



# Procurement Times

A Publication by the Enterprise Governmentwide Acquisition Contract (GWAC) Division

ISSUE 14

MAY 2014

## INSIDE THIS ISSUE:

Director's Corner	1
FAR Council Issued Final Rule amending the FAR	2
Alliant May 2014 STATS	2
GSA Interact Serves as New Venue Option for Alliant/ Alliant Small Business DPA Training	3
Future of IT	3
Alliant GWAC and NAVSEA Host Successful Webinars on Past Performance	4
Data Center Services	5
IT Customer Service Center (IT-CSC)	6
Task Order Flexibility Under Alliant	7
What Does It mean To Have An Approved Purchasing System?	8
Enterprise GWAC Business Development Outreach Efforts	9
Enterprise GWAC Acquisition Division Team	10

## Director's Corner

### Happy Anniversary Alliant!

Thursday, May 1<sup>st</sup>, 2014 is a very special day in the GSA organization as that date marks the five year anniversary of the GSA Alliant GWAC. This is a very significant milestone for which we are all very proud of. For us, it's hard to believe how fast these past five years have gone as it seems like it was only yesterday that we had issued the formal Alliant Notice to Proceed. Yet here we are, now five years old, exercising the five year option period on Alliant, as well as now beginning the pre-planning for the Alliant 2 GWAC.

We are all so very proud of how well Alliant has performed thus far and both grateful and thankful for the support that we have received from our customers and Alliant Industry Partners in making these first five years so successful. Given this significant milestone I thought I would do a little reflection and share some of the meaningful accomplishments to date:

- ◆ Total Estimated Dollars Awarded \$16.5 Billion
- ◆ Total Obligations \$6 Billion
- ◆ Total Task Orders (TO) Awarded: 378
- ◆ Total Number of Statements of Work (SOWs) Reviewed: 508
- ◆ Total Number of Agencies Using Alliant: 54
- ◆ 47 of the 58 Alliant Prime Contractors have Won at Least 1 Task Order
- ◆ Total Number of People Completing Alliant Training: 3401
- ◆ Total Number of Delegation of Procurement Authorities (DPAs) Issued: 1083
- ◆ Average Number of Offers per RFP Where Competition Occurred: 3.24
- ◆ Total Number of Customer References: 36
- ◆ 0 Sustained Protests, with less than 5% of Alliant Solicitations Having Been Protested

The word success can have many different meanings for many different people. The formal definition of success from the Oxford dictionary is, "The accomplishment of an aim or purpose". Albeit biased, I believe the Alliant GWAC has been very successful to date in terms of meeting one of our primary purposes, which was to have strong diversity in both customer usage and industry success, while providing healthy competition to acquire Information Technology (IT) Services in a streamlined fashion.

We don't take this success for granted and will continue to develop innovative value add features (i.e. acquisition templates, sample SOWs, GWACs dashboard, FAQs, complementary scope reviews upon request, Prices Paid data, etc.) to augment the very strong Alliant GWAC contract vehicle itself, with the goal being to make the process of acquiring complex IT solutions as effortless as possible.



Casey Kelley, Director Enterprise GWAC Division



*Casey Kelley*

*Alliant... Moving At The Speed of Technology*

## FAR Council Issued Final Rule

Yes, it's official as of January 30, 2014 the FAR Council issued a final rule amending the FAR to update and clarify the priority of sources of supplies and services for use by the government. What does this mean for existing contract vehicles, such as the GSA GWACs?



Previously, the FAR was silent on how an existing contract vehicle such as a Governmentwide Acquisition Contract (GWAC) should be addressed in the Order of Precedence. With this new FAR change agencies are required to consider existing vehicles "before going open market."

The final rule:

- (i) Amends FAR 7.102(a) **to require** as part of acquisition planning, appropriate consideration of the use of pre-existing contracts, including interagency and intra-agency contracts to fulfill the requirement before awarding a new contract and;
- (ii) Revises FAR 8.004 to note that the sources listed in 8.004(a) **are not listed in any order of priority**. These changes clarify the order in which non mandatory requirements are met by removing mandatory and optional FSS from the list of priority sources and *replacing it with a comprehensive list* of existing contract vehicles as follows: Federal Supply Schedules, Governmentwide Acquisition Contracts, multi-agency contracts and any other procurement instruments intended for use by multiple agencies, including blanket purchase agreements (*not listed in any order of priority*).

