Audit Report

OFFICE OF THE INSPECTOR GENERAL

DOD USE OF ELECTRONIC BULLETIN BOARDS IN CONTRACTING

Report No. 96-057 January 8, 1996

Department of Defense

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Acronyms

AFB	Air Force Base
FACNET	Federal Acquisition Computer Network

INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
400 ARMY NAVY DRIVE
ARLINGTON, VIRGINIA 22202-2884

Report No. 96-057 January 8, 1996

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND TECHNOLOGY
UNDER SECRETARY OF DEFENSE (COMPTROLLER)
ASSISTANT SECRETARY OF THE NAVY (FINANCIAL MANAGEMENT AND COMPTROLLER)
ASSISTANT SECRETARY OF THE AIR FORCE (FINANCIAL MANAGEMENT AND COMPTROLLER)
DIRECTOR, DEFENSE LOGISTICS AGENCY
AUDITOR GENERAL, DEPARTMENT OF THE ARMY

SUBJECT: Audit of DoD Use of Electronic Bulletin Boards in Contracting (Project No. 5CA-3057)

Introduction

We are providing this audit report for your information and use. The audit was initiated as a result of Deputy Under Secretary of Defense (Acquisition Reform) concerns that the use of electronic bulletin boards (bulletin boards) was impeding the implementation of the Federal Acquisition Computer Network (FACNET). This report discusses the use of bulletin boards by DoD procurement offices to conduct small purchase transactions and whether such use impeded the implementation of FACNET.

Audit Results

The DoD procurement offices did not use bulletin boards to circumvent or impede FACNET implementation. Rather, procurement officials were using bulletin boards as an interim means to meet their procurement requirements until the Government-wide FACNET is fully operational. Also, procurement officials were not investing significant resources to establish new bulletin boards or to upgrade existing capabilities because officials were committed to phasing out their use of bulletin boards once FACNET becomes fully operational. Management controls regarding the use of bulletin boards were effective in that no material management control weakness was identified.

Audit Objectives

The overall audit objective was to evaluate the use of bulletin boards by DoD organizations for contracting purposes. We also reviewed the management control program as it applied to the overall audit objective.

Scope and Methodology

Audit Scope. Our review focused on 27 bulletin boards used by the Military Departments and the Defense Logistics Agency to conduct electronic commerce. To identify the bulletin boards used to conduct small purchases, we requested that the Military Departments and the Defense Logistics Agency provide us with an inventory of the bulletin boards that they were using to support procurement functions. In an attempt to identify any unreported bulletin boards used for contracting purposes, we visited nine DoD procurement offices not identified as using bulletin boards for small purchases. We also visited 10 value added networks to determine whether they knew of additional bulletin boards used for small purchases. The resulting inventory listed a total of 27 bulletin boards.

Of the 27 bulletin boards identified, 8 were being used to solicit bids that exceeded the small purchase dollar threshold. Because solicitations exceeding the small purchase dollar threshold will not be done using FACNET, we excluded those eight bulletin boards from our review. We judgmentally selected 6 of the remaining 19 bulletin boards for review. Enclosure 1 lists the bulletin boards identified and shows those visited during the audit. Specifically, we evaluated the justification for using bulletin boards, determined the resources used to support bulletin board operations, and identified procurement officials' plans and milestones for transitioning bulletin board functions to FACNET.

Scope Limitation. The scope of this audit was limited to the review of bulletin boards used by DoD procurement officials to conduct small purchase transactions. We did not review bulletin boards used to disseminate or collect information, as those bulletin boards had no bearing on FACNET implementation.

Audit Period, Standards, and Locations. This program audit was performed from April through October 1995 in accordance with auditing standards issued by the Comptroller General of the United States, as implemented by the Inspector General, DoD. We included tests of management controls considered necessary. We did not use computer-processed data or statistical sampling procedures for this audit. Enclosure 5 lists the organizations visited or contacted.

Management Control Program

DoD Directive 5010.38, "Internal Management Control Program," April 14, 1987, required DoD organizations to implement a comprehensive system of management controls that provides reasonable assurance that programs are operating as intended and to evaluate the adequacy of the controls.

Scope of Review of the Management Control Program. We reviewed the adequacy of management controls related to the use of bulletin boards for small purchase transactions. We did not assess the adequacy of management's self-evaluation of those controls.

