



# **U.S. Postal Service® Competition Report Fiscal Year 2017**

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## **I. Results of FY2017 Competition**

The Competition Report provides an analysis of procurement results relating to competition in the U.S. Postal Service. The Postal Service™ promotes competition by communicating the benefits of competition throughout the organization and providing reports that help to improve contract planning and highlight opportunities for competition. Supply Management (SM) provides tools and processes that are used to help identify and connect buyers with suppliers.

Fiscal year (FY) 2017 proved to be a challenging year for the Postal Service. The Purchasing teams were challenged to quickly increase air transportation capacity levels to meet increasing demand. The hurricane season produced four massive hurricanes that caused extensive damage to our facilities on the East Coast and in Puerto Rico and disruption in mail delivery. The Purchasing teams responded by leveraging relationships with existing suppliers to meet the demands of the business and ensure continuity of services for our customers.

In FY2017, the Postal Service committed nearly \$11.4 billion (B) in contracting actions. Annual contract commitments increased by \$5.5B in FY2017 compared to FY2016, largely due to one Air Transportation contract that was extended non-competitively for \$5.1B. The contract was initially awarded competitively, however, negotiating improved terms and exercising an option to extend the period of performance provided the USPS with the flexibility and means to meet our forecasted air capacity needs. Not accounting for the Air Transportation contract, the Postal Service committed \$6.3B in contracting actions and awarded \$4.5B or 71.9 percent of those actions competitively. In comparison, the Postal Service, in FY2016, committed over \$5.9B in contracting actions and awarded \$4.5B or 76.3 percent of those actions competitively.

In FY2017, the Competition Advocate (CA) reviewed 67 Noncompetitive Purchase Requests (NPRs), with an estimated total committed value of \$7.0B over a period of 5 years. Excluding the one large Air Transportation contract extension, the CA reviewed 66 NPRs with an estimated value of \$1.9B. In comparison, the CA reviewed 82 NPRs in FY2016 with an estimated committed value of \$3.2B over a period of 5 years.

The Competition Report summarizes the Postal Service's annual contract commitments and highlights noncompetitive purchases valued at \$1 million (M) or greater that were reviewed by the Competition Advocate. The report also identifies strategies, tools, and program processes that were executed to improve contract planning and promote competition.

## II. Competition Advocate Role

The CA is responsible for promoting competition in the Postal Service. The CA must maintain a program that includes identifying, tracking, and following up on actions to remove barriers to competition. The CA is responsible for the following:

- a. Challenging barriers to the competition of Postal Service requirements.
- b. Assisting purchase/supply chain management teams in the development of effective Supply Chain Management (SCM) solutions and obtaining best value.
- c. Providing independent advice to contracting officers (COs) regarding proposed noncompetitive purchases of \$1M or greater.
- d. Producing an annual report on noncompetitive purchasing activity.

The CA is appointed by the vice president, Supply Management and the CA's role and responsibilities are defined in Section 2-10, Determine Extent of Competition, of the Postal Service's *Supplying Principles and Practices* (SPs and Ps) and Management Instruction (MI) SP S2-2011-1, *Noncompetitive Purchases*. The complete SPs and Ps can be found internally on the USPS® intranet site at: <http://blue.usps.gov/policy/> and externally at: <http://about.usps.com/manuals/spp/html/welcome.htm>.

The MI is available internally on the Postal Service intranet site at: <http://blue.usps.gov/cpim/ftp/manage/sps2111.pdf>. See Appendix E for a copy of the MI.

### III. Contracting Authority/Responsibility, Systems, and Contracting Data

#### Contracting Authority/Responsibility

The authority and responsibility for all procurement contracting actions within the Postal Service (with the exception of real estate and related services contracts) are consolidated within the SM organization. Real estate contracting authority is delegated to the vice president, Facilities.

As provided in Handbook AS-709, *Local Buying and Purchase Card Policy and Procedures*, local purchases of up to \$10 thousand (K) can be executed by individuals through delegated local buying authority. Local purchases and contract actions valued at less than \$10K are not subject to the competition requirements. Table 1 provides the approval levels for noncompetitive contract actions. Once an NPR is signed, a CO can sign within his or her delegated authority.

Table 1: Level of SM Approval for Non-Competitive Contract Actions	
Estimated values of proposed contract action	Approval by:
\$10K to \$250K	CO/Manager
>\$250K to \$10M (excluding Professional & Consultant Services >\$1M)	Portfolio Manager
\$1 million or greater if Professional & Consultant Services	Vice President
\$10 million or greater	Vice President

#### Contracting Systems and Capture of Competitive/Noncompetitive Contract Action Classifications

Postal Service contracting actions are captured within one of three contracting systems: Contract Authoring and Management System (CAMS), Transportation Contract Support System (TCSS), and Facilities Management System (eFMS). A contract action is defined as a new contract, delivery order, task order, work order, modification to, or termination of, a contract. To promote data consistency across the contracting systems, the same competitive classification codes are maintained in all three contracting systems.

#### Contract Authoring and Management System

CAMS supports the purchase of supplies, services, equipment, and mail transportation (excluding surface transportation). Contracting actions are coded using the following competition classification codes:

- a. Below Competitive Threshold (BCT) (less than \$10K).
- b. Competitive.
- c. Competitive — Simplified Purchasing.
- d. Noncompetitive — Compelling Business Interests.
- e. Noncompetitive — Industry Structure or Practice.
- f. Noncompetitive — Sole Source.
- g. Noncompetitive — Superior Performance.
- h. Ordering Agreements — Comp Code Not Applicable.
- i. Required Source — Policy/Legally Mandated.
- j. Required Source — Regulated Utility.
- k. Unauthorized Contractual Commitments.

For purposes of this report, the BCT actions are excluded, because they are exempt from the competition requirements. All other classifications other than competitive are considered noncompetitive.

From October 1, 2016 to September 30, 2017, there were a total of 6,368 contract actions executed equal to or above the competitive threshold (\$10K) with commitments totaling \$10.4B in CAMS. The commitment value of competitive contracting actions in CAMS equaled \$3.6B or 34.2 percent of total CAMS contract actions. The number of competitive contracting actions totaled 4,462 or 70.1 percent of total contracting actions in CAMS.

Not accounting for one particularly large Air Transportation contract extension from October 1, 2016 to September 30, 2017, there were a total of 6,367 contract actions executed equal to or above the competitive threshold (\$10K) with commitments totaling \$5.3B in CAMS. The commitment value of competitive contracting actions in CAMS equaled \$3.6B or 57.0 percent of total CAMS contract actions. The number of competitive contracting actions totaled 4,462 or 70.1 percent of total contracting actions in CAMS.

See Appendix A for more details related to CAMS contract actions.

### **Transportation Contract Support System**

TCSS is used to manage highway transportation contracts and payment processes. It supports the award of new contracts, modification to contracts, and renewal of contracts. Renewals of contracts are considered outside the scope of the competitive requirements because Title 39, Chapter 50, Section 5005, establishes that contracts may be renewed at the existing rate by mutual agreement between the contractor or subcontractor and the Postal Service. The renewal business process requires the comparison of the existing rate to comparable contract rates and to proceed with the renewal only when the rates are competitive with similar contracts. These renewals are not included in the competitive/noncompetitive reporting due to the Title 39 requirements.

From October 1, 2016 to September 30, 2017, there were a total of 688 contract actions (less renewals) executed equal to or above the competitive threshold (\$10K) in TCSS with commitments totaling \$389.8M. The commitment value of competitive contracting actions equaled \$389.8M or 100 percent of total contract actions. The number of competitive contracting actions totaled 688 or 100 percent of total contracting actions.

The committed values of the contracts were calculated by multiplying the annual value of the contract by the contract term because TCSS captures the annual value of the contract to calculate payments. See Appendix B for more details related to the TCSS contract actions.

**Note:** From October 1, 2016 to September 30, 2017, there were a total of 1,539 renewal contract actions executed equal to or above the competitive threshold (\$10K) in TCSS with commitments totaling \$1.1B. These actions are not included in the competitive/noncompetitive classification but are included here for general information.

## **Facilities Management System**

eFMS is used to manage work orders, contracts, modifications and payments for facility construction, repair, and alteration contracts, along with real estate contracts. As noted above, contracting authority for real estate contracts has been delegated by the Postmaster General to the vice president, Facilities, and therefore, such activity is not within the scope of this report. Facility construction, repair, and alteration contracts are managed within SM.

From October 1, 2016 to September 30, 2017, there were a total of 4,891 contract actions executed equal to or above the competitive threshold (\$10K) in eFMS with commitments totaling \$552.2M. The commitment value of competitive contracting actions equaled \$551.2M or 99.8 percent of total contract actions. The number of competitive contracting actions equaled 4,868 or 99.5 percent of total contracting actions.

See Appendix C for more details related to eFMS contract actions.

## **Summary of Contracting Actions**

Table 2a provides the total commitments and contracting actions across the three contract management systems for the October 1, 2016 to September 30, 2017 reporting period.

Table 2a: Aggregated Competition Classifications					
System	Competitive/ Noncompetitive Classification	Committed \$	# of Contract Actions	% of Total Committed \$	% of Total Contract Actions
<b>CAMS</b>	<b>Competitive</b>	<b>\$3,563,256,885</b>	<b>4,462</b>	<b>31.4%</b>	<b>37.3%</b>
<b>eFMS</b>	<b>Competitive</b>	<b>\$551,226,973</b>	<b>4,868</b>	<b>4.9%</b>	<b>40.7%</b>
<b>TCSS</b>	<b>Competitive</b>	<b>\$389,791,441</b>	<b>688</b>	<b>3.4%</b>	<b>5.8%</b>
	<b>Competitive Total</b>	<b>\$4,504,275,298</b>	<b>10,018</b>	<b>39.7%</b>	<b>83.9%</b>
<b>CAMS</b>	<b>Noncompetitive</b>	<b>\$6,847,066,485</b>	<b>1,906</b>	<b>60.3%</b>	<b>16.0%</b>
<b>eFMS</b>	<b>Noncompetitive</b>	<b>\$968,801</b>	<b>23</b>	<b>0.0%</b>	<b>0.2%</b>
<b>TCSS</b>	<b>Noncompetitive</b>	<b>\$0</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>
	<b>Noncompetitive Total</b>	<b>\$6,848,035,286</b>	<b>1,929</b>	<b>60.3%</b>	<b>16.1%</b>
<b>Grand Total</b>		<b>\$11,352,310,584</b>	<b>11,947</b>		

This report does not include Highway Contract Renewals (HCRs) reported in the TCSS contracting system.



Not accounting for the one large Air Transportation contract extension, Table 2b provides the total commitments and contracting actions across the three contract management systems for the October 1, 2016 to September 30, 2017 reporting period.

