



THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

SEP 23 2004

The Honorable Duncan Hunter
Chairman, Committee on Armed Services
United States House of Representatives
Washington, DC 20515-6035

Dear Mr. Chairman:

Section 831 of the National Defense Authorization Act for Fiscal Year 1991; Public Law 101-510, as amended, requires the Secretary of Defense to submit an annual report on the DoD Pilot Mentor-Protégé Program. The enclosed report, "Annual Report on the Department of Defense Mentor-Protégé Program," is submitted in response to that requirement.

This report is also being submitted to the President of the Senate, the Speaker of the House, and the Chairman and Ranking Member of the Senate Armed Services Committee.

Sincerely,

Michael W. Wynne
Acting

Enclosure:
As Stated

cc:
The Honorable Ike Skelton
Ranking Member



Department of Defense Mentor-Protégé Program



Annual Report

To Congress
March 31, 2004

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Introduction

The Office of Small and Disadvantaged Business Utilization (SADBU) manages the Department of Defense (DoD) Pilot Mentor-Protégé Program. Each Military Department and a number of Defense Agencies participate in the DoD Pilot Mentor-Protégé Program, including the Defense Information Systems Agency (DISA), National Geospatial-Intelligence Agency (NGA), Defense Logistics Agency (DLA), and a new participant for FY 2003, the Missile Defense Agency (MDA).

During FY 2003, The Department of Defense Pilot Mentor-Protégé Program continued to provide first-rate assistance to small disadvantaged businesses, while providing The Department of Defense (DoD) with a growing number of reliable small business suppliers of high quality goods and services. Presently, 190 firms are participating in the program in such diverse areas as business planning and marketing, finance and contract management, sensing and imagery systems, telecommunication systems, environmental remediation, and engineering services. Mentor firms are providing Protégé firms with invaluable knowledge of the procedures, policies, and nuances of the DoD marketplace, guidance only a qualified DoD prime contractor could provide.

In 2004, SADBU presented eleven new Nunn-Perry Awards. The Nunn-Perry Award recognizes and highlights outstanding and especially successful Mentor-Protégé relationships. Award winners have excelled in the quality, breadth, and depth of technical and business assistance provided by the Mentor firm and the technical capabilities gained; certifications received; business infrastructure realized; and new business and/or subcontracting opportunities identified by the Protégé.

Requirement Defined in Public Law

Section 831 of the National Defense Authorization Act for Fiscal Year 1991, Public Law 101-510, as amended, directed the Secretary of Defense to establish the Department of Defense Pilot Mentor-Protégé Program. This Program was created as a result of concerns raised by major DoD prime contractors that many Small and Disadvantaged Businesses (SDBs) did not possess the technical capability to perform as DoD subcontractors, thus, making it difficult for these prime contractors to achieve their SDB subcontracting goals. Through the Program, large firms (Mentors) receive incentives to furnish technical and business assistance¹, to SDBs and firms that employ severely disabled persons (Protégés). Eligible mentors² receive incentives as either a direct cost reimbursement³ or credit against SDB subcontracting goals⁴ for costs incurred. The aim of the Mentor-Protégé Agreements, then, is to foster long-term business relationships through which Protégé firms will be able to perform as subcontractors and prime contractors for DoD, and on other Federal and commercial contracts. The usual period of performance of a Mentor-Protégé Agreement should not exceed three years. However, based on unusual circumstances, extensions beyond that period may be authorized, but the period of performance shall not exceed five years in any case. Additionally, Section 811 established that the total amount of direct cost reimbursement per agreement would be limited to \$1,000,000 per year, except in unusual circumstances as determined in writing by the Director of SADBU.

For each of fiscal years (FY) 2000-2007, the Secretary of Defense is required to submit to the Congress an annual report. The report is to include as a minimum, the following:

- (A) The number of Mentor-Protégé Agreements that were entered into during the fiscal year.
- (B) The number of Mentor-Protégé Agreements that were in effect during the fiscal year.
- (C) The total amount reimbursed to Mentor firms pursuant to subsection (g) during the fiscal year.
- (D) Each Mentor-Protégé Agreement, if any, which was approved during the fiscal year in accordance with subsection (e)(2) to provide Program participation term in excess of 3 years, together with the justification for the approval.
- (E) Each reimbursement of a Mentor firm in excess of the limitation in subsection (g)(2)(C) that was made during the fiscal year pursuant to an approval granted in accordance with that subsection, together with the justification for the approval.
- (F) Trends in the progress made in employment, revenues, and participation in Department of Defense contracts by the Protégé firms participating in the Program during the fiscal year and the Protégé firms that completed or otherwise terminated participation in the Program during the preceding two fiscal years.

1 As outlined in Appendix I of Defense Federal Acquisition Regulation Supplement Mentor firms can provide developmental assistance to Protégé firms to include: organizational management, financial management, personnel management, marketing, business development, engineering and technical assistance, inventory and quality assurance, as well as other assistance designed to develop the capabilities of the Protégé firm.

2 Major DoD contractors who are performing under at least one active approved subcontracting plan that has been negotiated with DoD or another Federal agency as regulated in the Federal Acquisition Regulations 19.702.

3 Costs incurred under direct reimbursable agreements provide reimbursement for costs included in indirect expense pools that are reasonable, allocable and allowable expenses.

4 Costs incurred under credit agreements are not directly reimbursed, but are applied under Federal Agency Subcontracting plan (FAR 19.703) towards SDB Subcontracting goal in multiples of two, three or four based on the assistance provided.

Program Participation

The DoD Pilot Mentor Protégé Program continued to maintain a steady growth rate in 2003. There were 189 agreements in effect in FY 2003, of which 72 were entered into during FY 2003. Nearly \$21.9 M was committed to direct reimbursements to Mentor firms. FY 2003 funding was \$25.3 M.

Table A-1 illustrates agreements entered into during FY 2003. Table B-1 details the agreements in effect during FY 2003. Appendices A and B list by name the FY 2003 Mentor and Protégé participants by Agreements Entered into and Agreements in effect.