Adequacy of Management Controls. Management controls applicable to bulletin board use were deemed to be adequate in that we identified no material management control weaknesses.

Prior Audits and Other Reviews

No prior audits have specifically addressed whether DoD use of bulletin boards is an impediment to successful FACNET implementation.

Audit Background

Bulletin Boards. Bulletin boards are independently developed electronic commerce/electronic data interchange systems. A bulletin board consists of a computer equipped with a modem and communication software that enables procurement officials and vendors to exchange information through a telephone line. Bulletin boards have various capabilities and are generally described as being "one-way" or "two-way." Both types of bulletin boards allow vendors to obtain a variety of information, including, for example, requests for quotes, data on contractor past performance, contract clauses, contract award summaries, and informational bulletins. The two-way bulletin boards also allow vendors to submit electronic bids to procurement officials.

Bulletin boards are not in compliance with FACNET because they do not present a single face to industry. The intent of FACNET is to provide all potential vendors the opportunity to do business with the Government by accessing information from a single source. Bulletin boards do not accomplish that function, so they are considered nonstandard small purchase systems. To use a bulletin board, a vendor has to be informed of the existence of each bulletin board and provided the telephone number to access each individual bulletin board. In addition, because procurement offices have a limited number of telephone lines, vendors may have difficulty accessing the bulletin boards to obtain solicitation information or submit bids to procurement officials.

Guidance on the Use of Bulletin Boards. In April 1994, the Deputy Secretary of Defense issued a memorandum on the use and funding of nonstandard small purchase systems. Specifically, the memorandum states the following.

o Procurement officials at an activity can continue to use existing small purchase systems until FACNET is fully operational at that activity.

o Unless approved by the Deputy Under Secretary of Defense (Acquisition Reform), activities should spend no further funds to upgrade, further deploy, or expand existing nonstandard small purchase systems.

Enclosure 2 shows the Deputy Secretary of Defense memorandum in its entirety.

The Deputy Under Secretary of Defense (Acquisition Reform) memorandum, "Use of Electronic Bulletin Boards," December 2, 1994, provides supplemental guidance on nonstandard small purchase systems. Specifically, the memorandum states that the use of bulletin boards for procurement purposes

must adhere to the policy outlined in the Deputy Secretary of Defense April 1994 memorandum, and that bulletin boards used to advertise purchase actions are beyond the scope of information dissemination and collection and are therefore bound by the same policy. Enclosure 3 shows the Deputy Under Secretary of Defense (Acquisition Reform) memorandum in its entirety.

Discussion

Of the 27 bulletin boards identified, none were used to circumvent or impede FACNET implementation. Specifically, eight supported contract actions in excess of the FACNET small purchase dollar threshold. The remaining 19 became interim mechanisms to conduct small purchase transactions until FACNET becomes fully operational. Of the 19 bulletin boards used to conduct small purchases, we reviewed 6 and determined that their use complied with the guidance provided in the Deputy Secretary of Defense April 1994 memorandum. See Enclosure 1 for a list of bulletin boards used to conduct small purchase transactions and the bulletin boards selected for review.

Capabilities of Bulletin Boards Reviewed. Procurement officials used the bulletin boards because FACNET was not fully operational at their respective locations. The following describes the capabilities of the bulletin boards reviewed.

U.S. Army Missile Command. The Missile Command procurement office used a one-way bulletin board to post requests for quotes (without dollar limitations), Commerce Business Daily information, procurement history data, and various informational bulletins.

Fleet and Industrial Supply Centers. The three Fleet and Industrial Supply Centers at Norfolk, Virginia; Puget Sound, Washington; and San Diego, California, used two-way bulletin boards to conduct small purchase transactions. Specifically, they used the bulletin boards to post requests for quotes, receive electronic bids from contractors, and post contract award summaries.

Defense Logistics Agency Supply Centers. Both the Defense General Supply Center and the Defense Industrial Supply Center used bulletin boards to post electronic requests for quotes and receive electronic bids on small purchase transactions. The bulletin boards were also used to post data on contractor past performance, message forums, and informational bulletins.

Planned Transition to FACNET. Procurement officials at the six sites visited were committed to conducting electronic commerce and identified planned milestones to transition from their nonstandard small purchase systems to FACNET when FACNET becomes fully operational. With the exception of the Defense Logistics Agency, procurement offices visited were already considered interim FACNET certified.

