

U.S. Department of Veterans Affairs (VA)
Office of Acquisition and Logistics (OAL)



Atlanta Supplier Relationship Management (SRM) Forum
Participant Summary

Submitted by:
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Ambit Group, LLC, a Service Disabled Veteran Owned Small Business, is a results-driven, strategic management consulting firm. We draw on proven methodologies and a commitment to our client's success to provide services and solutions that deliver meaningful, measurable and sustainable results.

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Summary

This report is a compilation of the detailed notes and feedback from the Department of Veterans Affairs (VA) Supplier Relationship Management (SRM) Forum that was held on Tuesday, April 10, 2012 at the Westin Atlanta Perimeter North Hotel in Atlanta, Georgia. Eighty-two representatives from sixty-six companies participated. Participants included representatives from the following industry categories:

- Building, Construction, and Engineering
- Healthcare Services
- Information Technology
- Medical Equipment and Drugs
- Other

The agenda can be found in Appendix A, and the list of attendees can be found in Appendix B. Appendix C includes a list of common acronyms for reference. Appendix D contains the forum participant survey results and comparison with the Supplier Survey.

Forum Introduction, Participant Survey and Opening Presentation

Glenn Haggstrom, Executive Director, Office of Acquisition, Logistics, & Construction (OALC), welcomed all SRM Forum attendees to the 10th Regional Forum. VA began conducting SRM Forums in August 2009. They have been extremely helpful in opening the lines of communication between VA and its suppliers and for enhancing service to veterans and their families.

Following the opening remarks, participants took part in a brief survey to assess basic demographics and their range of concerns. Later in the day, participant responses were compared to responses obtained through the national supplier perception survey.

Jan Frye, Deputy Assistant Secretary, Office of Acquisition and Logistics, walked through the opening presentation to explain the status and next steps of the management process. This presentation can be found on line at:

http://www.va.gov/oal/docs/business/conf/srtForumAtlantaGa_20120410_OpeningPresentation.pdf.

The presentation begins with background on VA's budget and spending, OAL Leadership, and the objectives of the SRM process.

Mr. Frye emphasized that these efforts are part of VA's overall efforts to transform its supply chain. The current state contains a lack of alignment, which means redundancy and out of sync processes and organizational disconnects. Our desired future state is the alignment of the supply chain pillars.

The SRM Forums are part of VA's "Voice of the Customer" Initiatives, which inform the management process. These initiatives also include Federal Supply Schedule Forums, the national Supplier Perception Surveys and the input from the Industry Advisory Group. Mr. Frye thanked suppliers for the candid feedback they provide through these mechanisms – although sometimes difficult to hear, it has been helpful. Some of the key messages that suppliers have conveyed include:

- Communications: Communications and transparency surrounding the acquisitions process needs improvement, both internally and externally.
- Customer Service: Enhance the level and quality of acquisition support.
- Team Work: Provide a clear definition of the roles and responsibilities of the Contract Officer (CO), Contract Officer's Representative (COR), and Program Manager (PM) to better differentiate between them.
- Contracting Process: Suppliers want earlier engagement with VA before solicitations. Suppliers are concerned with the FedBid Reverse Auction.
- Personnel: VA contracting staff performance is inconsistent.
- Training: VA contracting staff knowledge and approach are inconsistent.
- Timelines: Long solicitation and modification timelines create major issues for suppliers.
- Performance Feedback: Suppliers want more ways to make their voices heard.

Mr. Frye reviewed some of the results of the supplier perception surveys. VA is one only two agencies to adopt this best practice from leading private-sector companies. Results demonstrate that VA is making progress in key areas, but more work needs to be done related to VA's concern about supplier profitability, presenting "one face" across the organization, sharing risk, and focusing on Total Cost of Ownership.

Mr. Frye discussed VA's efforts to better develop its talent internally. The VA Acquisition Academy (VAAA) is an award winning operation with 5 schools that train all VA Contracting officers. It is hoped that this uniformity will be reflected in the way VA does business.

