry.

- Multiple conferences each year
- PSC Leadership Summit
- Dialogue Series events
- Market Insights Series
- Dozens of tailored, issue-specific policy programs and meetings
- Serve on the conference planning committees to shape our agenda and promote issues of interest at events



Brand Exposure: With so many outlets for executives and thought leaders to gather, it is no wonder that PSC has become the go-to group for making a splash and exposing your corporate brand to the right crowd. You need your brand to stand out amongst the crowd and PSC gives you multiple channels that reach a wide range of targets, from corporate executives, to high-ranking government officials, to front-line auditors and compliance officials.

Event and Meeting Sponsorships

- Council and committee meeting lunch and location sponsorships
- Dozens of customized opportunities at our conferences and industry meetings

Service Contractor Magazine

- Deliver your thought leadership on the important topics to our industry
- Cement your brand among the leaders in our industry through advertising opportunities

Partner Publications & Co-Sponsored Events

- PSC is continuously looking for partners on initiatives that address specific challenges and opportunities that our companies face

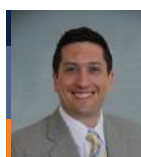
Digital Newsletters

- PSC Now: Alert us of your major awards and senior executive team additions
- CIDC Now: Focused on the impacts of international development companies. Alert us of your major awards as they relate to the international development community

How to Maximize Your Membership

1. **Set up an Account:** Set up an account on the PSC website, our portal for membership engagement. Need help? Contact the PSC Membership Team (see below).
2. **Spread the Wealth:** Your membership dues cover every employee in your entire organization — encourage everyone to set up an account and take advantage of the membership!
3. **Get Involved:** You get out what you put in. Make sure you plug yourself into PSC's councils, committees and task forces, and special interest areas so you'll receive updates and important information. You can manage your preferences at any time in the "My Account" area of the website.
4. **Schedule a PSC Membership Engagement Session:** Not sure how or where you should get involved? Not sure who from your company should get involved? Set up a Membership Engagement Session for your team to create a tailored plan to get your team up to speed.
5. **Schedule a PSC Market and Policy Briefing:** To get a deeper understanding of drivers of the federal market, bring your senior executive leaders together for a market briefing.

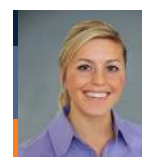
Still need a hand? Contact the membership team!



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POLICY PARTNERS

Policy Partners

PSC participates in and partners with a number of industry policy groups, including:

- Northern Virginia Technology Council (NVTC)
- Acquisition Reform Working Group (ARWG)
- Council of Defense and Space Industry Associations (CODSIA)
- Human Resources Association of the National Capital Area (HRA-NCA)
- Specialty Metals Availability Reform Team (SMART Coalition)
- Congressional Smart Contracting Caucus



Human Resource Association
of the National Capital Area

COMMUNITY INVOLVEMENT

Community Involvement

Each year, PSC works with a number of charity, industry, and community organizations.

In 2014, we had the privilege of providing volunteer hours and support to a host of wonderful causes, including:

- A Billion + Change Pro Bono Initiative
- U.S Tech Vets
- Arlington Food Assistance Center (AFAC)
- Access Youth D.C.
- Special Operations Warrior Foundation
- 2014 STEM Symposium
- ...and of course, our ALS Ice Bucket Challenge Donation and video!



