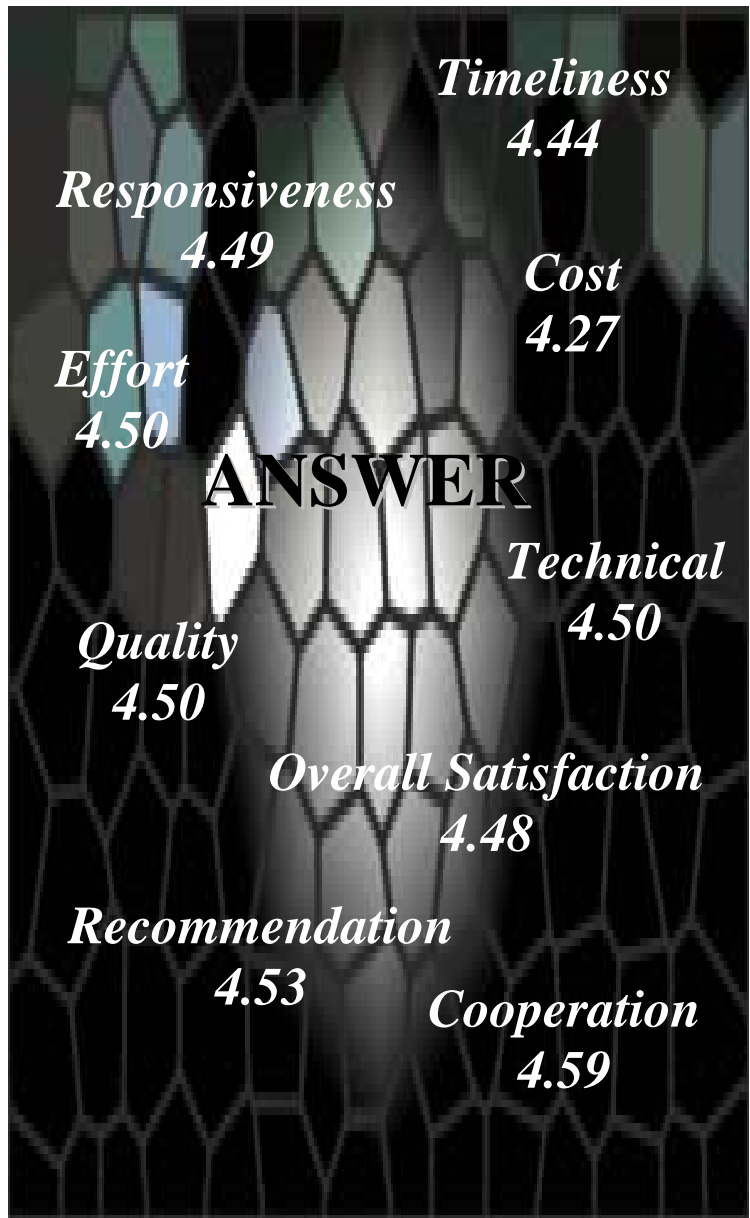




ANSWER

SOLUTIONS DEVELOPMENT CENTER



**ANSWER Past Performance Survey
Summary Report Contract Year 3
Overall Average 4.48**

**ANSWER CONTRACT
PAST PERFORMANCE SURVEY
Contract Year 3**

EXECUTIVE SUMMARY

For the third year of the ANSWER Contract growth and performance have continued to be notable, attesting to ongoing client satisfaction along with contract integrity and viability. Growth indicators and predictors show continued and increased contract utilization. Overall, contract focus has remained on providing clients with stability and continuity in the face of today's highly volatile and rapidly changing technological environment. ANSWER has achieved this goal by providing services and support for almost every conceivable IT requirement and by providing for nearly continuous technological refreshment as necessary.

- The results of the Past Performance Survey for Year 3 of the ANSWER Contract are best characterized as follows. The highest ratings were achieved by ITS on both Internal and External surveys. In addition, the survey's results show that five of ANSWER's ten firms were rated higher by their customers than by their own self-selected pre-award scores (Anteon, Booz.Allen & Hamilton, CSC, DynCorp, Litton-PRC). This is indeed outstanding considering that pre-award scores are based on contract performance references self-selected by the companies to show their highest achievement capability. This is a very noteworthy achievement!
- A total of 924 ongoing ANSWER projects were surveyed. The survey was sent to both Internal Clients (GSA Ordering Officials), and External Clients (End User Project Managers). A total of 365 responses were received from External Clients, a 39.8% response rate. For Internal Clients, 629 responses were received for a rate of 68%. The combined response rate for both Internal and External Clients was 54%. The survey response rate exceeded current survey response rate averages (many of which hover at 20-25%).
- The overall score, on average across all nine categories, and all ten ANSWER Companies, is 4.48 out of a possible 5.0.
- The following are the categories used to survey the past performance of the ANSWER Companies. The overall scores, on average across all ten firms appear below:

