

PSC PROFESSIONAL SERVICES COUNCIL

Service Contractor

Spring 2017 / The Voice of the Government Services Industry



Focusing On Priorities

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6

Association Priorities for 2017



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PRESIDENT'S LETTER

Welcome to the Spring 2017 issue of *Service Contractor* magazine, the publication of the Professional Services Council. Spring is a time to clean out the past and prepare for the new. From the past, we highlight final legislation from last year's Congress, and we help our members wrestle with the complexities and challenges of yet another round of government funding under a Continuing Resolution. For the future, we highlight the PSC strategic priorities for 2017 and the potential opportunities for service contractors under the proposals from the Trump administration's budget outline for fiscal year 2018.

PSC's strategic priorities are already permeating our work with the 115th Congress and the administration. We build on the value that service contractors provide for meeting government needs. With legislation already being written to update and improve acquisition, we focus on making the government a smarter customer and a better buyer. These and other priorities are more fully laid out in Dave Wennergren's piece on page 6.

Our advocacy work will be on full display as the administration submits its proposed budget in late May or early June for FY18, with many in Congress already declaring their opposition to certain elements of it. Despite the uncertainties that come from proposed budget cuts in some agencies and increases in others, there will be opportunities for contractors. The article on the "skinny budget" on page 10 highlights some of those.

Government access to innovation has already been a hot topic for the new administration, with the an-

nouncement earlier this spring of the creation of a new "Office on Innovation" at the White House. The results of the annual PSC survey of Chief Information Officers (CIOs), starting on page 16, includes approaches and concerns from those who do government innovation for a living.

Looking back at years of effort can lead to satisfaction when those efforts pay off. Alan Chvotkin summarizes PSC's work to prevent duplicative and unnecessary regulations and reporting burdens on contractors under the misleadingly named "Fair Pay and Safe Workplaces" executive order and Federal Acquisition Regulation (FAR) rule. That work culminated in success as Congress disapproved the rule under the rubric of the Congressional Review Act. You can read more starting on page 18.

Some topics transcend categorization as past or future. Cybersecurity is one such topic, and Tom Marcinko of PSC member Aronson LLC offers sound advice in his article "Assessing Cybersecurity Risk", on page 14.

This issue brings our regular updates on PSC activities and summary reports from major conferences in the past few months. It also provides our regular feature, Bill Tracker, to help your awareness of legislation already underway in the 115th Congress. We hope you enjoy this issue, and as always, I welcome your ideas on how we can improve and on solutions that will help make the federal government a smarter customer and a better buyer.

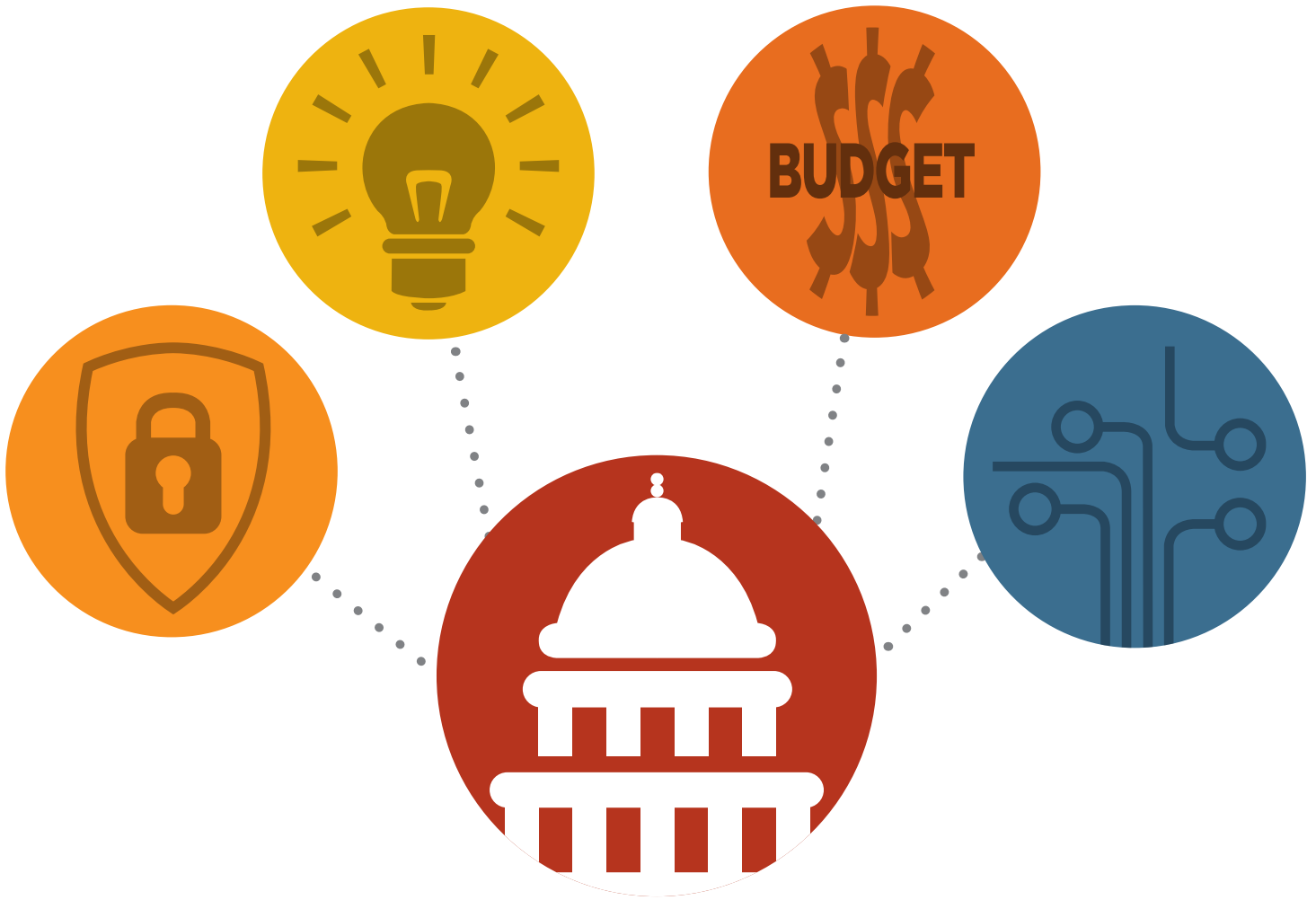
David J. Berteau



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PSC Sets Association Priorities for 2017



by **David M. Wennergren**, PSC Executive Vice President and Chief Operating Officer

As we work through the first year of the Trump Administration, we have built upon the key points contained in our “PSC 45: An Agenda for the Next President of the United States” report as well as soliciting inputs from across PSC’s 400 member companies to develop a set of 2017 priorities for the association that will guide our activities, engagements and outcomes.

Our 2017 priorities are guided by our core mission to provide unparalleled value to our members by being the leading advocate and resource for the government technology and professional services industry. We achieve this goal with a relentless focus on providing:

- **Unrivaled Advocacy** through extensive engagements with both the Legislative and Executive branches.
- **Outstanding Business Intelligence** through research projects to include the Services Sector Review, market briefings, the Vision Market Forecast, etc.
- **Policy and Thought Leadership** providing members with opportunities to develop reports, white papers, contribute to this magazine and participate in the CIO Survey, Acquisition Policy Survey, etc.
- **Programming and Networking** through our many conferences and events.

Taken collectively, our priorities stay true to PSC's goal to advocate, educate, and facilitate.

For 2017, we have grouped the work of the association around five strategic priorities. Developed through extensive input from and engagement with our member companies, our priorities were discussed at the PSC Leadership Summit in January and reviewed and approved by the PSC Executive Committee of the Board of Directors. You will find multiple ways to engage under each of these priorities to ensure your voice is heard and your issues are addressed. By working together, we can highlight to the federal government that PSC members provide real results for best value to meet government customer needs.