He also mentioned some of the longer-term initiatives started, including:

- Helpdesk is being established to resolve contract problems.

- Investigation of impacts of use of FedBid.
- Supplier Perception Surveys
- Industry Advisory Group
- Increased use of draft Requests for Proposals (RFPs) and Advanced Planning Briefings for Industry (APBIs). VA held the first one two years ago at the Technology Acquisition Center (TAC) in New Jersey. It was a resounding success.

Mr Frye also explained new initiatives to enhance the use of Small Disadvantaged and Veteran Owned Business. Specifically, VA has initiated subcontracting compliance review program to respond to small business concerns about under utilization on contracts. It will help ensure that large businesses are complying with subcontracting requirements.

Mr. Frye encouraged participants to continue to provide feedback about what they are seeing or any questions or concerns they might have.

More information on the SRM initiative, can be found at: <http://www.va.gov/oal/business/srm/index.asp>.

Breakout Summaries

Following the opening plenary, participants joined industry-focused breakout sessions to discuss their perspectives on VA's acquisition process in more detail. The highlights from these breakout sessions are included below.

Breakout: Building, Construction, and Engineering

Room: Rogers

Facilitator: Pat Tallarico

Note Taker: Dan Palcic

Key Themes & Issues

- There is a lack of understanding of the VA organizational structure, which results in an inability to know who to contact about specific issues.
- VA does not understand "what it means" to be a small business – they often issue requests that put unreasonable demands on firms and make requests that are not consistent with firms' small business status.
- VA is "passing down" shrinking budgets to suppliers in various ways – they are asking firms to do more but have less money for the work.
- Partnering works well if all key stakeholders are involved early.
- There are no repercussions for large business to meet or not meet small or Veteran-Owned business goals. Participants hoped that the new initiatives by VA will help address this issue.
- There is a lack of information about anticipated bids and budgets.
- Performance-based service contracts place large liability on suppliers, and they are challenging to evaluate consistently. They require a large up-front investment by suppliers, and the payment terms can be unclear.
- There is still great variability in terms of CO performance. Participants have not noticed any improvements as a result of recent VA efforts such as VAAA.

Recommendations

- Use a standardized past performance system. Suppliers are repeatedly asked to get their clients to complete past performance questionnaires – each of which may be slightly different. This creates a burden for those that are responding. Much of this could be eliminated by having a consistent format and consolidated system to store responses.
- Provide tools to link prime contractors and subcontractors. It was noted that Department of Defense (DOD) does a good job with this.
- Conduct 360 evaluations of VA staff at contract closeout. This would provide an opportunity for suppliers to provide feedback to VA on performance of contracting staff.
- VA should plan a contract with contingency money in anticipation of modifications or changes.
- VA should provide response deadline extensions to accommodate delays on the VA side (bid and modification). This is especially important when supplier performance is monitored on meeting deadlines and is unable to meet a deadline because of delays on the VA side.
- Pre-bid meetings/site visits should be mandatory.
- VA should conduct facility long-range planning. This would promote more efficient construction practices because it would help ensure that all construction is in line with a common vision.

- VA should provide bid options (NEED versus WANT) that enable VA to buy a base level of service and then exercise options as funds become available for things that are less urgent.
- Provide a list of VAAA graduates in the Supplier Newsletter and give them a designation. This will help suppliers know who has gone through the program so that they can judge the impact of the training.
- VA should allow a large business to have more than one protégé.