A. Agreements Entered Into

Table A-1 Mentor-Protégé Agreements Entered Into

Type of Agreement	Agreements 2003
Direct Reimbursement Agreements	47
Credit Agreements	25
TOTAL	72
Military Department/Defense Agency	
Army	12
Navy	18
Air Force	11
Defense Information Systems Agency	3
National Geospatial Intelligence Agency	1
Defense Logistics Agency	1
Missile Defense Agency	1
TOTAL	47

B. Agreements in Effect

Table B-1 Mentor-Protégé Agreements in Effect

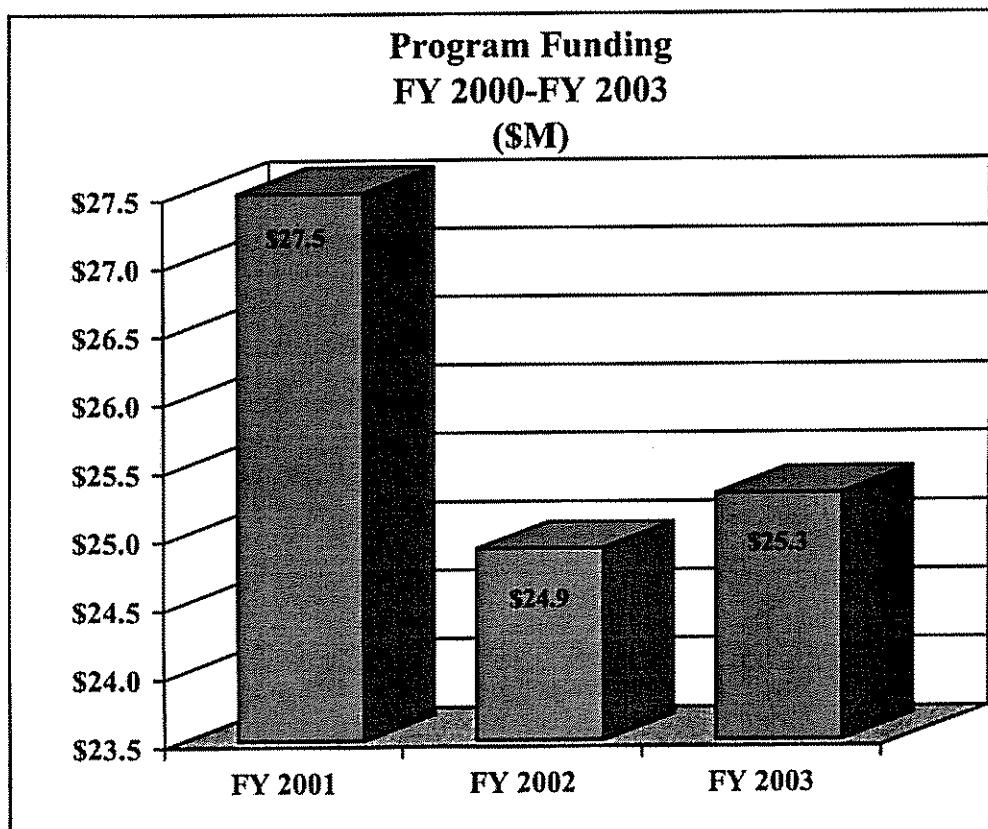
Type of Agreement	Agreements 2003
Direct Reimbursement Agreements	126
Credit Agreements	63
TOTAL	189
Military Department/Defense Agency	
Army	32
Navy	39
Air Force	32
Defense Information Systems Agency	19
Missile Defense Agency	1
National Geospatial Intelligence Agency	2
Defense Logistics Agency	1
TOTAL	126

C. Reimbursement to Mentors

Chart C-1, below, illustrates the Program's recent funding history. Program funding increased from \$24.9 Million in 2002 to \$25.3 Million in 2003. In addition to direct reimbursement payments to Mentor firms, these monies are used to fund outreach efforts to inform potential Mentor and Protégé participants via print media, and web pages to host instructional conferences, and to provide Program administrative support.

The benefits of this Program's investment in the small and disadvantaged business community far exceed the dollar value of the annual appropriations. The tangible mentoring, developmental, political, and moral support from the mentors and DoD provides resources, encouragement, and confidence to this productive segment of the Nation's defense business sector.

Chart C-1



D. Agreements approved to provide Program participation term in excess of 3 years

In accordance with subsection (e)(2) no agreements were approved to provide participation term in excess of 3 years.

E. Reimbursement of Mentor firms in excess of the limitation in subsection (g)(2)(C)

In accordance with Section subsection (g)(2)(C) no reimbursement of mentor firms in excess of the limitation of \$1,000,000 per fiscal year were approved.

F. Trends in the progress of Protégé employment, revenues, and participation in Department of Defense contracts

This Section shows in tabular form the trends in employment, revenues, and contractual participation for Protégé firms over the fiscal years FY 2001 to FY 2003. This information was derived from the Mentor's semi-annual reports. Differences among the total number of firms in the various tables are due to omissions within the individual semi-annual reports.

Tables F-1 and F-2 present employment information for each of the fiscal years.

Table F-1 is a macro view displaying the total employment gains, losses and no changes with the number of firms fitting into each category. Table F-2 further breaks down the categories into numerical subcategories, thereby giving a sense of the distribution of employment changes.

The distribution of employment and revenue gains and losses shown is reflective of the variances in the characteristics of the Protégé firms and the ever-changing Program population, which turns over approximately one-third each year.

Employment

Table F- 1. Annual Employment Gains and Losses at Protégé Firms

Fiscal Year	Number of Firms Gaining	Employee Gains	Number of Firms Losing	Employee Losses	Number of Firms No Change	Net Employee Gains	Total Firms
2003	62	3,174	28	-496	29	2,678	119
2002	33	1,579	12	-180	6	1,399	51
2001	59	1,684	19	-228	7	1,456	85

(Based upon data submitted in semi-annual reports to date)

Table F-2. Distribution of Annual Employment Gains and Losses at Protégé Firms

Employees Gained/Lost	Fiscal Year 2003	Fiscal Year 2002	Fiscal Year 2001
Increase of more than 100	10	5	4
Increase of 51 to 100	7	3	5
Increase of 26 to 50	9	3	9
Increase of 16 to 25	6	9	8
Increase of 6 to 15	15	3	17
Increase of 1 to 5	15	10	16
No Change	29	6	7
Decrease of 1 to 5	13	2	13
Decrease of 6 to 15	4	7	1
Decrease of 16 to 25	5	0	2
Decrease of 26 to 50	3	2	2
Decrease of 51 to 100	3	1	1
Decrease of more than 100	0	0	0
Total Number of Firms	119	51	85

(Based upon data submitted in semi-annual reports to date)

Revenue

Tables F-3 and F-4 illustrate revenue gains, losses, and no changes in a similar fashion as were presented previously with respect to employment. In addition, Table F-5 shows the information from Table F-4 displayed as a percentage change in revenue.