Timeliness	4.44
Responsiveness	4.49
Quality	4.50
Cost	4.27
Technical	4.50
Cooperation	4.59
Recommendation	4.53

Effort	4.50
Overall Satisfaction	4.48

- Overall, 99% of the individual line item responses were favorable (i.e., ranging from satisfied to extremely satisfied).
- The overall geographic span of support extended across 37 states and 14 countries.

**ANSWER CONTRACT
PAST PERFORMANCE SURVEY
Contract Year 3**

INTRODUCTION

The General Services Administration, Federal Technology Service, awarded the Applications 'n Support for Widely-diverse EndUser Requirements Contracts (ANSWER) to ten firms on December 30, 1998:

ANTEON CORPORATION
BOOZ-ALLEN & HAMILTON
COMPUTER SCIENCES CORPORATION
DYN CORP
EER SYSTEMS
ISS, INC.
ITS, INC.
LOGICON
LITTON/PRC
SAIC

ANSWER is the first contract awarded under FTS' new IT Solutions Concept of Operations, which was designed to take advantage of economies of scale, leverage existing FTS strengths and expertise, improve communications and coordination among FTS operating components, and maximize the utility of limited resources. ANSWER is a Multiple Award Indefinite Delivery/Indefinite Quantity (MA/IDIQ) contract.

The purpose of this past performance survey is threefold: 1) to satisfy the FAR 42.15 requirement for recording and maintaining contractor performance information; 2) as a vehicle to gain insight; and 3) to obtain information inherent to an organizational goal of continuous improvement. The study was conducted by the ANSWER PCO during February and March 2002, with a questionnaire sent to both Internal and External Clients. The Internal Clients are all Project Managers within GSA FTS who oversaw an order under ANSWER and all were invited to participate in the survey. Additionally, all External (End User) Clients who ordered from ANSWER during the previous year were similarly included in the study as the external client group. It is important to note that the survey was performed in a timely manner, at the three year anniversary of ANSWER, and that it was completed in an equally timely fashion, within one month of the three year anniversary of the contract.

The construct of the performance review provided for request via email and response via the Internet with survey questions mirroring those used in the past performance survey conducted prior to contract award. To name a few, survey respondents covered a wide range of clients including:

- USAF, Space & Missile Systems Center, Los Angeles, CA
- Naval Surface Warfare Center, Crane, IN
- US Army Intelligence Center, Ft Huachuca, AZ
- USAF Research Lab, Wright Patterson AFB, Dayton, OH
- Center for Disease Control, Atlanta, GA
- Environmental Protection Agency, Research Triangle, NC
- Military Sealift Command, Washington, D.C.
- HQ, AMC/SCPC, Scott AFB, IL
- US Army Strategic Information and Training Command (STRICOM) Orlando, FL

Following the survey, all 10 firms were debriefed in person by ANSWER Solutions Development Center personnel including the PCO. During the corporate debriefs, discussions centered on a continuous improvement plan for the future as well as placing even greater emphasis on areas of particular strength such as continued cooperation and quality products. For those projects where performance was found to be in need of attention and improvement, follow-up meetings have been scheduled with appropriate points of contact.

The charts and analyses on the following pages and in the attached appendices serve to further describe and explain the specifics surrounding this performance survey.

ANSWER CONTRACT PAST PERFORMANCE SURVEY Contract Year 3

DESIGN AND METHODOLOGY

A requirement of the Federal Acquisition Regulation is that the Procuring Contracting Officer (PCO) measure the performance of the ANSWER Contractors. FAR 42.15 requires the PCO to request agencies to evaluate contractor performance, record and maintain performance information, and ensure that the contractors conform to contract requirements.

The Past Performance Survey for year three of ANSWER was designed to be all encompassing to the extent that it solicited input from both Internal and External Clients. Internal Clients, for the purpose of the survey are the GSA FTS value-add IT professionals, and External Clients are those End User Project Managers in agencies where ANSWER tasks are in place.

