

Category Management and IDIQs: Using Data to Change How the Government Acquires Goods and Services

> TASC - TGIC Exchange Brief 18 May 2021

The Fine Print...Legal and Contracting Disclaimers

- The following presentation is for informational and educational purposes only and does not constitute legal advice. No attorney client privilege is created as a result of this presentation. For legal advice on specific government contracts legal situations and circumstances, please contact an attorney to obtain specific legal guidance.
- This Exchange Briefing is a non-attribution forum. Any comments related to specific acquisitions are not considered official agency positions. Questions related to a specific procurement or contract should be directed to the appropriate contracting officer.



Exchange Brief Purpose

- Provide value to both Government and Industry
- Improve communications, cooperation and consultation
- Government presents its perspectives to the Industry
- Industry better understands what Government priorities
 - Category Management Goals
 - How Is Category Management Being Implemented
 - How Can Industry Best Respond to Meet Customer Requirements and Improve Government Operations...and Succeed and Thrive
- Thanks to NCMA for 2 Hours CEU/CLP



Agenda

- Opening Comments
- Rules of Engagement
- Category Management Overview: OMB Memo M-19-13 of March 2019
- Panelists' Comments
 - Adam Soderholm, Director, GSA Gov-wide Strategic Initiatives & Business Intelligence, Office of Professional Services & Human Capital Categories
 - Sam Q. Le., Office of General Counsel, U.S. Small Business Administration
 - Jeremy Morrill, USAF AMIC PKD, the Counter Narcotics and Global Threats Division (CN>)
 - Danno Svaranowic, Itility, OASIS and VETS-2 Small Business Program Manager
 - Pat O'Donnell, Attorney, Kaufman & Canoles, P.C.
 - Brad Reaves/Paul Hawkins, Attorney, ReavesColey PLLC
- Break (~1015)
- Questions and Answers



The Tidewater Association of Service Contractors (TASC)

- Focal point for industry collaboration toward greater awareness of Government business opportunities while sharing industry's experience and perspective with Government partners to more clearly define, understand, and improve the acquisition process to optimize support to the warfighter and Federal agencies, as well as stewardship to the taxpayer. TASC is focused on providing value to both membership bases: Industry and Government -
- Industry Member: Value through access to government decision makers and forecasted opportunities by facilitating various industry day, education and networking events.
- Government Member: Value through access to industry feedback, a conduit for market research participation, education, and networking events.



The Tidewater Government/Industry Council (TGIC)

- Provide for effective avenues of communications, cooperation and consultation between Government Contracting Activities, their Customer Activities and to private industry in the Hampton Roads, Virginia area in order to improve the productivity of contracting and the quality of the end product for the mutual benefit of the Government and industry.
- Explore and develop methods of quality/productivity improvement; foster a spirit of cooperation; provide a forum to share new ideas and initiatives; and suggest changes to applicable policies, regulations and/or statutes through the appropriate channels.
- It is not the purpose of the Council to discuss specific contractual actions or discuss particular future procurements.



Rules of Engagement

- Non-attributional
- Contract, office, customer and contractor agnostic
- Submit questions through the Chat function
 - Please Identify Your Perspective as Government, Industry, or Education
 - If Appropriate, Identify Any Particular Panelist You Desire to Answer
- Questions welcomed throughout
 - As topics evolve
 - As time permits
- Please complete survey- your feedback is critical



What Is Category Management?

- Category management is an approach the Federal Government is applying to buy smarter and more like a single enterprise. The goals of government-wide category management are to:
 - Deliver more savings, value, and efficiency for Federal agencies;
 - Eliminate unnecessary contract redundancies; and
 - Meet the government's small business goals.
- Data Is Used to:
 - Group and Quantify Categories
 - Identify Opportunities for Increasing Spend Under Management
 - Identify Success of Best-in-Class Contracts

Increase BIC Adoption & SUM

Decrease costs, contract duplication, & inefficiency



What Is the Scope of Category Management?