To be interim FACNET certified, the automated information system of each procurement office must have the capability to:

o provide widespread public notice of solicitations for contract opportunities;

o receive responses to solicitations and associated requests for information; and

o allow vendors to access notice of solicitations for contract opportunities, access and review solicitations, and respond to solicitations issued by the procurement office.

No clear information is available as to what constitutes "fully operational." However, interim FACNET certification does not mean that FACNET is fully operational at an organization. Instead, interim certification means that the organization has demonstrated an electronic commerce/electronic data interchange capability. Officials at each of the organizations visited do not consider FACNET to be fully operational at the organizations because FACNET could not yet be relied upon to successfully process small purchase transactions.

The following discusses the transition plans and milestones for the six activities visited.

U.S. Army Missile Command. U.S. Army Missile Command officials planned to transition their small purchase transactions from the bulletin board to FACNET, but did not have a scheduled date to do so. According to the officials, the transition was dependent upon receipt of funds from the DoD Electronic Commerce/Electronic Data Interchange Program Office. The U.S. Army Missile Command was interim FACNET certified on May 25, 1995.

Fleet and Industrial Supply Centers. The three Fleet and Industrial Supply Centers visited had plans to transition small purchase transactions from bulletin boards to FACNET. The Fleet and Industrial Supply Center Norfolk planned to transition to FACNET in October 1995 and was interim FACNET certified on June 30, 1995. The Fleet and Industrial Supply Center Puget Sound planned to transition to FACNET in August 1995 and was interim FACNET certified on February 28, 1995. The Fleet and Industrial Supply Center San Diego planned to transition to FACNET in December 1995 and was interim FACNET certified on June 22, 1995.

Navy plans to transition to FACNET were delayed indefinitely. On August 22, 1995, the Navy placed a moratorium on site implementations, requests for interim FACNET certification, and vendor conferences that promote trading partner use of FACNET to conduct electronic commerce until technical and functional FACNET problems are resolved.

Defense Logistics Agency Supply Centers. The Defense General Supply Center and the Defense Industrial Supply Center planned to transition small purchase transactions from their bulletin boards to FACNET in June 1996 and May 1996, respectively. As of August 31, 1995, neither site was interim FACNET certified.

Appropriateness of Bulletin Board Use. The use of bulletin boards and other nonstandard small purchase systems by Military Department and Defense Logistics Agency procurement officials was appropriate. Each procurement office visited was attempting to transition to FACNET, but was unable to do so because FACNET was not fully operational. As a result, procurement officials had no alternative but to continue to rely on their existing nonstandard small purchase systems, including bulletin boards, to do business.

Resources Used to Support Bulletin Boards. For the six procurement offices visited, we did not identify the significant use of resources to upgrade, further deploy, or expand existing bulletin boards since the issuance of the Deputy Secretary of Defense April 1994 guidance.

The only bulletin board upgrade identified was at the Defense Industrial Supply Center. In FY 1995, the Defense Industrial Supply Center purchased 15 additional modems at a cost of about $3,000. That upgrade was not in strict compliance with Deputy Secretary of Defense guidance because procurement officials did not obtain approval from the Office of the Deputy Under Secretary of Defense (Acquisition Reform) before making the upgrade. However, a Defense Industrial Supply Center official stated that the upgrade was not made to further deploy the bulletin board solicitation and response capabilities; rather, the upgrade was made to accommodate increased vendor access to 10 other informational menus that are resident on the bulletin board. Examples of those menus are the Automated Best Value Menu, containing vendor past performance data, and the Award Information Menu, which identifies winning bids. The remaining sites visited had not upgraded their bulletin boards since the Deputy Secretary of Defense memorandum was issued.

We identified other recurring costs to support bulletin boards at the sites visited, which include telephone charges and salaries of bulletin board operators. Those costs are not significant when compared to the benefits derived from the use of bulletin boards. Those benefits include processing more small purchase transactions in less time with fewer staff, and receiving goods in a more timely manner. The resources used to support bulletin boards were minimal and did not detract from efforts to fully implement FACNET at the sites visited. The Defense Logistics Agency sites were not interim FACNET certified, so they could not use FACNET. The Army and Navy sites were interim FACNET certified, but were unable to rely on FACNET to process small purchase transactions because FACNET was not fully operational. Consequently, procurement officials need to rely on the use of bulletin boards to continue to do business while pursuing full implementation of FACNET.

