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#### Members & Friends:

As we look back on the events that shaped the government contracting industry in 2023, we at PSC are grateful for the help

and support from all of our members. We measure success not only by what we undertake on behalf of the industry but also by the engagement of our member companies as we tackle the challenges that arise.

2024 promises to be at least as unpredictable as last year: a presidential election year, a year of ongoing strife and turmoil around the globe, but also a year with impressive promise from technology and innovation.

This annual report presents to you PSC's efforts and results from 2023, and in doing so, it illuminates the pathways, opportunities, and obstacles that we will undertake to deal with in 2024. We will continue to serve our member companies and their government customers, fully focused on the support needed for those customers to achieve the government's missions.

What were some of those efforts and results in 2023? Here are some of the key areas.

The Biden administration, from the beginning, talked about using the federal procurement process as a catalyst to support their many initiatives. Each passing month, it issues new executive orders or program goals consistent with that vision. PSC consistently monitors proposed regulations, related legislation, and initiatives from the administration in general or federal agencies in particular. We find the ones that could positively or negatively impact you and your company's success, then we act to help clarify those regulations, focus that legislation, and channel those initiatives into ones that help further the missions of the government by taking best advantage of the capabilities and capacity of government contractors. Our key issue areas and related agency involvement are highlighted on *page 9*.

Throughout 2024, PSC garnered success in pursuing actions aligned with our five strategic priorities.

You can read nearly three dozen of these results and achievements on *pages 10-14*. Those results are all aimed at supporting our member companies as they bid, win, and perform federal contracts.

2023 saw a return to divided government, one in which at least one chamber of Congress has a majority from the opposite party in the White House. This situation has existed for more than 30 of the last 42 years, yet it still poses obstacles to achieving results. Despite those obstacles, the PSC government relations team accomplished much. You can read some of the positive outcomes on *page 16*.

Whether it is responding to administration initiatives or proposed regulations, developing the rationale for or against legislative proposals, or fostering PSC's interaction with the news media, PSC's five policy councils are at the center of our efforts. In addition, the three customerfacing and two cross-cutting councils are our principal mechanism for member engagement. Read about our council activities and results on *pages 17-27*. Equally importantly, we encourage you to read our messages in the PSC Daily e-newsletter and the *Service Contractor* magazine for important member communication and industry thought leadership.

One of the great lessons and benefits of the covid years so far is that we learned the value of in-person meetings and events but also the importance of reaching audiences and participants who are not in the National Capital Region. As a result, PSC's conferences and many of our shorter events are usually a combination of in-person and virtual.

Hybrid events offer more and can be archived and available, optimizing the benefits for both PSC members and our government agency partners. Check out the 2023 conferences on *pages 28-33* and mark your calendars now for the ones in 2024 (on *page 34*).

Of particular note was the annual Vision Federal Market Forecast, back in person for the first time in four years. Since its founding in the 1960s, this volunteer-led annual forecast offers the best insight into plans and programs across the federal contracting universe. The content provides the value, but the networking creates the energy. PSC is incredibly grateful to the hundreds of volunteers and additional hundreds of federal officials who make this possible.

(continued)

To do all of this and so much more, we rely on members who sponsor these events and conferences.

I offer my special thanks to those 2023 sponsors portrayed on *page 38*. We would love to see your name on this list in next year's annual report!

Finally, I personally want to recognize the PSC staff. In a year where staff turnover exceeded 20%, this team demonstrated the power of commitment combined with competence and collaboration. You can count on this team to take your issues and concerns and the evidence you give us of the impact on your work, then devise and push for ways to address those issues, with the executive branch, the Congress, and the media.

In the coming year, we will continue to work to meet your needs. We are your advocate, on the Hill, with the agencies and the White House, and in the news media.

With your support, with your input on the issues and supporting evidence, and with your engagement, we will continue to develop solutions and to see real successes.

In closing, all of us at PSC remain grateful for the privilege of working on your behalf. Building an American government that citizens trust means building a government that performs better, and the best way I know of to do that is to have better contracts that take full advantage of all that government contractors have to offer. We work every day to help you make that happen.

Thank you,

David J. Berteau President and CEO PSC



## **EXECUTIVE COMMITTEE**



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Mark Lee SVP and Public Sector Group Lead

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7

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# IBM

Teresa Weipert General Manager and President

MAXIMUS

Tina Wilson CEO (© T47 INTERNATIONAL

GENERAL COUNSEL John Prairie Partner wiley

## **PSC MISSION**

PSC's **mission** is to provide unparalleled value to our members by being the leading advocate and resource for the government technology and professional services industry, providing our members with:



Unrivaled Advocacy and Policy Leadership



Value-Added Executive Events and Networking



Outstanding Market Intelligence and Policy Insights



Branding and Thought Leadership

## **PSC STRATEGIC PRIORITIES**



Promote and Show the Value of Government Contracting and Contractors



Help the Government Become a Smarter Customer and Better Buyer and Improve Acquisition Outcomes



Support Technology Modernization and Innovation through Contracts

Act to Support Workforces Needed to Meet Government Missions



## **KEY ISSUE AREAS & AGENCY INVOLVEMENT**

#### **PSC FOCUSES ON THE BELOW ISSUE AREAS ON BEHALF OF OUR MEMBERS:**



#### **U.S. FEDERAL AGENCIES PSC IS ACTIVELY INVOLVED WITH:**



Promote and Show the Value of Government Contracting and Contractors... in part by highlighting companies' effectiveness, innovation, and commitment to federal missions

- Engaged tirelessly with U.S. Government officials on issues of high impact and importance to government services contractors. In 2023, those issues included workforce and labor policy challenges, access to technology solutions at the speed of relevance, cybersecurity, and supply chain and industrial base resilience.
- Showcased the invaluable contributions of U.S. government services contractors in supporting the Ukrainian government and people. Marking one year since Russia's invasion of Ukraine, PSC published in February 2023 a compendium of 15 vignettes from member companies whose support to Ukraine ranged from agriculture and energy to social and legal services, from support to refugees and internally displaced peoples to digital and IT assistance.
- Facilitated PSC member companies' active participation in a U.S.-Ukraine Defense Industrial Base effort organized by the White House and Departments of Commerce, Defense, and State; this event showcased American contractors' commitment to U.S. national security interests and willingness to collaborate with foreign partners in areas such as sustainment, overhaul, training, and unmanned technologies.



- Highlighted the importance of lowering barriers to entry and supporting a healthy industrial base. In several engagements, PSC focused on the supply and demand dynamics of the federal marketplace, wherein a U.S. Government may not procure goods and services in sufficient numbers to support tens or hundreds of contractors. This monopsonistic power of certain agencies within the marketplace for ground combat vehicles, combat aircraft, or munitions, for example, means that only a few suppliers can exist. Attracting new companies to the federal marketplace and maintaining the health and vitality of the existing base must consider all factors that can impact that space.
- Held in-depth discussions with Government Accountability Office officials on acquisition planning within a particular agency, performance-based payments, the Department of Defense's contract finance study, and indemnification of government contractors for contracts involving unusually hazardous and nuclear risks.
- Organized and executed a successful "CIDC on the Hill" event that featured PSC member companies in the international development space so that congressional members and staff could better understand those companies' missions and activities in support of U.S. interests.
- Worked with Congress on the impact of legislative language on security clearances, organizational conflicts of interest, protests, and technical data rights.