Pursuant to FAR 42.15, and in keeping with the dedication to continuous improvement, this survey was conducted to evaluate the past and present performance of the ANSWER Contractors. A web-enabled survey questionnaire was developed to help assess client ratings of the ANSWER Contractors. The survey elements were the same for this study as those used in the initial award of ANSWER. The survey was designed to take very little time to complete and requested information on the following nine categories: Timeliness, Response, Quality, Cost, Technical, Cooperativeness, Recommendation, Effort and Overall Satisfaction. A definition of each category and rating criteria was included in the correspondence.

On February 19, 2002, a memorandum (with a survey questionnaire link included), was sent via email to the GSA Internal Clients, located in the various Customer Support Centers nationwide, who provide the acquisition, technical oversight and management for orders issued under ANSWER. These individuals were the GSA FTS Project Managers having first-hand knowledge of contractor performance. The memorandum informed them that a similar contractor performance survey was being sent to clients of ANSWER (End Users of the services ordered under ANSWER). Both the GSA FTS and client survey lists were taken from the IT Solutions Shop (ITSS), and the survey was conducted electronically, initiated by e-mail notification and executed via the web.

Also on February 19th, an identical ANSWER Survey Questionnaire was sent to the External Clients, (End User Project Managers in client agencies), to assess their satisfaction level with the ANSWER Contractors. The clients were encouraged to participate in the study and so notified of the importance of the survey for the continued viability and quality of contract support.

ANSWER CONTRACT PAST PERFORMANCE SURVEY Contract Year 3

RESULTS AND ANALYSES

The following results and analyses are a synopsis of the Past Performance Survey for contract year three of ANSWER. The overall results of the survey are outstanding. Of particular note are the following:

- The highest ratings were achieved by ITS with an overall average of 4.72.
- This survey's results show that five of ANSWER's ten firms were rated higher by their customers than by their own self-selected pre-award scores (Anteon, Booz.Allen & Hamilton, CSC, DynCorp, Litton-PRC). This is indeed outstanding considering that pre-award scores are based on contract performance references selected by the companies to show their highest achievement capability. These scores are even more impressive since they are based on what their customers think of their performance. This is a very noteworthy achievement!
- A total of 924 ongoing ANSWER projects were surveyed. The survey was sent to both Internal Clients (GSA Ordering Officials), and External Clients (End User Project Managers). A total of 365 responses were received from External Clients, a 39.8% response rate. For Internal Clients, 629 responses were received for a rate of 68%. The combined response rate for both Internal and External Clients was 54%. The survey response rate exceeded current survey response rate averages (many of which hover at 20-25%).
- The overall score, on average across all nine categories, and all ten ANSWER Companies, is 4.48 out of a possible 5.0.
- The following are the categories used to survey the past performance of the ANSWER Companies. The overall scores, on average across all ten firms appear below:

Timeliness	4.44
Responsiveness	4.49
Quality	4.50
Cost	4.27
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Cooperation	4.59
Recommendation	4.53
Effort	4.50
Overall Satisfaction	4.48

Overall, 99% of individual line item responses were favorable, ranging from satisfied to extremely satisfied.

Specialized Analysis I – A Comparative Validation Between Internal and External Surveys

The following breakdown measures the performance of ANSWER for its third year of operation. The survey counts represent individual line item responses as evaluated for each of the survey categories.

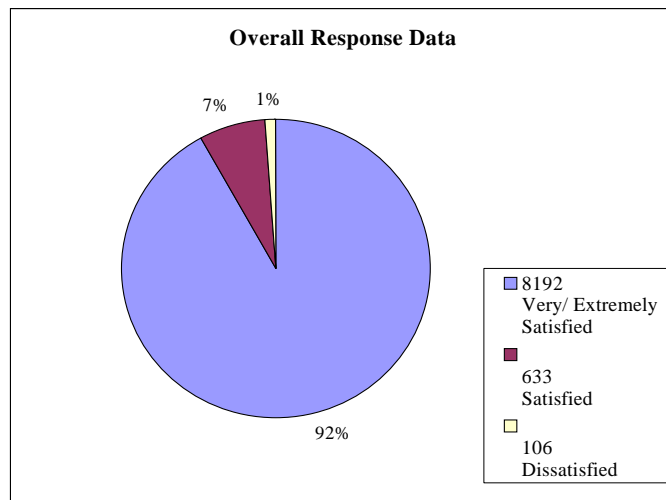
Survey Responses and Project Counts

	Internal	External
# Projects Surveyed	924	915
# Responses Received	629	365
# Line-items	5651	3280

Overall Response Data

Ratings	Internal and External Line Item Responses	Percentage of Total
Very/Extremely Satisfied	8192	92.00%
Satisfied	633	7.00%
Dissatisfied	106	1.00%

Overall, the data indicates a 99% favorable rating from Internal and External Clients.