Agencies should find it much easier to consider the use of these valuable pre-existing contracts when planning their next IT acquisition and with the expanded list of choices agencies are now given the additional freedom to choose the best vehicle to meet their IT needs and avoid the costly and time consuming open market path. For those interested in viewing the full text here is the link to the FAR case: <http://www.gpo.gov/fdsys/pkg/FR-2013-12-31/pdf/2013-31149.pdf>

- Mimi Bruce

"With this new FAR change Agencies are required to consider existing vehicles before going open market."

## Alliant May 2014 STATS

	Total Orders Issued	Total Estimated Dollars
GSA Assisted Services	160	\$ 9,142,580,626
Direct Order Direct Bill	218	\$ 7,402,041,197
<b>Totals:</b>	<b>378</b>	<b>\$ 16,544,621,824</b>

Top Ten Agencies Using Alliant	Overall Estimated Value
1. Department of Homeland Security	\$2.63 B
2. Department of the Air Force	\$2.59 B
3. Department of State	\$2.52 B
4. Department of the Army	\$1.73 B
5. Department of Justice	\$1.15 B
6. Defense Manpower Data Center	\$660 M
7. Department of the Navy	\$524 M
8. Department of Agriculture	\$477 M
9. Dept. of Human and Health Services	\$460 M
10. Defense Cyber Crime Security	\$454 M

## GSA Interact Serves as New Venue Option for Alliant/ Alliant Small Business DPA Training

The Governmentwide Acquisition Contracts Delegation of Procurement Authority (DPA) training has long been an integral part of the value proposition inherent to the General Services Administration GWAC training program. The disadvantage of not having the DPA certificate issued to you, and not taking the training early in the procurement process, are:

- 1) You may not be aware of the added value we provide with pre-scope reviews and client support;
- 2) You may not be aware that there is a team of acquisition professionals ready to advise you through the complex procurement process; and
- 3) You may be at risk of not complying with the fair opportunity process.

The DPA certificate and requisite training was established to define the roles and responsibilities between the GWAC Center and the Ordering Contracting Officer, and to assure OMB that we take our GWAC responsibility seriously. In addition to providing OCOs with the knowledge and background needed to successfully issue task orders, the delegation process provides a communication venue direct to clients and helps us to establish the long term goal of developing trusted relationships. We believe that trust and integrity in the procurement process starts with the DPA, and therefore, is advantageous to all parties - the Government and the Contractors.

We are pleased to announce the expansion of the GSA Alliant/Alliant Small Business DPA training options to include GSA's Interact site which accommodates a wider audience by affording both Industry and Government personnel access to this training. Interact classes and registration information can be located at the following URL: <https://interact.gsa.gov/gsa-training>

GSA Interact is an open, collaborative community for connecting, communicating, learning and engaging across GSA topics. The Interact goal is to help increase government's effectiveness through better communication and collaboration. The Alliant Program is a huge proponent of communication and collaboration across Industry and Government therefore this easily accessible Interact venue for both Government and Industry is ideal for learning more about the GSA Contract vehicles.

- Mimi Bruce & Robert Sheehan

## Future of IT

In January 2014, the GWAC Program created the "Alliant II & Alliant Small Business II GWACs" Community on GSA Interact. This online community serves as a platform for collaboration and communication between GSA, industry, and customers during the development phase of Alliant II & Alliant Small Business II. FAQs have been posted, as well as questions that encourage honest feedback and comments. The first question was on Labor Categories, the second on Product Service Codes (PSCs). The GWAC Program appreciates all the responses received, and plans on posting more questions in the very near future. We encourage everyone to join this Interact community and share your thoughts on the questions posted. (<https://interact.gsa.gov/>)

- Anjanette Magante

## Alliant GWAC and NAVSEA Host Successful Webinars on Past Performance



Launched in 2013, the webinar series entitled, “Contractor Performance Assessment Reporting System (CPARs) and Writing a Quality Narrative Training” was an initiative aimed at providing contracting personnel with the necessary knowledge to effectively develop well written narratives in support of their task order past performance assessment. These interactive web based sessions serve as a venue in which real time examples are examined in order to not only meet government’s Past Performance goals in the CPARs/PPIPRs system, but also to increase the development of meaningful data when writing narratives. The Enterprise GWAC Division recognizes a growing need for this focused training because quality narratives are at the heart of the evaluation process. As acquisition professionals, we share an important responsibility to each other by supporting the improvement of valid and timely

narratives that Government officials can rely on when making a business decision to award a government contract/task order.