Breakout: Healthcare Services

Room: Berlin

Facilitator: Brian Baker

Note Taker: Jennifer Rhea

Key Themes & Issues

- There is no streamlined process or accountability for 621i renewal.
- The Past Performance Information Retrieval System (PPIRS) performance feedback process is a mess.
 - Not centralized / no common access.
 - Not consistently used either in contract closeout or source selection.
- Pervasive feeling that suppliers are viewed as “vendors” and not “Subject Matter Experts (SMEs)”. This creates disconnects at every phase (Market Research, Source selection, contract delivery)
- Forums are not useful if there is no accountability or issue resolution as a result.
- Veterans Integrated Service Network (VISN)/Hospital level contracting staff seems to have limited authority.
- Veteran-Owned Small Business (VOSB) and Service-Disabled Veteran-Owned Small Business (SDVOSB) recertification process is difficult - seen as a barrier to entry.
- Procurement Process inhibits adequate education of Veteran (Consumer) about the care available to them.
- Financial Component of procurement process (for example: obligation of funds, payment) is timely.
- VAAR clause giving preference for SDVO or Veteran-Owned (VO) businesses is inconsistently applied.
- Reverse bid auction is a joke.

Recommendations

- Reexamine and standardize 621i renewal process.
- Establish consistent use of PPIRS.
- Ensure appropriate engagement of VA technical/medical expertise.
- Provide more visibility around resolution of issues raised at the Forums and found within surveys.
- Streamline the SDVOSB and VOSB certification process.
- Clarify Veterans First Clause and its application across various types and sizes of procurements.

Breakout: Information Technology

Room: Copeland

Facilitator: Harold Gracey

Note Taker: Ben Rebach

Key Themes & Issues

- Consistency is lacking within VA.
- Doing business is difficult in an environment where so much emphasis is put on shifting risk to the suppliers.
- There is a (natural) bias to incumbents.
- Despite claiming to seek Best Value, VA is very obviously selecting bids which are Lowest Cost Technically Acceptable (LCTA).
- VA claims 'we don't want to eliminate your profitability' - but that's already done.
- Suppliers are not aware of VAAA and other initiatives which affect the relationship between VA and the suppliers.
- Suppliers do not know who their end customer is; they are only exposed to their CO.
- Lack of planning combined with short timeframes in solicitations is a problem.

Recommendations

- If VA is targeting a bid for a specific supplier, please just write a sole-source justification.
- Make the CIO a permanent position to avoid '4-year panic.'
- If VA releases large batches of solicitations directly before holidays, please include appropriate timelines.
- Prioritize the '16 initiatives' so then can be reasonably addressed with the existing VA workforce and infrastructure.

Breakout: Medical Equipment and Drugs

Room: Porter

Facilitator: Paul Cooper

Note Taker: Dan Palcic

Key Themes & Issues

- The modification process is "pitiful"
 - Some modifications take too long; some COs seem to sit on paperwork and extend their deadlines, adding costs to VA.
- Some COs do a poor job.
 - Communication: They do not respond to emails or phone calls.
 - COs are not knowledgeable enough to do their job.
 - Some COs continue to see suppliers as the enemy.
 - Low performers are not fired or disciplined.
- Suppliers are reluctant to go to superiors for fear of being blacklisted.

Recommendations

- VISNs share Best Practices with one another.
- VA should get training and Best Practices from GSA and Defense Logistics Agency (DLA).
- Have industry days to get supplier feedback before determining requirements.
- Use arbitrators to resolve disputes between VA and suppliers.
- Make timely award decisions.

Breakout: Other

Room: Foster

Facilitator: Doug Black

Note Taker: Kirsten Ferrigan

Key Themes & Issues

- There is a lack of communication between suppliers and VA Contracting Officers CO to improve Requests for Information (RFIs), RFPs, and Requests for Quotes (RFQs).
- There is a lack of consistency between VISNs and facilities within VISNs.
- VA lacks clearly defined "best value" evaluation criteria.
- The quality of post-award communication, such as debriefs, needs to improve.
- The VA Center for Veterans Enterprise (CVE) is not an advocate for SDVOBs and VOBs.
- VA should hold more industry days.
- VA personnel have no sense of time and money management.