## Help the Government Become a Smarter Customer and Better Buyer and Improve Acquisition Outcomes... in part by promoting a more effective, competitive federal acquisition system

- Submitted 34 sets of comments or letters to agencies regarding inter alia: stock buybacks, merger guidelines, non-compete clauses, overtime protections, labor harmony clauses, contract finance, greenhouse gas emissions and climate-related financial risk, TikTok ban on contractors' devices, credit for lower tier subcontracting, and a range of software and cybersecurity issues.
- Among those comments, included observations and recommendations on General Services Administration's Alliant 3 and OASIS+ contract vehicles, NASA's Solutions for Enterprise-Wide Procurement (SEWP) IV, and Department of Veterans Affairs' Transformation Twenty-One Total Technology Next Generation 2 (T4NG2) contract vehicles.
- Developed and hosted seven Reverse Industry Days. More than 1,500+ federal program and acquisition officials attended these sessions with issues ranging from teaming and joint ventures to procurement forecasts and market research to best value procurements, multi-step evaluation processes, and protests.



- Released the 5th annual PSC Federal Business Forecast Scorecard, using 15 key attributes to assess publicly available, web-based procurement forecasts from 70 federal agencies and sub-components. PSC highlighted positive trends in forecasts across the U.S. Government since the release of the 2022 PSC Scorecard but noted that some agency forecasts still include incomplete, inconsistent, or outdated information (e.g., five agencies surveyed do not have publicly accessible forecasts). Of note, the Office of Personnel Management (OPM) received the Scorecard's highest marks in 2023 as its forecast is regularly updated, populated with useful information to support companies' decision-making, and frequently goes above and beyond to provide accurate, timely information to its industry partners.
- Facilitated targeted engagements with multiple agencies on cost realism, audits, inflation, economic price adjustment clauses, requests for equitable adjustment, burdensome and/or duplicative reporting requirements.
- Released PSC's 11th Biennial Acquisition Policy Survey, Decision Points for Federal Leadership, which explored key changes in acquisition policies, their potential impact on federal contracting, and key improvement opportunities for government and industry decision-makers.



## **Support Technology Modernization and Innovation through Contracts...** in part by advocating for policies improve agency mission results

- Released the first in a series of PSC white papers on artificial intelligence, including but not limited to generative AI. This initial paper on "AI Technologies in the Federal Procurement Context: Recommendations for U.S. Contracting Officers" reflected the deep subject matter expertise of PSC member companies, as well as their commitment to providing value in this issue area.
- Created a Technology Supply Chain Working Group to tackle issues related to the CHIPS and Science Act of 2022. This law aims to boost American semiconductor research, development, and production, ensuring U.S. leadership in a critical technology area. PSC's Working Group has developed issue papers on semiconductors and microelectronics, counterfeiting, and the transition between legacy and leading-edge technologies.
- Submitted detailed comments to multiple agencies

(e.g., Office of Management and Budget, Office of the National Cyber Director, Department of Defense, Department of Homeland Security, National Institute of Standards and Technology) on artificial intelligence, harmonization of cybersecurity regulations, Cybersecurity Framework 2.0, revisions to NIST Special Publication 800-171 on controlled unclassified information, cyber-related disclosure requirements, defense industrial base cybersecurity activities, and DHS' secure software attestation form and cyber readiness evaluation factor methodology.

- Engaged with Department of Defense officials on contractor cybersecurity requirements, risk mitigation, and developments related to Cybersecurity Maturity Model Certification, as well as DoD's 2023 Cyber Strategy and how it supports the 2023 National Cybersecurity Strategy and its accompanying implementation plan. It remains critical that contractors are not held to higher standards than their federal agency customers; PSC was vigilant
- Maintained PSC's strong advocacy on IT modernization policies, programs, and resources with executive and legislative branch leaders.



## PRIORITY #4

## Act to Support Workforces Needed to Meet Government Missions... in part by supporting more effective management of the total federal workforce

- Communicated frequently and robustly with federal government officials on human capital issues of high interest to the government services community, including but not limited to the future of work (i.e., which workers will be accomplishing which missions at which kind(s) of locations), labor rates especially in multi-year contracts, labor categories, cost realism in solicitation and evaluation processes, and the impact of agencies' demand signals on the ability of companies to find, hire, and retain the needed workers.
- Led bi-weekly industry-only meetings on Trusted Workforce 2.0 implementation and personnel security clearance reform; key topics included the need for portability of clearances to support work with different agencies and contracts, as well as facility clearance processes and timelines.
- Coordinated listening sessions in which White House officials spoke directly with companies about security clearance, public trust, and fitness requirements, with a focus on support to civilian agencies.
- Surveyed PSC member companies regarding recruitment, retention, and separation issues to understand better the human capital challenges facing the government services community and the federal acquisition community since 2018 (i.e., before, during, and coming out of the COVID-19 global pandemic). In addition to demographic data, this survey provided insights into reasons individuals join—or leave—companies.

- Provided government contractors' perspectives on recent Biden-Harris Administration policy, and regulatory actions to promote workers' rights across the U.S. economy and highlighted when such actions did not adequately consider impacts on the government's contracting partners, particularly small businesses. For example, proposed rules on banning non-compete and on raising the threshold for overtime protections did not reflect a complete understanding of federal contract requirements and the impacts of those rules on contractors.
- Established an internship program to introduce college students at those 17 institutions affiliated with the Virginia Federation for Independent Colleges to government services opportunities and, in turn, to support PSC member companies' need for an expanded pool of candidates.




## PRIORITY #5

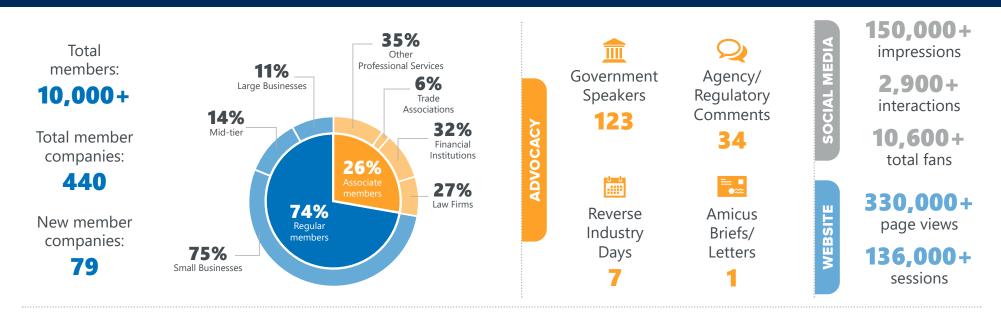
## Maintain PSC as a Value-Added Association for Its Members

- Sustained the current PSC membership base (91% renewals) while significantly growing new membership (79 new member companies) and the highest revenue from the recruitment of new members.
- **•** Grew the Annual Partnerships Initiative 15%.
- Delivered more than 100 events and conferences that exceeded PSC's budgetary goals, ensuring continued valuable content and quality while providing options that recognize differing levels of comfort for both speakers and attendees.
- Added to PSC thought leadership, media outreach, and information for PSC members and government customers.

- Improved our database and website to ensure greater capability, response time, and usability.
- Enhanced member engagement through more than 150 member engagement briefings and 1,200 quarterly engagement reports.
- Drove high visibility into our advocacy work on behalf of the industry.
- Improved communications with members on internal association issues, as well as high-profile and impactful government guidance and requirements.
- Expanded media partnerships and alliances that contributed more than \$1,000,000 of in-kind marketing value.