To that end the Enterprise GWAC Division conducted its second annual series of Past Performance webinars on January 29, 2014. There were a total of 105 participants from various federal agencies (e.g. 57% GSA; 36% civilian; and 7% DOD). This collaborative effort paired instructors, Mimi Bruce (GSA, Director of Client Support) and Amy Carelton-Dow (from the Naval Sea Logistics Center-Portsmouth) who addressed topics such as: facilitating government-contractor communication, motivating improved contractor performance, and preparing contractor report cards to be used in support of government source selections. Additionally, the class highlighted IT requirements similar to work accomplished under Alliant in the narrative writing section.

Feedback for this informative training continues to be positive with such comments as:

- “Excellent! Well done! Good pace, positive tone of voice, and very knowledgeable about the subject matter”*
- “The instruction delivered by Amy was well paced (neither too fast or slow) and the examples were very helpful to demonstrating how to improve the descriptions supporting the ratings”*
- “Material was well organized and the examples used helped to reinforce the subject matter. The format (webinar) was easy to access”*

Given the high visibility and importance placed on quality rich Past Performance assessments in the government CPARs/PPIPRs system, we anticipate an increase in demand for these webinar classes.

Please join us for one of our remaining webinars this year, and feel free to distribute this information to others in your agency that will benefit from this valuable training. GSA Training schedules are available at:

➔ <http://www.gsa.gov/events> (select Contractor Performance Assessment Reporting System (CPARs) and Writing a Quality Narrative)

You may also email [alliant@gsa.gov](mailto:alliant@gsa.gov) or [mimi.bruce@gsa.gov](mailto:mimi.bruce@gsa.gov) for additional information..

- Mimi Bruce & Tiffany Worthington

## Data Center Services

Recently, when discussing a customer’s requirement to consolidate their agency’s vast data center services, a simplified breakdown of these services proved to be very useful as a framework for discussion. The customer was considering Alliant Enterprise for the services and needed to identify specific areas of interest to highlight those items that were of highest concern to the agency. The very broad scope of Alliant: the entire Federal Enterprise Architecture may be a little overwhelming to consider. Finding the right data center solution to simplify management, reduce energy and operations costs, and promote data security is facilitated by thinking about five categories of services common to data centers:

Architecture	Operations	Hosting	Business Continuity and Disaster Recovery	Storage
<ul style="list-style-type: none"> <li>Operational Assessments</li> <li>Facilities Design (Expand/Retrofit)</li> <li>Facilities Design (Build/New)</li> </ul>	<ul style="list-style-type: none"> <li>Day-to-Day Operations</li> <li>Monitoring and Reporting</li> <li>Security</li> </ul>	<ul style="list-style-type: none"> <li>Shared Hosting</li> <li>Co-Location</li> <li>Simple Managed Hosting</li> <li>Complex Managed Hosting</li> <li>Cloud Computing</li> </ul>	<ul style="list-style-type: none"> <li>Business Resumption</li> <li>Crisis Management</li> <li>Contingency Planning</li> <li>Business Recovery</li> <li>Disaster Recovery Facilities and Services</li> </ul>	<ul style="list-style-type: none"> <li>Storage Monitoring and Reporting</li> <li>Storage Day-to-Day Operations</li> <li>Storage Security Services</li> <li>Storage Utility Services</li> <li>Storage Consulting/ Advisory Services</li> <li>Storage Implementation Services</li> <li>Storage Product Support Services</li> </ul>

Alliant industry partners offer a comprehensive suite of data center services including all aspects of the five categories mentioned above. **Architecture** services include assessing the client’s existing data center operations to improve the efficiency and lifetime of the client’s IT infrastructure. Consulting and design services to support expansion or retrofitting of existing infrastructure or to enable construction of new infrastructure can be procured. **Operations** include the software and services necessary to operate, service, and maintain data centers. Also, consulting services to refine and simplify management processes and to improve physical and data security may be needed. **Hosting** services include hosting the client’s infrastructure off site to reduce costs and improve reliability and scalability. This may include the full spectrum of hosting services from commercially standardized shared hosting to custom solutions designed for unique agency needs. **Business Continuity & Disaster Recovery** specialists can prepare clients to deal with potential interruptions to core mission functions, in order to minimize downtime and avoid loss of capabilities or data. In the event of a crisis, disaster recovery services can help manage the situation and rapidly return to business as usual. Agencies use the complete range of **Storage** solutions to improve utilization and management of their data, or to implement a new storage infrastructure.