Recommendations

- VA should hold pre-RFP vendor outreach events to capture industry expertise.
- VA procurement policies should be defined and enforced across the Department.
- VA should define "best value" evaluation criteria for each contract and reflect contract requirements.
- VA should improve the quality of debriefs and update award status.
- The VA CVE should do more to help, not just SDVOB certifications.
- Contractors should be involved earlier in the process to produce quality requirements.
- VA should train their COs and CORs to understand the impact of their decisions on staffing, delivery, and on an appropriate level of supplier profit.

VA Café

The purpose of the VA Café is to provide participants with a well-organized opportunity to raise any issues or questions they may have with VA leadership in a conversational environment. Participants were free to move around the room to pre-assigned topic tables to share their questions or comments on that topic. The five topics included:

- Construction
- Fedbid / Reverse Auctions
- Modifications
- Requirements/RFPs, RFQs input
- SDVOB concerns: Ability One ruling, SDVOB certification process

Brief highlights of what was discussed for each topic are included below. More detailed notes were provided to VA staff for follow-up purposes.

VA Café: Construction

VA Representative: Robert Capers, Office of Construction and Facilities Management (CFM)

Facilitator: Doug Black

Note Taker: Kirsten Ferrigan

The Construction session included specific questions about existing contracts and upcoming requirements with VA. Other, more general topics related to construction were broached as well, including:

- Suppliers can identify new construction and/or upcoming opportunities along with lease information at the following website under the Office of Construction and Facilities Management: www.FedBizOpps.gov
- Suppliers can obtain information about the VISN by visiting the website: <http://www2.va.gov/directory/guide/home.asp>

VA Café: RFIs/RFPs

VA Staff: Deborah Mattingly, Network Contract Manager, and Calvin Thomas, Contracting Officer

Facilitator: Harold Gracey

Note Taker: Ben Rebach

The RFI/RFP conversation covered several contact issues, including when to contact Facilities Logistics and how to find contact information for key VA personnel and Chief Logistics Officers (CLOs) in specific. Elements in process of developing contracts and approving awards were discussed. Inconsistent Contracting Staff behavior and federal spending oversight were briefly addressed.

VA Café: FedBid / Reverse Auctions

VA Staff: Mr. Jan Frye, Deputy Assistant Secretary Office of Acquisition and Logistics and Mr. Tom Burgess, Associate Deputy Assistant Secretary — Acquisition Program Support, Office of Acquisition and Logistics

Facilitator: Paul Cooper

Note Taker: Dan Palcic

The FedBid / Reverse Auctions conversation steered more towards general topics geared toward specific suppliers, rather than FedBid issues. Though, when FedBid was discussed, suppliers asked about the basics of the program, the current state of FedBid, and the fees associated with FedBid.

VA Café: Modifications

VA Representatives: Susan Taylor, Deputy Chief Procurement Officer for Veterans Health Administration (VHA) and David Webb, Atlanta VISN Representative

Facilitator: Brain Baker

Note Taker: Jennifer Rhea

The “Modifications” session included specific questions from suppliers about the status of their contracts. In addition, participants also discussed more general topics related to modifications, including difficulty communicating issues to the National Acquisition Center (NAC). Many participants expressed frustrations with leadership at the NAC for not returning phone calls and emails in a timely manner. Suppliers also had questions about reducing contract prices, how to determine exemptions from new FAR clauses and why it seems to take VA so long to release an RFP.

The NAC’s Web site for additional resources and information: <http://www.va.gov/oal/about/nac.asp>

VA Café: Service-Disabled Veteran-Owned Small Business Certification

VA Representative: Ford Heard, Associate Deputy Assistant Secretary — Office of Policy and Oversight Office of Acquisition and Logistics

Facilitator: Pat Tallarico

Note Taker: Megan Dunn

The SDVOSB Certification session included specific questions from suppliers about the status of their certifications. However, in addition, participants also discussed more general topics related to SDVOSB certification, including:

- Firms that have evidence that an SDVOSB is operating with fraudulent credentials can report that firm to VA through the following web site: <http://www.va.gov/oal/business/8127debarments.asp>.
- The Veterans Small Business Conference is an excellent opportunity for suppliers to learn more about the SDVOSP certification process and opportunities for contracting at VA and to share information about their offerings. More information about the conference can be found at <http://www.nationalveteransconference.com/>.