10 Government-wide Categories

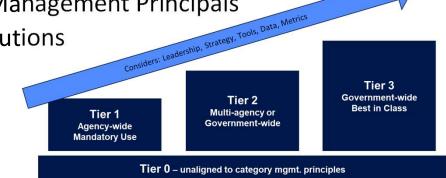
GATHER DATA

FACILITIES & CONSTRUCTION = \$81.2B LED BY GSA	PROFESSIONAL SERVICES = \$71.1B LED BY GSA	IT = \$56.7B LED BY GSA	MEDICAL = \$43.5B Co-LED BY DOD & VA	TRANSPORTATION & LOGISTICS = \$28.5B LED BY DOD			
 Construction Related Materials Construction Related Services Facilities Purchase & Lease Facility Related Materials Facility Related Services 	 Business Admin Services Financial Services Legal Services Management & Advisory Services Marketing & Public Relations Research & Development Social Services Technical & Engineering Services 	 IT Software IT Hardware IT Consulting IT Security IT Outsourcing Telecommunications 	 Drugs & Pharmaceutical Products Healthcare Services Medical Equipment, Accessories, & Supplies 	 Fuels Logistics Support Services Motor Vehicles (non- combat) Package Delivery & Packaging Transportation Equipme Transportation of Thing 			
INDUSTRIAL PRODUCTS & SERVICES = \$11.1B LED BY GSA	TRAVEL = \$7.5B LED BY GSA	SECURITY & PROTECTION = \$5.4B LED BY DHS	HUMAN CAPITAL = \$4.5B LED BY OPM	OFFICE MANAGEMENT = \$2.3B LED BY GSA			
 Basic Materials Fire / Rescue / Safety / Environmental Protection Equipment Hardware & Tools Industrial Products Install / Maintenance / Repair Machinery & Components Oils, Lubricants, & Waxes Test & Measurement Supplies 3/7/2019 	 Employee Relocation Lodging Passenger Travel Travel Agency & Misc. Services 	 Ammunition Protective Apparel & Equipment Security Animals & Related Services Security Services Security Systems Weapons 	 Compensation & Benefits Employee Relations Human Capital Evaluation Strategy, Policies, & Ops Planning Talen Acquisition Talent Development 	 Furniture Office Management Products Office Management Services 			



Spend Under Management (SUM)

- SUM) is the percentage of an organization's spend that is actively managed according to category management principles
- Within the context of the government-wide category management initiative, OMB defines SUM as spend on contracts that meet defined criteria for management and data-sharing maturity. OMB uses the following tiered rating scale to evaluate agency spend:
 - Tier 0, Spend NOT Aligned to Category Management Principals
 - Tier 1, Mandatory-Use Agency-Wide Solutions
 - Tier 2, Multi-Agency Solutions.
 - Tier 3, Best-in-Class (BIC) Solutions





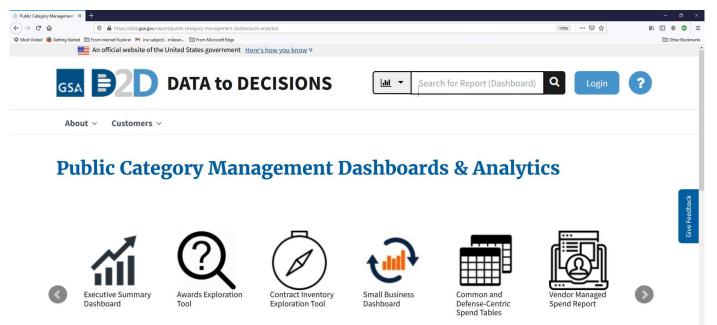
Best-in-Class (BIC) Acquisition Solutions

- The Best-in-Class acquisition designation identifies government-wide contracts that satisfy key criteria defined by the Office of Management and Budget (OMB). Best-in-Class solutions are vetted, well-managed, and recommended—and in some cases required1—for use. Interagency government-wide category teams have worked to designate over 30 Best-in-Class contracts to reduce the amount of effort individual buyers spend finding and researching acquisition solutions. Widespread adoption of Best-in-Class solutions will—
- Maximize the government's shared purchasing power, allowing agencies to leverage volume discounts;
- • Help agencies operate more efficiently by reducing administrative costs and contract duplication; and
- Expand collection and sharing of government-wide buying data, leading to better-informed business decisions.