Table F-3. Annual Revenue Gains and Losses at Protégé Firms

FY	Number of Firms Gaining	Annual Revenue Gains	Number of Firms Losing	Annual Revenue Losses	Number of Firms No Change	Annual Net Revenue Gains	Total Firms
2003	72	\$498,876,554	24	(\$51,256,573)	23	\$447,619,982	119
2002	33	\$180,949,760	10	(\$26,510,437)	8	\$154,439,323	51
2001	70	\$234,775,408	15	(\$22,873,20)	0	\$212,488,088	85

(Based upon data submitted in semi-annual reports to date)

Table F-4. Distribution of Annual Revenue Changes at Protégé Firms

Change in Revenue	Fiscal Year 2003	Fiscal Year 2002	Fiscal Year 2001
Increase by more than \$10M	7	6	6
Increase of \$5M to \$10M	19	3	7
Increase of \$1M to \$5M	22	17	32
Increase of \$500K to \$1M	10	1	7
Increase \$100K to \$500K	10	5	13
Increase of \$0 to \$100K	4	1	5
No Change	23	8	0
Decrease of \$0 to \$100K	4	0	1
Decrease of \$100K to \$500K	4	2	4
Decrease of \$500K to \$1M	1	1	4
Decrease of \$1M to \$5M	12	6	4
Decrease of \$5M to \$10M	3	1	2
Decrease of more than \$10M	0	0	0
Total Number of Firms	119	51	85

(Based upon data submitted in semi-annual reports to date)

Table F-5. Percentage of Annual Revenue Changes at Protégé Firms

Percentage Change in Revenue	Fiscal Year 2003	Fiscal Year 2002	Fiscal Year 2001
Increase of more than 100%	32	13	33
Increase of 50% to 100%	6	9	13
Increase of 10% to 50%	29	8	21
Increase of 5% to 10%	2	1	1
Increase of 1% to 5%	3	2	2
No Change	23	8	0
Decrease of 1% to 5%	1	1	2
Decrease of 5% to 10%	3	1	0
Decrease of 10% to 50%	12	6	9
Decrease of 50% to 100%	8	2	4
Decrease of more than 100%	0	0	0
Total Number of Firms	119	51	85

(Based upon data submitted in semi-annual reports to date)

DoD Contracts

Table F-6 shows the dollar value of contracts awarded to Protégé firms for Fiscal Year 2003. The contracts themselves are broken down into 1) subcontracts awarded by the mentor, 2) other subcontracts, and 3) prime contracts.

Table F-6. Contract Awards to Protégé Firms

Contract Awards	Fiscal Year 2003	Fiscal Year 2002	Fiscal Year 2001
Number of Protégé Firms	119	51	85
Subcontract Awards by the Mentor	\$98,045,929	\$47,025,982	\$59,695,366
Other Subcontract Awards	\$172,701,876	\$74,888,408	\$141,742,026
Prime Contract Awards	\$606,054,717	\$499,553,055	\$895,204,858
Total Contract	\$876,802,523	\$621,467,445	\$1,096,642,250

(Based upon data submitted in semi-annual reports to date)

Nunn Perry Awards

In 1995, DoD presented its first Nunn-Perry Awards to recognize and highlight outstanding and especially successful Mentor-Protégé relationships. The award is named in honor of former Senator Sam Nunn for his vision in sponsoring legislation to create and fund the Program, and in honor of former Secretary of Defense William Perry for his commitment to the implementation of the Program.

The potential benefits for Protégés participating in the DoD Mentor-Protégé Program performance are accentuated well in the 2004 Nunn Perry awardees (FY 2003 performance). Between the start and end of participation in the program, Protégé revenue doubled for the 11 Nunn-Perry Protégé Awardees in FY 2004 (FY 2003 performance). Aggregated data for the 11 Protégé awardees for FY 2004 (FY 2003 Performance) is found in Table F-7. Appendix C lists the firms honored in FY 2003 (FY 2002 Performance).

Table F-7 Aggregated Data for 2004 Nunn-Perry Protégé Awardees (FY 2003 Performance)

2004 Nunn-Perry Awardees	Start Date	End Date	Change
Number of Employees	1,518	2,558	+69%
Revenue	\$117 M	\$255 M	+118%

Geographical Distribution of Mentor and Protégé Firms in FY 2003

In FY 2003, Protégés were located throughout the nation in 34 of the 50 states, including Washington, DC. The past several years have seen increased participation within the southeastern, upper mid-west and Rocky Mountain regions. It is the goal of SADBU to have Agreements in all of the states and many of the public outreach efforts are oriented to that end. Geographical Chart F-1 depicts the number of Protégés found in each state.