Ask the VA: Question and Answer Session

The question and answer session began with a few selected questions that emerged from the breakout sessions. After these selected questions, participants were encouraged to ask additional questions.

Questions were answered by a panel of Glenn Haggstrom, the Executive Director of OALC; Jan Frye, Deputy Assistant Secretary, OAL; Robert Capers, Senior Contracting Officer, CFM; Ford Heard, Associate Deputy Assistant Secretary for Policy, Systems, and Oversight; and Susan Taylor, Deputy Chief Procurement Officer for the Procurement and Logistics Office; and moderated by Pat Tallarico.

- Question: When does VA anticipate having a fully staffed acquisition workforce?
 - Susan Taylor: We are proud to say that we have only 7% left of staffing to be completed. This is a great improvement and average across the 1102 workforce.
 - Jan Frye: We want to move away from tactical purchases made by individual CO's in the VISNs. We want to make strategic buys which will require less training and less supervision, and in turn, require fewer staff.
- Question: How long does it take to get through VAAA?
 - Jan Frye: We go by Federal Acquisition Certification Contracting (FAC-C) for acquisitions training. Any CO with a warrant would, in theory, be at the same level before they receive the warrant. This was the purpose of the VAAA.
- Question: What are the advancements made in the background investigations and credentialing? Will SDVOSB certification be required as part of proposals?
 - Glenn Haggstrom: We know there is angst in the SDVO certifications. People either love it or hate it. The Office of Small and Disadvantaged Business Utilization (OSDBU) is responsible for managing certifications, so it falls outside our headquarter offices. The issue in obtaining the verification is a matter of who controls the certification-seeking organization on a day-to-day basis. Tom Lenny, the Executive Director for OSDBU, is working hard to improve the certification process. There is much interest from Congress in terms of how VA can manage certifications in a smarter and better manner. Congress also wants us to determine if this responsibility should be applied across the Federal Government. There is a dichotomy because VA is the only department that has this authority and requires certification.
 - Glenn Haggstrom: With regards to how certified SDVOs are viewed in solicitation, right now Full and Open competitions are just as they are; with no requirement for veteran-owned. These firms must be registered in the vendor databases (e.g. VIP, VetBiz), in order to be considered.
 - Glenn Haggstrom: Background investigations are required by the Office of Personnel Management, but the level of accessibility may vary.
- Question: Will VA require LEED certification for building projects, and is there a push to require green energy products/services?
 - Robert Capers: At the moment, there is a push for green building. PG18-15 for Architecture/Engineering (A/E) submissions which require sustainability, LEED, additions at medical centers and minor renovations. Please visit www.cfm.va.gov, on the A/E submission page, for sustainability and LEED requirements coming out.
- Question: Is there a push for new technologies such as solar and wind power will go through the construction process?
 - Robert Capers: We did just release a solar requirement. This is not a part of the VA005 mandate, but we are including this requirement in some procurements nation-wide.