Demonstrate the value of government contracting and contractors

- Advocate for reliance on the private sector for all work that is not inherently governmental.
- Communicate the important role of government contractors; develop an effective short term and longer term strategy and highlight the business case for contracting and the value provided to government.

Help the government become a "smart buyer" and improve acquisition outcomes

- Promote an effective, streamlined, and competitive federal contracting system.
- Eliminate onerous compliance requirements that increase cost without improving performance or essential accountability.
- Devote attention to policies and advocacy on export control and TAAs by recognizing the increased emphasis on intergovernmental dependency, foreign military sales (FMS) and more members doing international work.
- Ensure fairness in all government contracting efforts by recognizing the important contributions that small, mid-tier and large businesses provide to ensure a healthy business environment and to meet government customers' needs.
- Advocate for small business programs that broaden and strengthen the national interest business base rather than just meeting numerical targets, and that promote the rational use of set-asides.
- Advocate for an interactive acquisition system (more communication, prototyping, use of oral presentations, etc.) and increase the level of interaction on top government procurements.

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Promote technology and innovation to achieve agency mission results

- Advocate for government to expand the use of commercial solutions and of buying capabilities-as-a-service, particularly to address digital solutions, IT modernization, big data, and mobility.
- Support actions that address the national imperative for improved cybersecurity.
- Encourage rapid access to and incorporation of innovation and commercial best practices.

Help PSC members build workforces to meet future government missions

- Address continuing issues with security clearances (backlogs, wait time, continuous monitoring and other process improvements, and demand reduction), with a goal of “one application, one investigation, one adjudication and one clearance.”
- Pursue regional economic revitalization through a variety of technology-related educational and training opportunities.

Maintain PSC as a world-class association and develop the PSC Foundation as a premier research and educational activity

- Maintain a proactive, visible and results-oriented advocacy agenda, because unparalleled advocacy is PSC’s primary competitive advantage.

- Sustain the current PSC membership base while significantly growing new membership consistent with PSC’s 2017/2018 budget targets.
- Ensure event alignment with PSC priorities and identify new approaches that will help to achieve conference results consistent with PSC’s 2017/2018 budget targets.
- Focus and accelerate research efforts, particularly those done through the PSC Foundation, to add to PSC thought leadership, media outreach, and information for PSC members and government customers.
- Optimize PSC Internal Operations.
- Achieve Our FY 2017/2018 Budget Targets. In addition to all the actions identified above, evaluate other revenue generating opportunities.
- Expand relationships with executive and legislative branch leaders and facilitate their discussions and interactions with PSC members.

Under each of these priorities are a number of specific actions and outcomes that PSC will focus on in the year ahead. Your engagement is crucial to the success of these efforts and we encourage your participation through councils, working groups, magazine articles, white papers and other contributions to the association’s work. ■



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by **David J. Berteau**,
President and CEO, Professional Services Council

Uncertainties and Opportunities in the

SKINNY



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The headlines focused on the “deep cuts” and “dramatic increases” in the president’s proposals for federal spending in Fiscal Year 2018 (FY18). With the release on March 16 of “America First: A Budget Blueprint to Make America Great Again”, the Trump administration joins the “skinny budget” tradition that began in 2009 under President Obama.

While the news media focused on proposed changes in agency spending levels, PSC members look through a different lens. Federal contractors should concentrate on the following uncertainties and opportunities.

Uncertainties

Uncertain Program Impacts

President Trump’s Budget Blueprint proposes to increase FY18 spending by \$52 billion on defense and to decrease spending by a similar amount from cuts to non-defense agencies. The Departments of Homeland Security (DHS) and Veterans Affairs (VA) would see increases under the proposals, a few agencies would see small decreases (NASA and the Departments of the Treasury, Energy, and Justice), while other agencies would see steeper declines in spending, ranging from -12% at the Interior Department to -29% for the State Department and -31% for EPA. *See the table at right for proposed agency funding levels and changes.*

Inside those numbers, it’s a different story. Agencies with overall increases, such as DHS, include cuts in some areas (including the Federal Emergency Management Agency). Agencies with steep overall reductions, such as HHS, have increases in some programs (including substance abuse services).

Overall, the Budget Blueprint does not have sufficient details to know the impacts on most programs or on contracts and contractors. For that, we need the full FY18 president’s budget proposal, to be released later this spring (in May or June).

Uncertain FY18 Appropriations

Lack of skinny budget details is just one source of contract uncertainty. The bigger impacts are likely to come from budget uncertainty, not only for FY18 but beyond.

Agencies will finish FY17 either under another Continuing Resolution (CR) or with a full-year appropriations bill (we can’t tell which at this writing, but readers will soon know).

Regardless, Congress likely won’t have time to receive the late-arriving FY18 president’s budget, set spending levels in a budget resolution, then mark up and pass appropriations bills in time for the start of FY18 in five months, by next October 1.

That means we are likely to start FY18 under yet another CR, and CRs have their own uncertainties. Programs tend to spend conservatively under CRs, unsure of how much future funding they’ll have. New starts are banned unless specifically allowed in CR language, called “anomalies”.

Shutdown Uncertainty

President Trump has stated his intention to “end the defense sequester”. At this stage, that would require votes from Senate Democrats, who are likely in return to want increased spending for domestic agencies, not cuts.

Without 60 Senate votes, Budget Control Act (BCA) caps will remain in force for FY18. The Budget Blueprint’s proposed increases for defense, DHS, and VA and cuts for others don’t comply with those caps, making a CR more likely to start FY18.

Before we get there, Congress must address the debt ceiling. Reset on March 15, U.S. payments rely today on the Treasury Department’s “extraordinary measures” steps, which will last only into the summer.

Funding Changes in the FY18 Budget Blueprint		
Agency Proposed	FY18 Budget Changes (in billions of \$)	FY18 Change from FY17
Defense	+\$52	+9%
Homeland Security	+\$2.8	+7%
Veteran Affairs	+\$4.4	+6%
NASA	-\$0.2	-1%
Treasury	-\$0.5	-4%
Justice	-\$1.1	-4%
Energy	-\$1.7	-6%
Interior	-\$1.5	-12%
Transportation	-\$2.4	-13%
Education	-\$9.2	-14%
Army Corps of Engineers	-\$1.0	-16%
Health & Human Services	-\$15.1	-18%
Labor	-\$2.5	-21%
State and US Agency for Int’l Development	-\$10.9	-29%
Environmental Protection Agency (EPA)	-\$2.6	-31%

America First: A Budget Blueprint to Make America Great Again, March 16, 2016

In the past few years, debt ceiling agreements have been tied to BCA cap adjustments. Congressional failure to address these led to the federal government shutdown in 2013 and could do so again. And while government workers eventually are paid despite a shutdown, contractors are generally not. Prudence calls for preparation for a possible shutdown later this year.

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Uncertain Hiring Freeze Impacts

The Budget Blueprint assumes savings from personnel reductions, explicitly in agencies such as EPA and implicitly in funding estimates elsewhere.

The January hiring freeze on federal civilians may not produce enough personnel reductions to meet savings targets. Historically, hiring freezes save fewer dollars than projected.

The more drastic step of terminating civilian workers through Reductions in Force (RIFs) probably won't save money either.

Unless done at the beginning of a fiscal year, statutory notification timelines and the need to pay accumulated leave and severance mean RIFs cost more in the year of execution than they save.

If agency savings targets can't be reached by personnel cuts, it's uncertain whether contracts will also be cut.

Opportunities

These uncertainties merit careful planning and preparation by service contractors, but they also can offer additional opportunities. Here are four of them.

Workload Opportunity

Since the dawn of the Republic, America has relied successfully on service contractors to support government missions and activities. None of the uncertainties above change that relationship, and they can provide opportunities for more success.

