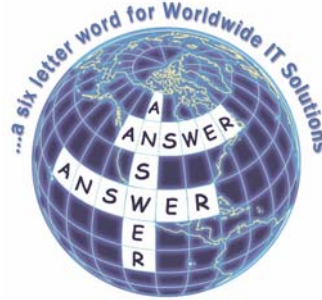




U.S. General Services Administration



ANSWER

Past Performance Survey

Contract Year 1

Partners Make “Dean’s List”!

*First Annual Past Performance Survey conducted.
Results exceed expectations!*

Overall Average 4.21 out of 5.00!!!

Timeliness	4.20
Responsiveness	4.18
Quality	4.32
Cost	4.00
Technical Performance	4.25
Cooperation	4.30
Recommendation	4.20
Effort	4.23
Overall Satisfaction	4.22

EXECUTIVE SUMMARY

The General Services Administration, Federal Technology Service awarded the Applications 'n Support for Widely-diverse EndUser Requirements Contracts (ANSWER) on December 30, 1998. 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. The following report is a synopsis of the Past Performance Survey for contract year one. The results of the survey are best characterized as follows:

- The survey response rate exceeded current survey response rate averages (many of which hover at 20-25%) with 67% of internal clients participating (Tier I Respondents), and 28% of external clients (Tier II Respondents) responding for a combined survey response rate of 36%. The survey canvassed some 256 projects on a two-level survey, with a total of 166 project responses and 1,494 individual line item responses.
- Overall 98% of the individual line item responses were favorable (i.e., ranging from satisfied to extremely satisfied).
- The results of the year one performance for the 10 industry partners are consistent with the past performance research and evaluation conducted in advance of contract award.
- The first year of performance on ANSWER has shown both excellent performance as well as excellent growth with all industry partners receiving task awards and reaching the contract minimum guarantees of \$100,000 per awardee.
- The vast majority of FTS Client Support Centers have used ANSWER to support their clients and all have responded favorably to their first year of contract usage.

Throughout the year the 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.

Growth and performance under ANSWER has been notable and attests to ongoing contract integrity and viability. Growth indicators and predictors show continued and increased contract utilization.

INTRODUCTION

The purpose of this survey was 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 January, 2000, with questionnaires sent to both internal, Tier I and external, Tier II clients. All Contracting Officers, Project Managers, Information Technology Managers, and Customer Service Representatives within GSA, FTS who placed an order under ANSWER were invited to participate in the survey. Additionally, all end user clients who ordered from ANSWER during the previous year were similarly included in the study. It is important to note that the survey was performed in a timely manner, at the one year anniversary of ANSWER, and that it was completed in an equally timely fashion, within one month.

Performance for all 10 ANSWER industry partners was surveyed; the partners include:

- ❑ Anteon Corporation, Fairfax, VA;
- ❑ Booz-Allen and Hamilton Inc., McLean, VA;
- ❑ Computer Sciences Corporation (CSC), Falls Church, VA;
- ❑ DynCorp, Fairfax, VA;
- ❑ EER Systems, (Large, Woman Owned), Seabrook, MD;
- ❑ Information Systems Support (ISS), Inc. (SDB, 8(a)), Bethesda, MD;
- ❑ ITS Corp., (Small Business), Ventura, CA;
- ❑ Litton/PRC, Arlington, VA;
- ❑ Logicon, Inc., Falls Church, VA; and
- ❑ Science Applications International Corp. (SAIC), San Diego, CA.

The construct of the performance review provided for request and response via email with survey questions mirroring those used in the past performance survey for evaluation 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
- ❑ US Army Intelligence Center, Ft Huachuca, AZ
- ❑ US AF Research Lab, Wright Patterson AFB, Dayton, OH
- ❑ SPAWAR System Center, San Diego, CA
- ❑ Marine Corp Air Ground Combat Center, 29 Palms, CA
- ❑ Military Sea Lift Command, Washington, D.C.
- ❑ HQ AMC/SCPC, Scott AFB, Ill.

Following the study, all 10 firms were debriefed in person by ANSWER Solutions Development Center personnel including the PCO. 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.

It is important to note that since this survey is reflective of the primary year of the contract, some firms had not performed on a statistically significant number of projects. For this reason, the analysis speaks to percentage responses and raw data as opposed to multivariate statistical analyses such as ANOVA.

With significantly larger databases anticipated for the future, other approaches may be considered and utilized. The charts and analyses on the following pages serve to further describe and explain specifics surrounding this report.