- Question: How does information from the SRM forums get back to the VA COs?
 - Jan Frye: We may not be getting this feedback down to the organizational levels in an efficient manner. It is clear that some of these issues are not being taken care of. It is up to the supervisors to ensure that the COs and Contract Specialists (CSs) follow the policies and regulations put forth by headquarters. We may look into an ombudsman and/or helpdesk type arrangement as a feedback “trickle-down” mechanism. We may need a third party to “light the fire.” Another mechanism is the quarterly new supplier newsletter to inform the workforce.
 - Susan Taylor: I took notes on my discussions and will be following up on items I can address. By having the leadership focus, we will carry these down to the lower levels.
- Question: What is the best way for suppliers to get feedback about their COs without negative implications? There is clear retaliation by COs that goes on, and this cannot really be proven. COs have created a file on our visits to Congress, etc, so that we are seen as a ‘troublesome’ supplier.
 - Jan Frye: Many suppliers say if they complain about a CO, they are ‘blacklisted’ and this is disturbing. If suppliers feel they are being prejudged, they need to escalate this however possible. Save any evidence of this when possible.
- Question: It seems that the COR is talking to the suppliers. We would love to have a one-on-one discussion with the supervisors or the business representatives to discuss performance on both ends. This includes program people at the VISNs and lower levels.
 - Jan Frye: There should be conferences like this, and if they are not, there needs to be escalation. There must be period reviews by the program office. Mr. Haggstrom has made it clear that these meetings must be welcomed.
 - Robert Capers: Within CFM, we are holding pre-proposal conferences and partner meetings consisting of major construction firms and major sub-contractors on a monthly basis. We talk about the good and bad of the projects. However, this practice is not widespread.
 - Susan Taylor: VHA does have organizational charts, but on a high-level. We will be putting up a new webpage that will have charts to include lower tiers of organization and POC information. For specific needs to discuss with VHA CORs, please contact me susan.taylor7@va.gov
 - Glenn Haggstrom: VACO OAL has an organizational chart on the website.
- Question: Will CRISP end, and if so, when?
 - Glenn Haggstrom: The program is ongoing. It is important for people who have access to VA systems maintain annual training requirements with regard to security and training. CRISP is here to stay, so we need the suppliers to maintain the currency of training.
- Question: What are the best ways for suppliers to get educated on the procurement process, and find budgetary information?
 - Glenn Haggstrom: VA’s budget is substantial; we have enjoyed resources from the administration and Congress. We are budgeted in different ways across the department. For example, in CFM, they are partly funded by the MILCON bill and appropriations which is always available to us. In VHA, they have advanced appropriations. There is now a rolling two year budget process in VHA. In OIT, they have authority for multi-year appropriations. There is a clear indication that VA budgets continue to increase, and our commodities will continue to increase to some extent. From a planning perspective, what we buy is somewhat repetitive. You can review the VA budget the administration will release to Congress. We are working to get an accurate and reliable procurement forecast to share with industry. Last year, VA assumed the responsibility for the Veterans Small Business Conference. We encourage suppliers to get there if they can; visit www.nationalveteransconference.com for more information.
 - Ford Heard: There are Procurement Technical Acquisition Centers (PTACs) across the country have training opportunities to become a better government supply source. Also, small business counselors

- can help suppliers plan per government budgets. However, it is illegal to spend appropriated money to train suppliers.
- Question: What, if any, are VA's standardization directives? Do you feel standardization provides fair and reasonable access for competition, or will this result in more sole-sourcing?
 - Glenn Haggstrom: There are many opinions in the department on standardization and enterprise level contracting. With strategic sourcing as a form of standardization, VA is standing up commodity offices to understand the needs of the organizations and ensure the requirements fit. The Office Supply II contract out of GSA is a great example. 12 of the 15 business on this contract are small businesses. You CAN compete. A lot of concerns regarding consistency can be fixed and put in place by a single office, and can be used by others in the department.
 - Question: Regarding healthcare staffing under the 621i schedule, it takes roughly 12 weeks to get through VetPro. It used to take two weeks. What happened?
 - The VSC in Cleveland will be doing the investigations to relieve the duties of the COs, which lessen the time it takes to get through VetPro.