## **PSC BY THE NUMBERS**



- Engagement across national, business, local D.C.-region, and trade outlets
- PSC messaging highlighted contractors' support of critical government missions, flexibility, innovation and partnership from the private sector
- ▶ 300+ media attended and reported on PSC conferences covering federal health, defense, international development, and busines forecast topics

100 +online, print, radio and TV interviews

2,542 +

media

citations

\$29M total publicity value

595M+

media

impressions

reach

WASHINGTON **BUSINESS JOURNAL** 

FEDERAL NEWS NETWORK **DefenseNews** 

Bloomberg The Washington Post



2M+

total

impressions

from event

promotions

14% Industry executives (C-Suites, Founders, Owners, Presidents, EVPs)

123 government speakers

QUOTED ON KEY GOVERNMENT

CONTRACTING AND INDUSTRY TOPICS

**Appropriations** 

**Ukraine** 

Security 2

**SHUTDOWN** 

EVENTS

100 +Meetings including 9 conferences 1 training

6.200 +total registrations

46 government agencies

731 industry companies

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## **GOVERNMENT RELATIONS SPOTLIGHT**

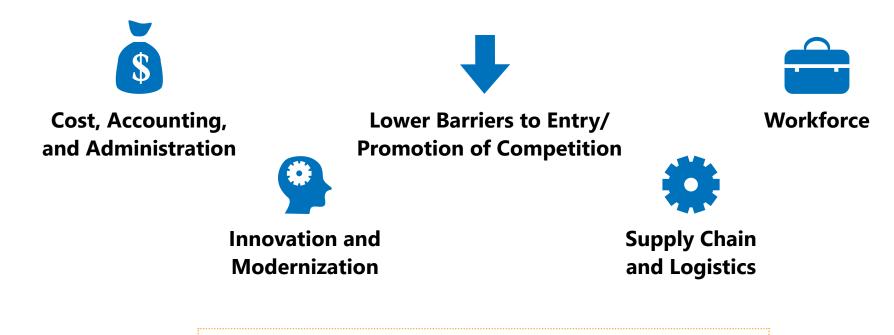
#### **KEY ACCOMPLISHMENTS**

- Successfully advocated for provisions to be included or amended in the fiscal year (FY) 2024 National Defense Authorization Act (NDAA), including a provision to modify Earned Value Management System requirements.
- Worked to block and amend potentially harmful legislative proposals in the FY 2024 NDAA that would negatively impact contractor operations, including a provision that would have impacted companies' rights to technical data.
- Energized PSC's Political Action Committee.
- Engaged with Congressional committee staff to amend security clearance legislative language in the FY 2024 NDAA into a study that will illuminate necessary improvements.
- Provided feedback to Congress on the negative impact of consistent continuing resolutions and a prolonged government shutdown to federal contractors supporting government operations.
- Hosted successful monthly PSC Government Affairs Committee meetings in FY 2023 with engagement from key congressional staffers from Senate Homeland Security and Governmental Affairs Committee, Senate Veterans Affairs Committee, and Senate Appropriations Committee, among others.



## **PSC POLICY LINES OF EFFORT**

In early 2023, the PSC policy team revised its existing priority areas to help ensure sufficient focus on those issues, policies, and opportunities of the highest interest and relevance to PSC member companies. Building on previous "lines of effort" (LoEs), the team added emphasis to modernization issues and created a new LoE specific to supply chain and logistics issues. Therefore, for 2023, each PSC comment submission on agency or regulatory actions, letter to a federal agency, or amicus action can be mapped to the following LoEs:



Check out the full list of 2023 policy actions by scanning the QR code or visiting **pscouncil.org/2023policy** 



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#### **OVERVIEW**

The **Acquisition and Business Policy Council (ABPC)** is the principal body for developing PSC's policy positions and mobilizing action on major business and buying policy initiatives across the U.S. federal government. ABPC fosters productive dialogue among stakeholders, whether federal civilian, military, industry, or other officials, and strives to improve government services acquisition outcomes. This Council leverages regular meetings, timely information exchanges, and relevant programming to benefit both government officials and PSC members. ABPC also offers substantive feedback on issues highlighted within the federal rulemaking process to underscore the value of the government services contractor and to support policy and process improvements across the federal government.

#### **KEY ACCOMPLISHMENTS**

- Emphasized to federal officials the real-world impact on industry of proposed regulations and offered comments focused on reasonable implementation of Administration priorities (e.g., greenhouse gas disclosures, overtime protections, non-compete clauses, merger guidelines).
- Planned and hosted the 9th annual Federal Acquisition Conference where PSC rolled out to nearly 200 attendees its 5th annual Federal Business Forecast Scorecard, which assessed 70 web-based procurement forecasts across the federal government.
- Released PSC's 11th Biennial Acquisition Policy Survey, Decision Points for Federal Leadership. Reflecting more than 200 responses from government acquisition professionals across 13 agencies, this analysis explored key changes in acquisition policies, their potential impact on federal contracting, and key improvement opportunities for government and industry decision-makers.
- Ensured agency officials received value-added industry voices to improve multi-agency and government-wide contracts, such as: NASA's Solution for Enterprise-Wide Procurement (SEWP) IV; GSA's Polaris, Alliant 3, and OASIS+; and VA's Transformation Twenty-One Total Technology Next Generation (T4NG) 2
- Hosted numerous executive and legislative branch officials during Contracting Working Group meetings, Government Affairs Committee, Human Resources & Labor Policy Committee, and Contract Finance & Cash Flow Committee meetings. Timely, relevant topics included workforce challenges in recruitment, retention, labor categories, and labor rates; disadvantaged business utilization; the Defense Department's small business utilization strategy; and trends in the government's approach to audits.
- Worked with PSC's Mid-Size Company Working Group to highlight challenges for companies who are no longer eligible for small business status. Topics of particular importance were the government's approach to joint ventures and fair competition within GSA's Alliant 3 draft request for proposals.
- Created a new Foreign Ownership, Control, and Influence (FOCI) Working Group in response to expressed concerns among PSC members.

#### COMMITTEES/ WORKING GROUPS

- Contract Finance and Cash Flow Committee
- Contracting Working Group
- Government Affairs Committee
- Human Resources and Labor Policy Committee– to be reinvigorated in 2024
- Mid-Sized Company Working Group
- FOCI Working Groupestablished in 2024
- General Counsels Committee–to be re-established in 2024

#### **2024 AGENDA**

- Engage with government officials and other stakeholders to identify timely, relevant issues for which PSC can add real value e.g., workforce, labor, artificial intelligence, supply chains
- Increase constructive dialogue with federal officials on priorities, initiatives, rulemaking actions, and legislation that can support the invaluable role of government services contractors in achieving success in federal missions
- Leverage the ABPC Executive Advisory Board, committees, and working groups to focus on federal policy and programmatic initiatives that can benefit from solutions offered by services contractors
- Collaborate closely with other PSC councils to ensure optimal member engagement in cross-cutting acquisition issues, including joint meetings and information exchanges



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DHS - Customs & Bander Protection	-	-	-	-	-		
045 - Cybersecurity Infrastructure Security Agency	_	_		_			
DHS - Tederal Emergency Management Agency	-	-	-	-	-		
DHS - Federal Law Enforcement Training Center	-	_	_	_	_		
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DHS - Transportation Security Administration	-	-		_	_		
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National Amonautics & Space Administration	-	-					
Office of Personnel Management	-	-					
U.S. Agency for International Development	_	-	-	-	-		
Dept. of Avmy - Medical Research & Material Core.	-	-	_	-	-		
Dept. of Army - POO Enterprise info Systems	-	-	-	-	_		
Dept. of Commerce - Nat'l Oceanic & Atmos. Adm.	-	-	_	-	-		
845 - Administration for Children and Families 845 - Centers for Medicare & Medical Terrylors							