Management Comments and Audit Response

We issued a draft report to you on October 29, 1995. Although not required to comment, the Deputy Assistant Secretary of the Air Force (Contracting), Office of the Assistant Secretary of the Air Force (Acquisition), provided comments to the draft audit report. The Deputy Assistant Secretary concurred with the audit results and emphasized the need for a commonly accepted set of goals and definitions to be used in implementing electronic commerce/electronic data interchange. Specifically, the Deputy Assistant Secretary requested that the terms "full operational capability" and "single face to industry" be further defined.

Because the establishment of goals and definitions is beyond the authority of this office, we forwarded the Deputy Assistant Secretary's comments to the Deputy Under Secretary of Defense (Acquisition Reform) for her attention. See Enclosure 4 for the full text of the Air Force comments.

We appreciate the courtesies extended to the audit staff. For additional information on this report, please contact Ms. Kimberley A. Caprio, Audit Program Director, at (703) 604-9248 (DSN 664-9248) (KCAPRIO@DODIG.OSD.MIL) or Ms. Addie M. Beima, Audit Project Manager, at (703) 604-9243 (DSN 664-9243) (ABEIMA@DODIG.OSD.MIL). Enclosure 6 lists the distribution of this report. The audit team members are listed inside the back cover.

David K. Steensma

David K. Steensma
Deputy Assistant Inspector General
for Auditing

Enclosures

Bulletin Boards Identified During the Audit

Organization	Location
Army	
Aviation and Troop Command[1]	St. Louis, MO
Communications-Electronic Command[1]	Fort Monmouth, NJ
Industrial Operations Command[1]	Rock Island, IL
Information Systems Command[1]	Fort Huachuca, AZ
Medical Federated Laboratory[1]	Fort Detrick, MD
Missile Command[1,2]	Huntsville, AL
Simulation Training Instrumentation Command[1]	Orlando, FL
Tank-Automotive and Armament Command[1]	Warren, MI
Navy	
Fleet and Industrial Supply Center[1]	Jacksonville, FL
Fleet and Industrial Supply Center[1,2]	Norfolk, VA
Fleet and Industrial Supply Center[1,2]	Puget Sound, WA
Fleet and Industrial Supply Center[1,2]	San Diego, CA
Naval Air Warfare Center Aircraft Division[1]	Indianapolis, IN
Naval Information Systems Management Center[1]	Arlington, VA
Space and Naval Warfare Systems Command[1]	Arlington, VA
Air Force[3]	
Air Force Space Command	Peterson AFB,[4] CO
Air Mobility Command	Scott AFB, IL
Air Force Materiel Command	Hanscom AFB, MA
Air Force Materiel Command	Eglin AFB, FL
Air Force Materiel Command	Maxwell AFB, AL
Air Force Materiel Command	Kirkland AFB, NM
Air Force Materiel Command	Tinker AFB, OK
Air Force Materiel Command	Wright-Patterson AFB, OH
Defense Logistics Agency	
Defense Construction Supply Center[1]	Columbus, OH
Defense Electronics Supply Center[1]	Dayton, OH
Defense General Supply Center[1,2]	Richmond, VA
Defense Industrial Supply Center[1,2]	Philadelphia, PA

[1]Bulletin boards used to conduct small purchase transactions.
[2]Bulletin boards selected for review.
[3]All Air Force bulletin boards were used to support contract actions in excess of the FACNET small purchase dollar threshold. They were excluded from our review.
[4]Air Force Base.

Deputy Secretary of Defense Memorandum on the Use and Funding of Nonstandard Small Purchase Systems

THE DEPUTY SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

28 APR 1994

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: DoD Electronic Commerce/Electronic Data Interchange in Contracting

The DoD Process Action Team on Electronic Commerce/Electronic Data Interchange in Contracting (EC/EDI) was chartered in July 1993, for the purpose of assessing existing DoD EC/EDI systems and to develop a comprehensive plan for implementing a standard DoD-wide EC/EDI approach. The Secretary of Defense and I were briefed on the plan on December 20, 1993 and I approved implementation of a standard DoD-wide EC/EDI procurement system on January 5, 1994. This plan was coordinated with the Military Departments, certain Defense Agencies and various senior staff elements in the Office of the Secretary of Defense through the Senior Steering Group Advising the Deputy Under Secretary of Defense for Acquisition Reform. Implementation of this plan over the next two-year period will enable DoD to enhance the use of EC/EDI to support small purchases consistent with the existing $25,000 threshold, and provide the capability to accommodate an increase to $100,000.