Q & A Closing Remarks

- Glenn Haggstrom: We appreciate your interest in taking care of the Veterans, thanks to those Veterans for your service, and thanks to our suppliers for coming to these forums. We are moving forward, however slow. This is a big battleship we are driving, and changes will not happen overnight. We are dedicated to this management and work on this every day. We must make sure our vision of what we say here gets to the folks in the trenches to change the culture we have. That change is to treat you as we would expect to be treated.
- Susan Taylor: I visited the Atlanta VA Medical Center, and it moved me to continue to work towards the mission of taking care of Veterans. They have a policy that 'no Vet dies alone.' This is in tune with the mission of our management, to ensure the Veteran's are not left behind in every facet of VA.
- Jan Frye: Never be a silent sufferer; please do not hesitate to take action to the fullest extent of your capability.

Survey Responses

Participants were encouraged to participate in a survey at the beginning of the session to identify where they stood in terms of key relationship indicators. These results were then combined with results from the national supplier perception survey and presented to the audience. The presentation that contained these results is included in Appendix D.

Appendix A: Agenda

Time	Event
8:00 am	Registration
8:30 am	Welcome and Introduction
8:45 am	SRM Update
9:30 am	Participant Survey
9:45 am	Break
10:00 am	Facilitated Breakout Sessions
11:45 am	Optional Networking Lunch
1:00 pm	VA Café
1:45 pm	Break
2:00 pm	Breakout Report Outs
2:30 pm	Ask the VA
3:30 pm	Survey Results Report Out to Participants
3:45 pm	Winding Down
4:00 pm	Adjourn

Appendix B: Attendees

Last Name	First Name	Organization or Agency
Ackerman	Cindy	Healthcare Staffing Inc.
Akers	Robin	DynaVox Technologies, Inc
Allen	Jim	Science Applications International Corporation (SAIC)
Arias	Ed	Duluth Travel Inc.
Ash	Ron	Wesley Medical Staffing, Inc.
Barker	Chris	Deloitte
Beasley	Lisa	Staffing One, Inc.
Bethea	Chuck	MDI, CORPORATION
Blair	Jim	Center for HealthCAre Emergency Readiness
Blair	Angela	Avita Community Partners
Blitman	Mark	Watson Pharmaceuticals
Bolling	Emily	Ameriphysics, LLC
Brown	Joe	Stanley Security Solutions
Bullman	Art	Stanley Access Technologies, LLC
Carter	Rose	Beacon Prosthetics & Orthotics
Childers	Nathan	Abaco Grande LLC
Clark	Mary	Rotech Healthcare
Doorn	Jerry	Veterans Medical Supply, Inc.
Enriquez	Carol	Rotech Healthcare
Etheredge	Will	Lee & Ryan Environmental Consulting
Fitzpatrick	Jeff	Brasseler USA
Glee	John	Heavenly Wheels Inc
Goodnough	Bill	Dell
Gsegner	Robert	Superior Water Services, Inc.
Harrison	Jae	Desir Group
Hayes	Bill	
Heirshberg	Stephani	Interior Fusion, LLC
Hinton	Barbara	Beacon Prosthetics & Orthotics
Johnson	Ronald	Orthotics & Prosthetics East, Inc.
Johnson	Elling	Superior Water Services, Inc
Jones	Teiresias	DeKalb Community Service Board
Kelly	Mike	Coram Specialty Infusion
Kwan	Anthony	AKEA Inc.
Lloyd	Bobby	Dell
Locke	Mike	Geo-Med, LLC
Mackey	Terrance	ECOSYSTEMS Consulting Group
Marker	Mike	Toshiba America Medical Systems, Inc.
Marshall	Anna	WV Medical Institute