Table 2b: Aggregated Competition Classifications					
System	Competitive/ Noncompetitive Classification	Committed \$	# of Contract Actions	% of Total Committed \$	% of Total Contract Actions
<b>CAMS</b>	<b>Competitive</b>	<b>\$3,563,256,885</b>	<b>4,462</b>	<b>56.9%</b>	<b>37.4%</b>
<b>eFMS</b>	<b>Competitive</b>	<b>\$551,226,973</b>	<b>4,868</b>	<b>8.8%</b>	<b>40.8%</b>
<b>TCSS</b>	<b>Competitive</b>	<b>\$389,791,441</b>	<b>688</b>	<b>6.2%</b>	<b>5.8%</b>
	<b>Competitive Total</b>	<b>\$4,504,275,298</b>	<b>10,018</b>	<b>71.9%</b>	<b>83.9%</b>
<b>CAMS</b>	<b>Noncompetitive</b>	<b>\$1,759,399,747</b>	<b>1,905</b>	<b>28.1%</b>	<b>15.9%</b>
<b>eFMS</b>	<b>Noncompetitive</b>	<b>\$968,801</b>	<b>23</b>	<b>0.0%</b>	<b>0.2%</b>
<b>TCSS</b>	<b>Noncompetitive</b>	<b>\$0</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>
	<b>Noncompetitive Total</b>	<b>\$1,760,368,548</b>	<b>1,928</b>	<b>28.1%</b>	<b>16.1%</b>
<b>Grand Total</b>		<b>\$6,264,643,846</b>	<b>11,946</b>		

This report does not include Highway Contract Renewals (HCRs) reported in the TCSS contracting system.

These results compared favorably against most other government agencies statistics reported via the Federal Procurement Data System – Next Generation (FPDS-NG). In FY2017, seventy federal departments reported contract actions and commitments via the FPDS-NG and classified them as competitive or noncompetitive during the same reporting period as the Postal Service. This information is available via an annual Federal Procurement Data System Next Generation CA report. For the period spanning October 1, 2016 to September 30, 2017, the FPDS-NG CA report identified \$458.6B in contract commitments of which 63.1 percent were awarded competitively. Excluding the Department of Defense contracting data, the percentage of competitive contracts reported for all other federal agencies is 81.4%.

\*The Postal Service's competitive coding and practices are slightly different from FPDS-NG.

See Appendix D for more details related to the FPDS-NG CA report.

## IV. CA Reviews of Noncompetitive Purchase Requests of \$1M or Greater

### CA Role and Reviews

As required by the Supplying Principles and Practices (SP&P), Section 2-10.3.4b Competition Advocate Review and Management Instruction (MI) SPS2-2015-1 Non-Competitive Purchases, the CA must complete an independent review of all NPRs valued at \$1M or greater and provide feedback and comments to responsible COs. The COs must consider comments and concerns raised by the CA in their evaluation and recommendation concerning the NPR and the proposed supplier. The NPRs are submitted to the COs by the requiring organizations once the purchase/SCM team makes a preliminary purchase method recommendation to proceed noncompetitively.

In FY2017, the CA reviewed and commented on 67 NPRs with a total estimated contract value of \$7.0B. The contract terms for these contracts ranged from short-term contract modifications of a few months to long-term extensions over multiple years. The requested value included in the NPR is based on the estimated future spend by the requiring organization. The CO may execute each request via a single contract action or via multiple actions within the value defined in the NPR.

The value of the NPR is estimated for the base contract and option periods, as applicable. The actual value of the contract may differ depending on the results of contract negotiations, number of options exercised or if the request is cancelled. Table 3 outlines the total estimated value of NPRs reviewed by the CA by fiscal year.

Table 3. NPR Value by FY	
Fiscal Year	NPR Requested Value
FY17	\$824,959,429
FY18	\$683,116,429
FY19	\$257,488,429
FY20	\$147,615,714
FY21	\$1,271,916,685
FY22	\$1,271,916,685
FY23	\$1,271,916,685
FY24	\$1,271,916,685
<b>Total</b>	<b>\$7,000,846,738</b>

Each NPR must be based on one of the four following business scenarios:

- a. Sole Source.
- b. Industry Structure or Practice.
- c. Compelling Business Interests.
- d. Superior Performance.

Table 4 provides the details related to each business scenario justification.

<b>Table 4. Business Justification</b>				
<b>Business Justification</b>	<b>Count</b>	<b>Requested Value</b>	<b>Percent of Requests</b>	<b>Percent of Value</b>
Compelling Business Interests	42	\$ 5,968,846,738	62.7%	85.3%
Industry Structure and Practice	2	\$ 10,100,000	3.0%	0.1%
Sole Source	16	\$ 562,300,000	23.9%	8.0%
Superior Performance	7	\$ 459,600,000	10.4%	6.6%
<b>Grand Total</b>	<b>67</b>	<b>\$7,000,846,738</b>	<b>100%</b>	<b>100%</b>

Table 5 provides details related to the value and total requests by the Executive Leadership Team (ELT) member organization. Please refer to Appendix G for a list of ELT members.

<b>Table 5 NPR's by Executive Leadership Organization</b>				
<b>ELT</b>	<b>Count</b>	<b>NPR Estimated \$ Value</b>	<b>Percentage of Request</b>	<b>Percentage of Value</b>
CFO	8	\$ 117,870,000	11.9%	1.7%
CHRO	5	\$ 105,100,000	7.5%	1.5%
CIO	25	\$ 698,600,000	37.3%	10.0%
CMSO	3	\$ 34,800,000	4.5%	0.5%
COO	25	\$ 6,035,376,738	37.3%	86.2%
PMG	1	\$ 9,100,000	1.5%	0.1%
<b>Grand Total</b>	<b>67</b>	<b>\$ 7,000,846,738</b>	<b>100.0%</b>	<b>100.0%</b>

## Overview of High-Value Noncompetitive Contract Actions

In FY2017, the CA reviewed 11 NPRs with an estimated commitment value of greater than \$60M, totaling \$6.8B or 98 percent of the total commitment value of NPRs submitted. Aside from the one Air Transportation contract in the amount of \$5.1B, the majority of these large NPRs were new awards issued to address immediate Postal operation and transportation needs. Information about these 11 large NPRs issued in FY2017 is noted below.

### Air Transportation:

Three NPRs were issued to provide the Postal Service with the necessary air transportation network to deliver products and services throughout the entire postal operations. One of these NPRs was a contract modification to increase capacity levels and extend our relationship with a supplier an additional four years, with estimated contract commitment value of \$5.1B. The other two NPRs were issued to ensure continuity of service in niche markets in the Middle East and Micronesia. Market research to identify additional sources was unsuccessful. The combined, estimated contract commitment value of these two NPRs is \$241M.

#### Employee Development:

A new contract was awarded to an existing supplier to provide hospitality services for a dedicated training and employee development center. The contract was initially awarded competitively and the provider has shown superior performance in handling the day-to-day operations vital for the Postal Service to continually invest in its employees. The estimated contract commitment value of this NPR over 4 years is \$62M.

#### IT Infrastructure, Products, and Services:

Four NPRs were issued as contract modifications and extensions to address a variety of Postal technological needs. All of the initial contracts were competitively awarded. One NPR involved the contract modification to increase funding towards the purchase of desktops, laptops and peripherals to refresh employee's workstations. Another NPR involved a contract extension, whereby the Postal Service was able to realize significant savings by locking in low rates, while retaining the unique expertise from the supplier whose systems were fully integrated within the Postal IT network. A third NPR was awarded to a sole source provider to continue support and hardware maintenance of an existing retail system software platform. The fourth NPR was issued to increase funding by \$60M to provide additional cyber security software solutions. The estimated combined contract commitment value of these four NPRs is \$457M.

#### Delivery Operations:

A contract that was previously awarded competitively in FY2016, was modified to purchase additional delivery vehicles. The supplier has been providing superior contract performance. These new vehicles will replace vehicles that have been in service for between 12 and 20 years. These new vehicles also provide increased cargo capacity and higher roofs that allows for safer maneuverability for carriers. The estimated contract commitment value of this NPR is \$443M.

#### Mail and Operational Equipment:

Noncompetitive contracts were awarded to three companies to provide high-tech flat power transmission and conveyor belts used on Postal Automation Equipment nationwide. Market research was conducted and the three suppliers were the only suppliers identified that had the expertise and could currently meet the unique requirements. The estimated contract commitment value of this NPR is \$87M.

Another contract was awarded to upgrade printed circuit boards that were deemed to be end-of-life in our Letter Automation equipment. The supplier is the Original Equipment Manufacturer (OEM). The estimated contract commitment value of the NPR is \$98M.

## **V. Supply Management Strategies, Tools, and Programs Used to Promote Competition in FY2017**

The Postal Service promotes competition by communicating the benefits of competition throughout the organization and providing reports that help to improve contract planning and highlight opportunities for competition. Supply Management provides tools and processes that are used to help identify and connect buyers with suppliers.

This section of the report outlines some of the programs and processes used by Supply Management to help promote competition and ensure that the Postal Service is receiving the best value:

### ***CA Internal Webpage***

- The CA webpage helps to educate employees on the benefits of competition. The webpage includes guidance and information about the competitive process, training materials, and forms.

### ***CA Report of Significant Expiring Contracts***

- The CA issues semi-annual reports of expiring contracts to all USPS vice presidents. The report identifies all significant contracting actions that will be expiring in the next 9 months. The report was developed to increase the visibility of the noncompetitive actions among the Postal Service executives, improve the purchase planning process, and reduce the number of noncompetitive contracts that were issued due to lack of planning. The report facilitates a process whereby the COs collaborate with their internal business partners and document planned contracting actions for each of the expiring contract actions listed on the report.

### ***Simplified Purchasing***

- The simplified purchasing process is a streamlined competitive purchasing process used to purchase commercially available goods and services valued from \$10K to \$250K. Simplified purchasing helps promote competition for small buys and can reduce administrative costs, foster efficiency and economy in contracting, promote supplier diversity and lessen unnecessary burdens on both the Postal Service and its suppliers.

### ***Supplier Communications and Supplier Webpage***

- SM communicated with its suppliers through multiple channels including: Supplier webpage on *usps.com*<sup>®</sup>, *Re: Supply* newsletter, supplier email list, supplier conferences, and supplier outreach programs. SM developed a robust supplier webpage that provides suppliers with information on “*How to Do Business with USPS*” and register to become a new supplier. These communication vehicles help promote a clearer understanding within the supplier community of the needs of the Postal Service and promote competition and supplier diversity by identifying the process for suppliers to register to become a new supplier via USPS eSourcing supplier registration tool.

## **CA Communications**

The CA promoted competition through various communications:

- Requested COs and postal executives to review report of expiring contracts to help improve purchase planning and identify opportunities for competition.
- Delivered briefings and training material to SM employees to help promote competition.
- Reviewed NPRs and made recommendations such as issuing issue short-term extensions for contracts when lack of planning or emergency buys were indicated as justification in the NPR. Made recommendations to identify future purchases and develop plans to compete opportunities.
- Conducted one-on-one communications with managers during monthly meetings to help develop competitive sourcing strategies.
- Conducted meetings with requiring organizations and newly appointed or acting vice presidents to discuss the role of the CA, to promote early involvement of the SM organization in sourcing decisions, and to incorporate competition as a sourcing strategy when appropriate.
- Conducted meetings with suppliers to discuss the role of the CA and to encourage them to register their interest in doing business with the Postal Service via eSourcing.