DoD components independently developed EC/EDI projects to address their unique contracting situations. While achieving some local benefits, this resulted in a proliferation of nonstandard systems. As a result, vendors who submit quotations through an EC/EDI system in use in one department, agency, or activity, are frequently unable to use the same software to do business with another DoD organization. Among other things, a standard DoD-wide EC/EDI system will establish a single face to industry by allowing vendors to use commercial software and hardware to: obtain information on pending DoD small purchases, obtain copies of all small purchase solicitations, submit quotations, and receive awards through a single point of entry into the system. It will use a data transmission system established by and under the operational control of the Defense Information Systems Agency, as the final link for communications between DoD purchasing offices and their vendors.

Use of existing nonstandard EC/EDI capable small purchase systems shall be discontinued as soon as the standard DoD-wide EC/EDI system is fully operational at a particular activity. Furthermore, no funding will be expended to upgrade, further deploy, or expand existing nonstandard EC/EDI small purchase systems or implement new nonstandard EC/EDI small purchase systems unless specifically approved by the Deputy Under Secretary of Defense for Acquisition Reform, acting on behalf of the Under Secretary of Defense (Acquisition & Technology) and the Director, Defense Information Systems Agency, acting on behalf of the Assistant Secretary of Defense (Command, Control, Communications, & Intelligence).

I know you are aware of the importance we place on implementing a DoD-wide system, and I am confident that you will provide your personal support to make this effort a success.

Deputy Under Secretary of Defense (Acquisition Reform) Memorandum on the Use of Bulletin Boards

ACQUISITION AND TECHNOLOGY

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON DC 20301-3000

02 DEC 1994

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDERSECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
COMPTROLLER
GENERAL COUNSEL
INSPECTOR GENERAL
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR OF ADMINISTRATION AND MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Use of Electronic Bulletin Boards

This office has received numerous queries recently concerning the status, use and further deployment of Electronic Bulletin Boards (EBB) in support of DoD procurement activities. Consistent with the implementation plan delineated in the DoD Electronic Commerce in Contracting Process Action Team (PAT) report, approved by the Deputy Secretary of Defense in January 5, 1994 and guidance issued in the Deputy Secretary of Defense memo dated April 28, 1994, "...no funding will be expended to upgrade, further deployment, or expand existing nonstandard EC/EDI small purchase systems unless specifically approved by the DUSD(AR)...".

This memorandum was not intended to require termination or restriction of the use of EBBs to support the dissemination and collection of information between DoD procurement activities and the private sector.

EBBs that are used to advertise purchase actions to the private sector, however are beyond the scope of information dissemination and collection. Consequently, EBBs that advertise purchase actions must adhere to the policy outlined in the above referenced Deputy Secretary of Defense memo. In addition, although the memo references EC/EDI small purchase systems, it should be applied with respect to any nonstandard EC/EDI procurement system. If you have any questions regarding this memo, please contact me, or Ms. Delores "Dee" Smith at 703-681-0214.

Colleen A. Preston
Deputy Under Secretary
(Acquisition Reform)

Department of the Air Force Comments

DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

28 NOV 95

MEMORANDUM FOR ASSISTANT DoD INSPECTOR GENERAL
CONTRACT MANAGEMENT DIRECTORATE

FROM: SAF/AQCI
1060 Air Force Pentagon
Washington DC 20330-1060

SUBJECT: Audit of DoD Use of Electronic Bulletin Boards In Contracting (Project 5CA-5037) Draft Report

We have reviewed the subject draft report and agree with the audit results. However, the report highlights a number of issues that should be resolved so our Electronic Commerce/Electronic Data Interchange (EC/EDI) program can completely realize its full potential.

The subject report comments that "fully operational" FACNET has not yet been defined. We believe that this observation is particularly germane to successful FACNET implementation. The goal for this entire process has not been identified. We currently have the Federal Acquisition Regulation (FAR) prescription to use FACNET, but performance, reliability, maintenance, and availability continue to be ambiguous. A specific definition of "Full Operational Capability" (FOC) would allow our functional and technical communities to progress through a set of programmatic milestones towards a firm and specific FOC that can be tested and evaluated metrically.

We also submit that the term "single face to industry" needs further definition. The phrase "single face to industry" has different meanings both conceptually and situationally. Since "single face to industry" is a central theme in both the EC and EDI programs, we need a clearer meaning for the term.