In our discussion with this customer, accessing industry expertise for operational assessments, facilities design, and storage consulting & advisory services were of particular interest, in addition to day-to-day operations. Having the ability to view the complex universe of data center services through these five categories proved valuable in focusing our discussion on those areas of greatest concern to the customer.



- Larry Hale  
 Director, Strategic Business Planning & Customer Development  
 Office of Strategic Programs

## IT Customer Service Center (IT-CSC)

In July 2013, the IT Customer Service Center (IT-CSC) went live using Salesforce Customer Relationship Management (CRM) to address ITS's customer and vendor issues/inquiries from phone calls, emails and most recently, live chats. In Salesforce, these issues/inquiries are referred to as "Cases". Customers can now reach a well trained, live "Tier 1" representative on a continual weekly basis from Sunday 8:00pm to Friday 8:30pm. When needed, the Tier 1 representative will transfer Cases electronically to ITS "Tier 2" Business Line Subject Matter Experts (SMEs) for resolution.

Live Chat is a service that reflects the changing needs of our customers who desire real time information in another form to which they have become accustomed to in their personal lives, and the IT-CSC was the first to bring it to GSA.

With 2,624 Cases to date, the IT-CSC Tier 1 and Tier 2 SMEs have resolved 2,543 or 97% of the Cases and resolved 2,110 or 83% of the Cases within 48 hours. All of the Alliant GWAC Programs 89 Cases have been resolved.



The IT-CSC program's success falls in line with the ITS Customer Service Commitments that were also launched in the summer of 2013, as a related effort to improve overall ITS customer service. Additionally, the IT-CSC provides management with data that is used to drive decisions. This information has already identified new customers and those with immediate needs.

Most importantly, IT-CSC allows ITS to improve service delivery, thus increasing revenue, and generating real time access to data and reports which indicate what customers are interested in learning about and additionally, where they are having issues.

The IT-CSC will also give ITS the capability to measure our response times and customer satisfaction, thereby effectively improving overall ITS customer service.

- Frank Nolan,  
Federal Acquisition Service  
Integrated Technology Services  
Customer Engagement & Communications Division

### IT Customer Service:

Call us at (855) ITaid4U (482-4348)  
Continual Weekly Service  
Sunday 8:00 p.m. to Friday 8:30 p.m.

[ITCSC@gsa.gov](mailto:ITCSC@gsa.gov)



"IT-CSC allows ITS to improve service delivery, thus increasing revenue and generating real time access to data"

## Task Order Flexibility Under Alliant

While Blanket Purchase Agreements (BPAs) and Indefinite Delivery Indefinite Quantity (IDIQ) type task orders are not permissible under the Alliant Governmentwide Acquisition Contract (GWAC), Alliant task orders can attain maximum ordering flexibility through hybrid contract types and Contract Line Item Number (CLIN) structure.

Depending on your needs, Alliant task orders can be structured to accommodate a variety of needs using a hybrid contract CLIN structure (e.g., more than one contract type). Under Alliant, you can create an order with multiple CLINs and varying contract types allowing flexibility in pricing for different levels of “risk”. All CLINs must have at a minimum a Not to Exceed (NTE) ceiling and a description of the services to be performed, or supplies to be delivered. The full cost or price for the performance of the work can be established when the order is placed. How you manage or direct work under your CLIN structure is within your discretion (e.g., work assignments, technical direction etc.).



As for CLIN structure and pricing, that will vary based on your situation. For example, one CLIN could be fixed price for a defined effort, another CLIN could be T&M/LH with proposed hours and labor rates and yet another CLIN could be one or more Cost CLINs (i.e., CPFF, CPIF, CPAF, cost reimbursable etc) that may include labor & associated indirect rates, hardware/software, and other direct costs. Irrespective of contract type, the key as stated above is to clearly articulate your CLIN structure, provide a concise and unambiguous description (scope) and an overall price (e.g. NTE/Ceiling) so the full performance of the work can be established at time of award.

To assist the Ordering Contracting Officer (OCO) and provide additional guidance for CLIN structures we recommend you review the Alliant website [www.gsa.gov/alliant](http://www.gsa.gov/alliant) under Document Library. These templates offer suggested CLIN structures and may be tailored as appropriate for agency requirements. Please email [alliant@gsa.gov](mailto:alliant@gsa.gov) for further information.