## **Supplier Diversity & Outreach**

We maintain a strong, competitive, and diverse supplier base. We contract with over 17,000 suppliers to provide products and services that support our operations, including small, minority-owned, and women-owned businesses. These businesses help us meet the changing demands and needs of the communities we serve. In January, OMNIKAL (formerly DiversityBusiness.com) recognized our efforts by naming the Postal Service the top government agency for inclusion, best among the top 25 government agencies for promoting diversity and inclusiveness in business opportunities in America. Over 2 million businesses voted, and the Postal Service ranked number one for engaging in supplier diversity by providing opportunities to diverse enterprise owners. This marks the 16 consecutive years the Postal Service is ranked among the top agencies for this honor.

We have been a supporter of the National Veterans Small Business Engagement and the U.S. Women's Chamber of Commerce, and are members of the Office of Small and Disadvantaged Business Utilization Directors Interagency Council. We continue to maintain memberships with premier multicultural business and trade associations, such as: the National Minority Supplier Development Council, Women's Business Enterprise National Council, U.S. Hispanic Chamber of Commerce, U.S. Pan Asian American Chamber of Commerce, and the National Congress of American Indians, with a combined total of over 40,000 members.

This year's contract commitments with small businesses neared \$2.1B; minority-owned businesses exceeded \$252M; and women-owned businesses exceeded \$365M.

### ***Supplier Registration-eSourcing tool***

The Postal Service has an electronic Supplier Registration and eSourcing tool. Suppliers who are interested in doing business with the USPS obtain information on how to register through the *Re: Supply* Newsletter, CO communications, FedBizOps, and Supplier Outreach Events. As of FY2017, there are approximately 19,000 suppliers (existing and potential) registered through our Supplier portal.

The eSourcing tool is used to simplify complex sourcing decisions and events for better strategic sourcing. eSourcing is an electronic sourcing solution to optimize value, as well as price, from its supply base by factoring cost, risk, and performance into competitive sourcing decisions. It automates various sourcing events from reverse auctions to complex multi-stage optimizations and negotiations and provides both broad and granular visibility into corporate sourcing data. eSourcing supports the Postal Service's efforts to improve supplier collaboration and innovation, reduce supply base risk, and lower costs. Suppliers are granted eligibility for invitations to bid on competitive solicitations.

### ***Category Sourcing Strategy Plans (CSSP) and Market Research***

SM Portfolio teams developed CSSPs for commodities that represent 80 percent of total spending under contract. The CSSP process is used to identify market trends and innovations, analyze category spending, determine the extent of competition and supplier diversity within the supply base, incorporate solid risk management strategies, and assess future business needs. This results in the development of best-value sourcing strategies. CSSPs are updated each year, shared with internal business partners, and reviewed by SM managers to help promote competition, improve project planning, and optimize the supplier base.

The Portfolio teams conduct market research using robust market research tools, such as IBISWorld Market Research. IBISWorld's Industry Research Reports provide comprehensive market research and analysis on over 1,300 US industries. IBIS research is helping the teams to identify new sources and drive down supply chain costs.

### ***Electronic Catalogs and National Contracts***

The Postal Service uses national contracts to streamline repetitive buys for products that are used across the organization. Products offered on national contracts are made available to employees as catalogs using the eBuy2 system. Over 97 electronic catalogs are available via the eBuy2 system to streamline the sourcing process. The eBuy2 system processes over 1.5 million requisitions annually. Contracts may be issued to one or more suppliers. In those circumstances where more than one supplier is on-catalog, competition occurs not only at the initial contract award but through ongoing competition throughout the contract lifecycle. The eBuy2 system allows purchasers to compare similar items from different suppliers to make the best-value decision. Catalog suppliers are encouraged to reduce their prices throughout the contract term. This produces ongoing competition amongst the suppliers beyond the initial contract award.

### ***SM/CFO Monthly Reports***

SM has developed a set of centralized and standardized dashboard reports. The dashboard reports are updated weekly and report contracting performance and metrics against SM goals. Monthly SM/CFO contract and spend reports are produced that provide management visibility to the past and future sourcing actions underway within the organization. The report contains multiple sub-reports related to spending trends: spend with top suppliers; contracting actions for the month; significant long-term contracts; and future sourcing actions in the pipeline with preliminary sourcing plans. These reports help raise the visibility of current and future sourcing actions and initiate earlier dialog on how to improve competition and achieve best value.



## VI. Competition Trends

The levels of competition achieved will vary each year depending on the types of products or services required, the availability of suppliers in the marketplace, supplier capabilities, and other factors including when contracts are expiring.

Some examples of impediments to competition during FY2017 within the Postal Service were the following:

- a. **Size and Scale of Postal Service Infrastructure:** Due to the size and scale of Postal Service operations, IT solutions and mail processing equipment needs limit opportunities for competition. USPS achieves efficiencies and reduces performance risk by standardizing on specific equipment sets. Many of the systems are customized and designed specifically to meet our business requirements. Though initial decisions are based on competition, given the complexity to design, deploy, and support these large systems, follow-on actions are usually cost prohibitive to compete and limited to the initial supplier until the system no longer meets the needs of the business.
- b. **Stopgap Measure:** In FY17, 12 percent of the NPRs submitted to the CA for review were issued as a stopgap measure. These cases usually involved extending the existing contract for a short period of time to accommodate a follow-on competition, or only needing the supplier(s) for a short time before changing the scope and direction of the project.
- c. **Sole Source:** In FY17, 24 percent of the NPRs submitted to the CA for review were issued to sole source suppliers or to suppliers that had unique expertise. Much of our legacy software, equipment, or parts for equipment are only provided by the original equipment manufacturer (OEM) or sub-contractor who worked on the project during initial implementation. OEM suppliers hold patents, licenses, or proprietary rights that restrict our ability to use other suppliers. Extensive and costly reverse engineering would be required to introduce competition in these instances. Reverse engineering also requires specially trained and skilled engineering and specialized resources to execute efficiently.
- d. **Natural Disaster-Emergency Contracts:** In FY17, SM needed to modify several contracts that are set up for USPS Emergency Response efforts. These contracts are set up to provide emergency services to restore Postal facilities and operations affected by natural disasters. In FY17, Hurricanes Harvey, Irma, Jose, and Maria hit the East Coast and Puerto Rico.
- e. **Cyber Security:** The Postal Service continues to upgrade and enhance our security software tools to help mitigate cyber security breaches. In some cases, noncompetitive contracts have been issued to quickly respond to emerging cyber security threats. Although the number of Cyber Security suppliers has grown significantly in the past 3 years, given the size and scale of the Postal Service's network, there is still a limited number of suppliers who can meet our requirements.



## **VII. Summary**

This report details the Postal Service's results. The Postal Service continues to educate employees and promote the benefits of competitive sourcing through the efforts described in section V.

In FY2017, not accounting for one large Air Transportation contract of nearly \$5.1B, the Postal Service committed \$6.3B in contracting actions and awarded \$4.5B or 71.9 percent of those actions competitively. In comparison, in FY2016, the Postal Service committed over \$5.9B in contracting actions and awarded \$4.5B or 76.3 percent of those actions competitively. The increase in non-competitive contracting actions in FY2017 was related to existing challenges due to the size and scale of the Postal Service's operations, new challenges to respond to growing competition pressures and providing relief efforts during natural disasters. These challenges created a need to modify existing contracts to quickly meet demands and ensure continuity of services. In most cases, these non-competitive contract modifications were issued under contracts that were initially awarded competitively.

Donna L. Schoenbeck, Competition Advocate, prepared the United States Postal Service's FY2017 Competition Report.

## APPENDIX A

### Contract Commitments and Competitive Classifications for CAMS – 80 Percent of Total Commitment Dollars

From October 1, 2016 to September 30, 2017, there were a total of 6,368 contract actions executed equal to or above the competitive threshold (\$10K) with commitments totaling \$10.4B in CAMS. The actions included commitments and de-commitments. The following table highlights the top 80 percent of supplier commitments based on commitment totals and includes the competitive classification breakdown by supplier.

Row Labels	Count	AWD Comm Amt	% Tot	Cum. %
<b>FEDERAL EXPRESS CORPORATION</b>	<b>31</b>	<b>\$5,140,196,562.00</b>	<b>50.60%</b>	<b>50.60%</b>
Competitive	30	\$52,529,824.00		
Noncompetitive - Compelling Business Interests	1	\$5,087,666,738.00		
<b>UNITED AIRLINES INC</b>	<b>17</b>	<b>\$439,461,743.15</b>	<b>4.30%</b>	<b>54.90%</b>
Competitive	16	\$309,462,357.16		
Noncompetitive - Compelling Business Interests	1	\$129,999,385.99		
<b>SPARTAN MOTORS USA INC</b>	<b>1</b>	<b>\$214,268,786.00</b>	<b>2.10%</b>	<b>57.10%</b>
Competitive	1	\$214,268,786.00		
<b>American Airlines, Inc.</b>	<b>10</b>	<b>\$207,939,980.82</b>	<b>2.00%</b>	<b>59.10%</b>
Competitive	10	\$207,939,980.82		
<b>ACCENTURE FEDERAL SERVICES</b>	<b>426</b>	<b>\$207,354,842.67</b>	<b>2.00%</b>	<b>61.10%</b>
Competitive	24	\$10,621,010.63		
Noncompetitive - Compelling Business Interests	18	\$5,206,268.31		
Noncompetitive - Superior Performance	384	\$191,527,563.73		
<b>VICTORY PACKAGING</b>	<b>27</b>	<b>\$165,543,200.00</b>	<b>1.60%</b>	<b>62.80%</b>
Competitive	27	\$165,543,200.00		
<b>DELTA AIR LINES INC</b>	<b>10</b>	<b>\$150,492,784.37</b>	<b>1.50%</b>	<b>64.30%</b>
Competitive	10	\$150,492,784.37		
<b>INTERNATIONAL BUSINESS MACHINES</b>	<b>76</b>	<b>\$121,888,112.61</b>	<b>1.20%</b>	<b>65.50%</b>
Competitive	37	\$71,874,996.56		
Noncompetitive - Compelling Business Interests	26	\$35,883,250.96		
Noncompetitive - Sole Source	13	\$14,129,865.09		
<b>KALITTA AIR, LLC</b>	<b>13</b>	<b>\$117,854,288.39</b>	<b>1.20%</b>	<b>66.60%</b>
Competitive	2	(\$2,997,517.37)		
Noncompetitive - Compelling Business Interests	11	\$120,851,805.76		
<b>NORTHROP GRUMMAN INFORMATION</b>	<b>166</b>	<b>\$110,704,585.45</b>	<b>1.10%</b>	<b>67.70%</b>
Competitive	32	\$16,775,244.81		
Noncompetitive - Compelling Business Interests	106	\$88,208,399.75		
Noncompetitive - Superior Performance	28	\$5,720,940.89		
<b>NORTHROP GRUMMAN SECURITY</b>	<b>48</b>	<b>\$93,865,296.00</b>	<b>0.90%</b>	<b>68.60%</b>
Noncompetitive - Sole Source	48	\$93,865,296.00		