These comments are meant to help define the overall electronic commerce process. As we move toward the implementation of electronic commerce through EDI in functional areas beyond procurement, we contend a commonly accepted set of goals and definitions will become more important.

If there are questions regarding our comments, please contact Ms. Mary Lou Alderman, SAF/AQCI, at 703-614-3580.

Richard P. Heffner

RICHARD P. HEFFNER, Col, USAF
Chief, Contracting Systems Division
Deputy Assistant Secretary (Contracting)
Assistant Secretary (Acquisition)

Organizations Visited or Contacted

Office of the Secretary of Defense

Under Secretary of Defense for Acquisition and Technology, Washington, DC
Deputy Under Secretary of Defense (Acquisition Reform), Washington, DC

Department of the Army

Assistant Secretary of the Army (Research, Development, and Acquisition), Washington, DC
- Headquarters, U.S. Army Materiel Command, Alexandria, VA
  - U.S. Army Communications-Electronics Command, Fort Monmouth, NJ
  - U.S. Army Industrial Operations Command, Rock Island, IL
  - U.S. Army Missile Command, Redstone Arsenal, AL
- Headquarters, U.S. Army Medical Command, Fort Sam Houston, TX
  - Walter Reed Army Medical Center, Washington, DC
  - Dwight David Eisenhower Army Medical Center, Fort Gordon, GA

Army Procurement Research and Analysis Office, Fort Lee, VA
Army Audit Agency, Alexandria, VA

Department of the Navy

Assistant Secretary of the Navy (Financial Management and Comptroller), Washington, DC
Naval Supply Command, Washington, DC
- Naval Aviation Supply Office, Philadelphia, PA
- Fleet and Industrial Supply Center, Norfolk, VA
- Fleet and Industrial Supply Center, Puget Sound, WA
- Fleet and Industrial Supply Center, San Diego, CA

Department of the Air Force

Assistant Secretary of the Air Force (Financial Management and Comptroller), Arlington, VA
- Deputy Assistant Secretary of the Air Force (Contracting), Arlington, VA

Air Combat Command, Langley Air Force Base, Hampton, VA
- 1st Fighter Wing, Langley Air Force Base, Hampton, VA
- 6th Contracting Squadron, MacDill Air Force Base, Tampa Bay, FL

Other Defense Organization

Department of the Air Force (cont'd)

Air Force Materiel Command, Wright-Patterson Air Force Base, Dayton, OH
- Aeronautical Systems Center, Wright-Patterson Air Force Base, Dayton, OH
- Air Force Development Test Center, Eglin Air Force Base, Pensacola, FL
- Maxwell Air Force Base-Gunter Annex, Montgomery, AL

Air Mobility Command, Scott Air Force Base, Belleville, IL
- 437th Military Airlift Command, Charleston Air Force Base, Charleston, SC

Defense Organizations

Defense Information Systems Agency, Arlington, VA
- Defense Information Technology Contracting Office, Scott AFB, IL
- Defense Information Systems Agency, Western Hemisphere, Ft. Ritchie, MD

Defense Logistics Agency, Alexandria, VA
- Defense General Supply Center, Richmond, VA
- Defense Industrial Supply Center, Philadelphia, PA
- Defense Automatic Addressing System Center, Dayton, OH
- Defense Personnel Supply Center, Philadelphia, PA

Non-Defense Federal Organizations

General Accounting Office, Washington, DC

National Institute of Standards and Technology, United States Department of Commerce, Gaithersburg, MD

National Technical Information Service, United States Department of Commerce, Springfield, VA

Non-Government Organizations

American Logistics Information Corporation, Diamond Bar, CA
Datamatix, Plymouth Meeting, PA
Electronic Data Systems, Herndon, VA
General Electric Information Systems, Rockville, MD
Harbinger EDI Services, Atlanta, GA
Network Information Services, Newport Beach, CA
Simplix, Troy, MI
Softshare Information Services, Santa Barbara, CA
Sterling Software, Dublin, OH
Total Procurement Services, Novato, CA

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Senate Committee on Armed Services
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House Subcommittee on National Security, Committee on Appropriations
House Committee on Government Reform and Oversight
House Subcommittee on National Security, International Affairs, and Criminal Justice, Committee on Government Reform and Oversight
House Committee on National Security

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