In conclusion while BPA's and IDIQ type task orders are not permissible contractual vehicles under Alliant, agency Contracting Officers may exercise broad discretion in developing appropriate order placement procedures using the procedures under FAR 16.505 and Alliant's flexible ordering procedures.

- Roger Chapin

## What Does It mean To Have An Approved Purchasing System?

Although the Alliant Basic Contract does not require an approved purchasing system for Alliant Orders, sixty-six percent of the Alliant Primes do in fact have a DCAA/DCMA approved purchasing system. A periodic purchasing system audit is a review of the contractor's policies, procedures, and performance allowing the government to determine whether the contractor's purchasing policies and practices are efficient and adequately protect the government's interests in subcontracting. The significance of having an approved purchasing system lies in the fact that the government has greater confidence in how contractors can obtain subcontracting effort without the formal "Need to Consent to Subcontract" request, therefore, streamlining the subcontracting process.

To have an approved purchasing system means that a contractor has had its purchasing system reviewed and approved in accordance with Federal Acquisition Regulation (FAR) Part 44. This approval process generally consists of a Contractor Purchasing System Review (CPSR) conducted by the cognizant administrative contracting officer (ACO) every three years to evaluate the efficiency and effectiveness with which the contractor spends government funds and complies with government policy when subcontracting.

If the prime contractor does not have an approved purchasing system, Advance Notification and Consent are required before the award of cost-reimbursement, time-and-materials, labor-hour, or letter contracts, and unpriced actions (including unpriced modifications and unpriced delivery orders) under fixed-price contract that exceed the simplified acquisition threshold or 5 percent of the total estimated cost of the contract (FAR 44.201-1, Consent Requirements.) The Contracting Officer may require consent to subcontract if he or she determines that consent is required to adequately protect the government due to the subcontract type, complexity or value, or because the subcontract needs special surveillance. These can include subcontracts for critical systems, subsystems, component, or services.

The GWAC Program monitors the Alliant Contractor's required Business Systems (e.g. cost accounting, labor charging billing, estimating, purchasing, compensation, and earned value management system) annually and makes this checklist available to the OCOs upon request. Additionally, any changes in the status of the Contractor's approved purchasing systems must be provided to the Basic Contract PCO and designated Ordering Contracting Officer on individual Orders throughout the life of the Orders.

In summary, it is always a good practice to ask your Contractors for their purchasing system status. Without knowing their current status, the OCOs may have lost the benefit of streamlining the Consent to Subcontract process, with Contractors that already have an Approved Purchasing System. (See FAR 52.244-2 and FAR 44.2.)

- Diemle Phan

## GWAC Information and Client Support



If you are interested in learning more about the GSA Government wide Acquisition Contracts, please visit: [www.gsa.gov/gwac](http://www.gsa.gov/gwac). Everything you need to know can be found with a click of a button!

If you wish to speak to a GWAC staff member, you can contact Client Support by dialing (877) 534-2208 or sending an email to Alliant at [alliant@gsa.gov](mailto:alliant@gsa.gov).

*This is just an example of the many ways you can get in touch with us!*



## Enterprise GWAC Business Development Outreach Efforts

After a long hiatus, we are, once again, able to do Outreach, the results have been positive:

- **GWAC Delegation Procurement Authority (DPA) Training:** The week of December 10, 2013 Jim Lilac from the Enterprise GWAC and Dean Cole from the Small Business GWAC provided DPA training to multiple agencies at Hurlburt AFB which was hosted by GSA Customer Account Research (CAR) in Region 4 Southeast Sunbelt. Over 70 customers received training.
- **Rock Island Arsenal Contracting Command:** On February 12, 2014 a two hour overview of ITS offerings was given to a group of 36 staff from Rock Island Arsenal Contracting Command. There were 24 in the room and another 12 on the conference phone line. The team was led by Region 5 CAR Director, Jim Orze and Solutions Architect, Paul Bowen.
- **Region I New England Outreach:** The week of March 24, 2014 the Enterprise GWAC Business Development (BD) team that consisted of Richard Blake, Jim Lilac and Jennifer Jeans traveled to Boston to provide training and meet with customers:
  - \* **Massachusetts Small Business Matchmaking Conference:** Keynotes were Senator Elizabeth Warren, Major General Craig Olson, Program Executive Officer, U.S. Air Force and Steven Wert, Program Executive Officer, U.S. Air Force. The Enterprise GWAC BD team provided an Alliant Overview during a break-out session. Many thanks to the Alliant Primes who joined us: Alion Science and Technology; American Systems Corporation; ARTEL, Inc.; BAE Systems; Booz Allen Hamilton; General Dynamics C4 Systems; NCI Information Systems, Inc.; Raytheon Company; SERCO; Wyle Laboratories, Inc.
  - \* **GSA AAS and CAR Region I:** The team provided the GSA Assisted Acquisition Services (AAS) and Customer Accounts and Research (CAR) with an Alliant Overview presentation. Training included Joe Nickerson, Director of AAS Region I and Michael Attachi, Director of Acquisitions Operations Division.
  - \* **Hanscom AFB:** The team met with numerous customers at Hanscom AFB to introduce them to Alliant and discuss their requirements.