<b>NCR CORP</b>	<b>25</b>	<b>\$78,774,914.01</b>	<b>0.80%</b>	<b>69.40%</b>
Competitive	15	\$30,744,615.48		
Noncompetitive - Compelling Business Interests	9	\$47,964,686.50		
Noncompetitive - Industry Structure or Practice	1	\$65,612.03		
<b>SIEMENS POSTAL PARCEL</b>	<b>20</b>	<b>\$77,867,879.40</b>	<b>0.80%</b>	<b>70.20%</b>
Competitive	8	\$68,369,833.00		
Competitive - Simplified Purchasing	2	\$56,914.70		
Noncompetitive - Compelling Business Interests	6	\$9,364,522.00		
Noncompetitive - Sole Source	4	\$76,609.70		
<b>IBM CORP</b>	<b>39</b>	<b>\$70,626,291.25</b>	<b>0.70%</b>	<b>70.90%</b>
Competitive	8	\$1,181,818.65		
Noncompetitive - Compelling Business Interests	29	\$69,277,187.48		
Noncompetitive - Industry Structure or Practice	2	\$167,285.12		
<b>DELOITTE CONSULTING LLP</b>	<b>254</b>	<b>\$66,309,542.60</b>	<b>0.70%</b>	<b>71.50%</b>
Competitive	250	\$66,259,542.60		
Noncompetitive - Compelling Business Interests	4	\$50,000.00		
<b>ENTERPRISE SERVICES LLC</b>	<b>92</b>	<b>\$63,229,720.22</b>	<b>0.60%</b>	<b>72.10%</b>
Competitive	7	\$12,460,217.00		
Noncompetitive - Superior Performance	85	\$50,769,503.22		
<b>INSIGHT PUBLIC SECTOR INC</b>	<b>148</b>	<b>\$61,786,428.06</b>	<b>0.60%</b>	<b>72.80%</b>
Competitive	144	\$60,519,626.52		
Competitive - Simplified Purchasing	2	\$1,246,765.10		
Noncompetitive - Compelling Business Interests	2	\$20,036.44		
<b>LGSTX Distribution Services, Inc</b>	<b>8</b>	<b>\$59,196,688.80</b>	<b>0.60%</b>	<b>73.30%</b>
Competitive	4	\$25,156,733.86		
Noncompetitive - Compelling Business Interests	4	\$34,039,954.94		
<b>HEWLETT PACKARD ENTERPRISE COMPANY</b>	<b>105</b>	<b>\$54,588,112.13</b>	<b>0.50%</b>	<b>73.90%</b>
Below Competitive Threshold	11	\$29,729.00		
Competitive	5	\$67,786.97		
Noncompetitive - Compelling Business Interests	89	\$54,490,596.16		
<b>PAE APPLIED TECHNOLOGIES LLC</b>	<b>47</b>	<b>\$53,816,028.38</b>	<b>0.50%</b>	<b>74.40%</b>
Competitive	45	\$54,398,085.36		
Noncompetitive - Compelling Business Interests	2	(\$582,056.98)		

<b>MCCANN- ERICKSON USA INC</b>	<b>78</b>	<b>\$53,759,137.04</b>	<b>0.50%</b>	<b>74.90%</b>
Competitive	74	\$53,271,137.04		
Noncompetitive - Compelling Business Interests	4	\$488,000.00		
<b>UNIVERSAL MCCANN</b>	<b>7</b>	<b>\$51,725,041.19</b>	<b>0.50%</b>	<b>75.40%</b>
Competitive	7	\$51,725,041.19		
<b>BANK OF AMERICA</b>	<b>5</b>	<b>\$51,500,000.00</b>	<b>0.50%</b>	<b>76.00%</b>
Competitive	5	\$51,500,000.00		
<b>DELOITTE &amp; TOUCHE LLP</b>	<b>34</b>	<b>\$49,916,089.14</b>	<b>0.50%</b>	<b>76.40%</b>
Competitive	3	\$4,630,000.00		
Noncompetitive - Compelling Business Interests	31	\$45,286,089.14		
<b>LOCKHEED MARTIN CORP</b>	<b>50</b>	<b>\$49,211,452.24</b>	<b>0.50%</b>	<b>76.90%</b>
Competitive	7	\$30,941,846.68		
Noncompetitive - Compelling Business Interests	24	\$13,221,900.76		
Noncompetitive - Sole Source	19	\$5,047,704.80		
<b>XO HOLDINGS</b>	<b>59</b>	<b>\$45,711,237.40</b>	<b>0.50%</b>	<b>77.40%</b>
Competitive	59	\$45,711,237.40		
<b>CEPHEID</b>	<b>8</b>	<b>\$44,049,600.00</b>	<b>0.40%</b>	<b>77.80%</b>
Noncompetitive - Sole Source	8	\$44,049,600.00		
<b>METRO AIR SERVICE INC</b>	<b>11</b>	<b>\$43,348,975.25</b>	<b>0.40%</b>	<b>78.20%</b>
Competitive	5	\$34,551,262.49		
Noncompetitive - Compelling Business Interests	6	\$8,797,712.76		
<b>VANTIV HOLDING LLC</b>	<b>12</b>	<b>\$40,870,736.62</b>	<b>0.40%</b>	<b>78.60%</b>
Competitive	12	\$40,870,736.62		
<b>GENERAL DYNAMICS INFORMATION TECHNOLOGY</b>	<b>92</b>	<b>\$40,546,837.87</b>	<b>0.40%</b>	<b>79.00%</b>
Competitive	6	\$2,490,413.29		
Noncompetitive - Superior Performance	86	\$38,056,424.58		
<b>COMMERCIAL TRAILER LEASING INC</b>	<b>27</b>	<b>\$38,988,539.36</b>	<b>0.40%</b>	<b>79.40%</b>
Competitive	16	\$18,888,539.36		
Noncompetitive - Compelling Business Interests	11	\$20,100,000.00		
<b>GENERAL INFORMATION SERVICES INC</b>	<b>40</b>	<b>\$38,978,837.00</b>	<b>0.40%</b>	<b>79.80%</b>
Competitive	28	\$13,980,837.00		
Noncompetitive - Compelling Business Interests	12	\$24,998,000.00		
<b>EMC CORPORATION</b>	<b>41</b>	<b>\$37,083,180.93</b>	<b>0.40%</b>	<b>80.20%</b>
Competitive	3	\$863,434.34		
Noncompetitive - Compelling Business Interests	33	\$34,106,345.63		
Noncompetitive - Industry Structure or Practice	5	\$2,113,400.96		

## APPENDIX B

### Contract Commitments and Competitive Classifications for TCSS – 80 Percent of Total Commitment Dollars

From October 1, 2016 to September 30, 2017, there were a total of 688 new contract actions executed equal to or above the competitive threshold (\$10K) with commitments totaling \$389.8M. The committed value of the contracts was calculated by multiplying the annual value of the contract by the contract term as TCSS only captures the annual value of the contract. The following table highlights the top 80 percent of supplier commitments based on commitment totals.

SUPPLIER	COMPETITIVE_CLASS	Sum of Life Cost	% of Total	Cumulative %
EAGLE EXPRESS LINES INC	COMPETITIVE	\$ 107,890,919	7.07%	7.07%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 40,274,946	2.64%	9.71%
POSTAL FLEET SERVICES INC	COMPETITIVE	\$ 87,540,167	5.74%	15.45%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 11,881,888	0.78%	16.23%
MARK W CLEMONS	COMPETITIVE	\$ 55,221,722	3.62%	19.85%
BANCROFT & SONS TRANSPORTATION LLC	COMPETITIVE	\$ 38,428,669	2.52%	22.37%
ALAN RITCHEY INC	COMPETITIVE	\$ 36,131,170	2.37%	24.74%
URSA MAJOR CORPORATION	COMPETITIVE	\$ 23,370,177	1.53%	26.28%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 9,144,317	0.60%	26.88%
MATHESON POSTAL SERVICES INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 17,849,995	1.17%	28.05%
	COMPETITIVE	\$ 11,242,693	0.74%	28.78%
HOOVESTOL INC	COMPETITIVE	\$ 19,451,630	1.28%	30.06%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 3,941,657	0.26%	30.32%
VELTRI INC	COMPETITIVE	\$ 23,000,801	1.51%	31.82%
THUNDER RIDGE TRANS INC	COMPETITIVE	\$ 21,717,751	1.42%	33.25%
NICHOLAS TRUCKING CO INC	COMPETITIVE	\$ 15,151,571	0.99%	34.24%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 6,336,029	0.42%	34.66%
PAT SALMON & SONS INC	COMPETITIVE	\$ 19,808,654	1.30%	35.96%
TEXAS MAIL SERVICE INC	COMPETITIVE	\$ 19,236,481	1.26%	37.22%
MCCORMICKS LLC	COMPETITIVE	\$ 19,101,682	1.25%	38.47%
MIDWEST TRANSPORT INC	COMPETITIVE	\$ 16,598,068	1.09%	39.56%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 2,061,618	0.14%	39.69%
BECO INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 14,560,986	0.95%	40.65%
	COMPETITIVE	\$ 3,865,308	0.25%	40.90%
CONTRACT TRANSPORT INC	COMPETITIVE	\$ 11,856,033	0.78%	41.68%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 6,299,150	0.41%	42.09%
DAVIS MAIL SERVICES INC	COMPETITIVE	\$ 12,291,689	0.81%	42.90%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 4,779,400	0.31%	43.21%
T&T ENTERPRISES OF OHIO INC	COMPETITIVE	\$ 15,889,836	1.04%	44.25%
MITCHELL ADAM LEASURE	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 14,755,687	0.97%	45.22%
B & B TRUCKING INC	COMPETITIVE	\$ 11,203,384	0.73%	45.96%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 3,396,528	0.22%	46.18%
US PARATRANSIT CORP	COMPETITIVE	\$ 14,150,309	0.93%	47.11%
MATHESON MAIL TRANSPORTATION INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 14,072,122	0.92%	48.03%
W & L MAIL SERVICE INC	COMPETITIVE	\$ 13,423,557	0.88%	48.91%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 622,869	0.04%	48.95%
SOUTHERN MAIL SERVICE INC	COMPETITIVE	\$ 14,003,740	0.92%	49.87%
CHANELLE & BRANDOS TRANSPORT, LLC	COMPETITIVE	\$ 13,802,640	0.91%	50.77%
LANGE TRUCKING INC	COMPETITIVE	\$ 12,023,690	0.79%	51.56%
ROOD TRUCKING CO INC	COMPETITIVE	\$ 11,690,543	0.77%	52.33%
LUCAS TRUCKING CORP	COMPETITIVE	\$ 11,233,483	0.74%	53.06%
JOHN FRASCONA	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 10,041,900	0.66%	53.72%
ROTH TRUCKING INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 6,746,561	0.44%	54.17%
	COMPETITIVE	\$ 3,259,478	0.21%	54.38%
JFR TRUCKING INC	COMPETITIVE - SIMPLIFIED PURCHASE	\$ 9,714,559	0.64%	55.02%
DAVENPORT TRANSPORTATION INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 6,800,888	0.45%	55.46%
	COMPETITIVE	\$ 2,481,428	0.16%	55.62%
	PEAK SEASON (COMPETITIVE CODING NOT APPLICABLE)	\$ 2,669	0.00%	55.62%
CLIFFORD B FINKLE JR INC	COMPETITIVE	\$ 9,266,289	0.61%	56.23%
POSTAL DELIVERY SYSTEMS LLC	COMPETITIVE	\$ 9,250,148	0.61%	56.84%
SHEEHY MAIL CONTRACTORS INC	COMPETITIVE	\$ 8,903,504	0.58%	57.42%
POSTAL TRANSPORT INC	COMPETITIVE	\$ 8,685,238	0.57%	57.99%
CREVISTON TRUCKING INC	COMPETITIVE	\$ 7,389,622	0.48%	58.48%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 1,082,721	0.07%	58.55%
CAMINANTE TRUCKING	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 4,671,284	0.31%	58.85%
	COMPETITIVE	\$ 3,707,927	0.24%	59.10%
MAIL CARRIERS INCORPORATED	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 8,371,206	0.55%	59.65%
J & J MAIL SERVICE INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 7,994,525	0.52%	60.17%
FAST FREIGHT SOUTH INC	COMPETITIVE	\$ 7,857,185	0.52%	60.69%
MAIL HAUL INC	COMPETITIVE	\$ 5,192,565	0.34%	61.03%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 2,382,836	0.16%	61.18%
THOMPSON BROTHERS INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 7,421,787	0.49%	61.67%
MARATHON MAIL SERVICE INC	COMPETITIVE	\$ 4,272,017	0.28%	61.95%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 3,077,469	0.20%	62.15%