Last Name	First Name	Organization or Agency
McQuillen	Art	Chartech, Inc.
Nickelson	Trudy	Bausch & Lomb
Olver	Paul	Chartech Inc
O'Shea	Angela	Pioneer Rehabilitation, Inc
Pace	Joseph	Global Industries
Payton	Heidi	Ranbaxy
Rehnberg	Linda	Sebia, Inc.
Robinson	Robbie	United Consulting
Rose	Cary	Brasseler USA
Salus	Arthur	Duluth Travel Inc.
Sharp	Sue	Mobility Express of GA
Sherwin	Shawn	Pinnacle Medsource
Simpson	Sandy	Coram FHS
Singleton	Stacey	Eagle Sportschairs
Smith	Christian T Z	Victory Orthotics & Prosthetics, Inc.
Stafford	Jon	Apotex Corp.
Sweeney	David	Steelcase, Inc.
Taunton	Ken	The Royster Group, Inc.
Thomas	Ron	powers pyles
Thomas	Lonnie	Texcel, Inc
Thompson	John	Eaton Corporation
Tibbetts	Richard	Pegasus Support Services
Turner	Andre	JTJ Resources
Ubamadu	Dominic	Desir Group Human Capital Mgmt
Visconti	Agustina	Line Promotions Group DBA newideas
Washington	Candace	
Waters	Ellis	Brasseler USA
West	Crystal	Medical Doctor Associates, LLC
Westcott	Michael	Veterans Medical Supply, Inc.
White	Carlton	MDI, CORPORATION
Williams	Mike	McNeal Professional Services
Williams	Selena	AFG Group Construction Management/Program Management
Wilson	Kevin	DLH Solutions, Inc.
Yarbrough	Oliver	Rainmaker Growth Partners

Appendix C: Acronyms

Acronym	Definition
A/E	Architecture/Engineering
ACE	Army Core of Engineers
APBI	Advanced Planning Briefings for Industry
BPA	Blanket Purchase Agreement
CCAS	Contractor Compliance Assessment System
CEC	Commodities Enterprise Contract
CFM	Construction and Facilities Management
CIO	Chief Information Officer
CLO	Chief Logistics Officer
CO	Contracting Officer
COR	Contract Officer's Representative
CPARS	Contractor Performance Assessment Reporting System
CRISP	Continuous Readiness in Information Security Program
CS	Contract Specialist
CVE	Center for Veterans Enterprise
DLA	Defense Logistics Agency
DOD	Department of Defense
ESPC	Energy Services Performance Contract
FAC-C	Federal Acquisition Certification Contracting
FAR	Federal Acquisition Regulation
FFP	Firm Fixed Price
FSS	Federal Supply Schedule
GSA	General Services Administration
HCA	Head of Contracting Activities
IAG	VA Industry Advisory Group
IT	Information Technology
J&A	Justification & Approval
LCTA	Lowest Cost Technically Acceptable
LEED	Leadership in Energy and Environmental Design
NAC	National Acquisition Center
NAICS	North American Industry Classification System
NCA	National Cemetery Administration

Acronym	Definition
OAL	Office of Acquisition and Logistics
OALC	Office of Acquisition, Logistics, and Construction
OAQ	Office of Acquisition Operations
OIG	Office of the Inspector General
OIT	Office of Information Technology
OSDBU	Office of Small and Disadvantaged Business Utilization
PM	Program Manager
POC	Point of Contact
PPIRS	Past Performance Information Retrieval System
PTAC	Procurement Technical Acquisition Centers
RFI	Request for Information
RFP	Request for Proposals
RFQ	Request for Quote
SAO	Service Area Organization
SDVOSB	Service-Disabled Veteran-Owned Small Business
SEWP	Solutions for Enterprise-Wide Procurement
SME	Subject Matter Experts
SRM	Supplier Relationship Management
T4	Transformation Twenty-One Total Technology
TAC	Technology Acquisition Center
VA	U.S. Department of Veterans Affairs
VAAA	VA Acquisitions Academy
VAAR	Veterans Affairs Acquisition Regulation
VBA	Veterans Benefits Administration
VHA	Veterans Health Administration
VO	Veteran Owned
VISN	Veterans Integrated Service Networks
VSC	Veterans Service Center

Appendix D: Survey Results