#### **Acquisition Policy Survey: Decision Points for Federal Leadership**

FEATURED REPORTS





Kitty Klaus

**EasyDynamics** 



Jeff Parsons

Jessica Salmoiraghi

## **PSC STAFF:**



**Stephanie Kostro** Executive Vice President, Policy



Sebastian Herrick Director, **Procurement Policy** 



#### **OVERVIEW**

The **Civilian Agencies Council (CAC)** focuses on acquisition policies and strategies of the full range of civilian agencies, including but not limited to the departments of Energy (DoE), Homeland Security (DHS), Health and Human Services (HHS), and Veterans Affairs (VA). The CAC's programs inform members about civilian agencies' policies and initiatives, serving as an interactive forum to improve dialogue, transparency, and information exchanges between PSC members and federal government officials. CAC priorities include:

- > Serve as the primary forum to address impacts of acquisition policies, business practices, and strategies on federal civilian agencies' markets.
- Share private sector expertise and knowledge to improve business practices, models of engagement, technology acquisition, culture, and management policies in support of government mission outcomes and citizen services.
- ▶ Build strong, collaborative relationships between government officials and the PSC member community.
- ▶ Support efforts to reduce government practices that stifle innovation, competition, speed, and/or efficiency in procurements.
- > Position members to understand the future direction of civilian agencies' marketplaces.

## **KEY ACCOMPLISHMENTS**

- Shared industry perspectives on key matters affecting contractors, including important acquisition vehicles (CIO-SP4, T4NG2, PACTS III), federal rulemaking, government shutdown impacts, inflation, workforce, cybersecurity, labor harmony issues, foreign sub-grantees, customer experience, future of work, Trusted Workforce 2.0, and IT modernization.
- Facilitated six Reverse Industry Day programs for more than 1,500+ program and contract officials across the DHS, DoE Office of Environmental Management, Centers for Medicare and Medicaid Services, Food and Drug Administration's (FDA's) Office of Digital Transformation, and FDA's Office of Acquisition and Grants Management. Industry offered perspectives on the SBA Mentor Protégé Program, joint ventures, and teaming agreements; procurement forecasts; market research process; best value procurements; multi-step evaluation processes; and protests.
- Planned and hosted PSC's 2023 Federal Law Enforcement Conference with more than 200 industry and government officials. Government speakers hailed from the Department of Justice headquarters, Drug Enforcement Administration, Federal Bureau of Investigation, DHS headquarters, Customs and Border Protection, Homeland Security Investigations, and GSA to discuss transnational organized crime, fentanyl, technology trends, and the procurement landscape for law enforcement.
- Planned and hosted PSC's 2023 FedHealth Conference, bringing together more than 200 attendees with speakers from the departments of Veterans Affairs, Veterans Health Administration, National Institutes of Health, FDA, Centers for Disease Control and Prevention, Advanced Research Projects Agency for Health, US Army Medical Research & Development Command, and GSA to discuss the acceleration of health research, use of data to promote health equity, and acquisition trends across federal health agencies.
- Built relationships and provided business intelligence for members with officials from DHS (TSA, OCPO, and Customer Experience Directorate); HHS (CDC, SAMHSA, and CMS); Veterans Affairs; DoE (Loan Programs Office and NNSA); GAO; and the IRS through Task Force meetings and other events.
- Highlighted the important role of contractors within DHS' Countering Weapons of Mass Destruction Office and advocated for Congressional reauthorization of the office so it can continue to protect the American people from threats.

#### 2024 AGENDA

- Emphasize to federal civilian agencies the important partnership role of government contractors in helping achieve Administration priorities, such as digital transformation and customer experience; climate resiliency; infrastructure; cybersecurity; and artificial intelligence and other emerging technologies.
- Engage with government decision-makers on important contract vehicles that can promote competition and support needed acquisition outcomes.
- Lead Reverse Industry Day sessions with key federal civilian agencies to improve understanding of industry decision-making factors and underscore the value of early and consistent communication.
- Support PSC surveys and the 2024 Vision Federal Market Forecast.
- Continue regular, on-going information sharing with DoE, HHS, DHS, VA and other relevant agencies through task force meetings and programs.
- Build stronger relationships among PSC member companies and officials at the Internal Revenue Service, Federal Aviation Administration, Department of Transportation, and the Office of Personnel Management.
- Ensure the 2024 Federal Law Enforcement and FedHealth Conferences are forums for value-added discussion on critical mission topics.

#### **TASK FORCES**

- Energy and Infrastructure Task Force
- Health and Human Services Task Force
- Homeland Security Task Force
- Veterans Affairs Task Force

**PSC STAFF:** 

Krista Sweet

Vice President,

**Civilian Agencies** 

#### **2023 EXECUTIVE ADVISORY BOARD**



#### **OVERVIEW**

The **Council of International Development Companies (CIDC)** meets monthly to create a dynamic, sustainable advocacy platform for U.S. development companies to pursue thought leadership and high-level dialogue with the U.S. Agency for International Development (USAID), Department of State, Millennium Challenge Corporation, President's Emergency Plan For AIDS Relief, Development Finance Corporation, and other foreign assistance organizations. CIDC aims to educate audiences on the vital role international development companies play in achieving accountable, transparent and sustainable development results in support of U.S. national security, economic, and humanitarian goals overseas.

#### **KEY ACCOMPLISHMENTS**

- Regular, high-level CIDC member engagement with senior federal foreign assistance officials on a wide range of issues including development strategy, innovation, operations, and localization.
- > Hosted key federal officials at monthly meeting speakers, such as:
  - USAID and Department of State Procurement Executives
  - USAID Assistant Administrators for Europe/Eurasia and Asia
  - USAID Small Business Office Director
- Assembled and published the first-ever compendium of PSC members' recent contributions to U.S. foreign policy objectives in Ukraine and the region; PSC released this compendium one year after Russia's 2022 invasion of Ukraine.
- Developed and implemented an engagement plan to address congressional concerns on regarding Negotiated Indirect Cost Rate Agreements (NICRAs) involving the development community's work to advance U.S. interests overseas.
- Planned and hosted PSC's third "CIDC on the Hill" in-person event the first since the COVID-19 global health emergency began—to bring together and faciliate dialogue among PSC member companies and congressional members and staff.
- Planned and hosted PSC's 11th annual Development Conference, which drew its highest-ever attendance and sponsorship levels. The Deputy Secretary of State and USAID Chief of Staff offered keynote remarks, and high-level panels addressed climate resiliency and the role of artificial intelligence in Development and Diplomacy.

#### TASK FORCES/ WORKING GROUPS

- Procurement Task Force
- General Counsel Task Force
- Communication Directors Working Group
- Diversity, Equity, Inclusion, and Accessibility Working Group

FEATURED REPORT

SUPPORTING UKRAINE: A COMPENDIUM OF U.S. ASSISTANCE INITIATIVES



www.pscouncil.org/ukraine



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#### **2024 AGENDA**

- Engage with USAID's new Procurement Executive to ensure CIDC members and their capabilities are recognized for their vital role in American foreign policy and value to the taxpayer.
- ▶ Work with members in the Senate and House of Representatives to increase understanding of CIDC member issues and concerns.
- > Assess the impact of policies and regulations related to Biden-Harris Administration priorities (e.g., climate; diversity, equity, inclusion, accessibility) and continued State Department and USAID focus areas (e.g., localization).
- ▶ Monitor closely new regulations impacting CIDC members and their operations.