For example, contractors can help meet government workload changes with flexible staffing, access to skilled workers in short supply, or surge capacity. This agility is especially useful in times of uncertain funding levels or requirements. Contractors can adjust to changing workloads much more easily than federal workforces can.

Reorganization Opportunity

A March 13 Executive Order laid out steps for a "Comprehensive Plan for Reorganizing the Executive Branch." It calls for agency plans to be submitted to the Office of Management and Budget (OMB) by this September. Agency-level plans will then be incorporated into a single OMB plan for the entire executive branch.

These proposed plans offer contractors opportunities for ideas that can save time and money, reduce redundancy, support efficient use of funds, and make agencies more effective by focusing on results that can be measured. The private sector meets those same challenges successfully every day.

The executive order also calls for public suggestions for agency improvements as part of the reorganization effort. PSC

will collect and submit suggestions from our members as part of that process.

Agency proposed plans for reorganization could also change priorities in alignment with reduced or increased program spending, but these are likely to be part of the administration's FY19 budget proposals, at the earliest.

Innovation Opportunity

For the past few years, federal agencies have tried to expand access to innovation from the private sector. Despite those efforts, the single best way today for the government to incorporate process innovation and new technology is through its existing service contractors.

It's early, but that opportunity may even expand as the newly announced White House Office of Innovation gears up.

Customer Connections

In uncertain times, the most useful actions service contractors can take is to remain as close as possible to their customers. Contractors help them cope with uncertainties, adjust to new requirements, accommodate funding changes, and bring in process innovation to support missions and activities.

Conclusion

The skinny budget proposes significant changes in government agency funding levels but provides insufficient detail to determine specific impacts on many programs or contracts. We'll learn more when the administration submits its full FY18 budget to Congress later this spring and when reorganization plans emerge later this year.

Comments from senior Republicans and committee chairs show that some of the proposals in the Budget Blueprint will face stiff opposition in Congress. Those objections, and short congressional timelines, make it likely that FY18 will start under a CR. The need for a debt ceiling agreement adds uncertainty.

These uncertainties also provide opportunities for service contractors to accommodate changes in priorities and workload, bring innovation and skilled workers to meet requirements, and stay close to their customers. PSC will reinforce those opportunities through its advocacy and education efforts and in submitting its own suggestions in response to the Trump administration's reorganization executive order. ■

In uncertain times, the most useful actions service contractors can take is to remain as close as possible to their customers.

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Assessing Cybersecurity Risk: A Buy-Side Due-Diligence Imperative



by Tom Marcinko, Aronson LLC

Tom thanks members of Aronson's Technology Risk Services Team for their contributions to this article.



Illustration: shutterstock.com/emastock

In the inter-connected world we live in, all organizations must address cybersecurity. This is especially true for government contractors. Successful cyber-attacks launched against commercial companies may harm the company and ultimately their customers. Successful cyber-attacks launched against government contractors may jeopardize our national security.

Though our accounting friends may disagree, assessing cybersecurity risk may now be the most important function of buy-side due diligence for companies looking to acquire a government contractor. No company wants to increase its vulnerability to potentially catastrophic cyber-attacks through an acquisition. This is especially true for defense contractors who have access to DoD information.

This article describes steps the acquiring company can take to review the target company to determine the level of cybersecurity risk embedded in the acquisition and any upgrades that must be implemented post-acquisition. The article will also benefit companies looking to be acquired who will learn how to structure their IT systems to pass due diligence with flying colors.

The acquiring company should initially perform a “top-down” review of the target’s IT system(s) including how the hardware, software and networks are configured and the type of data processed or retained.

Once the “lay of the land” has been determined, the target’s IT security related policies, procedures and practices should be reviewed for adequacy. At a minimum, there should be written policies addressing network, server and application security. Specific subjects to be addressed include but are not necessarily limited to:

- **IT Acquisition**
- **Network Security**
- **End-Point Security**
- **Email Security**
- **Configuration Management**
- **Software Asset Management**
- **Mobile Communications**
- **Access Control (including Remote Access)**
- **Multifactor Authentication**
- **Internet Use**
- **Privileged User Access**
- **Data Retention & Protection**
- **Password Protection**

Physical controls around servers, appropriate ingress-egress controls, access on a need-to-know basis, access control logs and segregation of duties are also important internal controls.

Just because a target has a robust set of cybersecurity policies and procedures doesn’t mean the policies and procedures have been implemented. Some companies develop written policies to “check a box.”

Therefore, it is important for the acquiring company to verify the requirements contained in the written policies and procedures have been implemented.

Any agreements the target has with third parties that involve IT also need to be reviewed. This includes subcontractors who have access to the target’s IT system(s) or instances where any portion of the target’s IT operations has been outsourced, whether onshore, offshore or in the cloud. It may even be necessary for the acquiring company to review the security practices of the third parties.

The amount and nature of cybersecurity training provided by the target to their employees is another area to be explored. A mature company will have an up-to-date cybersecurity training program with information on current threats and best practices in the areas of tools, techniques and procedures. And nowhere is the concept of “continuous process improvement” more applicable than cybersecurity. Whether due to changes in the threats, the technology or the company, a cybersecurity program that was adequate when implemented can quickly become inadequate. Ideally, the target actively monitors its cybersecurity assets and routinely interacts with cybersecurity experts to understand the latest threats and the security practices designed to thwart them.

There may be an additional due diligence requirement if the target has or plans to have contracts with the Department of Defense. While most government contractors are required to comply with the general requirements of the Federal Information Systems Modernization Act, Defense contractors who have access to Covered Defense Information (CDI) have more specific requirements. CDI is a general term that includes unclassified technical information with military or space application that is subject to controls on access and disclosure. CDI is more specifically defined at <https://www.archives.gov/cui/registry/category-list>.

Per DFARS 252.204-7012, contractors with access to CDI must provide adequate security as defined in the National Institute of Standards and Technology (NIST) Special Publication 800-171. NIST SP 800-171 describes 109 controls the contractor may need to implement. NIST SP-800-171 can be found at this link: <http://nvlpubs.nist.gov/nistpubs/SpecialPublications/NIST.SP.800-171r1.pdf>. Per the clause, adequate security must be in place by December 31, 2017.

So it is important to determine if the target has or will have access to CDI. Due diligence for contractors who possess or have access to CDI should include a determination as to whether the target currently complies with NIST SP 800-171 or in the alternative, what steps must be taken to achieve compliance. This can be accomplished via a gap analysis using the mapping tables in NIST SP 800-171 Appendix B.

Unfortunately, cyber-attacks are now pervasive, almost becoming a part of everyday life. Even the best prepared, most sophisticated organizations have been successfully attacked. There is no approach to cybersecurity due diligence, no matter how thorough, that can guarantee the acquisition will be free of cybersecurity vulnerabilities. However, failure to conduct a thorough cybersecurity due diligence significantly increases the risk the acquisition will result in the acquiring company becoming more vulnerable to cyber-attacks. ■



On the Quest *for Innovation*

by **David M. Wennergren**, PSC Executive Vice President and Chief Operating Officer

Federal agencies are on a quest to harness new ideas and approaches to help with everything from modernizing outdated information technology (IT) infrastructure to replacing archaic, labor-intensive business processes. In PSC's Annual CIO Survey, a top priority for federal IT leaders is greater access to innovation.



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Innovation centers are springing up across government from the Defense Department's Defense Innovation Unit Experimental (DIUx) to the Department of Homeland Security's Procurement Innovation Laboratory (PIL). Across government, agencies are clamoring for the innovation elixir and access to commercial best practices.

Yet spotting and successfully adopting innovation is not an easy task. A couple of years ago, *Wired Magazine* ran an article about the challenges in recognizing innovation, and how it is necessary to question your assumptions, be willing to think differently and look at the world through a "new lens." And for federal agencies, the challenge is exacerbated by the fact that while innovation may be the top priority for federal leaders, PSC's Acquisition Policy Survey has found that speed and innovation are the lowest priorities for federal agency contracting officers, who work in a risk averse environment and are not graded on contract outcomes.