Mentor and Protégé Participants FY 2003

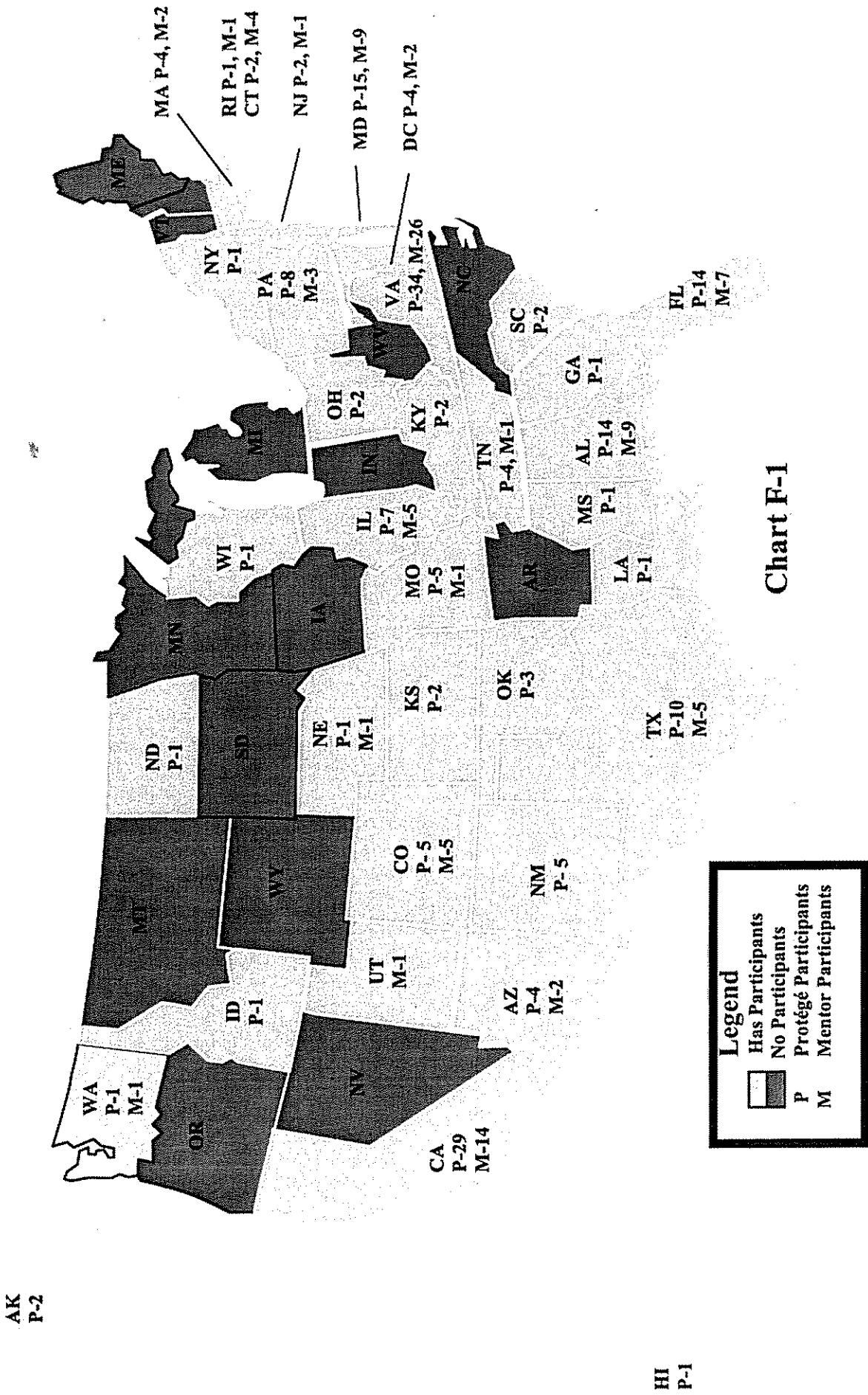


Chart F-1

Protégés Share of DoD Contract Awards to Small and Disadvantaged Businesses (SDBs)

Charts F-2, F-3, and F-4 below were created from data provided by OSD's Washington Headquarters Service (WHS) Directorate for Information Operations and Reports (DIOR). Chart F-2 illustrates the Protégés percentage share of the total DoD prime contract awards by year, for small disadvantaged businesses. Chart F-3 illustrates the Protégés dollar value share of the total DoD prime contract awards, by year, for small disadvantaged businesses. Chart F-4 illustrates the Protégés average dollar value of DoD prime contract awards, by year, compared to all other small disadvantaged business awards. Chart F-5 details the historical program community impact by SDB type for Fiscal Years 1991-2003. Note the Protégés represented in these charts are either active Protégés or graduated Protégés.

These charts serve to emphasize that overall performance of the Protégé companies exceeds that of the remainder of the SDB community. The average DoD prime contract awards to Protégés are almost four times those of other small disadvantaged business awards. These facts further reinforce the notion that the dollar investment in the Mentor-Protégé Program by DoD, as compared to the strong returns realized by Protégés, is modest.