SURVEY 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-one of ANSWER was designed to be all encompassing to the extent that it solicited input from both internal and external clients. The architecture of the study was two-tiered by form. Tier I requested input from internal clients (i.e. GSA, FTS value-add providers), while Tier II solicited input from the end user client community.

Pursuant to FAR 42.15, and in keeping with the dedication to continuous improvement, this two-tier survey was conducted to evaluate the past and present performance of the ANSWER contractors. A survey questionnaire was developed for the internal GSA personnel who had used ANSWER during the preceding year, and another survey document was engineered for the end-users of the services available under ANSWER. The survey elements for this study were the same 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 (relating to the prompt delivery of task products), Response (relating to the responsiveness of the contractor to problems), Quality (relating to the quality of services), Cost (relating to total project costs), Technical (relating to the technical capability of the contractor), Cooperation (relating to a rating of the cooperative working relationship with the contractor), Recommendation (relating to a recommendation for doing business with the contractor again), Effort (relating to the overall perceived level of contractor project effort), Overall Satisfaction (relating to the overall level of satisfaction with the contractor's performance). Each of these categories was rated on a scale of 1 to 5 where 5=Extremely Satisfied 4=Very Satisfied 3=Satisfied 2=Dissatisfied 1=Wholly Dissatisfied. Note, the nine categories used in this survey, along with the rating schema, are identical to those used in the ANSWER pre-award past performance survey.

On January 11, 2000, a memorandum with a survey questionnaire included, was sent to the Tier I internal GSA 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 Contracting Officers, Information Technology Managers, and Project Managers. The memorandum informed them that a similar contractor performance survey would be 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, through the use of e-mail.

The following week, on January 18, 2000, an identical ANSWER Survey Questionnaire was sent to the Tier II external client community who had ANSWER projects in process at some time during the first contract year. 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.

A total of 51 GSA, FTS personnel nationwide representing some 256 ANSWER projects during the previous year were surveyed. Of these, 34 responses were received for a Tier I response rate of 67%. Additionally, a total of 196 end user clients from the federal community nationwide representing the 256 ANSWER projects during the previous year were surveyed. Of these, 54 responses were received for a Tier II response rate of 28%. The combined Tier I and Tier II response rates provide for an overall survey response rate of 36%.

The responses were then analyzed between Tier I and Tier II, across the nine categories, among the 10 ANSWER industry partners, and against the results of the original survey performed prior to the award of ANSWER in December, 1998. Results of this performance survey were found to be consistent with the past performance survey conducted at contract award, and are summarily discussed in the following pages of this report.

RESULTS AND ANALYSES

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

- The survey response rate exceeded current survey response rate averages (many of which hover at 20-25%) with 67% of internal clients participating (Tier I Respondents), and 28% of external clients (Tier II Respondents) responding for a combined survey response rate of 36%. The survey canvassed some 256 projects on a two-level survey; with a total of 166 project responses and 1,494 individual line item responses. Overall 98% of the individual line item responses were favorable (i.e. ranging from satisfied to extremely satisfied). Ratings from both Tier I and Tier II were found to be consistent. See Specialized Analysis I below for additional information.
- All ANSWER contractors performed very well across the nine survey categories as well as in comparison with one another. See Specialized Analysis II below for additional information.
- The results of year one performance for the 10 industry partners is consistent with the past performance research conducted in advance of contract award. See Specialized Analysis III below for additional information.

Overall, the first year of performance on ANSWER has shown both outstanding performance as well as excellent growth with all industry partners receiving task awards and reaching the contract minimum guarantees. All ANSWER contractors have been awarded projects and each has accepted the challenge to perform well in a highly volatile technological environment.

The vast majority of FTS Client Support Centers (CSCs) have used ANSWER to support their clients and all have responded favorably to their first year of contract usage.

Specialized Analysis I

A Comparative Validation between Tier I and Tier II Surveys

Survey participants were asked to rate the performance of the ANSWER contractors. The following breakdown measures the performance of ANSWER for its first year of operation. The survey counts represent individual line-item responses as evaluated for each of the survey categories.