The government faces an innovation quandary, torn between the desire for more rapid adoption of new approaches, yet hampered by contracting practices that limit access to innovation through rigid statements of work, not valuing alternative proposals and other barriers that hinder a company's ability to offer new technologies and ideas over the course of a contract.

The mistaken perception of some is that innovation can only be found by contracting with new entrants in the federal market in tech savvy geographic centers like Silicon Valley. This misperception is something that PSC has written extensively on, including our multi-association white paper, "Delivering Results: A Framework for Federal Government Technology Access & Acquisition." In that paper we noted that federal agencies are far more hampered by how they ask for things than by who they ask. Both new entrants and many well-established government contractors offer innovative approaches and solutions that could be accessed by federal agencies—if the right contracting approaches are used.

The imperative for better access to innovation to improve agency mission results is a top 2017 priority for PSC. As a part of this priority, PSC has a number of on-going efforts to include: advocating for government to expand the use of commercial solutions and of buying capabilities-as-a-service, particularly to address digital solutions, IT modernization, big data, and mobility; supporting actions that address the national imperative for improved cybersecurity; and encouraging rapid access to and incorporation of innovation and commercial best practices.

Innovation was also front and center as a topic in our "PSC 45: An Agenda for the Next President of the United States" report. Our first recommendation to the Trump Administration was to "Harness Technology and New Business Models to Modernize Government Service Delivery." In that report, we discussed how the convergence of technology and services, the power of consumption-based buying, and the availability of an ever-increasing array of new technologies has resulted in a marketplace where innovation and ingenuity abound. However, we noted that the federal government continues to lag in its adoption of commercial best practices and new technologies and provided recommendations on improving "speed to outcome," mandating technology modernization, improving cybersecurity, managing data more effectively, delivering better customer service and choosing approaches that

improve access to commercial innovation. We have also highlighted that providing incentives for innovation must be a centerpiece of the administration's procurement agenda. While long range plans must look to the horizon to highlight and embrace emerging technologies, there

are many innovative solutions and approaches that could have widespread adoption today, if agencies would re-think how to apply current acquisition flexibilities to attain better results.

Experiments and pilots are important ways to bring innovation into government—bridging cultural resistance through relatively small implementations that don't get in the way of major programs of record. PSC recently had DIUx leader, Raj Shah, speak at an event where he highlighted the successes that his organization has achieved by streamlining the acquisition process as a part of the "experiment" process. We applaud efforts that increase the speed of the acquisition process and eliminate compliance burdens that add time and cost without improving results. However, we must avoid creating a two tier/two caste system, where only beneficiaries of pilots and experiments get to take advantage of a streamlined acquisition approach, while the bulk of government contractors continue to languish under a ponderous and inflexible contracting process and growing compliance regime. Modeling the innovative behaviors that they seek, government agencies should "mainstream" the acquisition reforms used in their experiments so that taxpayers and agencies can get the benefit of new ideas, better outcomes and reduced costs across-the-board. Statements of Objectives, innovation templates, alternative approaches, and performance-based managed services contracts must become the norm, not the exception. ■

...spotting and successfully adopting innovation is not an easy task.



Policy Spotlight

Executive Order: *Fair Pay and Safe Workplaces*

by Alan Chvotkin, PSC Executive Vice President and Counsel

After a multi-year effort led by PSC, the final “Fair Pay and Safe Workplaces” Federal Acquisition Regulation, often referred to as the “blacklisting” rule, has been repealed.

Using the Congressional Review Act (CRA)—a legislative tool that allows for expedited Congressional consideration of recently issued regulations and is not subject to the 60-vote threshold often employed in the Senate—Congress enacted a joint resolution of disapproval overturning the regulation.

President Trump signed the resolution on March 27, 2017; now Public Law No. 115-11.

PSC supports many of the specific labor laws that already require government contractor compliance and supports the objective of the regulation. Yet the details of the regulation did not meet the intent. Finalized on August 25, 2016, the rule would have created a duplicative, unfair and costly process without producing any additional benefit or value for the government.

For example, the Department of Labor (DoL) has robust oversight and investigative capabilities to ensure that contractors abide by federal labor laws and mechanisms to hold them accountable if they don't. The regulation completely ignored this existing structure and sets up a parallel process to be executed by agency contracting officers that was both unnecessary and duplicative.

In addition to the new burdens placed on contracting officers, the regulation would have imposed particularly burdensome reporting requirements on prime contractors with no added value to the government. Instead of using the DoL information already collected, prime contractors would be required to collect, assess, and report the information about all of their subcontractors and suppliers, no less than every 6 months. The regulation essentially asked contractors to provide “haystacks of information” when DoL already has the “needles” in its possession.

Most importantly, Public Law 115-11 restores fairness and due process to the contracting community in two major ways:

First, the regulation eliminated any need for a finding of guilt before denying a contract to a firm by elevating mere allegations to the same status as convictions. DoL can—suspend or debar bad actors and guilty contractors who willfully violate the law. The repeal of this regulation allows contractors to compete on a fair and level playing field and not be penalized based on unsubstantiated or unproven allegations.



Second, some violations trigger reporting in cases where the violation occurred through no fault of the contractor, but rather because the government failed to structure the contract appropriately. For example, federal contractors are required to comply with the Services Contract Act (SCA) only when the federal contracting agency includes the SCA clause in their contracts. If DoL subsequently determines that the clause should have been included in a contract after the fact, the contractor would have to report that it violated a contract clause that was never in its contract to begin with.

Implementation of the rule would also likely be counterproductive to the government's stated goals of reducing unnecessary delays in the acquisition process and incentivizing newer technology companies—a market segment that is already reluctant to sell to the government—from pursuing federal business.

For these and many other reasons, PSC welcomed the October 25, 2016 decision by the United States District Court for the Eastern District of Texas to impose a nationwide preliminary injunction on the majority of the regulation's provisions. Yet the court action provided only temporary relief.

That's why the use of the CRA is significant—and PSC supported using it. Not only does this process ensure that the rule will not take effect as is, but after a disapproval resolution is enacted, the rule “may not be reissued in substantially the same form,” in the future.

Our thanks to all Members of Congress who worked with PSC and other associations to disapprove this rule. We will be urging Executive agencies to take immediate action to effectuate the repeal of this regulation. ■

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Working for You

New Administration

Shortly after President Trump was sworn in, he and his administration took several significant actions that, even in April, are still impacting federal contractors.

The President issued a hiring freeze on federal employees, subject to guidance that was issued jointly by the Office of Management and Budget (OMB) and the Office of Personnel Management (OPM). However, the order also prevented agencies from hiring contractors as a means of circumventing the hiring freeze on federal employees and some agencies have misinterpreted that limitation as a freeze on contractors hiring employees to fulfill contractual obligations. We attack those interpretations when we learn of them.

The White House Chief of Staff issued a freeze on all new regulations pending approval by Trump-designated officials. As a result, there has been a real paucity of new rules issued. Nevertheless, the Federal Acquisition Regulation (FAR) Council and the Department of Defense (DoD) DFARS Council are continuing to internally process procurement rules up to the point of approval and public release. We are provided with limited opportunities to engage in the development of the regulations in advance of any public comment process, but we are communicating with the rule-writers formally and informally as the opportunity arises.

Following through on PSC's top legislative priority for the beginning of the new Congress, the President signed legislation to halt the implementation of the Fair Pay and Safe Workplaces rules and also repealed the Obama Executive Orders that provided the framework for those regulations. PSC will be engaging with OMB and the FAR Council on the remaining administrative steps required to end the Fair Pay regulatory legacy.