LANIER BRUGH CORPORATION	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 6,459,021	0.42%	62.57%
RITO ALCALA	COMPETITIVE	\$ 6,399,223	0.42%	62.99%
J & W ENTERPRISES OF GREEN BAY INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 5,748,021	0.38%	63.37%
	COMPETITIVE	\$ 504,329	0.03%	63.40%
JUSTMAN FREIGHT LINES INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 5,970,149	0.39%	63.79%
BOB FISCHER TRUCKING INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 5,833,819	0.38%	64.18%
DALBAR INC	COMPETITIVE	\$ 5,775,365	0.38%	64.56%
ROONEY TRUCKING INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 5,736,478	0.38%	64.93%
MCABEE TRUCKING INC	COMPETITIVE	\$ 5,580,938	0.37%	65.30%
LYONS EXPRESS LLC	COMPETITIVE	\$ 4,924,216	0.32%	65.62%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 640,683	0.04%	65.66%
MISTI'S TRANSPORT INC	COMPETITIVE	\$ 5,411,100	0.35%	66.02%
COP TRANSPORTATION LLC	COMPETITIVE	\$ 5,391,241	0.35%	66.37%
CAUSLEY TRUCKING INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 3,790,717	0.25%	66.62%
	COMPETITIVE	\$ 1,516,962	0.10%	66.72%
J B C TRUCKING INC	COMPETITIVE	\$ 5,184,365	0.34%	67.06%
CEENAY CONTRACTORS INCORPORATED	COMPETITIVE	\$ 5,101,792	0.33%	67.39%
NORTHLAND TRUCKING ENTERPRISES	COMPETITIVE	\$ 5,100,567	0.33%	67.73%
WB ADAMS TRUCKING INC	COMPETITIVE	\$ 4,262,940	0.28%	68.01%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 644,645	0.04%	68.05%
WIZEPA INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 4,861,787	0.32%	68.37%
C BLACKBURN INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 4,818,116	0.32%	68.68%
HECTOR M MOLINA	COMPETITIVE	\$ 4,775,630	0.31%	69.00%
NORTH CEDAR TRUCKING LLC	COMPETITIVE	\$ 4,613,107	0.30%	69.30%
LINN STAR MAIL DELIVERY LLC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 4,448,910	0.29%	69.59%
W B ADAMS TRUCKING INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 2,975,686	0.20%	69.79%
	COMPETITIVE	\$ 1,365,987	0.09%	69.88%
PONY EXPRESS DELIVERY INC	COMPETITIVE	\$ 2,249,678	0.15%	70.02%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 1,952,165	0.13%	70.15%
AREA STORAGE & TRANSFER INC	COMPETITIVE	\$ 4,171,909	0.27%	70.43%
FRM MAIL CONTRACTING INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 4,122,454	0.27%	70.70%
K & K TRUCKING OF ROCKWELL, LLC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 4,052,117	0.27%	70.96%
MCRAES US MAIL SERVICE INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 3,960,524	0.26%	71.22%
BARCLAY INC	COMPETITIVE	\$ 3,877,345	0.25%	71.48%
L C LIVINGOOD TRUCKING INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 3,722,902	0.24%	71.72%
JAMES R VELTRI TRUCKING INC	COMPETITIVE	\$ 3,665,610	0.24%	71.96%
R L TRUCKING INC	COMPETITIVE	\$ 2,393,588	0.16%	72.12%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 1,252,879	0.08%	72.20%
R & F TRANSPORTATION CO INC	COMPETITIVE	\$ 3,645,169	0.24%	72.44%
WILCOX TRUCK LINE INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 3,640,056	0.24%	72.68%
DDA TRANSPORT INC	COMPETITIVE	\$ 3,552,528	0.23%	72.91%
D-B CARTAGE INC	COMPETITIVE	\$ 2,856,734	0.19%	73.10%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 547,394	0.04%	73.13%
TOTAL QUALITY LOGISTICS LLC	COMPETITIVE	\$ 3,155,699	0.21%	73.34%
	PEAK SEASON(COMPETITIVE CODING NOT APPLICABLE)	\$ 9,399	0.00%	73.34%
ORR TRUCKING INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 3,127,007	0.21%	73.55%
RICHARD FRANCIS CUNDARI	COMPETITIVE	\$ 3,115,427	0.20%	73.75%
ERIC OLIVER TRAUTMAN	COMPETITIVE	\$ 3,115,175	0.20%	73.95%
WILLIAM E ACTON	COMPETITIVE	\$ 2,848,721	0.19%	74.14%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 226,238	0.01%	74.16%
JEREMY W GRIFFIN	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 3,073,105	0.20%	74.36%
BERRY INC	PEAK SEASON(COMPETITIVE CODING NOT APPLICABLE)	\$ 3,019,068	0.20%	74.56%
J & S CARTAGE INC	COMPETITIVE	\$ 3,018,389	0.20%	74.75%
ELBAR INC	COMPETITIVE	\$ 2,969,149	0.19%	74.95%
TRAVIS J SMITH	COMPETITIVE	\$ 2,945,598	0.19%	75.14%
PACIFIC POSTAL TRANSPORT SYSTEMS INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 2,906,190	0.19%	75.33%
CMB TRUCKING	COMPETITIVE	\$ 2,898,016	0.19%	75.52%
SOUTH WIND TRUCKING LLC	COMPETITIVE	\$ 2,880,407	0.19%	75.71%
ENIDAN ENTERPRISES LLC	COMPETITIVE	\$ 2,857,595	0.19%	75.90%
JEN BAR TRUCKING INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 1,779,378	0.12%	76.01%
	COMPETITIVE	\$ 1,067,401	0.07%	76.08%
EDWARD T SMITH & SONS INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 2,840,551	0.19%	76.27%
LING TRUCKING INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 2,789,124	0.18%	76.45%
JIM DUNLAP	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 2,696,355	0.18%	76.63%
	COMPETITIVE	\$ 71,918	0.00%	76.63%
FAMES TRANSPORT INC	COMPETITIVE	\$ 2,738,074	0.18%	76.81%
FAST FREIGHT NORTH INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 2,711,979	0.18%	76.99%
K & P EXPRESS INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 2,681,577	0.18%	77.17%
BLUE TICK INCORPORATED	COMPETITIVE	\$ 1,377,408	0.09%	77.26%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 1,277,291	0.08%	77.34%
AMERITRANS EXPRESS LLC	COMPETITIVE	\$ 2,649,865	0.17%	77.52%
JUDITH EASON PATE	COMPETITIVE	\$ 2,544,831	0.17%	77.68%
SALANGER TRUCKING LLC	COMPETITIVE	\$ 2,014,879	0.13%	77.81%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 525,716	0.03%	77.85%
SADLER BROS TRUCKING & LEASING CO INC	COMPETITIVE	\$ 2,506,038	0.16%	78.01%
HB PHILLIPS INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 2,460,019	0.16%	78.17%
KIMBERLY SUE DAVIS	COMPETITIVE	\$ 2,457,342	0.16%	78.34%
MAIL MANAGEMENT SERVICES	COMPETITIVE	\$ 2,087,845	0.14%	78.47%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 353,118	0.02%	78.50%
DANIELS TRANSPORTATION CO INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 2,423,869	0.16%	78.66%
PROKSCH TRANSIT INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 2,409,725	0.16%	78.81%
EVER BRIZUELA	COMPETITIVE	\$ 1,716,964	0.11%	78.93%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 682,905	0.04%	78.97%
MAPLES TRUCK LINE INC	COMPETITIVE	\$ 2,348,819	0.15%	79.12%
SKYLINE MAIL CARRIERS INC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 2,301,562	0.15%	79.28%
DITMER TRUCKING CO LLC	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 2,279,471	0.15%	79.42%
DONALD E KRAUS TRUCKING	COMPETITIVE	\$ 2,240,440	0.15%	79.57%
T & T ENTERPRISES OF OHIO INC	COMPETITIVE	\$ 2,227,094	0.15%	79.72%
ALBERT MARTELL	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 1,792,309	0.12%	79.84%
	COMPETITIVE	\$ 417,994	0.03%	79.86%
SAMUEL D CARBO JR	COMPETITIVE	\$ 1,842,587	0.12%	79.98%
	HWY RENEWAL (COMPETITION CODING NOT APPLICABLE)	\$ 232,637	0.02%	80.00%
	COMPETITIVE - SIMPLIFIED PURCHASE	\$ 123,402	0.01%	80.01%



## APPENDIX C

### Contract Commitments and Competitive Classifications for eFMS — 80 Percent of Total Commitment Dollars

From October 1, 2016 to September 30, 2017, there were a total of 4,891 contract actions executed equal to or above the competitive threshold (\$10K) in eFMS with commitments totaling \$552.2M. The following table highlights the top 80 percent of supplier commitments based on commitment totals.