GSA's Data To Decisions







Executive Summary Dashboard



Updated 5/11/2021 4:25:01 AM; Data Thru 'Date Signed' 4/30/2021



Summary SUM by Agency

that: Allows acquisition experts to take advantage of pre-vetted, government-wide contract solutions; Supports a government-wide migration to solutions that are mature and market-proven; Assists in the optimization of spend, with

Best In Class (BIC)

government-wide category management framework; and increases the transactional data available for agency level government-wide analysis of buying behavior.

Spend Under Management (SUM) Obligation (in millions) on contracts that meet defined criteria for management maturity and data sharing. SUM is defined Best in Class is a designation by the Office of Management and Budget (OMB) for a preferred government-wide sol by a tiered maturity model, which includes three tiers that address five attributes: leadership, strategy, data, tools, and metrics.

				Green Bar	= Department	nt Target Met o	r Exceeded		
Department	% of SUM Target	SUM-Target Delta				Department	% of BIC Target	BIC-Target Delta	
DOD	34%	(\$21,218M)			\$32,174.9M	DOD	19%	(\$5,328M)	\$6,540
VA	48%	(\$11,940M)		\$22,753.6M		ARMY	31%	(\$4,102M)	\$5,945.1M
DOE	105%	\$1,093M		\$21,624.3M		USAF	27%	(\$4,163M)	\$5,693.6M
ARMY	24%	(\$15,288M)		\$20,000.0M		HHS	32%	(\$3,166M)	\$4,661.1M
DLA	31%	(\$13,631M)		\$19,667.3M		VA	48%	(\$1,993M)	\$3,816.6M
NAVY	23%	(\$14,764M)		\$19,172.3M		DHS	43%	(\$1,561M)	\$2,750.0M
USAF	35%	(\$9,048M)		\$13,819.9M		DLA	69%	(\$843M)	\$2,700.0M
DHS	50%	(\$4,583M)	\$9,13	0.0M		NAVY	26%	(\$1,685M)	\$2,264.8M
HHS	40%	(\$5,213M)	\$8,662	.3M		GSA	53%	(\$1,051M)	\$2,221.2M
NASA	61%	(\$1,874M)	\$4,814.8M			STATE	33%	(\$954M)	\$1,414.9M
GSA	53%	(\$2,083M)	\$4,474.9M			TREASURY	59%	(\$569M)	\$1,373.7M
DOJ	33%	(\$2,651M)	\$3,980.1M			DOJ	38%	(\$731M)	\$1,179.7M
USAID	48%	(\$2,017M)	\$3,855.1M			USDA	37%	(\$607M)	\$965.6M
TREASURY	91%	(\$292M)	\$3,306.5M			DOC	47%	(\$319M)	\$598.5M
STATE	37%	(\$1,839M)	\$2,900.0M			SSA	50%	(\$248M)	\$496.2M
DOT	29%	(\$1,706M)	\$2,398.5M			DOI	30%	(\$268M)	\$381.0M
	0701						705/	(00010	