The President issued two executive orders to reduce the regulatory burdens on industry; we refer to one of them as the "two for one" order because it requires agencies to repeal two existing regulations before issuing any new regulations. While there is a lot of implementation guidance still to come from OMB, PSC is taking advantage of this opening to solicit member company recommendations for regulations or policies that should be repealed or revised. This new data call builds on the work we have already done to identify non-value added regulations.

On January 25, PSC sent a letter to the Environmental Protection Agency (EPA) raising concerns about reports that EPA had temporarily suspended all new contract awards, and possibly payments for work already performed under existing contracts. PSC sources confirmed the basic details of reports from multiple media outlets, and additional member companies expressed their concern. The EPA has now lifted any such suspension. In addition, PSC contacted DHS, VA, HHS, CMS, NIH, Treasury, and IRS, but none confirmed a situation like the halt at the EPA. However, several agencies said that while there is no official contracting halt, they are taking things cautiously to better understand the new administration's priorities.

Our Trump Administration Transition Resource Center on the PSC website will help keep you up-to-date on the Administration's progress in filling key jobs, advice we are offering and positions that PSC is taking on your behalf.

Technology

There is a tremendous opportunity for industry to help incoming Trump Administration officials to recognize the cost savings and improved outcomes that will result from digitizing government services on commercial platforms. This work will build on the substantive recommendations included in PSC's Agenda for the 45th President under the goal, "Harness Technology and New Business Models to Modernize Government Service Delivery."

You can get engaged in our annual CIO Survey work, now in its 27th year and done in partnership with PSC member company, Grant Thornton. Interview teams are forming now and this is a great opportunity to hear from, and share insights with, federal information technology leaders.

A top priority for PSC in 2017 is to promote technology and innovation to achieve agency mission results. By bringing together government leaders with PSC member companies, we will advocate for government to expand the use of commercial solutions and of buying capabilities-as-a-service, particularly to address the issues of digital solutions, IT modernization, cybersecurity, big data, and mobility.

Vision of the Market

The Vision Federal Market Forecast and Conference is in its 53rd year and continues to provide a truly unique opportunity to gain insights into the federal market months ahead of others. 2016 was a great year for Vision, with 384 industry volunteers from 75 companies interviewing 335 senior government leaders through 24 teams that covered civilian agencies, defense functional areas and government-wide issues. This year we are fielding 25 teams and there are still opportunities to join a team and get involved in this important work. Learn more at visionforecast.org.

Reverse Industry Days

PSC is also acting on our priorities to make the government a smarter buyer by participating in several agencies' "reverse industry day" sessions – conducted by the Department of Homeland Security (DHS), Department of Veterans Affairs (VA) and Department of Health & Human Services. More of these educational opportunities for PSC and our members are in the planning stages with the Internal Revenue Service and General Services Administration, with the likelihood that more agencies will be added to the list over the next several months. In addition, we continue to serve our members through our advocacy and educational work with federal agencies on key procurement policy and related business issues, and furthering our networking opportunities by hosting meetings with key government officials. Watch the PSC Daily newsletter and our calendar of events for upcoming current opportunities.

On January 10, DHS held their third Reverse Industry Day (RID) training event to better inform the acquisition workforce about industry approaches and processes. Sixteen representatives from PSC member companies participated. There was also a Mock Bid/No-Bid Review that included a role playing scenario to give government attendees an idea of the detail necessary for industry pursuit decisions. Similar events organized by DHS are likely to occur twice a year.

Working for You

On March 14 and 15, PSC presented industry perspectives in a Reverse Industry Day format at the VA Acquisition Workforce Innovation Symposium, this time in Nashville, Tennessee. This training was similar to the one held last November in Minneapolis reaching another 1,000 VA acquisition professionals.

Navy

Recently PSC hosted senior Navy acquisition officials for a continuing discussion regarding how to improve Navy contracting. In addition, PSC members have joined together to push for changes to the arbitrary contractor manpower reporting requirements and the past performance reporting from both contractors and agency contracting officers.

Homeland Security

On February 2, DHS Inspector General John Roth discussed acquisition, information technology, and the immigration executive order with the PSC Civilian Agencies Council's Homeland Security Task Force. On February 14, Kevin J. Kerns, Deputy Associate Director, Management Directorate (and component acquisition executive) at USCIS met with the Homeland Security Task Force, discussing topics such as acquisition trends, ELIS transformation, cloud, DevOps, and biometrics. On April 6, 2017, USCG Head of Contracting Activity Michael Derrios met with the Homeland Security Task Force, discussing future acquisition needs and potential budget challenges.

Veterans Affairs

On March 28, Mark Junda, VA Acquisition Innovation Advocate, Technology Acquisition Center (TAC) and Drew Myklegard, Lead for Rapid Prototyping, U.S. Department of Veterans Affairs (VA) spoke to the Veterans Affairs Task Force about IT acquisition and their initiatives to decrease procurement acquisition lead time (PALT).

Federal Health

On February 13, the PSC Health and Human Services Task Force met to discuss transition issues and its 2017 agenda. Attendees discussed recent agency actions such as limiting or cutting off trainings and communications to stakeholders that is part of contracted work at HHS. Companies expressed uncertainty about the role of the Office of the National Coordinator (ONC) in health information sharing, what repeal/replacement of the Affordable Care Act (ACA) might be, and funding changes to programs that shift resources to states. Program integrity initiatives that combat fraud, waste, and abuse are likely to be emphasized. Attendees discussed future engagement with HHS officials and the potential for a PSC federal health event this summer.

International Development

Our December 6th Annual Development Conference set new records for attendance and positive feedback. Coming on the heels of the November elections, members were particularly eager to hear from panelists regarding

possible USAID funding and management reform scenarios in the new administration. Similar discussions on staff resilience & emergency planning as well as the long-term development benefits of Power Africa were equally well received.

With compliance and oversight always a part of government contracting, two separate meetings – first with USAID OIG Ann Calvaresi Barr and later with a team of her investigators – allowed members to address both macro-level policies as well as the minutia regarding individual cases. OIG officials were grateful for the opportunity to bring their message directly to implementing partners, and our members acknowledged the willingness of OIG staff to work with them after hours, weekends and even foregoing Thanksgiving dinner in one particular case, all to ensure evidence was preserved, procedures followed and the guilty brought to justice.

On February 13-16, our members took their unified message directly to the Hill. Nineteen member companies staffed tables at the House Rayburn Foyer. In addition to the more than 100 Congressional staff that attended, we had meaningful visits with the Chairman and Ranking Member of the House Foreign Affairs Committee, Representatives Ed Royce (R-CA) and Eliot Engel (D-NY), former HFAC Chair Ileana Ros-Lehtinen (R-FL) as well as Representatives Brad Sherman (D-CA) and Gerry Connolly (D-VA). Thanks to active use of social media, the event garnered over 100,000 Twitter impressions.

Security Clearances

High on PSC's priority list for 2017 is working with companies and agencies to address the multi-faceted aspects of the federal security clearance process, from the actions taken by the government stemming from the OPM breach to the unacceptable growth in the backlog of obtaining security clearances for both government and contractor employees. PSC has a long track record of working with company members, with agencies, and with the Congress to address needed streamlining of the federal security clearance review process and that effort has been continuing. On the horizon are briefings on the work of the new National Background Investigations Bureau and actions that can be taken to significantly and permanently reduce the backlog for cleared personnel. In related activities, we have programs scheduled to address practical steps that companies can and should take to address insider threats and efforts to ensure compliance with the growing list of regulations on cybersecurity and challenges in identifying and protecting "controlled unclassified information."

Some of these issues become particularly acute and difficult, particularly in the national security/intelligence community arena. But the issues of protecting company proprietary information, and guarding against insider threats or cybersecurity attacks from within or from the outside, have relevance to all companies. As such, all PSC member companies should participate with us in the information sharing and solutions-developing sessions we are holding.