Vendor	Contract Competitive Classification Code	Sum of Transaction Amount	Sum of % of Total	Cumulative %
☐ KORTE CONSTRUCTION CO	COMPETITIVE	\$ 27,363,867	4.96%	
KORTE CONSTRUCTION CO Total		\$ 27,363,867	4.96%	4.96%
☐ AMEC FOSTER WHEELER ENVIRONMENT	COMPETITIVE	\$ 24,658,374	4.47%	
AMEC FOSTER WHEELER ENVIRONMENT Total		\$ 24,658,374	4.47%	9.42%
☐ PARSONS CORPORATION	COMPETITIVE	\$ 23,776,136	4.31%	
PARSONS CORPORATION Total		\$ 23,776,136	4.31%	13.73%
☐ KEITH KC LEE INC	COMPETITIVE	\$ 18,765,156	3.40%	
KEITH KC LEE INC Total		\$ 18,765,156	3.40%	17.13%
☐ J J MORLEY ENTERPRISES INC	COMPETITIVE	\$ 18,667,756	3.38%	
J J MORLEY ENTERPRISES INC Total		\$ 18,667,756	3.38%	20.51%
☐ ROTH BROS INC	COMPETITIVE	\$ 11,715,280	2.12%	
ROTH BROS INC Total		\$ 11,715,280	2.12%	22.63%
☐ BISCAYNE CONTRACTORS INC	COMPETITIVE	\$ 11,409,948	2.07%	
BISCAYNE CONTRACTORS INC Total		\$ 11,409,948	2.07%	24.69%
☐ AGENCY CONSTRUCTION CORP	COMPETITIVE	\$ 10,714,809	1.94%	
AGENCY CONSTRUCTION CORP Total		\$ 10,714,809	1.94%	26.63%
☐ THE GORDIAN GROUP INC	COMPETITIVE	\$ 10,669,833	1.93%	
THE GORDIAN GROUP INC Total		\$ 10,669,833	1.93%	28.57%
☐ PEACHTREE MECHANICAL INC	COMPETITIVE	\$ 10,504,256	1.90%	
PEACHTREE MECHANICAL INC Total		\$ 10,504,256	1.90%	30.47%
☐ CON EDISON SOLUTIONS INC	COMPETITIVE	\$ 10,260,518	1.86%	
CON EDISON SOLUTIONS INC Total		\$ 10,260,518	1.86%	32.33%
☐ CHARTER CONSTRUCTION COMPANY	COMPETITIVE	\$ 9,049,127	1.64%	
CHARTER CONSTRUCTION COMPANY Total		\$ 9,049,127	1.64%	33.97%
☐ EPIC CONSTRUCTION	COMPETITIVE	\$ 8,411,889	1.52%	
	NONCOMPETITIVE - COMPELLING BUSINESS INTERESTS	\$ 21,370	0.00%	33.97%
EPIC CONSTRUCTION Total		\$ 8,433,259	1.53%	
☐ R J CROWLEY INC	COMPETITIVE	\$ 8,398,764	1.52%	
R J CROWLEY INC Total		\$ 8,398,764	1.52%	35.49%
☐ BASIC IDIQ INC	COMPETITIVE	\$ 7,910,417	1.43%	
BASIC IDIQ INC Total		\$ 7,910,417	1.43%	36.92%
☐ F H PASCHEN SN NIELSEN	COMPETITIVE	\$ 7,836,783	1.42%	
F H PASCHEN SN NIELSEN Total		\$ 7,836,783	1.42%	38.34%
☐ LIGHTON INDUSTRIES INC	COMPETITIVE	\$ 7,579,065	1.37%	
LIGHTON INDUSTRIES INC Total		\$ 7,579,065	1.37%	39.71%
☐ I L LONG CONSTRUCTION CO INC	COMPETITIVE	\$ 7,086,578	1.28%	
I L LONG CONSTRUCTION CO INC Total		\$ 7,086,578	1.28%	41.00%
☐ CENTERRA INTEGRATED SERVICES LLC	COMPETITIVE	\$ 6,980,341	1.26%	
CENTERRA INTEGRATED SERVICES LLC Total		\$ 6,980,341	1.26%	42.26%
☐ GRANCOR ENTERPRISES INC	COMPETITIVE	\$ 6,538,570	1.18%	
GRANCOR ENTERPRISES INC Total		\$ 6,538,570	1.18%	43.45%
☐ MID-WEST BUILDERS INC	COMPETITIVE	\$ 6,170,862	1.12%	
MID-WEST BUILDERS INC Total		\$ 6,170,862	1.12%	44.56%
☐ MORCON CONSTRUCTION CO INC.	COMPETITIVE	\$ 6,067,023	1.10%	
MORCON CONSTRUCTION CO INC. Total		\$ 6,067,023	1.10%	45.66%
☐ TARHEEL ROOFING	COMPETITIVE	\$ 5,979,208	1.08%	
TARHEEL ROOFING Total		\$ 5,979,208	1.08%	46.75%
☐ MARK SCOTT CONSTRUCTION INC	COMPETITIVE	\$ 5,923,656	1.07%	
MARK SCOTT CONSTRUCTION INC Total		\$ 5,923,656	1.07%	47.82%
☐ C RALLO CONTRACTING CO INC	COMPETITIVE	\$ 5,460,000	0.99%	
C RALLO CONTRACTING CO INC Total		\$ 5,460,000	0.99%	48.81%
☐ HOF CONSTRUCTION	COMPETITIVE	\$ 5,100,000	0.92%	
HOF CONSTRUCTION Total		\$ 5,100,000	0.92%	49.73%
☐ AMKO DEVELOPMENT INC	COMPETITIVE	\$ 4,983,506	0.90%	
AMKO DEVELOPMENT INC Total		\$ 4,983,506	0.90%	50.63%

COOPER MATERIALS HANDLING INC	COMPETITIVE	\$	4,902,175	0.89%	
COOPER MATERIALS HANDLING INC Total		\$	<b>4,902,175</b>	<b>0.89%</b>	<b>51.52%</b>
GIANT DESIGN INC	COMPETITIVE	\$	4,768,358	0.86%	
GIANT DESIGN INC Total		\$	<b>4,768,358</b>	<b>0.86%</b>	<b>52.38%</b>
FRAMAN MECHANICAL INC	COMPETITIVE	\$	4,635,621	0.84%	
FRAMAN MECHANICAL INC Total		\$	<b>4,635,621</b>	<b>0.84%</b>	<b>53.22%</b>
NATIONS ROOF LLC	COMPETITIVE	\$	4,555,190	0.82%	
NATIONS ROOF LLC Total		\$	<b>4,555,190</b>	<b>0.82%</b>	<b>54.05%</b>
GOEBEL PG&U INC	COMPETITIVE	\$	4,491,626	0.81%	
GOEBEL PG&U INC Total		\$	<b>4,491,626</b>	<b>0.81%</b>	<b>54.86%</b>
DOW ELECTRIC INC	COMPETITIVE	\$	4,432,118	0.80%	
DOW ELECTRIC INC Total		\$	<b>4,432,118</b>	<b>0.80%</b>	<b>55.66%</b>
MILL CITY CONSTRUCTION	COMPETITIVE	\$	4,418,194	0.80%	
MILL CITY CONSTRUCTION Total		\$	<b>4,418,194</b>	<b>0.80%</b>	<b>56.46%</b>
URS GROUP	COMPETITIVE	\$	4,272,286	0.77%	
URS GROUP Total		\$	<b>4,272,286</b>	<b>0.77%</b>	<b>57.24%</b>
LUSK MECHANICAL CONTR INC	COMPETITIVE	\$	4,248,588	0.77%	
LUSK MECHANICAL CONTR INC Total		\$	<b>4,248,588</b>	<b>0.77%</b>	<b>58.01%</b>
LINDSETH CONSTRUCTION	COMPETITIVE	\$	4,158,438	0.75%	
LINDSETH CONSTRUCTION Total		\$	<b>4,158,438</b>	<b>0.75%</b>	<b>58.76%</b>
ED A WILSON INC	COMPETITIVE	\$	4,072,116	0.74%	
ED A WILSON INC Total		\$	<b>4,072,116</b>	<b>0.74%</b>	<b>59.50%</b>
NORTH HILLS CONSTRUCTORS INC	COMPETITIVE	\$	3,977,238	0.72%	
NORTH HILLS CONSTRUCTORS INC Total		\$	<b>3,977,238</b>	<b>0.72%</b>	<b>60.22%</b>
HAPPEL & ASSOCIATES INC	COMPETITIVE	\$	3,823,917	0.69%	
HAPPEL & ASSOCIATES INC Total		\$	<b>3,823,917</b>	<b>0.69%</b>	<b>60.91%</b>
D A EDWARDS & CO	COMPETITIVE	\$	3,672,403	0.67%	
D A EDWARDS & CO Total		\$	<b>3,672,403</b>	<b>0.67%</b>	<b>61.58%</b>
SIERRA CONSTRUCTION LLC	COMPETITIVE	\$	3,630,422	0.66%	
SIERRA CONSTRUCTION LLC Total		\$	<b>3,630,422</b>	<b>0.66%</b>	<b>62.23%</b>
G P WEST INC	COMPETITIVE	\$	3,622,699	0.66%	
G P WEST INC Total		\$	<b>3,622,699</b>	<b>0.66%</b>	<b>62.89%</b>
J E NOVACK CONSTRUCTION CO INC	COMPETITIVE	\$	3,509,554	0.64%	
J E NOVACK CONSTRUCTION CO INC Total		\$	<b>3,509,554</b>	<b>0.64%</b>	<b>63.52%</b>
ALLMARK DOOR CO	COMPETITIVE	\$	3,318,780	0.60%	
ALLMARK DOOR CO Total		\$	<b>3,318,780</b>	<b>0.60%</b>	<b>64.13%</b>
DCG ROOFING SOLUTIONS INC	COMPETITIVE	\$	3,292,488	0.60%	
DCG ROOFING SOLUTIONS INC Total		\$	<b>3,292,488</b>	<b>0.60%</b>	<b>64.72%</b>
CONSTRUCTCO INC	COMPETITIVE	\$	3,096,148	0.56%	
CONSTRUCTCO INC Total		\$	<b>3,096,148</b>	<b>0.56%</b>	<b>65.28%</b>
WESPOL CONSTRUCTION	COMPETITIVE	\$	3,077,000	0.56%	
WESPOL CONSTRUCTION Total		\$	<b>3,077,000</b>	<b>0.56%</b>	<b>65.84%</b>
ROYAL ROOFING CO INC	COMPETITIVE	\$	3,069,864	0.56%	
ROYAL ROOFING CO INC Total		\$	<b>3,069,864</b>	<b>0.56%</b>	<b>66.40%</b>
EATON CORPORATION	COMPETITIVE	\$	3,061,743	0.55%	
EATON CORPORATION Total		\$	<b>3,061,743</b>	<b>0.55%</b>	<b>66.95%</b>
CH2M HILL NEW YORK INC	COMPETITIVE	\$	3,050,893	0.55%	
CH2M HILL NEW YORK INC Total		\$	<b>3,050,893</b>	<b>0.55%</b>	<b>67.50%</b>
BROWN REYNOLDS WATFORD ARCHITECTS INC	COMPETITIVE	\$	3,033,170	0.55%	
BROWN REYNOLDS WATFORD ARCHITECTS INC Total		\$	<b>3,033,170</b>	<b>0.55%</b>	<b>68.05%</b>
J P & C CONSTRUCTION INC	COMPETITIVE	\$	2,970,955	0.54%	
J P & C CONSTRUCTION INC Total		\$	<b>2,970,955</b>	<b>0.54%</b>	<b>68.59%</b>
THE K COMPANY INC	COMPETITIVE	\$	2,960,157	0.54%	
THE K COMPANY INC Total		\$	<b>2,960,157</b>	<b>0.54%</b>	<b>69.13%</b>
SUNRISE COMMERCIAL CONTRACTING INC	COMPETITIVE	\$	2,889,033	0.52%	
SUNRISE COMMERCIAL CONTRACTING INC Total		\$	<b>2,889,033</b>	<b>0.52%</b>	<b>69.65%</b>
AECOM TECHNICAL SERVICES	COMPETITIVE	\$	2,859,234	0.52%	
	COMPETITIVE - SIMPLIFIED PURCHASE	\$	21,527	0.00%	
AECOM TECHNICAL SERVICES Total		\$	<b>2,880,761</b>	<b>0.52%</b>	<b>70.17%</b>
D & H CONSTRUCTION	COMPETITIVE	\$	2,849,463	0.52%	
D & H CONSTRUCTION Total		\$	<b>2,849,463</b>	<b>0.52%</b>	<b>70.69%</b>
DURA PIER FACILITIES SERVICES LTD	COMPETITIVE	\$	2,803,663	0.51%	
DURA PIER FACILITIES SERVICES LTD Total		\$	<b>2,803,663</b>	<b>0.51%</b>	<b>71.20%</b>
PAUL J ROGAN CO INC	COMPETITIVE	\$	2,761,928	0.50%	
PAUL J ROGAN CO INC Total		\$	<b>2,761,928</b>	<b>0.50%</b>	<b>71.70%</b>
GAUDIOSO CONSTRUCTION INC	COMPETITIVE	\$	2,591,668	0.47%	
GAUDIOSO CONSTRUCTION INC Total		\$	<b>2,591,668</b>	<b>0.47%</b>	<b>72.16%</b>
ROBINSON MECHANICAL	COMPETITIVE	\$	2,568,147	0.47%	
ROBINSON MECHANICAL Total		\$	<b>2,568,147</b>	<b>0.47%</b>	<b>72.63%</b>
INLAND CONSTRUCTION	COMPETITIVE	\$	2,519,159	0.46%	
INLAND CONSTRUCTION Total		\$	<b>2,519,159</b>	<b>0.46%</b>	<b>73.09%</b>
G-W MANAGEMENT SERVICES LLC	COMPETITIVE	\$	2,359,106	0.43%	
G-W MANAGEMENT SERVICES LLC Total		\$	<b>2,359,106</b>	<b>0.43%</b>	<b>73.51%</b>
JUPITER ELECTRIC INC	COMPETITIVE	\$	2,349,069	0.43%	
JUPITER ELECTRIC INC Total		\$	<b>2,349,069</b>	<b>0.43%</b>	<b>73.94%</b>
THE WILSON GROUP INC	COMPETITIVE	\$	2,258,626	0.41%	
THE WILSON GROUP INC Total		\$	<b>2,258,626</b>	<b>0.41%</b>	<b>74.35%</b>
HILGER CONSTRUCTION INC	COMPETITIVE	\$	2,230,087	0.40%	
HILGER CONSTRUCTION INC Total		\$	<b>2,230,087</b>	<b>0.40%</b>	<b>74.75%</b>
ENGINEERED COOLING SERVICE	COMPETITIVE	\$	2,223,394	0.40%	
ENGINEERED COOLING SERVICE Total		\$	<b>2,223,394</b>	<b>0.40%</b>	<b>75.15%</b>