Chart F-2

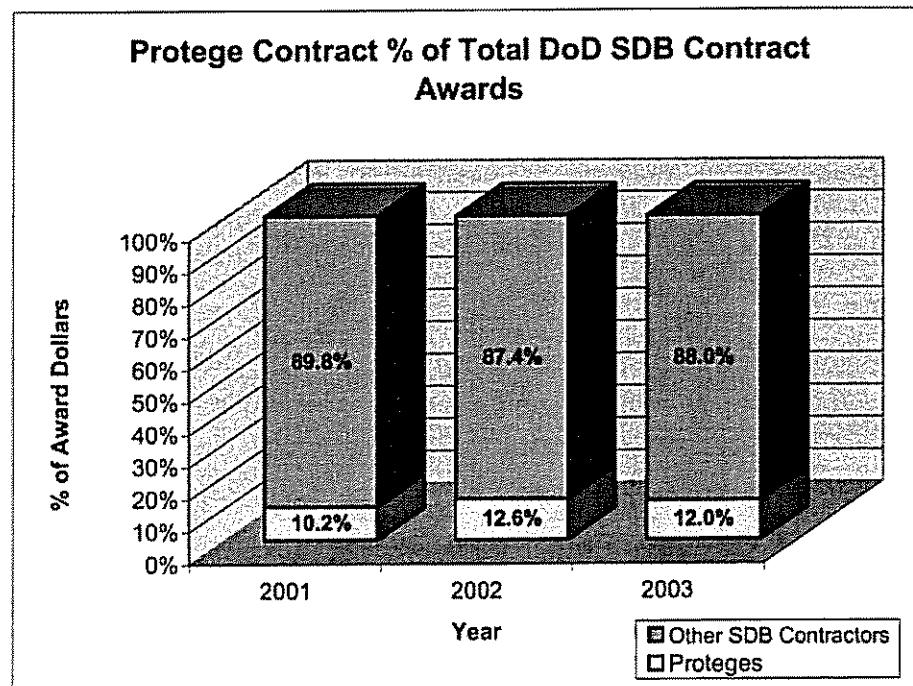


Chart F-3

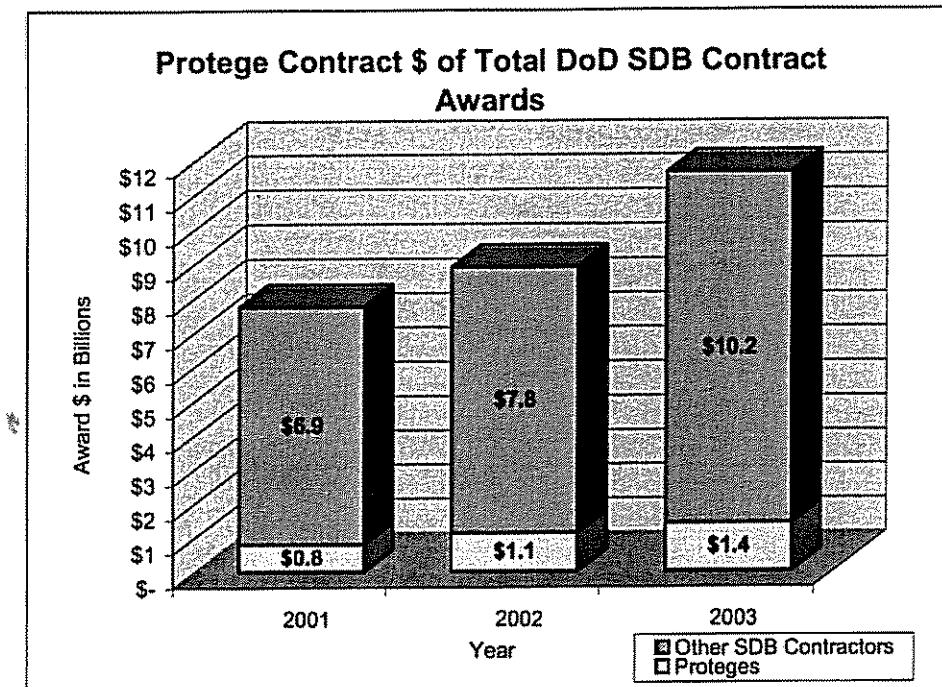


Chart F-4

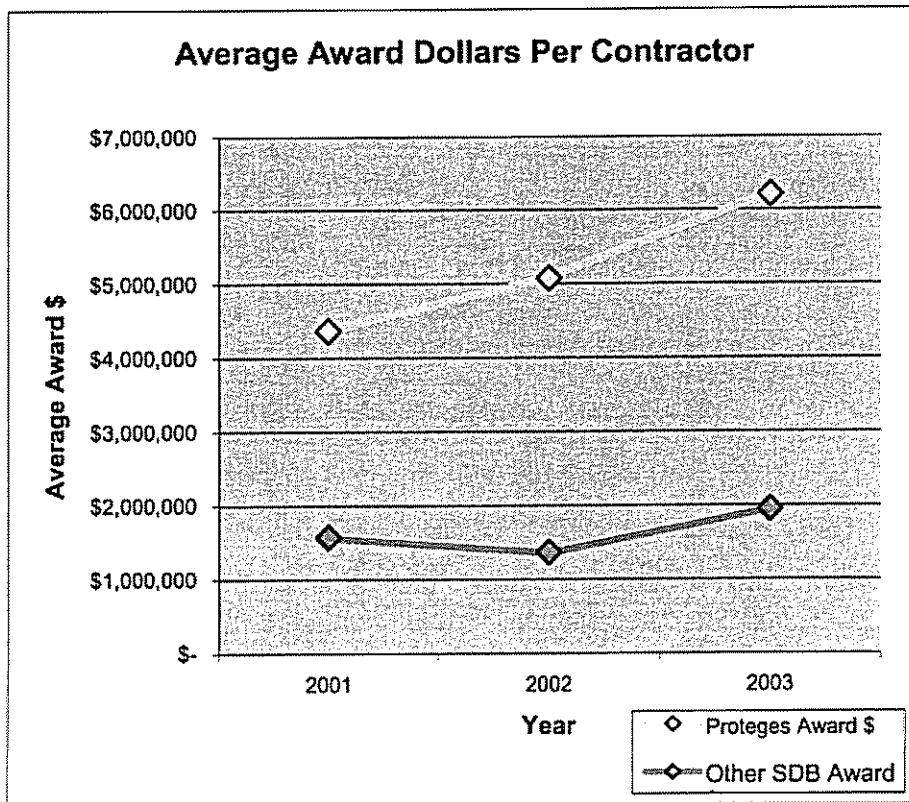
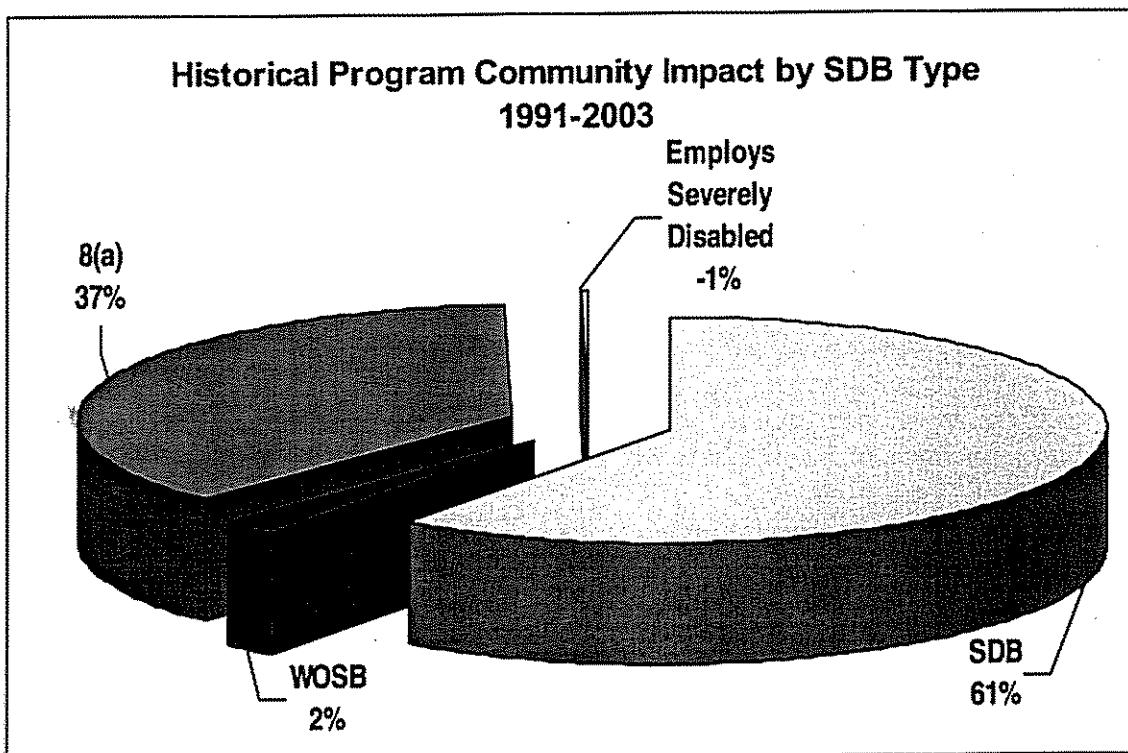