New issues arise constantly. Engage with PSC to maximize the value of your membership. Just ask us how to do that! ■

Governing by



All Presidents have used their authority to direct the activities of federal agencies – called Executive Orders. These orders are designed to effect only internal government operations and purport to create no new rights for the public. The all-time presidential “leader” in issuing executive orders was Franklin Roosevelt; over his twelve plus years as president, he issued 3,721 executive orders. Several Chief Executives issued only one Executive Order during their term. Since President Harrison served only eight months in office, he was the only President to not have issued an Executive Order. President G.W. Bush issued 291 during his eight years in office while President Obama issued 276 during his eight years.

President Trump has, as of March 31, 2017, already issued 20 Executive Orders. Several of these directly address the federal contracting process while others, such as those that relate to cancelling and issuing regulations, will undoubtedly affect contracting through the implementation actions.

Executive Orders relating to contracting, for example, still require federal agencies to take additional action to implement, following the existing procedures relating to regulations. It is only at that stage that PSC has the opportunity to weigh in.

Of significance, in following through on PSC’s top 2017 legislative and administrative priority, the President signed legislation to disapprove of the 2016 Fair Pay and Safe Workplaces (i.e. “blacklisting”) regulations and issued an Executive Order (13782;3/27/17) to repeal President Obama’s Executive Order directing that the rule be issued. *[See related story on page 18.]*

Two Executive Orders issued in February direct federal agencies to reduce the number of regulations before adopting any new regulations (the so-called “2 for 1” Order) and to enforce the regulatory reform agenda for federal agencies. Implementing guidance for the agencies was issued by the Office of Management and Budget and federal agencies are now operationalizing that guidance.

An important Executive Order issued in mid-March (#13780) sets the framework for developing plans for a comprehensive reorganizing of the Executive Branch. The Order required federal agencies to make recommendations to the OMB director but also provides for a period for public comment. PSC will be soliciting member-company input as we consider making our own recommendations for reforming the structure of the Executive Branch.

Other presidential actions, including the March 27 memorandum creating the White House Office of American Innovation, or the January 27 memo on rebuilding the U.S. Armed Forces, have more targeted application than the Executive Branch-wide Executive Orders, but, as in the case of these two actions, still have an impact on the federal market. Again, as part of our ongoing Executive Branch engagement, we are developing action plans to engage with the appropriate departments and agencies to further the positive role of contractors in supporting U.S. Government activities.

Watch for continuing information about the impact these executive actions may have on the federal contracting practice and on our members in the PSC Daily and through other PSC communications. As always, we welcome your comments on these presidential initiatives. ■

Bill Tracker: 115th Congress-First Session (2017)



Newly introduced since last issue



Major action taken since last issue



Bill became law since last issue

H.J. Res. 37 Disapproving the 8/25/16 FAR rule relating to Fair Pay and Safe Workplaces, Foxx (R-NC)

STATUS Signed into law 3/27/17; P.L. 115-11.

H.J. Res. 38 Disapproving the 12/20/16 rule submitted by the Office of Surface Mining of the Interior Department relating to "Stream Protection," Johnson (R-OH)

STATUS Signed into law 2/16/15; P.L. 115-5.

H.J. Res. 40 Disapproving the 12/16/16 rule submitted by the Social Security Administration relating to implementation of the National Instant Criminal Background Check System for firearms sale or transfer, Johnson (R-TX)

STATUS Signed into law 2/28/17; P.L. 115-8.

H.J. Res. 41 Disapproving the 7/27/16 rule submitted by the Securities and Exchange Commission requiring public companies that extract oil, natural gas or minerals abroad to disclose in an annual report after 9/30/18 any payments made to a foreign government or the U.S. Government, Huizenga (R-MI)

STATUS Signed into law 2/14/17; P.L. 115-4.

H.R. 5 Regulatory Accountability Act of 2017, Goodlatte (R-VA)

SUMMARY

Would reform the process by which Federal agencies analyze and formulate new regulations, clarify the nature of judicial review and ensure complete analysis of potential impacts on small business. Would specifically repeal the so-called "Chevron deference" standard, require mandatory litigation stays for new rules, and strengthen the Regulatory Flexibility Act.

STATUS Passed the House (238-183) on 1/11/17.

H.R. 26 Regulations from the Executive In Need of Scrutiny (REINS) Act, Collins (R-GA)

SUMMARY

Provides that major executive branch rules shall have no force or effect unless a joint resolution of approval is enacted into law.

STATUS Passed the House (237-187) on 1/5/17. Related bill: S.21.

H.R. 39 Tested Ability to Leverage Exceptional National Talent (TALENT) Act of 2017, McCarthy (R-CA)

SUMMARY

Would codify the Presidential Innovation Fellows Program.

STATUS Signed into law 1/20/17; P.L. 115-1.

H.R. 71 Taxpayers Right-To-Know Act, Walberg (R-MI)

SUMMARY

Would require OMB, beginning by 6/30/19, to provide an annual report disclosing the cost and performance of Government programs with budget authority greater than \$1 million and areas of duplication among them.

STATUS Passed the House (voice vote) on 1/4/17. Related bill: S. 317, approved by the Senate Homeland Security and Governmental Affairs Committee on 3/15/17.

Bill Tracker: 115th Congress-First Session (2017)



Newly introduced since last issue



Major action taken since last issue



Bill became law since last issue

H.R. 72 GAO Access and Oversight Act, Carter (R-GA)

SUMMARY Would ensure GAO has adequate access to information.

STATUS *Signed into law 1/31/17; P.L. 115-3.*



H.R. 239 Support for Rapid Innovation Act, Ratcliffe (R-TX)

SUMMARY Would require DHS to provide for innovative research and development.

STATUS *Passed the House (voice vote) on 1/10/17. Related bill: S. 278.*

H.R. 240 Leveraging Emerging Technologies Act, Ratcliffe (R-TX)

SUMMARY Would encourage engagement between DHS and technology innovators.

STATUS *Passed the House (voice vote) on 1/10/17.*

H.R. 321 Inspiring the Next Space Pioneers, Innovators, Researchers, and Explorers (INSPIRE) Women Act, Comstock (R-VA)

SUMMARY Requires the NASA Administrator to support women's involvement in the fields of aerospace and space exploration and to develop a plan to best facilitate and support K-12 female STEM students to inspire the next generation of women.

STATUS *Signed into law 2/28/17; P.L. 115-7.*



H.R. 347 DHS Acquisition Documentation Integrity Act of 2017, Watson Coleman (D-NJ)

SUMMARY Would require DHS to maintain acquisition documentation that is complete, accurate, timely and valid for each major acquisition program (defined as having total expenditures of at least \$300 million over its life-cycle costs).

STATUS *Passed the House (voice vote) on 1/31/17.*

H.R. 601 Reinforcing Education Accountability in Development (READ) Act, Lowey (D-NY)

SUMMARY Would enhance transparency and accelerate the impact of assistance under the Foreign Assistance Act, to promote quality basic education in developing countries and to eliminate duplication and waste.

STATUS *Passed the House (voice vote) on 1/24/17.*

H.R. 666 DHS Insider Threat and Mitigation Act of 2017, King (R-NY)

SUMMARY Would create a program at DHS to protect the department from threats by insiders.

STATUS *Passed the House (voice vote) on 1/31/17.*

H.R. 697 DHS Security Clearance Management and Administration Act, Thompson (D-MS)

SUMMARY Would require DHS to identify positions that warrant security clearances, how DHS investigates candidates for clearance, and how DHS administers adjudications, suspensions, revocations and appeals.

STATUS *Passed the House (voice vote) on 1/31/17.*

H.R. 720 Lawsuit Abuse Reduction Act of 2017, Smith (R-TX)

SUMMARY Would change Rule 11 of the Federal Rules of Civil Procedures to remove judicial discretion from the decision to impose sanctions when a party makes a frivolous claim in court.