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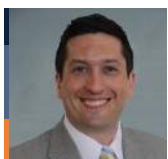
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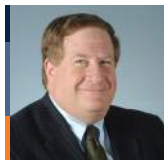
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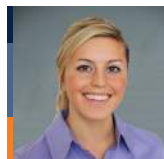
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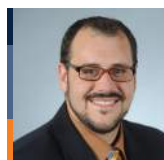
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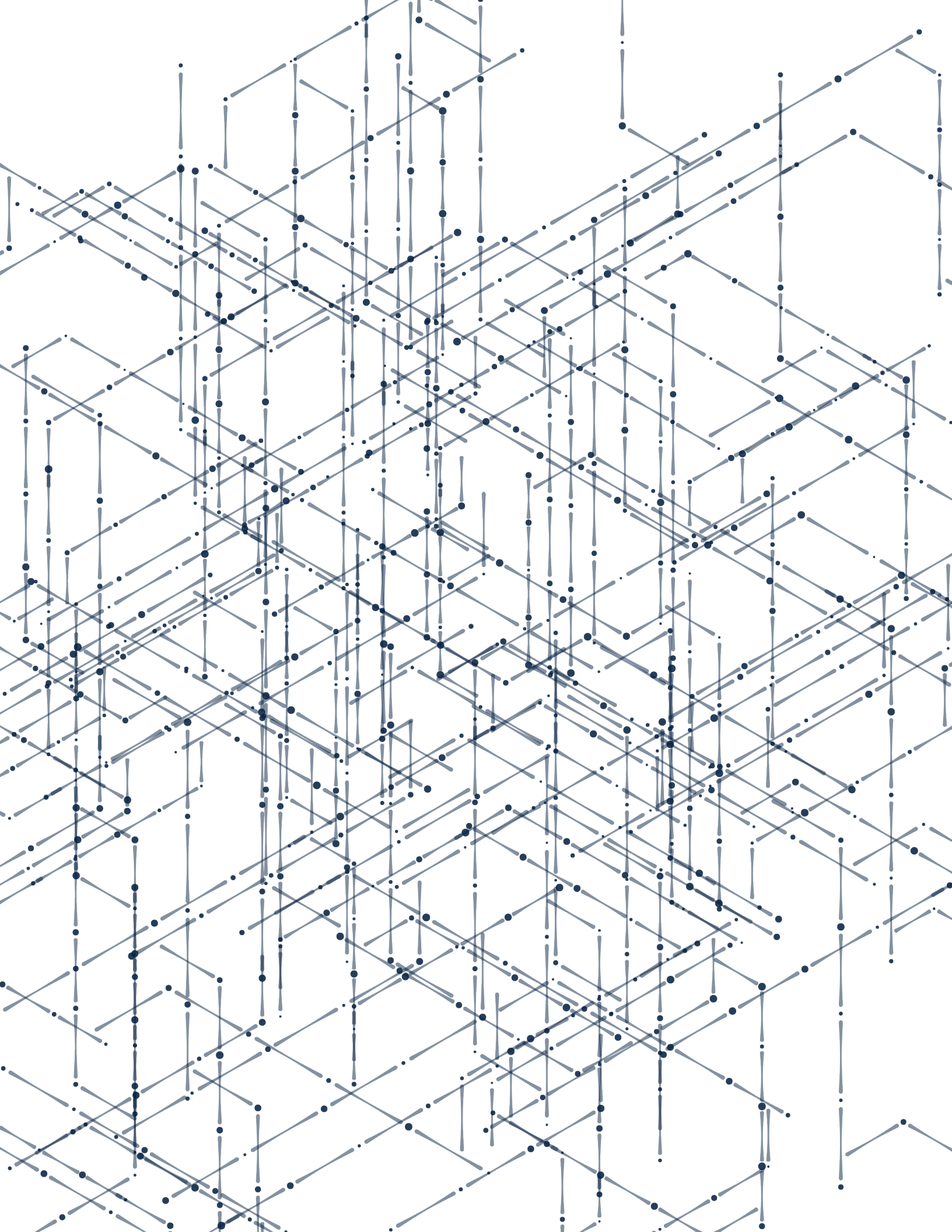
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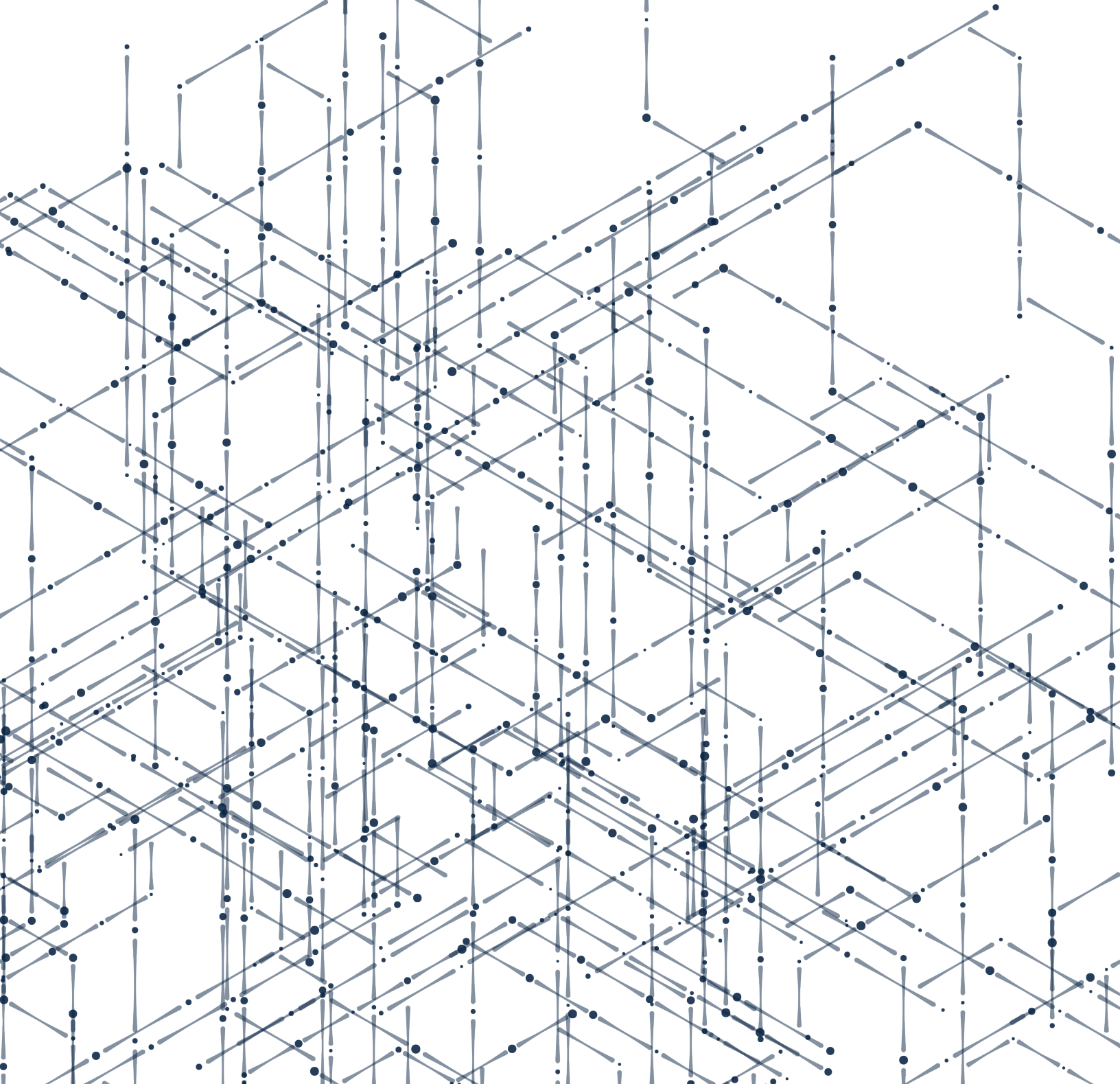
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