### **2023 EXECUTIVE ADVISORY BOARD**

Sue Chodakewitz (Chair) CADMUS

Leland Kruvant

CREATIVE

Jeremy Kanthor **DAI** 

Kathleen O'Dell **Deloitte.** 

David Snelbecker



Masha Martinkov



Betsy Bassan

PANAGORAGROUP

Shrio Gnanaselvam



Mark Johnson

TE TETRA TECH

## **PSC STAFF:**



Paul Foldi VP, International **Development Affairs** 

Torge Gerlach (Vice Chair) Note: Note:

> Ken Fox amentum >

Anna Slother

2023 Annual Report

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**PSC** 

#### **OVERVIEW**

The **Defense and Intelligence Council (D&IC)** leads PSC's efforts with the intelligence community (IC), Office of the Secretary of Defense (OSD), military departments, and defense agencies. D&IC is the principal forum for PSC members to engage with federal government decision-makers and provide input on acquisition policies and programs within the defense and intelligence space. This Council aims to: facilitate productive dialogue between defense and intelligence officials and the industry partners that support them; improve the Department of Defense (DoD) and IC acquisition environment by reducing procurement cycle times, improving requirements processes, and dissuading inappropriate use of Lowest Price, Technically Acceptable (LPTA) evaluations and labor rate tripwires; shape business opportunities for a healthy defense industrial base; and promote the services industry's contributions and value through PSC thought leadership (e.g., op-eds, speaking engagements, congressional testimony).

#### **KEY ACCOMPLISHMENTS**

- Planned and hosted PSC's annual Defense Conference with keynote addresses from the Assistant Secretary of the Air Force for Space Acquisition and Integration and the Assistant Secretary of Defense for Industrial Base Policy, as well as remarks from the Assistant Secretary of Defense for Space Policy. Panel topics included space, supply chain resilience (especially for microelectronics), and the Australia-United Kingdom-United States trilateral security partnership.
- Facilitated several multi-association sessions involving senior DoD acquisition executives in constructive dialogue and information-sharing on priorities, policies, programs, and increased opportunities for industry engagement and partnership.
- Hosted OSD's Office of Small Business Programs, offering members the opportunity to learn and engage on DoD's 2023 Small Business Strategy.
- Participated in monthly engagements with DoD's Office of Industrial Base Policy and reported out to PSC members; these sessions featured DoD subject matter experts on topics such as support to Ukraine, reviews of foreign influence in the United States, and small business programs.
- Engaged with Defense Contract Management Agency and other DoD leaders on cybersecurity contractor assessments and policy implementation issues across DoD; specifically, NIST 800-171 revisions, Cybersecurity Maturity Model Certificationrelated rulemaking, and updates for federal contractors.

- Hosted a session in support of a U.S.-sponsored "Reverse Trade Mission" involving Ukrainian government, industry, and non-profit officials who sought PSC member companies' insight on potential partnering opportunities.
- Provided input on several rulemaking activities, such as the Draft NIST 800-171 Revision 3, Defense Industrial Base Cybersecurity Activities, DoD Contract Finance Report Follow-up RFI, and the Federal Acquisition Supply Chain Security Act Interim Rule.
- Hosted Army and industry officials for a discussion of the Army's approach to digital modernization and hosted senior OSD and industry officials on DoD's Supply Chain Risk Management Phase 1 report.
- Managed a weekly security clearance reform meeting that included trade association and industry officials.
- Continued PSC-led industry forums with U.S. Naval Sea Systems Command (NAVSEA), engaging government and industry officials on defense industrial base support for NAVSEA requirements.
- Engaged with senior Administration officials regarding international cooperation; co-authored two white papers on foreign military sales reform efforts and various other OSD engagements on U.S. defense industrial base support.

#### 2024 AGENDA

- Facilitate a productive dialogue between DoD and IC officials and the industry partners that support them. One focus will be to suggest improvements to acquisition approaches as early as possible in the cycle to help set up opportunities for success. Another will be to support security clearance reform, as well as effective implementation of any cybersecurity and information-handling requirements.
- Contribute to effective training of the DoD and IC acquisition workforce by facilitating industry
  participation and input in Defense Acquisition University, National Defense University, and
  other courses.
- Promote the industry's contribution and value by building on PSC thought leadership through research, op-eds, speaking engagements, testimony, and social media.
- Refresh D&IC's focus on critical, timely defense and intelligence issues and make best use of the D&IC committees to address those focus areas.

#### COMMITTEES

- DAU/NDU Engagement Committee
- DIB Supply Chain and Resilience Committee
- Security & Intelligence Committee

# 2023 EXECUTIVE ADVISORY BOARDPSC STAFF:Waymon ArmstrongJohn CooperMark FialkowskiTina WilsonImage: State State

INTREPID

**Lauren C. Ayers** Vice President, Defense and

Intelligence

VTG

VALIANT

#### **OVERVIEW**

The **Technology and Innovation (Tech & Innovation) Council** is PSC's principal arm for developing PSC's positions and taking action on crosscutting technology issues, from cybersecurity and cloud computing to generative artificial intelligence tools and "as-a-service" acquisitions. With technology issues expanding throughout the professional services sector in support of federal missions, the Tech & Innovation Council helps PSC members better navigate the market and policy landscape with issue papers, reports, working groups, and events.

#### **KEY ACCOMPLISHMENTS:**

- Established monthly meetings of PSC's Roundtable on Generative Artificial Intelligence Tools, a sub-group of the Emerging Technologies Working Group, based on PSC member feedback regarding key issue areas. This very active group of members helped PSC staff develop and finalize the Tech and Innovation Council's first-ever issue paper – recommendations to U.S. Government contracting officers on the use of AI technology in government procurement.
- Established PSC's Technology Supply Chain Working Group, which discusses challenges and best practices for ensuring a secure supply chain for high-demand technological components and systems. This forum highlighted concerns with semiconductors and microelectronics, counterfeiting, and the transition between legacy and leading-edge technologies, resulting in a draft issue paper on current and future availability of legacy chips.
- Planned and hosted a webinar on federal cybersecurity requirements compliance challenges.
- Worked with PSC colleagues within the defense and intelligence space on a cybersecurity meeting with DCMA and other DoD officials.
- Participated in a National Institute of Standards and Technology workshop on the Cybersecurity Framework 2.0 concept paper and submitted detailed comments to NIST on that document.
- Submitted comments to the Office of the National Cyber Director on cybersecurity regulatory harmonization and to the Office of Management and Budget on advancing and managing risk for federal agency use of AI.

#### 2023 WORKING GROUPS/ ROUNDTABLES

- Acquisition Approaches Working Group
- Cybersecurity Working Group
- Emerging Technologies Working Group, including a focused group on artificial intelligence
- Technology Supply Chain Working Group



#### **2024 AGENDA**

- Shape procurement approaches and opportunities to facilitate federal government access to innovation.
- > Advocate for, and influence, federal government policies to improve technology acquisition efforts, including but not limited to artificial intelligence, semiconductors and microelectronics, technology modernization, Zero Trust, and digital transformation.
- ► Facilitate mutually beneficial discussions among U.S. Government and private sector entities on cybersecurity and support common-sense efforts to leverage commercial best practices and minimize potentially burdensome reporting requirements.
- Increase the familiarity and understanding of key U.S. Government legislative and executive branch officials on contracting, regulatory, legislative, business process, and business development issues of importance to Tech & Innovation Council members.
- > Publish a survey of federal chief information officers and potentially other key officials in the technology space (e.g., artificial intelligence, information security) to understand better how the U.S. Government is thinking about contract requirements in this space.