Awards Exploration Tool

		Filter Set: Selections will update	e the Result Set pag									Dataset last updated 5/12/2021 4:31:34 AM; Data thru 'Date Signed' o				
				ge or tr	his Dashboard; Filters are a	dditive - each ro	w will meet *al	ll* criteria.				Summary of Data matching selected criteria				
		Funding Department			Contracting Department				Solution I	Managing Agency/Dept						
	Civilian Fur	(All)		•	(All) • (All) •							Total Obligation \$159,648,150,170				
		Funding Agency			Contracting Agency											
ED:		(All)	•	(All) •							Total Records 590,763					
	unding CFO/Non CFO	Funding Office (All)			Contracting Office (All)							Unique PIIDs 479,692				
8 E	NON CFO															
FY	f of Obligation	Obligation Level	PSC Type		PSC	NAICS		Tier		FY of Tier Designation		Unique Vendors 59,875				
	2017	Above SAT (\$250K)	(All)	٠	(AII) •	(All)	*	🗸 (All)		(All)	*					
	2018	Below MPT (\$3500)	Level 1 Category					SIC								
	2019	Negative/Deobligation	(AII)					TIER				Click to go to Downloadable Details				
	V 2021 V Z Ability One Contract Awarc • (All) V (All) Yes B	Positive	Level 2 Subcategory	,				TIER				Click to go to Dowilloadable Details				
		Zero Obligation	(All)		✓ TIER1-SB ✓ TIER0-IDV							Due to the large volume of data, rendering of detailed results may ta				
		Award Type			Award/IDV Expiration Range*				R 0 - IDV R 0 - DEFINITIVE CONTRACT R 0 - PURCHASE ORDER			time. Please filter for your specific use case before pulling up the re				
13		✓ (AII) ✓ BPA CALL	IDV Number													
		COOPERATIVE AGREEMENT								PL OTOLIT						
) No	DEFINITIVE CONTRACT			*Searches Ultimate Compl. Date, Final IDV Last Date, and Final Ultimate						Awards Breakout per Category • by Dollars Obligate					
n Sn	n Biz Goaling-Eligible	✓ DELIVERY ORDER		Cont	tract Utilized for Award							Awarus Breakout per Category by Donars obligate				
2 7	(AII) GRANT FOR RESEAR			(All							*	TLS				
	Yes	IDC							11,001,909,893 6.89%							
) No	✓ OTHER TRANSACTION AGREEMEN	г		ressable BIC Contract**							42,923,341,0 26.89%				
FF	RDC	OTHER TRANSACTION ORDER		Not	filter						¥	PS				
) (AII)	PURCHASE ORDER		Addr	ressable Tier 2 Contract**							34,327,804,926 21.50%				
) Yes	TRAINING GRANT	•	Not	filter						*					
O No Not Indicated	National Interest Action (NIA) Code (All)	*		her-Tier contracts, where applicable, that a transaction could have utilized. Independent of Contract actually utilized for the obligation. Is may be addressable to multiple contracts. If both a BIC and a T2 are selected, only records addressable to both will be returned.												
												OM 6.852.3				
	usiness Size	Set-Aside Used Vendor Name (All) (All)									589,171,440 0.37%					
	(All)								Ŧ							
D) Small Business) Non-Small Business											Medical 23,379,454,047				
) Not Indicated											21.94%				