Survey Respondent and Project Counts

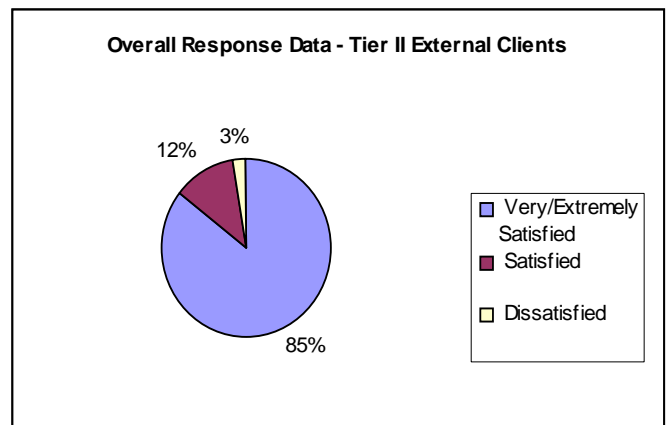
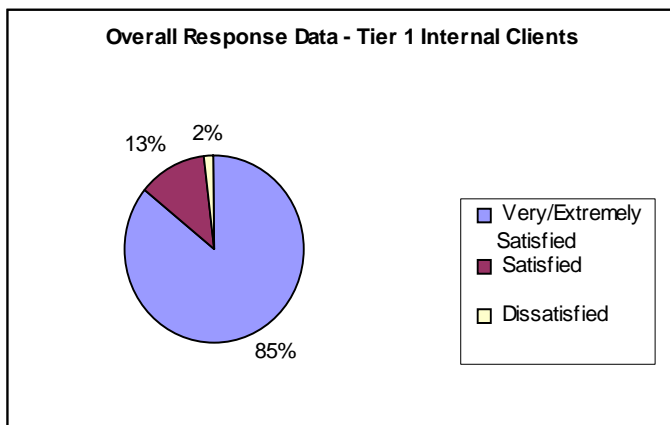
	Tier I		Tier II	
	Internal Clients	Projects	External Clients	Projects
# Surveyed	51	256	196	256
# Responded	34	101	54	65
# Line-item Responses		909		585

Overall Response Data

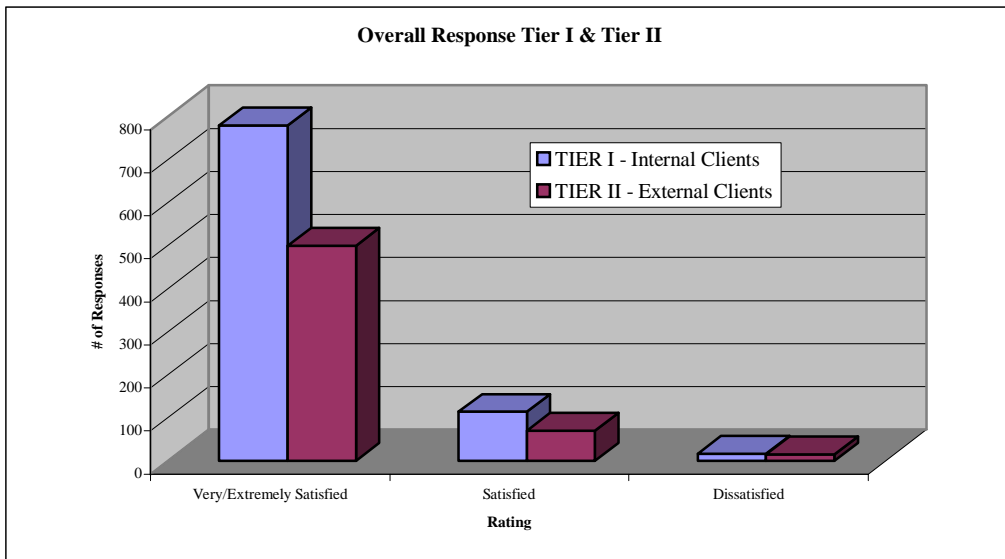
RATINGS	Tier I		Tier II	
	Internal Clients	%	External Clients	%
Very/Extremely Satisfied	779	85.70%	500	85.50%
Satisfied	114	12.50%	70	12.00%
Dissatisfied	16	1.80%	15	2.50%

Overall, the data indicates a 98% favorable rating from both Tier I and Tier II clients.

Overall Response Charts, Tier I & II



Tier I & Tier II Combined Response



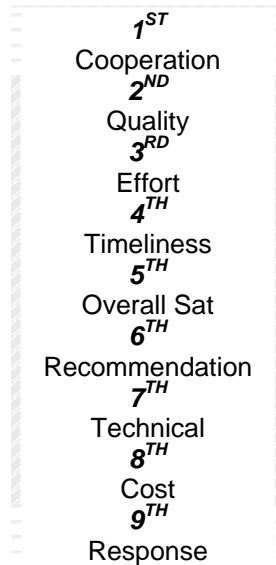
Specialized Analysis II

A Comparative Analysis across the Nine Specific 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.