#### **2023 EXECUTIVE ADVISORY BOARD**

Leslie Steele (Chair)

Interimage

Tim Gilday GENERAL DYNAMICS Information Technology

John Cyrus IBM

John George leidos

Joel Hinzman

ORACLE'

Simon Szykman MAXIMUS

**Brian Thamm** sophinea

#### **PSC STAFF:**



Stephanie Kostro Executive Vice President, Policy



**Christian Larsen** Sr. Associate, **Public Policy** 





The **PSC Annual Conference** is the premier government contracting conference exclusively for PSC members. Attendees convened with government and industry leaders to address current issues facing the government professional and technology services industry, and gained actionable insights over three days of networking and informational sessions.



#### Featured Speakers:

**Ronald Brownstein,** Political Analyst, Senior Editor for The Atlantic, and Contributing Editor for National Journal

Jack Lew, Managing Partner, Lindsay Goldberg, Former Secretary of the U.S. Treasury

Jim Justice, Governor of West Virginia

**General (retired) James Cartright** 











The Annual **Vision Federal Market Forecast** is the only non-profit federal market forecast that addresses the defense, civilian, and federal IT markets. The Conference is where industry and government convene to present and discuss the results of the Vision Federal Market Forecast. The Forecast delivered insights from hundreds of government executives, think tank experts, congressional staff and Wall Street analysts who took part in not-for-attribution discussions. It also provided a concise, quantifiable assessment of the budgets, programs, priorities, and issues in a rapidly changing environment.

#### **Featured Speaker**:

The Honorable Mike McCord, Under Secretary of Defense (Comptroller)/Chief Financial Officer



- The PSC Vision program is driven by industry volunteers meeting with a wide range of industry experts.
- Discussion Participants:
  - CIO, CTO, Deputy CTO, Directors, Program Managers, Think Tank Analysts, GWAC Directors, Commissioners, Technical Advisors, Secretaries, Planning and Policy

## 22

Study teams covering Defense, Civilian and Government-wide topics ~500 volunteers representing 170+

federal contracting companies

contributing to the process

415+

discussions conducted





The Strategic Planning Forum brought together panels of industry strategists offering their views on how to hone corporate strategy during a period of uncertainty. Attendees learned practices for executing an effective strategic plan and discovered the major challenges facing the federal contracting community and the longer-term market impact on defense companies.

## Featured Speakers:

#### **Defense Speakers:**

John Heller, CEO, Amentum

**Jon Dorn,** VP, Business Development and Strategic Planning, Intelligence and Security, BAE Systems

Adam Harrison, SVP, Strategy and Corporate Development, Amentum

Vince Holloway, Vice President IT Division, TetraTech

Roman Schweizer, Managing Director, TD Cowen

Pierre Chao, Founding Partner, Renaissance Strategic Advisor

Dan Corbett, CEO, Valiant Integrated Services

Tony R Jimenez, President & COO, JRC Integrated Systems

Pierre Chao, Founding Partner, Renaissance Strategic Advisors

Tina Wilson, CEO & Founder, T47 International



#### **Civilian Speakers:**

Andrea McCarthy, President, HARP

**LaJuanna Russell,** President & CEO, Business Management Associates

Teresa Weipert, General Manager, Maximus Federal

Lynn Ann Casey, CEO, Arc Aspicio

Brian Fogg, Civilian Chief Growth Officer, GDIT

Van Kirstein, Director of Business Development/Capture Manager, TechFlow

**Kirste Webb**, Director of Growth, Environmental Services Group, Aleut Federal, LLC

Cari Bohley, Vice President of Talent Management, Peraton

Gina Gallagher, Chief Growth Officer, Sierra7

**Gretchen McCracken**, CEO & Managing Partner, Golden Key Group **Martin Mackes**, Chief Delivery Officer, Jefferson Consulting



PSC's Leadership Summit was an exclusive, invitation-only gathering of federal contracting executives. The event provided high-level networking and dynamic forums that helped set the PSC policy agenda for the year. The Summit was comprised of the PSC Board of Directors and C-suite member executives. Leaders heard from high-ranking government officials and provided feedback on issues that mattermost to federal contracting.

#### Keynote Speakers:

**Tom Barkin**, President & CEO, Federal Reserve Bank of Richmond, U.S. Department of Commerce

**Bill LaPlante,** Under Secretary of Defense for Acquisition and Sustainment, U.S. Department of Defense

**Alan Estevez,** Under Secretary of Commerce for Industry and Security, U.S. Department of Commerce









PSC's Development Conference explored the factors shaping the evolution of international capacity building, related shared government and international development company (IDC) objectives, and the roles and contributions of IDCs supporting U.S. government agencies' critical missions.

#### Keynote Speakers:

**Richard Verma,** Deputy Secretary of State for Management and Resources, U.S. Department of State

**Dennis Vega,** Chief of Staff, USAID

Mark Simakovsky, Deputy Assistant Administrator for Europe and Eurasia, USAID

**Dean Karlan,** Chief Economist, USAID







### 2 O 2 3 FEDERAL ACQUISITION C O N F E R E N C E Presented by <u>PSC</u>

Business development, proposal development, contracts compliance officials, and senior leadership within industry convened for PSC's Acquisition Conference to hear acquisition and procurement experts discuss practical ways to collaborate more effectively with government customers and better ensure success in federal missions.

Topics included: Choice of Acquisition Vehicle; Success in Teaming; Scorecards and Self Assessments; and Contracting Officer Best Practices.

#### Keynote Speakers:

Honorable Gabe Camarillo, Under Secretary of the Army

**Nathan Tash,** Deputy Assistant Administrator for Acquisition and Business Services and Acquisition Executive, Federal Aviation Administration

**Mathew Blum,** Associate Administrator for Federal Procurement Policy, Office of Federal Procurement Policy







The 2023 PSC FedHealth Conference brought together senior executives from the government technology and professional services sector to hear from top government officials on how the convergence of technology, data, and science is advancing health and shaping agency priorities.

#### Keynote Speakers:

**Dr. Karl S. Mathias,** Chief Information Officer, Dept. of Health and Human Services

**Dr. Carolyn Clancy,** Assistant Under Secretary for Health for Discovery, Education and Affiliate Networks, Veterans Health Administration

**Michael D. Parrish**, Chief Acquisition Officer & Principal Executive Director, Office of Acquisition, Logistics, and Construction, Veterans Affairs

## 179 INDUSTRY & GOVERNMENT EXECUTIVES





The PSC Federal Law Enforcement Conference brought senior leaders together from DHS, FBI, and other law enforcement agencies together with industry to discuss key law enforcement mission challenges, initiatives, and market trends.

#### **Keynote Speakers:**

**Timothy Langan,** Executive Assistant Director of Criminal, Cyber, Response and Services Branch, Federal Bureau of Investigation

John K. Tien, Deputy Secretary, Department of Homeland Security

**Jon DeLena,** Associate Administrator, Drug Enforcement Administration









At PSC's Defense Conference, industry and government leaders discussed practical ways to strengthen the defense ecosystem that supports national security missions. The U.S. focus on industrial base resilience—both at home and abroad—has never been stronger. Attendees heard from senior officials about agencies' top priorities and in order to determine how their company can better support federal customers.