Chart F-5



Appendix A Agreements Entered Into

ARMY

Fiscal Year 2003

Mentor Name	Protégé Name
AMEC Earth & Environmental, Inc. (Formerly Ogden Environmental)	Environmental Management Resources, Inc. (EMR)
Caddell Construction Company, Inc.	Mountain Chief Management Services, Inc.
Computer Sciences Corporation	Defense Group and Infinity Technology, Inc.
Computer Sciences Corporation	PEMCCO, Inc.
Environmental Chemical Company	ASW Associates
FC Business Systems, Inc.	Binary Consulting, Inc.
FC Business Systems, Inc.	Buchanan and Edwards
Science Applications International Corporation	Arrowhead Contracting, Inc.
Shaw Environmental (formerly IT Corp)	Pangea Group
Summa Technology, Inc.	U.S. Industries, Inc.
Sypris Electronics	Spirit Electronics
Teledyne Solutions, Inc. (Formerly Teldyne Brown Engineering)	SMITHLAIN Enterprises, Inc.

NAVY

Mentor Name	Protégé Name
ARINC Engineering Services LLC	Integrated Consultants
Electronic Data Systems Corporation - EDS	Mori Associates
Interstate Electronics Corp. (L3 Communications)	Control Systems Research, Incorporated
Jacobs Engineering Group, Inc. (Formerly Sverdup Environ, Inc.)	K. S. Ware & Associates, LLC
Lockheed Martin Undersea Systems	Fulcrum Corporation
Lockheed Martin Undersea Systems	M & M Technical Services, Inc.

Northrop Grumman Corporation
 Northrop Grumman Corporation
 Northrop Grumman Corporation
 Northrop Grumman Corporation
 Raytheon Company, Integrated Defense Systems
 Science Applications International Corporation
 Science Applications International Corporation
 Science Applications International Corporation
 Tetra Tech, FW (formerly Foster Wheeler Environmental Corp.)
 Tetra Tech, FW (formerly Foster Wheeler Environmental Corp.)
 The Boeing Company (Formerly McDonnell Douglas)
 Verizon Federal Inc

AIR FORCE

Mentor Name	Protégé Name
AT&T Government Solutions, Inc. (formerly GRC International)	Native American Information Technologies, Inc.
AT&T Government Solutions, Inc. (formerly GRC International)	Sonet Net Telecommunications, Inc.
AT&T Government Solutions, Inc. (formerly GRC International)	Terradigm, Inc.
Earth Tech, Inc.	ETI Professionals, Inc.
Hydro Geologic Inc.	Great Southern Engineering, Inc.
Jacobs Engineering Group, Inc. (Formerly Sverdrup Environ, Inc.)	Cabrera Services Inc
JT3, LLC	Delphi Research, Inc.
Manufacturing Technology, Inc.	Muskogee Metalworks
Montgomery Watson Americas, Inc.	American Integrated Services, Inc.
Shaw Environmental (formerly IT Corp)	Advent Environment Inc.
The Boeing Company (Formerly McDonnell Douglas)	JCM Engineering Corporation

DISA

	Mentor Name	Protégé Name
<u>NIMA</u>		
<u>DLA</u>		
<u>MDA</u>		
<u>CREDIT</u>		

Northrop Grumman Space Technology (Formerly TRW)

Weston Solutions, Inc. (Formerly Roy F. Weston, Inc.)

Raytheon Company, Integrated Defense Systems

Parsons Infrastructure & Technology Group Inc.

Deere & Company (John Deere)

Pratt & Whitney, Co

Hamilton Sundstrand

Sverdrup Technology, Inc.

Deere & Company (John Deere)

Concurrent Technologies Corp.

COBRO Corporation

Kellog Brown & Root (Formerly Brown & Root Environmental)
Jacobs Sverdrup Technology Inc. (formerly Sverdrup Technology)

General Dynamics C4 Systems Inc.

Cardinal Health, Medical Products and Service Group

Weston Solutions, Inc. (Formerly Roy F. Weston, Inc.)

Weston Solutions, Inc. (Formerly Roy F. Weston, Inc.)

Melador Technologies, Inc.

Tantara Corporation

Banneker Industries, Inc.

Innovative Technical Solutions, Inc.

NU-Air Corporation

Ferco Tech

Ontic Engineering and Manufacturing, Inc.

Kuchera Defense Systems

International Filter Manufacturing Corporation

Alta Technical Services, Inc.

Millennium Systems Services, Inc.

Technical Design, Inc.

Erica Lane Enterprises, Inc.

CDP Fasteners Group Inc,

Opportunity Medical, Inc.

Dawson Group, Inc. (formerly Dawson Environment Services, Inc.)

Frontline Systems, Inc.

Notes:

Any agreement that is listed under both credit agreements as well as the direct reimbursed agreements (under a defense agency) is a result of change in the scope of the developmental assistance to the protégé (from business development to a more technical transfer).

- Military departments or other Defense Agencies sponsor only direct reimbursement Agreements. OSD SADBU sponsors all credit Agreements.

Appendix B Agreements In Effect

Fiscal Year 2003

Mentor Name	Protégé Name
3D/International, Inc.	Perspectiva
Alliant Defense Electronic Systems	EEI Mod-Tech Industries
AMEC Earth & Environmental, Inc. (Formerly Ogden Environmental)	Environmental Management Resources, Inc. (EMR)
AMEC Earth & Environmental, Inc. (Formerly Ogden Environmental)	Zambrana Engineering, Inc.
ARINC Engineering Services LLC	Integrated Consultants
AT&T	Alphatech Corporation
AT&T	Optimus Corporation
AT&T Government Solutions, Inc. (formerly GRC International)	Frontline Systems, Inc.
AT&T Government Solutions, Inc. (formerly GRC International)	Native American Information Technologies, Inc.
AT&T Government Solutions, Inc. (formerly GRC International)	Sonet Net Telecommunications, Inc.
AT&T Government Solutions, Inc. (formerly GRC International)	Terradigm, Inc.
AT&T Government Solutions, Inc. (formerly GRC International)	Terradigm, Inc.
BAE Systems (formerly GDE Systems, Inc.)	Visionary Integration Professionals
Ball Aerospace Corporation	POD Associates, Inc.
Bearingpoint, Inc (formerly KPMG Consulting LLC)	Thomas & Herbert, LLC
Bell Helicopter Textron, Inc.	Electro National Corp. (Owned Delta Enterprises)
Bell Helicopter Textron, Inc.	Valco Manufacturing Company Inc
Booz-Allen & Hamilton, Inc.	Artech Information Systems LLC
Booz-Allen & Hamilton, Inc.	Sierra Management and Technologies, Inc
Caddell Construction Company, Inc.	Mountain Chief Management Services, Inc.
CALIBRE Systems, Inc.	Haynes & Associates
Cardinal Health, Medical Products and Service Group	Opportunity Medical, Inc.
Caterpillar, Inc.	American Cable Company, Inc.
Caterpillar, Inc.	Cannon Industries, Inc.
Caterpillar, Inc.	Peoria Productions Shop, Inc.