STATUS *Passed the House (230-188) on 3/10/17. Related bill: S.237.*

Bill Tracker: 115th Congress-First Session (2017)



Newly introduced since last issue



Major action taken since last issue



Bill became law since last issue

H.R. 904 Buy American Improvement Act of 2017, Lipinski (D-IL)

SUMMARY

Would increase the requirement for American-made content and require federal agencies to publicly disclose “Buy American” waivers in the Federal Register.

STATUS Introduced on 2/24/17 and referred to seven committees of jurisdiction.

H.R. 974 Boosting Rates of American Veteran Employment (BRAVE) Act, Rice (D-NY)

SUMMARY

Would allow the VA Secretary when awarding contracts to give preference to companies that employ veterans on a full-time basis. Any misrepresentation of status may result in debarment from VA contracting for not less than five years.

STATUS Passed the House (407-0) on 2/13/17. Related bill: S. 369.

H.R. 998 Searching for and Cutting Regulations that are Unnecessarily Burdensome (SCRUB) Act, Smith (R-MO)

SUMMARY

Would establish a Retrospective Regulatory Review Commission to identify rules, or sets of rules, that should be repealed to lower the cost of regulations on the economy. The Commission would have a goal of reducing the cumulative cost of regulations by 15%.

STATUS Passed the House (240-185) on 3/1/17.

H.R. 1004 Regulatory Integrity Act, Walberg (R-MI)

SUMMARY

Would require federal agencies to post in a central location all public comments the agency makes about a proposed rule during the proposed rule stage.

STATUS Passed the House (246-176) on 3/2/17.

H.R. 1009 OIRA Insight, Reform, and Accountability Act, Mitchell (R-MI)

SUMMARY

Would codify current practices at the Office of Information and Regulatory Affairs for centralized review of regulations, seeks to increase transparency and expands OIRA reviews to previously excluded agencies.

STATUS Passed the House (241-184) on 3/1/17.

H.R. 1185 Retain Act, Ryan (D-OH)

SUMMARY

Would provide a contracting preference for an offeror that certifies to retain jobs performed in the U.S. and uses products substantially manufactured in the U.S.

STATUS Referred to House Armed Services and Oversight and Government Reform Committees on 2/16/17.

H.R. 1249 DHS Multiyear Acquisition Strategy Act of 2017, Fitzpatrick (R-PA)

SUMMARY

Would require the Department of Homeland Security to develop a Multiyear Acquisition Strategy as part of each Future Years Homeland Security Program that addresses future priorities, capabilities and funding.

STATUS Passed the House (409-0) on 3/20/17.

H.R. 1252 DHS Acquisition Authorities Act of 2017, Higgins (R-LA)

SUMMARY

Would establish the Under Secretary for Management as the Department’s Chief Acquisition Officer to oversee the Department’s major programs to ensure they are affordable, or can be adequately funded, over the life cycle.

STATUS Passed the House (407-1) on 3/20/17.

Bill Tracker: 115th Congress - First Session (2017)



Newly introduced since last issue



Major action taken since last issue



Bill became law since last issue

H.R. 1282 DHS Acquisition Review Board Act of 2017, Garrett (R-VA)

SUMMARY

Would require the Secretary of Homeland Security to establish an Acquisition Review Board to strengthen accountability and uniformity within the acquisition review process.

STATUS Passed the Committee on Homeland Security on 3/23/17.

H.R. 1294 Reducing DHS Acquisition Cost Growth Act, Rutherford (R-FL)

SUMMARY

Would subject major acquisition programs at the Department of Homeland Security that do not meet cost, schedule, or performance metrics to additional reporting requirements and require the agency to establish remedial action plans.

STATUS Passed the House (408-0) on 3/20/17.

H.R. 1301 Department of Defense Appropriations Act of 2017, Frelinghuysen (R-NJ)

SUMMARY

Provides FY2017 appropriations to the Department of Defense for military activities, a \$5.2 billion increase over fiscal 2016, to fund DoD through the remainder of the fiscal year.

STATUS Passed the House (371-48) on 3/8/17.

H.R. 1365 Department of Homeland Security Acquisition Innovation Act, Correa (D-CA)

SUMMARY

Would authorize the Under Secretary for Management to designate an official to manage acquisition innovation activities and develop and distribute best practices throughout the Department.

STATUS Passed the House (424-0) on 3/24/17.

H.R. 1339 Freedom from Government Competition Act of 2017, Duncan (R-TN)

SUMMARY

Establishes a policy that the Government should refrain from providing a product or service if it can be procured more economically from a commercial source.

STATUS Referred to the House Committee on Oversight and Government Reform on 3/2/17. Related bill: S. 506.

H.R. 1597 The Commercial Market Representatives Clarification Act, Brat (R-VA)

SUMMARY

Would codify and define the role of Commercial Marketing Representatives at the Small Business Administration with the intent of helping small businesses better compete for subcontracts.

STATUS Referred to the House Committee on Small Business on 3/17/17.

S.J. Res. 12 Disapproving the FAR rule relating to Fair Pay and Safe Workplaces, Johnson (R-WI)

STATUS

Referred to Committee on Homeland Security and Governmental Affairs Committee. Related bill: H. J. Res. 37, signed into law 3/27/17; P.L. 115-11.

S. 84 Providing an exception to a limitation against appointment of a person as Secretary of Defense, McCain (R-AZ)



SUMMARY

Changed the requirements that an individual must be retired from active duty, from seven years to three years, to serve as Secretary of Defense. Applies to Secretary Mattis only.

STATUS Signed into law 1/20/17; P.L. 115-2.

Bill Tracker: 115th Congress-First Session (2017)



Newly introduced since last issue



Major action taken since last issue



Bill became law since last issue

S. 133 Fiscal Year 2017 Intelligence Authorization Act, Burr (R-NC)

SUMMARY Would provide fiscal year 2017 authorization for the Intelligence Community.

STATUS *Reported by Senate Intelligence Committee 1/20/17.*

S. 237 Lawsuit Abuse Reduction Act of 2017, Grassley (R-IA)

SUMMARY Would change Rule 11 of the Federal Rules of Civil Procedures to remove judicial discretion from the decision to impose sanctions when a party makes a frivolous claim in court.

STATUS *Referred to Judiciary Committee. Related bill: H.R. 720, passed the House (230-188) on 3/10/17.*

S. 369 Boosting Rates of American Veteran Employment (BRAVE) Act, Baldwin (D-WI)

SUMMARY Would allow the VA Secretary when awarding contracts to give preference to companies that employ veterans on a full-time basis. Any misrepresentation of status may result in debarment from VA contracting for not less than five years.

STATUS *Referred to Committee on Veterans Affairs on 2/14/17. Related bill: H.R. 974.*

S. 442 National Aeronautics and Space Administration Transition Authorization Act of 2017, Cruz (R-TX)



SUMMARY Authorizes \$19.5 billion for NASA for fiscal year 2017.

STATUS *Signed into law on 3/21/2017; P.L. 115-10.*

S. 506 Freedom from Government Competition Act of 2017, Thune (R-SD)

SUMMARY Establishes a policy that the Government should refrain from providing a product or service if it can be procured more economically from a commercial source.

STATUS *Referred to the Committee on Homeland Security and Governmental Affairs on 3/2/17. Related bill: H.R. 1339.*

S. 543 Performance Accountability and Contractor Transparency Act of 2017, Tester (D-MT)

SUMMARY Would require the VA to disclose additional information on contracts over \$100 million, and include performance metrics in those contracts.

STATUS *Referred to the Committee on Veterans' Affairs on 3/7/17.*

S. 651 Contractor Accountability and Transparency Act of 2017, McCaskill (D-MO)

SUMMARY Would require the Government to post any contracts, subcontracts, purchase orders, task orders, or delivery orders for the procurement of property or services over \$150,000 on USAspending.gov.