#### **Keynote Speakers:**

**The Honorable Frank Calvelli,** Assistant Secretary of the Air Force for Space Acquisition and Integration, U.S. Department of the Air Force

**The Honorable Laura D. Taylor-Kale, PhD,** Assistant Secretary of Defense for Industrial Base Policy, U.S. Department of Defense







# **2024 FEATURED EVENTS**

		1. The state was not
Feb 4-5	Leadership Summit   The St. Regis in Washington, DC	(m)
Feb 22	Federal Law Enforcement Conference   Westin Arlington Gateway & Virtual	1114
April 28-30	Annual Conference   The Greenbrier in West Virginia	
May 30	FedHealth Conference   Bethesda Marriott Conference Center & Virtual	
June 20	Federal Acquisition Conference   Westin Arlington Gateway & Virtual	Me -
Oct 8	Defense Services Conference   Westin Arlington Gateway & Virtual	5
Nov 19-20	Vision Federal Market Forecast Conference   Omni Shoreham in Washington, DC	
Dec 10	Development Conference   Westin Arlington Gateway & Virtual	E
Dec 19	December Board & Members Meeting & Holiday reception   Westin Arlington Gateway	E

View full calendar at: www.pscouncil.org/events

# YEAR IN REVIEW: FEATURED MEETINGS AND EVENTS

CIDC - January 12, 2023 – CIDC Meeting with Mark Walther of USAID

CIDC – January 14, 2023 – Mid-Size Company Working Group – GSA Alliant 3 Strategy

CIDC - January 26, 2023 – USAID Briefing on Ukraine with Elizabeth McKee of USAID

HHS Task Force - January 31, 2023 – Meeting with CDC Center for Forecasting & Outbreak Analysis with Marc Lipsitch

GAC – February 3, 2023 – Meeting with Matthew C ornelius, Professional Staff at SHSGAC

T&I – February 15, 2023 – What you Need to Know: Complying with Federal Cybersecurity Requirements

CIDC – February 15, 2023 – USAID Ombudsman Update with USAID Ombudsman Crista Wise

CIDC – February 16, 2023 – Meeting with Mike Derrios of the Department of State

CIDC – February 16, 2023 – Meeting with USAID Industry Liaison Matt Johnson

D&IC – February 22, 2023 – Roundtable with DoD OSBP Director Farooq Mitha

CIV – February 23, 2023 – Federal Law Enforcement Conference

GAC / Mid-Size Company Working Group – March 3, 2023 – Meeting with GAO's William Shear, Nate Tranquilli and Kay Kuhlman

CIDC – March 16, 2023 – Meeting with USAID Assistant Administrator for Europe and Eurasia, Erin McKee

CIDC – March 16, 2023 – Procurement Task Force Meeting with USAID's Industry Liaison Matthew Johnson

HR&LP – March 29, 2023 - Meeting with Dr. Matt Shank, President of Virginia Foundation for Independent Colleges and Mac Curtis, VFIC Trustee

March 29, 2023 – Quarterly Member Briefing: The FY24 PBR, Debt Limit and CRs

GAC – April 7, 2023 – Government Affairs Committee Meeting with Halimah Najieb-Locke, Deputy Assistant Secretary of Defense for Industrial Base Resilience, DoD

April 16, 2023 – PSC Annual Conference

CFCFC – April 24, 2023 – Meeting with Ms. Stacy Son, Deputy Director of Defense Finance & Accounting Services Columbus CIDC - April 25, 2023 - CIDC on the Hill

HSTF – April 26, 2023 – Homeland Security Task Force Meeting with Jaclyn Rubino, DHS

CiIV – May 5, 2023 – DoE Office of Environmental Management RID

CIDC – May 5, 2023 – USAID Reverse Industry Panels

CIV – May 10, 2023 – PSC Civilian Agencies Council Briefing with Harrison Smith, Director of Enterprise Digitalization, IRS

CWG – May 17, 2023 – Contracting Working Group with Andrea M. O'Neal, Senior Advisor to the Administrator for Equity at the U.S. General Services Administration

CIDC – May 18, 2023 – Meeting with Jun Jin, Deputy General Counsel for USAID

CIV – May 24, 2023 – 2023 FedHealth Conference

CIDC – June 15, 2023 – Meeting with Kimberly Ball, Director of USAID's Office of Small and Disadvantaged Business Utilization

ABPC - June 22, 2023 – Federal Acquisition Conference

June 28, 2023 – Quarterly Member Briefing: Debt Deal Impact & Current Policy

GAC – July 14, 2023 – Meeting with Christian A. Hoehner, Policy Director for James Comer, Chairman of the House Committee on Oversight and Accountability

 $\mathsf{ETWG}-\mathsf{July}$  20, 2023 – PSC Member Roundtable on Generative AI Tools

D&I – July 24, 2023 – DoD Supply Chain Risk Management Framework with DoD's Leigh Method, Deputy Assistant Sec. of Defense for Logistics, and Brig. Gen. Stephanie Howard, Executive Director, Operational Contract Support

CIV – July 24, 2023 – SBA Mentor Protégé Program, JVs and Teaming Agreements

CIDC – August 29 – Meeting with USAID about Upcoming SDG Summit

ABPC – July 26, 2023 – PSC Webinar on OASIS+ Requests for Proposals

CIDC – August 2, 2023 – Meeting with Michael Schiffer, Assistant Administrator of the Bureau for Asia, USAID

CiV – August 3, 2023 – CMS Protest Webinar Reverse Industry Day

HSTF – August 29, 2023 – Meeting with John "Neal" Latta, Assistant Administrator, Office of Enrollment Services and Vetting Programs at the Transportation Security Administration

GAC – September 15, 2023 – Meeting with Ian Bennitt, Phil MacNaughton, and Walker Barrett, Professional Staff Members at HASC

HSTF – September 21, 2023 – Meeting with Dana Chisnell, DHS Customer Experience

GAC – October 6, 2023 – Meeting with Kate Kaufer, Clerk, Senate Defense Appropriations Subcommittee

ETF – October 17, 2023 – Meeting with Phil Kangas, Director of Outreach and Business Development Division at the DoE Loan Programs Office

HR&LP – October 18 – Meeting on shutdown labor dynamics, DoL's proposed overtime rule, and the VFIC – PSC Internship Program with Matt Shank

CIDC – October 19, 2023 – Meeting with USAID Deputy Director of the Office of Acquisition and Assistance Deborah Broderick

D&I – October 19, 2023 – PSC 2023 Defense Conference

GAC – November 3, 2023 – Meeting with Brian Newbold, Senior Policy Advisor for the Senate Veterans Affairs Committee

ABPC – November 7, 2023 – PSC Service Contract Act Training

CIDC – November 9, 2023 – PSC 2023 Development Conference

HHSTF – November 13, 2023 – Meeting with Dr. Anita Everett, SAMHSA

Vision - November 15, 2023 – PSC 2023 Vision Federal Market Forecast Conference

HHSTF – November 29, 2023 – Meeting with Andrea Fletcher, Chief Digital Strategy Officer for CMS

CWG - November 30, 2023 – Contracting Working Group Meeting with Exodie Roe, Associate Administrator for GSA's Office of Small and Disadvantaged Business Utilization

GAC – December 1, 2023 – Meeting with Evan Freeman, Avery Blank, Ann Shujath, and Sapana Vora of the Majority Staff on HSGAC

## **PSC MEMBERS**

10novate 11th Dimension 2ndWave LLC A.M. Fadida Consulting AAR Corp AArete LLC ABBTECH Professional Resources, Inc. Abt Associates ACCEL Corporation Accenture Federal Services ACDI VOCA Acquisition Systems Associates, Inc ACT1 Federal LLC Ad Hoc Adonde Advanced Valuation Analytics, Ltd. AECOM Aerobodies Inc. Aevon Agile5 Technologies, Inc. AidKonekt Data All In Solutions LLC AlphaTech Health Amazon Web Services Amentum AMERICAN SYSTEMS Anakim Consulting Incorporated Analytica Andrew Morgan Consulting Aon Public Sector Partnership Applied Research Associates Arc Aspicio LLC Arc Healthcare, LLC ArdentMC Ariel Partners **ARS Aleut Technical Services** Artemis Consulting ASI Government ASRC Federal Attain Partners **BAE** Systems Banyan Global Barrow Wise Consulting, LLC **BGS** Federal Blumont Engineering Solutions, Inc. BrainGu Breck BrvceTech Business Management Associates, Inc. C Evans Consulting CACI International Inc.