Contract Inventory Exploration Tool

GWCM Contract Inventory Exploration	on Tool			This tool is inten	ded to serve as a referen Resul	ce. Tier 0 contracts a ts are meant to be exp			Clic	k here for C	ontracts E	xport 1-sheet			Dataset Upd Data thru		2021 4:14:02 ed' of 4/30/20
Contract Filters Solution Managing Agency (All)	Tier TIER 1		FY of Tier 2020	Designation •	Reference Piid (All)	_	Contract N (All)	ame		_	_	_	_				
Contracts with selected criteria: 41 Total Obligated Click on a Contract Name to populate the other tables. Fields show				in Awards.			tracts associate tics Civil Augmenta			Contract:	4						
Contract Name	Т		of Mana Agence		Total Obligated	Master PIID	Master Contract Nar	ne				Master Type	Master Tier	# Awd PIIDs			Total Oblig
Logistics Civil Augmentation Program (Inc. IV)	т		20 ARMY	24	\$6,513.0M	W52P1J07D0008	Logistics Civil Augme	ntation Pro	ogram (Inc. IV)			IDC	TIER 2	9			\$3,392
Enhanced Army Global Logistics Enterprise (EAGLE) (Basic Ordering Agrmnt)			20 ARMY	8	\$2,604.7M	W52P1J07D0009	Logistics Civil Augme	ntation Pro	ogram (Inc. IV)			IDC	TIER 2	10			\$3,165
ISS COMMERCIAL RESUPPLY SERVICES 2		IER1 2		3	\$1.911.7M	W52P1J07D0007	Logistics Civil Augme	ntation Pro	ogram (Inc. IV)			IDC	TIER 2	7			\$1,936
The Aerospace Corporation			020 USAF	1	\$1,328.3M	W52P1J07D0010	Logistics Civil Augme	ntation Pro	ogram (Inc. IV)			IDC	TIER 2	12			(\$5
Technical, Engineering, Advisory and Management Support (TEAMS)			20 DOD	32	\$797.5M												
MITRE Corporation	т	IER1 2	020 USAF	1	\$383.214	Dorivativo C	ontracts under	the cold	octod Contr	act: 0							
Johns Hopkins University Applied Physics Lab UARC	T	IER1 2	020 DOD	80	\$308.2M		tics Civil Augmentat										
Space Exploration Networks Services and Evolution (SENSE)	т	IER 1 2	020 NASA	1	\$241.1M				ann(marrie)			Deriv		Deriv Mno	#Awd PIIDs		
Institute for Defense Analyses	т	IER 1 2	020 DOD	7	\$220.3M	Derivative PIID	Derivative Cont	ract Name				Туре	Deriv Ti	er Agcy	# Awd PIIDs		Total Oblig
Army HR Solutions Personnel Life Cycle Support Services	т	IER1 2	020 ARMY	45	\$136.1M	Null	Null					Null	Null	Null	26		\$8,488
Program Analysis & Control (PAAC V)	т	IER1 2	020 NASA	2	\$121.2M												
Mainframe Software, Services, and Maintenance	т	IER1 2	020 SSA	1	\$98/4M												
KSC Protective Services Contract (KPSC)	т	IER1 2	020 NASA	2	\$94.1M												
VA CENTER FOR ENTERPRISE MODERNIZATION FFRDC SERVICES	т	IER 1 2	020 VA	62	\$78.3M												
Safety and Mission Assurance Engineering Contract II (SMAEC II)	т	IER1 2	020 NASA	1	\$72.3M	Award	FY of Obligation	Fundi	ing Dept	Funding Ag	jency		F	unding Office	E.		PSC
The RAND Corporation	т	IER1 2	020 DOD	4	\$71,414	Filters	(AII)	· (All)	•	(AII)			Ŧ	(All)		*	(All)
EITSS	т	IER1 2	020 DOT	10	\$51.0M	Category		 Contr 	racting Dept	Contractin	g Agency		7 . (Contracting Of	ffice		NAICS
Multiple Award Construction Contract (MACC-II)	T	IER1 2	020 NASA	33	\$43.3M	(All)		(All)	•	(All)			*	(All)		*	(All)
NASA-Wide Acquisition of Helium	т	IER 1 2	020 NASA	6	\$43.2M							0	n A				
Agency-wide Architect-Engineering Services	т	IER 1 21	020 NASA	39	\$35.6M	908 Award	s with selected (ontract	Logistics C	IVII Augme	ntation P	rogram (Inc.)	iv) indi	cated			
HSSEDI FFRDC II	т	IER 1 2	020 DHS	9	\$35.2M	Award PIID	Funding Dept	Contrctg Dept	Deriv Mng Ag	gcy PSC	NAICS	Category			of Date	Т	Fotal Obligated
NIST National Cybersecurity Center of Excellence FFRDC	т	IER 1 21	DOC DOC	18	\$34,6M	0005	ARMY	ARMY	Null	R706	561210	Transportation	and Looist	tics Servi 06/3	- New Market		\$507.1M
TASS - DARPA TECHNICAL AND ANALYTICAL SUPPORT SERVICES	т	IER 1 2	020 DOD	13	\$31.2M	0005	ARMY	ARMY	Null	R706	561210			tics Servi 00/3			\$266.0M
Army HR Solutions Recruiting, Management, and Administrative Support Services	т	IER 1 2	20 ARMY	21	\$30.8M	0005	ARMY	ARMY	Null	R706	561210			tics Servi. 11/0			\$257.5M
Case Processing Operations Center (CPOC)	т	IER 1 2	020 DOD	1		0005	ARMY	ARMY	Null	R706	561210			tics Servi 06/2	CARGO CONTRACTOR OF CONTRACTOR		\$232.5M
Logistics Civil Augmentation Program (Inc. V)	т	IER 1 2	020 ARMY	19	\$21.0M	0005	ARMY	ARMY	Null	R706	561210			tics Servi 06/2			\$228.6M
Massachusetts Institute of Technology	т	IER 1 2	020 USAF	1	\$19.5M	0007	ARMY	ARMY	Null	R706	561210		-	tics Servi 00/2			\$228.0M
Center for Advanced Study of Language (CASL) UARC	т	IER 1 2	020 DOD	30		0005	ARMY	ARMY	Null	R706	561210			tics Servi 02/2			\$184.4M
TRANServe WMATA	т	IER 1 2	020 DOT	2	\$14.5M	0003	ARMY	ARMY	Null	R706	561210			tics Servi 00/2			\$170.0M
NASA Agency-Wide Supply of Gaseous and Liquid Hydrogen	т	IER 1 2	020 NASA	7	\$13.4M	0005	ARMY	ARMY	Null	R706	561210			tics Servi 02/3	1		\$154.4M
MASA-Mide Acquisition of Mitronon	Ť	160 1 21	120 NASA	28	\$12.0M	0003	ARINI	anal)	NUT	R706	301210	mansportation	ana cogisi	uca servi 05/3	142020		4×34.4W