STATUS *Referred to the Committee on Homeland Security and Governmental Affairs on 3/15/17.*

MEMBER NEWS

PSC Members Recognized in the Fed100

Congratulations to David Moscovitz, Chief Executive, Accenture Federal Services for being the 2017 Industry Eagle Winner, and the following PSC members on the 2017 Fed100:

- Alan Balutis, Cisco Systems
- Barry Barlow, Vencore
- Edna Conway, Cisco Systems
- Patricia A. Davis-Muffett, Amazon Web Services
- Mark Fox, Amazon Web Services
- Ann-Marie Johnson, ASI
- Wendell Ocasio, Accenture Federal Services
- Kate Pardo, Deloitte
- Larry Prior, CSRA
- Amy Rall, Unisys
- Greg Souchak, IBM
- Denby Starling, Hewlett Packard Enterprise
- The Honorable John Hillen, PSC Chair Emeritus, School of Business at George Mason University
- Stacy Schwartz, AT&T Global Public Sector Solutions

ZRG Partners Places Six Government Contractor Executives In Six Months

ZRG Partners, a fast-growing global leader in executive search and talent management, announced that its Washington, D.C. office has successfully recruited and placed six executives with prominent government contracting firms during the second half of 2016. The placements cap a year of growth in hiring matches within the GovCon market, fueled by ZRG's proprietary data and analytics approach to executive search. Recent GovCon executive placements include:

- Buchanan & Edwards: Dennis J. Kelly Jr., president and CEO
- CALIBRE Systems, Inc.: Janice Lambert, vice president finance and treasurer
- DataPath: Kevin Benedict, senior vice president of sales for the DoD
- Dovel Technologies, Inc.: Damon Griggs, chief operating officer
- E3 Federal Solutions: Michael Lun, senior vice president of business development operations
- Patriot Group International: Darla Moon, chief financial officer

Enlightened Inc. Donates \$200,000 to Howard University School of Business

Howard University School of Business has received \$200,000 from Enlightened Inc., signifying a partnership to create the region's premier center of education for workforce development, professional training and research in cybersecurity. With continued cyber attacks across many government and business sectors, the industry is projected to see the demand for highly trained cybersecurity professionals and executives increase exponentially in the Greater Washington area and nationally.

"The CERC will address growing challenges cybersecurity companies face recruiting and hiring qualified professionals," said Antwanye Ford, president and CEO of Enlightened. "Addressing diversity and workforce development issues is long overdue in such a lucrative industry. Being able to not only change the trajectory of current professionals in the region but also local residents is an endeavor that we at Enlightened are proud to lead."

ABBTECH Celebrates 25 Year Anniversary

ABBTECH, a woman owned, family owned and operated, second generation, small business providing top talent to the federal government celebrates 25 years in business.

Happy Anniversary to our team, our employees and our clients who've powered staffing success since 1992.

Sabre's Jeannine Roso Honored with NCMA Fellow Award

Sabre Senior Executive Director of Contracts Jeannine Roso, who heads up of the Contracts Department, has been honored with the prestigious Fellow Award by the National Contract Management Association (NCMA). As the second highest award given by the association, Roso is being recognized for her significant contributions to the field of contracting as well as her contributions to NCMA.

As a Fellow, Roso will uphold various responsibilities such as: continuous support in a leadership role for the NCMA and contract management profession; participation in the Council of Fellows and the Greater Philadelphia local chapter; and contributions that enhance and expand the professional acceptance of NCMA membership and certifications. She will also be mentoring new NCMA leaders to aid development in their positions as she assumes the Fellow's charge. Additionally, Roso's entrance into the esteemed Council of Fellows allows her to contribute to its mission of enhancing the contract management profession.

MEMBER NEWS

IIA CEO Elected to Council of World's Largest Scientific Society

Bonnie C. Carroll, founder and CEO of Information International Associates (IIa) has been elected to a three-year term as Council Delegate from the Section on Information, Computing and Communication of the American Association for the Advancement of Science (AAAS). AAAS is the world's largest multidisciplinary scientific society, a leading publisher of cutting-edge research, with members in 91 countries.

Before this appointment, Carroll served as chair and as a member of the AAAS steering committee of the Section on Information, Computing and Communication. She organized numerous scientific symposia, including the Annual Meeting and Science Innovation Exposition, increasing public engagement and advancing international cooperation in science and technology.

She also serves on the National Academy of Science and the National Research Council's Board of Research Data and Information. Ms. Carroll is Secretary General of the International Council for Science Committee on Data for Science and Technology (CODATA) and is the Executive Director of CENDI, an interagency working group of senior scientific and technical information managers.

Lead With Languages Campaign Launches Today

In a world where U.S. companies contend in a hyper-competitive global marketplace, where our nation is diplomatically and militarily engaged across the globe, and where tackling complex global challenges requires a greater level of international understanding and cooperation, the ability to communicate in different languages and understand other cultures has never been more vital. Yet, fewer than 10 percent of Americans speak a second language, while barely one-fifth of K-12 students and a mere 8 percent of college students study a second language.

Today, a diverse group of private and nonprofit partners spanning the education, business and foundation sectors

will launch Lead with Languages, an unprecedented, multi-year campaign aimed at reversing the nation's language skills gap and making language learning a national priority. The campaign seeks to build awareness across the U.S. about the growing importance of language skills to a wide array of careers – and to our nation's economy, national security and international standing – with the ultimate goal of supporting a new generation of Americans competent in other languages and cultures and equipped to compete and succeed in a global economy.

“As one of the largest providers of foreign language solutions to the federal government, SOSi has a unique understanding of how critical being multilingual is in the 21st century,” said Julian Setian, President and CEO, SOSi. “We are proud to support the launch of Lead with Languages, and we believe wholeheartedly in the importance of their charge to make creating a new generation of Americans competent in other languages and cultures a national priority.”

Life Cycle Engineering

In February, the American Council of Engineering Companies, South Carolina chapter recognized PSC new member Life Cycle Engineering with its Engineering Excellence Award for the conceptualization and development of its solution to address the new National Institute of Standards and Technology (NIST) mandate that requires that all companies handling controlled unclassified information (CUI) must complete an audit showing the status of their compliance and report the results to the Department of Defense (DoD).

**Have a story for *Service Contractor's*
Member News section?
E-mail marketing@pscouncil.org**

Year-End Board Meeting and Holiday Reception

PSC members celebrated another successful year at the Board of Directors Meeting and Holiday Reception. As in previous years, PSC members brought canned goods to benefit the Arlington Food Assistance Center (AFAC).







2017 PSC Leadership Summit

More than 100 leaders from member companies attended the invite-only 2017 PSC Leadership Summit in Washington, DC earlier this year. Attendees dined at the historic Decatur House and Willard Hotel, and heard from a range of government and industry experts including Admiral Paul Zukunft, Gene Dodaro, Comptroller of the U.S., and Douglas Holtz-Eakin, Former Director, Congressional Budget Office, Economic and Fiscal Policy Expert.







4th Annual Development Conference




The 4th Annual Development Conference was a fantastic gathering of industry and government. Following an opening keynote by USAID's Chief of Staff Michele Sumilas, more than 200 participants heard from three panels of USG and industry experts on topics ranging from staff resilience in a dangerous world, to how Power Africa supports development programs in Africa, to what the Trump Administration will mean for CIDC members and US foreign assistance policies and funding. The Conference Intelligence Report has write-ups, photos and links to various presentations from the event. View the report at bit.ly/CIDCreport.

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Joint Bookrunner and Syndication Agent November 2016

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\$810,000,000 Senior Credit Facilities
Joint Lead Arranger, Bookrunner and Co-Syndication Agent October 2016

 Michael Baker International
\$140,000,000 Senior Credit Facilities
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Navigating the complexities
of the federal marketplace
isn't easy.

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