Specialized Analysis II – A Comparative Analysis Among the 10 ANSWER Industry Partners and Across the Nine Categories of the Survey

The performance of the ANSWER awardees is a matter of utmost interest to both GSA and its clients. A high level of performance is expected, and is critical to the success of the ANSWER program, GSA’s clients, and to the contractors as well. ANSWER’s growth has been excellent, and the measurement of performance will assist GSA in evaluating the success of ANSWER, and the long-term viability of the program. The following information shows how GSA FTS Project Managers as well as End User Clients rated the ANSWER Contractors.

Project Managers for each of the ANSWER projects in all regions were sent the survey; 629 responses were received. End User Clients for each of the ANSWER projects were also sent the survey; a total of 365 responded. These responses relate to a total of the 924 active projects under ANSWER during the third year of the contract. The data below reflects the average score for each company for each of the nine survey elements.

Observations for Internal Survey Results:

- There were no unfavorable or less than satisfied averages for any of the contractors for any of the survey elements.
- The overall range across the survey categories is tight, from a low value of 4.44 to a high value of 4.61.
- Cooperation and Recommendation for Future Work were rated highest among the nine categories.
- Cost was rated lowest among the survey categories, but not by a significant margin.
- The overall range across all of the industry partners was (4.12 to 4.76). Even the lowest score of 4.12 is categorized as “very satisfied”.

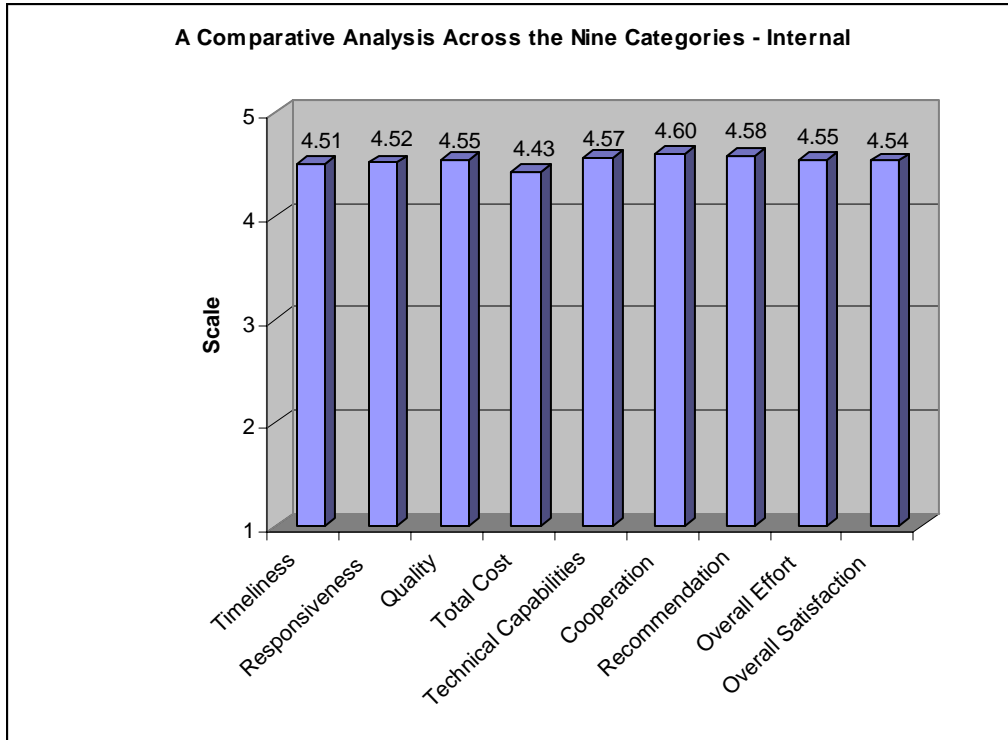
Internal Survey Scores by survey category across ANSWER Contractors:

	Avg.
Timeliness	4.52
Response	4.53
Quality	4.56
Cost	4.44
Technical	4.58
Cooperation	4.61
Recommendation	4.59
Effort	4.56
Overall Satisfaction	4.55
Average	4.55

Relative ranking of categories for Internal survey:

Category
1ST
Cooperation
2ND
Recommendation
3RD
Technical Capabilities
4TH
Quality
5TH
Overall Effort
6TH
Overall Satisfaction
7TH
Responsiveness
8TH
Timeliness
9TH
Cost

Graphical ranking of categories for Internal Survey:



Observations for External Survey Results:

- There were no unfavorable or less than satisfied averages for any of the contractors for any of the survey categories.
- With the exception of the cost category, the overall range for the nine survey categories is tight, from a low of 4.31 to a high value of 4.55.
- Cooperation and Responsiveness are rated highest of the nine categories. Recommendation for Future Work and Quality are also rated high.
- Cost is rated lower and possibly reflects a reaction to an overall tightening of federal budgets.
- The overall range for the ANSWER partners is relatively wide, from a low of 3.89 to a high of 4.65. Nonetheless, the scores are indicative of highly satisfied clients.