Mentor Name	Protégé Name
Caterpillar, Inc.	R & O Specialties
Caterpillar, Inc.	Reliant Bolt Division
COBRO Corporation	Millennium Systems Services, Inc.
Computer Sciences Corporation	Defense Group and Infinity Technology, Inc.
Computer Sciences Corporation	PEMCCO, Inc.
Concurrent Technologies Corp.	Technology Advancement Group, Inc.
Deere & Company (John Deere)	Alta Technical Services, Inc.
Deere & Company (John Deere)	International Filter Manufacturing Corporation
Dimensions International Inc.	NU-Air Corporation
Diverse Technologies Corporation	Z Systems Corporation
Drake General Contractors, Inc.	C-Systems International, LLC
DRS Optronics, Inc.	Red Bear Construction, Company
Dynamic Technology Systems, Inc. (DTS)	Alphatech Systems, Inc.
Earth Tech Environmental & Infrastructure Inc.	Newtek International, Inc.
Earth Tech, Inc.	Management Technology Associates Inc
Earth Tech, Inc.	Bhate Environmental Associates, Inc.
EarthData International of Maryland, LLC	ETI Professionals, Inc.
EDAW, Inc.	FEI Enterprises, Inc.
EER Systems Inc.	Arctic Slope Technical Services, Inc.
Electronic Data Systems Corporation - EDS	Brief Worldwide Management, Inc.
Electronic Data Systems Corporation - EDS	Automation Precision Technology, LLC
Electronic Data Systems Corporation - EDS	Bay State Computer, Inc.
Electronic Data Systems Corporation - EDS	Force 3, Inc.
Environmental Chemical Company	Mori Associates
Environmental Systems Research Institute, Inc.	ASW Associates
FC Business Systems, Inc.	Spatial Data Integrations, Inc.
FC Business Systems, Inc.	Binary Consulting, Inc.
General Dynamics C4 Systems Inc.	Buchanan and Edwards
General Dynamics Decision Syst (FORMERLY Motorola, Inc.)	CDP Fasteners Group, Inc.
Geo-Centers Inc	K&L Manufacturing
Goodrich Pump & Engine Control Systems, Inc.	Global Paperless Solutions
Hamilton Sundstrand	Tucson Embedded Systems, Inc.
Hamilton Sundstrand	AIMCO Precision, Inc.
	Ontic Engineering and Manufacturing, Inc.

Mentor Name	Protégé Name
Harris Corporation GCSD	Electro Plate Circuitry
HDR Engineering, Inc.	A.D.A. Engineering
HJ Ford Associates, Inc.	HMR Tech, LLC
Holmes & Narver Inc.	New World Technology
Hydro Geologic Inc.	Great Southern Engineering, Inc.
IBM Business Consulting Services	Communication Technologies, Inc.
IBM Business Consulting Services	Paradigm Solutions Corporation
Innovative Logistics Techniques, Inc.	Technical Solutions and Maintenance, Inc.
Interstate Construction, INC.	All Power Inc.
Interstate Electronics Corp. (L3 Communications)	Control Systems Research, Incorporated
Interstate Electronics Corp. (L3 Communications)	Reliable Systems Services Corp
ITT Industries	PPI-Time Zone, Inc.
J&J Maintenance, Inc.	Quality Services International, Inc.
J.A. Jones Management Services	AMERITAC Inc. (formerly ANKH Eng. & Enviro, Inc)
J.A. Jones Management Services	Hope Rehab Services
J.A. Jones Management Services	Job Options Inc.
J.A. Jones Management Services	Marinship Construction Services Inc.
J.A. Jones Management Services	Savage Construction
Jacobs Engineering Group, Inc. (Formerly Sverdrup Environ, Inc.)	Cabrera Services Inc
Jacobs Engineering Group, Inc. (Formerly Sverdrup Environ, Inc.)	K. S. Ware & Associates, LLC
Jacobs Engineering Group, Inc. (Formerly Sverdrup Environ, Inc.)	Scientific Sales, Inc.
Jacobs Engineering Group, Inc. (Formerly Sverdrup Environ, Inc.)	Solutions to Environmental Problems, Inc. (STEP)
Jacobs Sverdrup Technology Inc. (formerly Sverdrup Technology)	Erica Lane Enterprises, Inc.
JT3, LLC	Delphi Research, Inc.
KEI Pearson, Inc.	The Newberry Group, Inc.
Kellog Brown & Root (Formerly Brown & Root Environmental)	Oligonik Management Services
Kellog Brown & Root (Formerly Brown & Root Environmental)	Technical Design, Inc.
Lobar, Inc.	M. L. Parker
Lockheed Martin	MacAerospace
Lockheed Martin Undersea Systems	Fulcrum Corporation
Lockheed Martin Undersea Systems	M & M Technical Services, Inc.
Manufacturing Technology, Inc.	Epoch Software System, Inc.
Manufacturing Technology, Inc.	General Precision Manufacturing, Inc.
Muskogee Metalworks	