Panelist: Adam Soderholm

Director, Gov-wide Strategic Initiatives & Business Intelligence

- Activity Background
 - GSA, Professional Services & Human Capital Portfolio we facilitate knowledge based services exchange between government and industry
- Personal Background
 - Spent a decade on industry side w/ WOSB and 8(a) firms before joining gov.
- Your Key Points
 - CM is a management structure focused on balancing efficiency with value
 - Data driven decisions are the key to successful implementation of CM strategies
 - Educate yourself and agency partners on Tier 1 Small Business localized strategies
 - Best in Class OASIS executed a large scale on-ramp and added an 8(a) contract
 - In market research stage for OASIS follow-on, an innovative expanded scope Services MAC





Panelist: Sam Q. Le

SBA Deputy Associate General Counsel for Procurement Law

Activity Background



- SBA advocates for "maximum practicable opportunity" for small businesses in procurement
- Agencies are required by the Small Business Act to use small business setasides to "mobilize the full productive capacity of the United States"
- Personal Background
 - Represents SBA in GAO protests on the set-asides, bundling, and consolidation
 - Assists SBA in drafting policies and regulations on multiple-award contracting
- Your Key Points
 - If not implemented in accordance with mandatory small business preferences, Category Management can run afoul of the Rule of Two in the Small Business Act and the FAR.
 - Agencies must abide by rules that limit consolidation and bundling.



Panelist: Jeremy D. Morrill Division Chief, ACC AMIC PKD

- Activity Background
 - Execute and Administer \$1B+ Contract Portfolio in support of Deputy Undersecretary of Defense for Counter Narcotics and Global Threats (DASD) and Defense Security Cooperation Agency (DSCA)
- Personal Background
 - 20 years as a DoD Acquisition Professional. (13 Active Duty, 7 Gov Civilian)
- Your Key Points
 - Category Management is dependent on accurate and reliable data
 - Data driven acquisition strategies provide value, efficiency and savings
 - CM is not a one size fits all approach: Strategic Sourcing, Regionalization



Panelist: Danno Svaranowic

Director of Program Business Development/OASIS SB & VETS-2 Program Manager, ITility, LLC