With the excellent growth ANSWER has experienced, 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 ITMs and Contracting Officers (Tier I) rate the ANSWER Contractors. A total of 51 ITMs and Contracting Officers in various regions were sent the survey, 34 responded. Their responses relate to a total of 101 active task orders under ANSWER. The data below reflects the average score across all ten ANSWER Partners for each survey element.

TIER I RELATIVE RANKINGS OF SURVEY CATEGORIES:

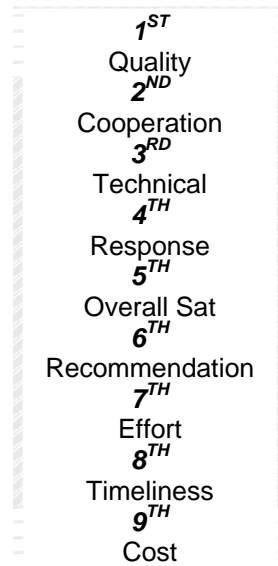


Observations for TIER I:

- 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 very tight; from a low value of 4.09 to a high value of 4.30.
- Cooperation and quality were rated consistently higher than other survey elements.
- Cost was also rated lower on the evaluation scale and may reflect a reaction to the escalating pay scales in the IT community.

- The overall range across all of the industry partners was 4.12 to 4.63 with the exception of two ANSWER Partners, both of whom experienced staffing challenges during task transitions. Both GSA and the contractors are focused on the issue of performance improvement and a number of action items have been generated to address this.

TIER II
RELATIVE RANKINGS OF SURVEY CATEGORIES:



Observations for Tier II:

- Again, with the exception to the area of cost, the overall average range across all of the survey categories is very tight; from a low value of 4.17 to a high value of 4.33.
- Quality, cooperation, and technical attributes were rated consistently higher than other survey categories. Note that quality and cooperation were listed “tops” in both tier levels of the survey.
- Cost was rated lower on the evaluation scale and may reflect a reaction to the escalating pay scales in the IT community.
- The overall range across the industry partners receiving ratings was even more impressive that the Tier I survey with average ratings from 4.09 to 4.96.

Specialized Analysis III

Cross-check with the Original Performance Study Conducted during ANSWER
Pre-award Evaluations

A cross validation comparison was conducted between the results of the contract pre-award surveys of the ANSWER contractors, and the results of the current year survey of past performance. The factors for the pre-award survey were identical to those used in the current survey making comparisons and cross validations fairly straightforward.

On average, there is no appreciable difference between the two tiers of the survey for each of the firms. This becomes an interesting element in light of the fact that the contractors **chose** their projects for evaluation for the pre-award. In the year one survey, however, **all** projects were subject to evaluation and not at the choice or discretion of the contractors. This speaks positively about the overall performance of the ANSWER contractors since they played no decision-making role in the selection of the survey participants. (Of greater interest is the fact that two firms actually scored better in the contract year one survey than they did in the pre-award survey.)

Each of the contractors was briefed on the survey results in person. Two ANSWER Partners experienced some transition and staffing challenges that had an effect on their overall scores. Extended discussion revealed that the start up challenges for both of these contractors have since been overcome and that each is working with FTS to consistently and continually improve service to the clients. All of the firms were also reminded of the survey results in the context of pre-award evaluations. Though the survey responses concerning each of the firms speak to a level of general satisfaction on the part of the client community, all parties are committed to placing greater focus on anticipating operational challenges and the needs of the clients.

Comparative Results for Current Survey and Contract Pre-award Survey

Overall	Overall
Weighted	Pre-Award
Averages	Averages

(Tier I & Tier II)

4.21

4.53

The difference between the Year One Survey and the Pre-award Survey of .32 speaks positively to the consistency in performance over the first year of ANSWER.

CONCLUSION

The most striking elements of this initial past performance survey of ANSWER are the elements of consistency and competition. It would not be surprising to find the overall ratings for the industry partners to be lower than the pre-award performance survey, **since the projects offered for the competition were self selected and reflected the very best examples of experience and past performance each contractor had to offer.** In contrast, the current survey was conducted across the board for all ANSWER projects. No contractor was given the option to “select” the projects for this evaluation. In spite of this, the contractors received survey scores very much in keeping with the pre-award evaluation.

The areas of competition and overall performance among the contractors is another factor of interest. The overall scores for the 10 primes are relatively close and speak to the ongoing attention to performance and the need to remain competitive in a multiple award environment.

Overall, year one performance under ANSWER is notable and portends a healthy future. The industry partners are aware of the forces of competition that exist from other contract vehicles and tend to “go the extra mile” to ensure ongoing business and the success of ANSWER. Clients, both internal and external, are pleased with the performance in the first contract year and consistently look toward continued and expanded use of ANSWER.