WESFIELD CONSTRUCTION	COMPETITIVE	\$	2,222,636	0.40%	
WESFIELD CONSTRUCTION Total		\$	2,222,636	0.40%	75.56%
NORTHERN MANAGEMENT SERVICES INC	COMPETITIVE	\$	2,208,386	0.40%	
NORTHERN MANAGEMENT SERVICES INC Total		\$	2,208,386	0.40%	75.96%
TUFF SHED INC	COMPETITIVE	\$	2,105,099	0.38%	
TUFF SHED INC Total		\$	2,105,099	0.38%	76.34%
MARK VII ENTERPRISES	COMPETITIVE	\$	2,068,000	0.37%	
MARK VII ENTERPRISES Total		\$	2,068,000	0.37%	76.71%
HEISEY MECHANICAL LTD	COMPETITIVE	\$	2,053,964	0.37%	
HEISEY MECHANICAL LTD Total		\$	2,053,964	0.37%	77.08%
CHAVIS INC	COMPETITIVE	\$	2,038,711	0.37%	
CHAVIS INC Total		\$	2,038,711	0.37%	77.45%
QSS INTERNATIONAL INC	COMPETITIVE	\$	1,990,224	0.36%	
QSS INTERNATIONAL INC Total		\$	1,990,224	0.36%	77.81%
ABC PIPING CO	COMPETITIVE	\$	1,982,859	0.36%	
ABC PIPING CO Total		\$	1,982,859	0.36%	78.17%
AAR OF NORTH CAROLINA INC	COMPETITIVE	\$	1,860,258	0.34%	
AAR OF NORTH CAROLINA INC Total		\$	1,860,258	0.34%	78.51%
OKLAND CONSTRUCTION	COMPETITIVE	\$	1,703,413	0.31%	
OKLAND CONSTRUCTION Total		\$	1,703,413	0.31%	78.82%
THE LOUIS BERGER GROUP INC	COMPETITIVE	\$	1,694,741	0.31%	
THE LOUIS BERGER GROUP INC Total		\$	1,694,741	0.31%	79.13%
HOMER CONTRACTING INC	COMPETITIVE	\$	1,687,910	0.31%	
HOMER CONTRACTING INC Total		\$	1,687,910	0.31%	79.43%
E-CORP	COMPETITIVE	\$	1,676,347	0.30%	
E-CORP Total		\$	1,676,347	0.30%	79.73%
SIMPSON UNLIMITED INC	COMPETITIVE	\$	1,630,777	0.30%	
SIMPSON UNLIMITED INC Total		\$	1,630,777	0.30%	80.03%

## APPENDIX D

### Contract Commitments and Competitive Classifications from FPDS-NG CA Report

FPDS-NG captures and reports summary-level contract actions and commitment information for agencies using appropriated funds as specified in FAR 4.6. The CA report within FPDS-NG from October 1, 2016 to September 30, 2017, contains contract actions for 70 departments totaling \$458.6B in contractual commitments. The following table provides the total actions, commitments, competed actions, percentage of competed actions, competed commitments, and percentage of competed commitments for the departments listed in the report.