Upcoming Events:

- **Alliant Program Management Review (PMR) Meeting:** May 6 & 7, 2014 in Washington, DC
- **NCMA World Congress:** July 27 – 30, 2014 in Washington, DC
- **Region 4 Southeast Sunbelt Outreach:** The team is gearing up for another Outreach within the next couple of months in hopes to duplicate what was done in Region I back in March.

Resources:

- **Office of Strategic Programs (OSP):** Office of Strategic Programs (OSP): Larry Hale, Director of Business Development with OSP and his team Junaid Shah and John Burchill will be assisting GWACs to visit local customers in and around the Northeast area as needed. This is truly a beneficial resource for the Enterprise GWAC BD team, which carries an added value and saves more money for our end user, the American tax payer.



To sum it all up, “we’re back!” The relationships that were built at the onset of Alliant are a huge part of Alliant’s success and we have not forgotten how important it is to be out there in the field meeting with customers. Keep an eye out for us in the future.

- Jim Lilac & Jennifer Jeans

# Enterprise GWAC Acquisition Division Team

## Casey Kelley

Director  
(858) 414-8982  
casey.kelley@gsa.gov

## Jim Lilac

Sr. Business Management Specialist  
(858) 750-8416  
James.lilac@gsa.gov

## Richard Blake

Business Management Specialist /IT  
Technical Advisor  
(858) 210-9077  
richard.blake@gsa.gov

## Jennifer Jeans

Business Management Specialist  
(858) 442-9509  
jennifer.jeans@gsa.gov

## Anjanette Magante

Sr. Program Analyst  
(858) 243-8007  
anjanette.magante@gsa.gov

## Tiffany Worthington

Program Analyst  
(858) 414-7057  
tiffany.worthington@gsa.gov

## Paul Martin

Contracts Branch Chief  
(619) 696-2899  
paul.martin@gsa.gov

## Mimi Bruce

Client Support Director  
(925) 735-1641  
mimi.bruce@gsa.gov

## John Cavadias

Alliant Procuring Contracting Officer  
(619) 696-2856  
john.cavadias@gsa.gov

## Roger Chapin

Alliant Administrative Contracting Officer  
(619) 696-2860  
roger.chapin@gsa.gov

## Jason Schmitt

Millennia Contracting Officer  
(619) 696-2861  
jason.schmitt@gsa.gov

## Diemle Phan

ANSWER Contracting Officer  
(202) 219-1272  
diemle.phan@gsa.gov

## Robert Sheehan

Millennia Lite and ITOP II Contracting Officer  
(619) 696-2857  
robert.sheehan@gsa.gov

## Websites:

- **Alliant**— [www.gsa.gov/alliant](http://www.gsa.gov/alliant)
- **ANSWER**— [www.gsa.gov/answer](http://www.gsa.gov/answer)
- **Millennia**— [www.gsa.gov/millennia](http://www.gsa.gov/millennia)
- **Millennia Lite**— [www.gsa.gov/millennialite](http://www.gsa.gov/millennialite)
- **GWAC Dashboards**— [www.gsa.gov/gwacdashboards](http://www.gsa.gov/gwacdashboards)



## We Want Your Feedback

The Enterprise GWAC Division's Procurement Times Newsletter has been a tradition since the inception of the ANSWER Contract. We believe it adds value by providing Government and Industry insight into current GWAC trends, activities, and noteworthy accomplishments. We want this newsletter to be of value to you so we are asking for your input. What do you like? What would you like to see more of or less of? Any other comments that you believe may add value to future newsletters?

Please submit your comments to [jennifer.jeans@gsa.gov](mailto:jennifer.jeans@gsa.gov)