CALIBRE Systems, Inc. **CANDA** Solutions Capgemini Government Solutions Carlntech Celerens CGI Federal Changeis, Inc. Chartis Federal Chemonics International Inc. Chenega Analytic Business Solutions Citrin Cooperman CMGT Cognitus Cognosante CollaborateUp Converged Security Solutions (CSS) CorVantage LLC Creative Associates International Crenshaw Consulting Associates Critical Access Network Critical Path Solutions, Incorporated Crowley Government Services, LLC Crown Agents USA, Inc. CSA Global LLC Culmen International **Customer Value Partners** Cyberscend Cydecor DAI DAn Solutions, Inc. Data Monitor Systems DataStrategi, LLC David T Scott & Associates, LLC Day & Zimmermann DC Global Planning DCS Corporation Deep Water Point & Associates **Delaware Nation Industries** Deloitte Democracy International **Development Essentials** DevTech Systems, Inc. Dewberry Dexis Consulting Group DLH Corp. DocuSign Public Sector Dorris Consulting International (DCI) DRT Strategies, Inc. DT Global Easy Dynamics Corporation ECODIT, LLC

ECS Federal, Inc. **EnCompass LLC** Engineering and Computer Simulations Inc **Environmental Incentives** Eglipse Technologies ESOP Services, Inc. EverGlade Federal Insights, LLC Federal Publications Seminars Firebird Analytical Solutions & Technologies FMP Consulting Fors Marsh Group Forvis Front Line Advisory Group General Dynamics Information Technology Global Dynamic Consulting Golden Key Group GovCIO GovNavigators Greenleaf Integrative Harmonia Holdings Group, LLC HARP HeiTech Services, Inc. Herrick Technology Laboratories, Inc. HII Mission Technologies Hive Group LLC HomeSafe ALLIANCE **IB3** Global Solutions IBI IBM IBTCI ICF Ideal Innovations Incorporated IMB Partners Impresa Legal Group Initiate Government Solutions Integra Government Services International LLC Integrated Systems Solutions InterImage, Inc. International Development Group Intrepid Solutions & Services Iron Bow Technologies IronArch Technology ITAD IWorks Corporation J&J Worldwide Services Jacobs JBS International, Inc.

Jefferson Consulting Group JJR Solutions, LLC JLL JRC Integrated Systems K.L. Scott & Associates LLC KBR Kearney & Company, P.C. Klett Consulting Group, Inc. Kompleye KPMG LLP Lawrence Helm Leadership Connect Leidos LMI Lockheed Martin Lohfeld Consulting Group, Inc. Macannie Madison Services, Inc. Magellan Federal Magnum Group, Inc. Making Cents International Management Concepts Inc. ManTech MartinFed Maximus Federal McGuireWoods LLP ME&A, Inc. MetroStar Midnight Sun Technologies Mighty Citizen Mott MacDonald, Inc. Na Ali'i Consulting, LLC Nelnet Government Services NetImpact Strategies Next Peak LLC NFA Consulting, LLC Nickol Global Solutions Noblis Northwind Partners NT Concepts, Inc. NTT DATA Federal Services **Obsidian Solutions Group** Oceus Networks OCH Technologies, LLC OnFrontiers, Inc **OnPoint Consulting** Opinion Research Business International Oracle Outcome One LLC Oxley Enterprises, Inc. Palladium

Paltech, Inc. Panagora Group Parker Tide Parsons Pathfinder Consulting Group LLC Peraton Peregrine Solutions, Inc. Perrarus Solutions, Inc. Personnel Security Professionals LLC Pherson Associates Phoenix Management, Inc. (PMI) PingWind Inc. PMCG Potomac Advocates Potomac Ridge Consulting Precision Talent Solutions **Premier Enterprise Solutions** Premier Federal, Inc. Prime Response, Inc. OinetiO Inc. Ouantexa **RA Federal Services** Raaen Consulting Rainmakers Strategic Solutions, LLC Rapiscan Systems/American Science & Engineering Rational 360 Red Team Consulting **REI Systems Rigil Corporation** Robbins Gioia RSM **RTI** International RTX Sabre Systems, Inc. SAIC Salesforce SE&M Solutions, LLC Searchlight Cyber, LLC Sedgwick Government Solutions Segura Consulting LLC SeKON Enterprise, Inc. Sellers & Associates, LLC Serco Inc. Seventh Sense Consulting, LLC Shenandoah Fleet Maintenance and Management Siemens Government Technologies Significance Inc. SiloSmashers SMX SNA International

Solerity Sophinea Corporation SOS International LLC (SOSi) Southeastern Computer Consultants, Inc. Standard Technology, Inc. StellarPeak Corp. Strategic Results Stratitia Systems Planning and Analysis, Inc. T. White Parker T47 International, Inc. Tanag Management Services, LLC TCG TechFlow, Inc. Technology Project Managers TechnoMile LLC Tetra Tech, Inc. Textron The Boeing Company The Boone Group The Business Acumen Consulting Group The Cadmus Group LLC The Clearing, Inc. The KonTerra Group The Leading Niche The MayaTech Corporation The Providencia Group (TPG) The Pulse of GovCon ThinkTek, LLC Tlingit Haida Tribal Business Corporation Training Resources Group, Inc. TransPacific Communications Unanet University Research Co., LLC V2X Valencor LLC Valiant Integrated Services LLC Vanguard Research, Inc. Ventera Corporation VTG Watermark Risk Management International, LLC WCJ Consultants, LLC Westat Williams Consulting LLC World Wide Technology, Inc. Xcelerate Solutions XLA Z2B, LLC

Social Impact



## **PSC ASSOCIATE MEMBERS**

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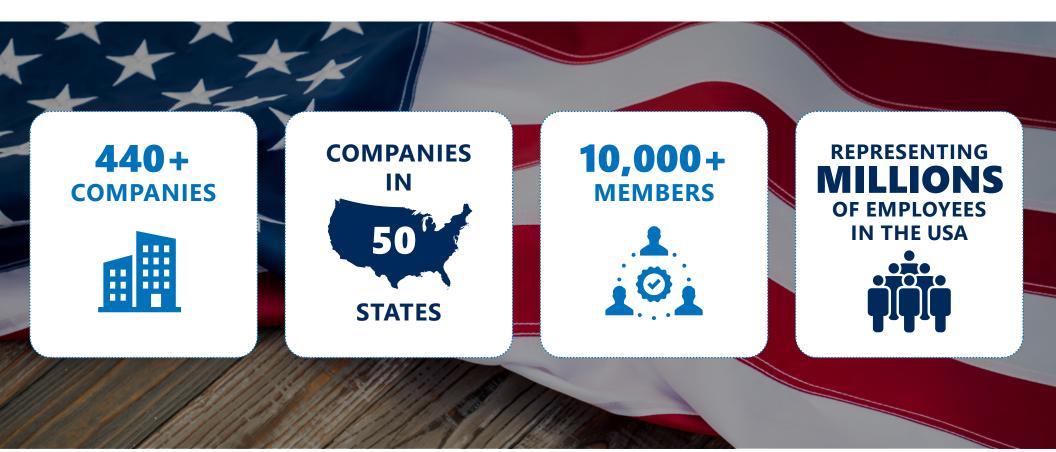
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