Federal Procurement Data System (FPDS) For the period: October 1, 2016 - September 30, 2017							
Department	Total Actions	Total Dollars	Competed Actions	% Competed Actions	Competed Dollars	% Competed Dollars	
LIBRARY OF CONGRESS( 0300 )	18	\$0.00	18	100.0000%	\$0.00	0.0000%	
GOVERNMENT ACCOUNTABILITY OFFICE( 0500 )	998	\$51,353,078.88	683	68.4369%	\$40,185,606.71	78.2535%	
EXECUTIVE OFFICE OF THE PRESIDENT( 1100 )	749	\$65,723,658.77	417	55.6742%	\$48,844,158.57	74.3175%	
PEACE CORPS( 1145 )	10,622	\$102,914,791.47	10,259	96.5826%	\$85,255,801.09	82.8412%	
UNITED STATES TRADE AND DEVELOPMENT AGENCY( 1153 )	281	\$30,703,783.40	234	83.2740%	\$27,365,260.86	89.1267%	
AGRICULTURE, DEPARTMENT OF( 1200 )	82,814	\$6,060,793,021.06	63,572	76.7648%	\$5,173,180,505.28	85.3548%	
COMMERCE, DEPARTMENT OF( 1300 )	25,281	\$3,198,940,386.09	17,600	69.6175%	\$2,444,635,864.36	76.4202%	
INTERIOR, DEPARTMENT OF THE( 1400 )	65,291	\$5,274,973,340.42	49,410	75.6766%	\$4,458,569,037.38	84.5231%	
JUSTICE, DEPARTMENT OF( 1500 )	128,110	\$7,593,060,464.18	97,708	76.2688%	\$5,651,523,185.14	74.4301%	
LABOR, DEPARTMENT OF( 1600 )	8,194	\$2,078,417,666.22	4,866	59.3849%	\$1,357,275,944.28	65.3033%	
PENSION BENEFIT GUARANTY CORPORATION( 1665 )	1,313	\$305,024,765.01	1,002	76.3138%	\$262,497,420.72	86.0577%	
STATE, DEPARTMENT OF( 1900 )	83,467	\$10,925,588,537.66	62,010	74.2928%	\$8,691,627,873.71	79.5529%	
INTERNATIONAL BOUNDARY AND WATER COMMISSION: U.S.-MEXICO( 19BM )	966	\$62,703,299.03	534	55.2795%	\$46,692,416.01	74.4656%	
TREASURY, DEPARTMENT OF THE( 2000 )	21,444	\$5,370,350,171.20	13,175	61.4391%	\$4,589,155,875.09	85.4536%	
OFFICE OF PERSONNEL MANAGEMENT( 2400 )	2,475	\$793,330,483.59	1,460	58.9899%	\$585,036,608.25	73.7444%	
FEDERAL COMMUNICATIONS COMMISSION( 2700 )	797	\$118,256,601.03	567	71.1418%	\$91,639,598.55	77.4922%	
SOCIAL SECURITY ADMINISTRATION( 2800 )	23,699	\$1,563,740,122.70	11,093	46.8079%	\$1,042,721,051.88	66.6812%	
FEDERAL TRADE COMMISSION( 2900 )	748	\$70,584,125.52	254	33.9572%	\$36,229,340.30	51.3279%	
NUCLEAR REGULATORY COMMISSION( 3100 )	1,736	\$196,727,227.85	1,004	57.8341%	\$149,460,802.59	75.9736%	
SMITHSONIAN INSTITUTION( 3300 )	2,904	\$252,701,661.16	937	32.2658%	\$170,217,520.90	67.3591%	
NATIONAL GALLERY OF ART( 3355 )	646	\$23,993,774.24	354	54.7988%	\$14,001,100.75	58.3531%	
INTERNATIONAL TRADE COMMISSION( 3400 )	209	\$13,618,872.75	102	48.8038%	\$9,937,378.65	72.9677%	
VETERANS AFFAIRS, DEPARTMENT OF( 3600 )	7,299,038	\$25,939,043,727.11	7,067,540	96.8284%	\$21,209,939,395.03	81.7684%	
MERIT SYSTEMS PROTECTION BOARD( 4100 )	287	\$2,778,988.04	116	40.4181%	\$839,521.36	30.2096%	
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION( 4500 )	754	\$46,252,268.66	250	33.1565%	\$14,769,905.04	31.9334%	
GENERAL SERVICES ADMINISTRATION( 4700 )	167,032	\$11,723,038,856.85	150,724	90.2366%	\$9,633,158,995.05	82.1729%	
NATIONAL SCIENCE FOUNDATION( 4900 )	1,202	\$462,390,849.12	724	60.2329%	\$403,712,039.57	87.3097%	
SECURITIES AND EXCHANGE COMMISSION( 5000 )	2,516	\$385,182,010.16	1,519	60.3736%	\$305,517,803.15	79.3178%	
THE INSTITUTE OF MUSEUM AND LIBRARY SERVICES( 5300 )	76	\$2,438,574.43	59	77.6316%	\$2,257,810.30	92.5873%	
FEDERAL LABOR RELATIONS AUTHORITY( 5400 )	41	\$2,195,411.87	38	92.6829%	\$1,756,499.87	80.0078%	
NATIONAL ENDOWMENT FOR THE ARTS( 5920 )	120	\$3,273,711.53	95	79.1667%	\$2,657,673.63	81.1823%	
NATIONAL ENDOWMENT FOR THE HUMANITIES( 5940 )	119	\$3,590,345.00	58	48.7395%	\$1,653,014.00	46.0405%	
RAILROAD RETIREMENT BOARD( 6000 )	637	\$36,123,608.92	500	78.4929%	\$34,670,819.38	95.9783%	
CONSUMER PRODUCT SAFETY COMMISSION( 6100 )	1,156	\$27,970,102.08	305	26.3841%	\$12,044,925.53	43.0636%	
NATIONAL LABOR RELATIONS BOARD( 6300 )	345	\$16,095,805.72	260	75.3623%	\$11,790,861.57	73.2542%	
FEDERAL MARITIME COMMISSION( 6500 )	90	\$3,001,875.81	65	72.2222%	\$2,599,903.02	86.6093%	
ENVIRONMENTAL PROTECTION AGENCY( 6800 )	14,936	\$1,274,991,120.86	12,012	80.4231%	\$1,118,101,159.96	87.6948%	
TRANSPORTATION, DEPARTMENT OF( 6900 )	34,599	\$6,179,403,933.68	23,895	69.0627%	\$5,147,400,264.80	83.2993%	
HOMELAND SECURITY, DEPARTMENT OF( 7000 )	151,136	\$16,167,969,491.57	100,463	66.4719%	\$11,753,185,740.13	72.6943%	
OVERSEAS PRIVATE INVESTMENT CORPORATION( 7100 )	360	\$28,092,304.85	272	75.5556%	\$21,802,938.65	77.6118%	
AGENCY FOR INTERNATIONAL DEVELOPMENT( 7200 )	10,665	\$4,982,540,870.79	8,530	79.9812%	\$4,348,688,158.40	87.2785%	
SMALL BUSINESS ADMINISTRATION( 7300 )	1,577	\$115,963,468.16	1,173	74.3817%	\$85,420,678.26	73.6617%	
HEALTH AND HUMAN SERVICES, DEPARTMENT OF( 7500 )	89,090	\$24,788,926,319.80	57,305	64.3226%	\$20,847,077,794.75	84.0983%	
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION( 8000 )	28,892	\$17,271,857,560.20	20,408	70.6355%	\$11,739,334,654.81	67.9683%	
EXPORT-IMPORT BANK OF THE U.S.( 8300 )	347	\$37,382,435.02	202	58.2133%	\$24,205,333.99	64.7506%	
HOUSING AND URBAN DEVELOPMENT, DEPARTMENT OF( 8600 )	2,391	\$1,365,632,352.39	1,061	44.3747%	\$1,034,558,161.60	75.7567%	
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION( 8800 )	1,216	\$154,465,777.90	831	68.3388%	\$114,235,501.99	73.9552%	
ENERGY, DEPARTMENT OF( 8900 )	12,639	\$28,949,374,485.58	8,011	63.3832%	\$27,170,376,123.62	93.8548%	
SELECTIVE SERVICE SYSTEM( 9000 )	24	\$1,556,596.20	21	87.5000%	\$1,465,694.38	94.1602%	
EDUCATION, DEPARTMENT OF( 9100 )	2,760	\$2,547,556,473.64	2,099	76.0507%	\$2,020,916,215.03	79.3276%	
FEDERAL MEDIATION AND CONCILIATION SERVICE( 9300 )	119	\$4,908,848.39	69	57.9832%	\$2,227,404.01	45.3753%	
NATIONAL CAPITAL PLANNING COMMISSION( 9502 )	32	\$918,879.99	22	68.7500%	\$798,781.46	86.9299%	
FEDERAL MINE SAFETY AND HEALTH REVIEW COMMISSION( 9504 )	249	\$2,964,419.16	1	0.4016%	\$233.10	0.0079%	
FEDERAL ELECTION COMMISSION( 9506 )	133	\$11,775,045.63	87	65.4135%	\$8,381,066.37	71.1765%	
COMMODITY FUTURES TRADING COMMISSION( 9507 )	697	\$68,520,573.23	426	61.1191%	\$58,892,756.53	85.9490%	
NATIONAL TRANSPORTATION SAFETY BOARD( 9508 )	250	\$10,686,843.47	145	58.0000%	\$7,786,549.31	72.8611%	
THE COUNCIL OF THE INSPECTORS GENERAL ON INTEGRITY AND EFFICIENCY ( 9511 )	70	\$1,269,098.21	70	100.0000%	\$1,269,098.21	100.0000%	
OCCUPATIONAL SAFETY AND HEALTH REVIEW COMMISSION( 9514 )	55	\$1,589,071.65	55	100.0000%	\$1,589,071.65	100.0000%	
ADMINISTRATIVE CONFERENCE OF THE U. S.( 9515 )	15	\$342,691.00	14	93.3333%	\$336,891.00	98.3075%	
DEFENSE NUCLEAR FACILITIES SAFETY BOARD( 9516 )	74	\$2,891,863.54	24	32.4324%	\$549,550.99	19.0034%	
ELECTION ASSISTANCE COMMISSION( 9523 )	5	\$239,105.44	0	0.0000%	\$0.00	0.0000%	
FEDERAL HOUSING FINANCE AGENCY( 9542 )	1	\$225,000.00	1	100.0000%	\$225,000.00	100.0000%	
MILLENNIUM CHALLENGE CORPORATION( 9543 )	733	\$89,294,300.17	686	93.5880%	\$86,491,038.45	96.8606%	
CONSUMER FINANCIAL PROTECTION BUREAU( 955F )	662	\$92,286,035.20	477	72.0544%	\$73,128,811.88	79.2415%	
CHEMICAL SAFETY AND HAZARD INVESTIGATION BOARD( 9565 )	129	\$1,564,018.37	62	48.0620%	\$979,284.60	62.6134%	
BROADCASTING BOARD OF GOVERNORS( 9568 )	7,125	\$174,074,242.74	6,367	89.3614%	\$131,656,454.87	75.6324%	
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE( 9577 )	705	\$71,042,747.89	579	82.1277%	\$63,116,720.06	88.8433%	
COURT SERVICES AND OFFENDER SUPERVISION AGENCY( 9594 )	335	\$39,430,326.24	216	64.4776%	\$31,957,670.97	81.0485%	
PRETRIAL SERVICES AGENCY( 959P )	232	\$8,423,390.37	184	79.3103%	\$6,798,118.64	80.7053%	
DEPT OF DEFENSE( 9700 )	12,386,243	\$271,325,291,643.90	12,006,401	96.9334%	\$136,822,200,716.80	50.4274%	
Total	20,684,671	\$458,580,327,302.76	19,811,681	95.7795%	\$289,338,635,156.84	63.0944%	
Total Excluding DOD	8,298,428	\$187,255,035,658.86	7,805,280	94%	\$152,516,434,440.04	81.449%	

## APPENDIX E

### **Noncompetitive Purchases — Management Instruction (SP S2-2011-1)**

In addition to the SPs and Ps, the noncompetitive purchase MI outlines the noncompetitive process. The MI is available internally on the Postal Service intranet site at:  
<http://blue.usps.gov/cpim/ftp/manage/sps2111.pdf>.

The MI is attached for external readers who do not have access to the Postal Service intranet site.



Sps2111.pdf

## APPENDIX F

### Contracting Data Definitions

For purposes of this report, the following contract-related data terms and definitions are provided as follows:

- **Contract Action:** a new contract, delivery order, task order, work order, modification to, or termination of, a contract.
- **Commitments:** funding that is added to a contract against which payments are made. Commitments may extend over multiple fiscal years and are equivalent to contract obligations as reported by other agencies in the FPDS-NG. However, not all contracts have committed funds. Therefore, the total committed values of the contracts will be different than spend against contracts within a fiscal year. An example of a non-committed contract is an Indefinite Delivery/Indefinite Quantity (IDIQ) contract that has a contractual minimum but orders are placed via the Postal Service on-catalog ordering system (eBuy2); the spend will occur against the contract but there will be no contractual commitments above the minimums of the contract. Commitments also include de-commitments that may occur during the life of a contract due to a reduction in scope or at the end of a contract during the contract close-out process to remove committed funds not spent.
- **Non-Personnel Operating Expenses:** expenses reported in the Postal Service 10-K and consisting of transportation and other expenses. The majority of the non-personnel operating expenses are based on “spend” (defined below) but also include some financial adjustments based on 10-K reporting standards. Capital spend within the year is reflected via depreciation over multiple years.
- **Spend:** payments to suppliers within a fiscal year. Spend may be for expense or capital purchases throughout the year. Spend may also be offset by credits from suppliers. This CA report does not classify spend into competitive or noncompetitive because spend may be against contracts awarded in previous years that have not been updated to reflect the competitive/noncompetitive classification. Spend may also be for local purchases (less than \$10K) and thus not against a contract but through credit cards or other local payment methods.

## **APPENDIX G**

### **FY17 Executive Leadership Team**

- **PMG: Postmaster General. Megan Brennan.**
- **CFO: Chief Financial Officer. Joseph Corbett.**
- **CHRO: Chief Human Resources Officer. Jeffrey Williamson.**
- **CIO: Chief Information Officer. Kristin Seaver.**
- **CMSO: Chief Marketing and Sales Officer. Jim Cochrane.**
- **COO: Chief Operating Officer. David Williams.**
- **CPI: Chief Postal Inspector. Guy Cottrell.**
- **DPG: Deputy Postmaster General. Ronald Stroman.**