- ITility is a 13-year old business, headquartered in Northern VA, with program offices in Tampa, Chicago, North Carolina, and Germany. We provide mission support and IT services to the Federal Govt.
- Personal Background
 - Career Army officer and former Army civil servant
 - Former GSA Customer Service Director in Region 3
- Your Key Points
 - As a mature SB, we applaud the Govt's efforts in CM and the ongoing market research for the BIC MAC.
 - Looking back, we can attribute most of our initial SB growth to Tier 1 IDIQs (CAAS IV, SWMS-B).
 - Suggest that the Govt includes medium sized companies in the BIC MAC marketplace.
 - Also suggest an OCONUS domain be considered for inclusion.





Patrick H. O'Donnell, Partner Kaufman & Canoles

Pat has more than 25 years of experience advising clients and litigating government contract matters, including bid protests, claims, compliance and internal investigations, rights in data and software, and cyber security.

Topic: Protesting agency decisions on whether or not to set-aside task and delivery orders under multiple award indefinite qty contracts (MA IDIQ).

Key Issue: Unsettled law on Set Asides and the Rule of Two

- 1. Court of Federal Claims ruled that agency must apply "Rule of Two" to a discrete scope of work BEFORE deciding to use an existing MA IDIQ. *See* <u>Tolliver, Inc. v. U.S.</u> (2020) CFC (this decision is on appeal).
- 2. However, one month later GAO reached different conclusion in <u>ITility LLC</u>, B-419167, in which it upheld DHS decision to use GSA GWAC contract to continue the scope of work instead of issuing a new set-aside contract. ITility , which was not a party to GWAC, joined by SBA, protested that DHS was required to comply with Rule of Two. GAO held the Rule of Two requirement inapplicable to DHS decision to set aside a Multiple Award Task Order Contract.
- 3. Who is right?





Panelist: Paul Hawkins

Government Contracts Attorney – ReavesColey PLLC



- Personal Background
 - Attorney with working primarily with small business government contractors across a wide range of issues including small business regulatory compliance, size protests and appeals, FAR compliance and contract performance, and corporate and M&A questions unique to government contractors
- Your Key Points
 - New SBA Rules effective November 2020 devoted significant attention to MACs
 - New SBA Rules addressed assignment of NAICS codes and pertinent time for size determination under MACs and individual Task Orders
 - Also addressed size protests under MACs and Task Orders



Panelist: Brad Reaves

Government Contracts Attorney – ReavesColey PLLC



- Personal Background
 - Over 15 years of FAR/Small Business Regulatory Compliance and M&A
 - Extensive Experience with Contract Compliance, Administration, Disputes, Protests, Strategic Alliances and Government Contracts M&A (all in connection with Multiple Award Contracts)
- Your Key Points
 - Most Frequent Question: Compliance with the Limitations on Subcontracting/Self Performance Requirements (for Set-Asides)
 - Specific Multiple Award Contract Rules vs. Updated SBA Regulations
 - Organic Growth vs. Growth through M&A Activity (Equity and Asset (Novation) Deals)
 - Recertification and Notification of Small Business/Set-Aside status after M&A



Audience Questions and Wrap Up

- Audience engagement is appreciated to improve engagement on questions.
- Surveys will be sent to registrants.
- Closing Comments from NCMA, TASC, TGIC
 - Respond with your email in Chat if you desire a certificate



Audience Questions and Wrap Up

- Next TGIC Event
 - Monthly Meetings (virtual) : 2nd Thursday of every month 0800-0900; Recurring discussions identify topics for Exchange Briefings
 - Training Sessions (virtual), Free Local and Good; Please suggest topics
 - Training Sessions sometimes lead to Reverse Industry Days
- Next TASC Event
 - NIWC Atlantic Industry Day, (virtual) 16 June
 - Later this summer, USAF Acquisition Management Integration Center and Naval Surface Warfare Center Dahlgren, Dam Neck Activity
- NCMA Norfolk Chapter, Kathryn Ravelo, Pres; Christa Halda, VP