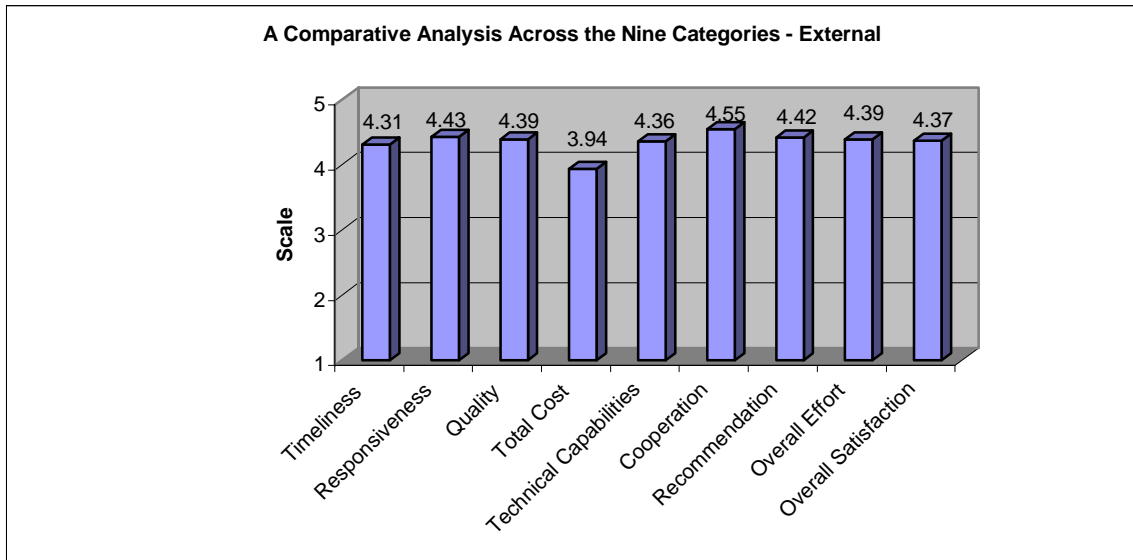
External Survey Scores by survey category across ANSWER Contractors:

	Avg.
Timeliness	4.31
Response	4.43
Quality	4.39
Cost	3.94
Technical	4.36
Cooperation	4.55
Recommendation	4.42
Effort	4.39
Overall Satisfaction	4.37
Average	4.35

Relative ranking of categories for External survey:

Category
1ST
Cooperation
2ND
Responsiveness
3RD
Recommendation
4TH
Quality
5TH
Overall Effort
6TH
Overall Satisfaction
7TH
Technical Capabilities
8TH
Timeliness
9TH
Cost

Graphical ranking of categories for External survey:



**Specialized Analysis III – A Crosscheck with the Original Performance Study
Conducted during ANSWER Pre-Award Evaluations**

This survey's results show that five of ANSWER's ten firms were rated higher by their current customers under the ANSWER Contract than by their own self-selected references used in the pre-award survey phase of the ANSWER procurement. The five firms with the extraordinary ratings are:

- Anteon
- Booz.Allen & Hamilton
- CSC
- DynCorp
- Litton/PRC

**ANSWER CONTRACT
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CONCLUSION

The ANSWER Contract Year 3 Past Performance Survey speaks to results that are remarkable indeed. Outstanding service is the single most important element we have striven for in the ANSWER Program, for we believe without a focus on service, IT solutions for the client community at large would not be forthcoming and the program would not be nearly as successful as it has become.

ANSWER continues to grow. At the end of Contract Year 3 there were 1,186 task orders in place in 37 states and 14 countries; over \$845 million obligated; and approximately \$3 billion in total estimated contract value. This healthy position can only be maintained, however, by continuing with outstanding performance in the years ahead. The excellent work being performed under the ANSWER Program must continue, and should be viewed as a “first choice” by customers when considering solutions for their IT challenges.