Mentor Name	Protégé Name
MCI Worldcom Network Services Inc.	Excel Professional Services, dba TeamExcel
Meridian Management Corporation	Host Technologies, Inc.
MEVATEC Corporation	Urban Services Group
MEVATEC Corporation	Analytical Services, Inc.
MEVATEC Corporation	Kaegan Corp. (Formerly Information Tech Consulting Group, Inc.)
MEVATEC Corporation	North Wind Environmental, Inc
MEVATEC Systems Corp.	Visionary Integration Professionals
Montgomery Watson Americas, Inc.	American Integrated Services, Inc.
Montgomery Watson Americas, Inc.	Network Industries
NCI Information Systems, Inc.	MKM Engineers, Inc.
Northrop Grumman Corporation	Arrowhead Space & Telecommunications, Inc.
Northrop Grumman Corporation	Datamat Systems Research, Inc.
Northrop Grumman Corporation	Engineering Management and Integration, Inc.
Northrop Grumman Corporation	Koam Engineering Systems
Northrop Grumman Corporation	Strategic Resources, Inc.
Northrop Grumman Corporation	Superior Printed Circuits
Northrop Grumman Corporation-ESS-DSD	Systems Integration and Management
Northrop Grumman Info Tech (former Logicon Info Inc., Systs & Svcs	Quality Networks
Northrop Grumman Mission Systems	Gryphon Technologies L.C.
Northrop Grumman Space Technology (Formerly TRW)	Integrated Information Technology Corporation (IITC)
Northrop Grumman Space Technology (Formerly TRW)	Computer & Hi-Tech Management, Inc.
Northrop Grumman Space Technology (Formerly TRW)	EA International Technical Services, Inc.
Northrop Grumman Space Technology (Formerly TRW)	Melador Technologies, Inc.
Northrop Grumman Space Technology (Formerly TRW)	Pioneer Circuits, Inc.
Northrop Grumman Space Technology (Formerly TRW)	Upper Mohawk, Inc.
Parsons Infrastructure & Technology Group Inc.	Innovative Technical Solutions, Inc.
Parsons Infrastructure & Technology Group Inc.	Resource Management Concepts
PBS&J	SAAD Consultants, PC
Pratt & Whitney, Co	Fero Tech
Pratt & Whitney, Co	Spartan Technologies Inc
Q.E.D. Systems, Inc.	LPI Technical Services
Raytheon Company (Intelligence and Information Systems)	Cirrus Technology Inc

Mentor Name	Protégé Name
Raytheon Company (Intelligence and Information Systems)	Kuchera Defense Systems
Raytheon Company (Intelligence and Information Systems)	MIRATEK Corporation
Raytheon Company (Intelligence and Information Systems)	Tampa Brass and Aluminum Corp.
Raytheon Company (Intelligence and Information Systems)	The ENSER Corporation
Raytheon Company, Integrated Defense Systems	Banneker Industries, Inc.
Raytheon Company, Integrated Defense Systems	Magnaphone, Inc.
Raytheon Company, Space Systems	Geologic Corporation
Raytheon Company, Supply Chain Mgmt., Defense Sys.	Choctaw Nation Finishing Company
Science Applications International Corporation	Arrowhead Contracting, Inc.
Science Applications International Corporation	Chenega Technology
Science Applications International Corporation	Command Technologies, Inc.
Science Applications International Corporation	Ellis Environmental Group, LC
Science Applications International Corporation	GEO Consultants, LLC
Science Applications International Corporation	Houston Associates, Inc.
Science Applications International Corporation	Indus Technology, Inc.
Science Applications International Corporation	Integrated Solutions and Services
Science Applications International Corporation	Noesis, Inc.
Science Applications International Corporation	Sota Environmental Technology, Inc
Science Applications International Corporation	Technical Solutions Inc.
Science Applications International Corporation	Turner, Harper & Associates (THA)
Science Applications International Corporation	Wendy Lopez & Associates, Inc.
Science Applications International Corporation	X Technologies
Shaw Environmental (formerly IT Corp)	Advent Environment Inc.
Shaw Environmental (formerly IT Corp)	Advent Environment Inc.
Shaw Environmental (formerly IT Corp)	Pangea Group
Sikorsky Aircraft Corporation	Pioneer Machine & Tooling Co.
Sikorsky Aircraft Corporation	Quintana Associates
Soza Company, Ltd	Colding Technologies, LLC
Soza Company, Ltd	The Ventura Group, Inc.
Strand Hunt Construction, Inc.	Tomco Construction, Inc.
Summa Technology, Inc.	Trevorn Technologies, Inc.
Summa Technology, Inc.	U.S. Industries, Inc.
Sverdrup Technology, Inc.	Kuchera Defense Systems
Swinerton Builders (formerly Swinerton & Walberg Co.)	Gilmore Construction Corporation

Mentor Name	Protégé Name
Sypris Electronics Tec-Masters, Inc.	Spirit Electronics Future Research Corporation
Teledyne Solutions, Inc. (Formerly Teldyne Brown Engineering) Tetra Tech EM Inc.	SMITHLAIN Enterprises, Inc. EMassist, Inc.
Tetra Tech EM Inc.	Garcia & Associates
Tetra Tech EM Inc.	R&M Environmental and Infrastructure Engineering
Tetra Tech EM Inc.	Sullivan Consulting Group
Tetra Tech, FW (formerly Foster Wheeler Environmental Corp.)	T.N. & Associates, Inc.
Tetra Tech, FW (formerly Foster Wheeler Environmental Corp.)	The Bioengineering Group
Tetra Tech, FW (formerly Foster Wheeler Environmental Corp.)	USA Environmental Management, Inc.
The Boeing Company (Formerly McDonnell Douglas)	All Points Logistics
The Boeing Company (Formerly McDonnell Douglas)	DACA Machine & Tool CO., INC
The Boeing Company (Formerly McDonnell Douglas)	JCM Engineering Corporation
The Boeing Company (Formerly McDonnell Douglas)	Precision Machine & Manufacturing Co., Inc.
The Boeing Company (Formerly McDonnell Douglas)	INDUS Corporation
The Titan Corporation	PESystems, Inc.
The Titan Corporation	DPI International
TRW	Hurlen Corporation
TRW	KW Microwave Corporation
TRW	Strategic Business Solutions, Inc.
TRW	Alpha Technology Systems (ATS)
Unified Industries, Inc. (UII)	Milvets Systems Technology, Inc.
Veridian Engineering, Inc.	DynaCom Industries - (formerly DETCO (DPMI))
Verizon Federal Inc.	Materials Management Group, Inc.
Washington Group International (formerly Morrison Knudsen Corp.)	Dawson Group, Inc. (formerly Dawson Environment Services, Inc.)
Weston Solutions, Inc. (Formerly Roy F. Weston, Inc.)	Frontline Systems, Inc.
Weston Solutions, Inc. (Formerly Roy F. Weston, Inc.)	Geotech Computer Systems, Inc.
Weston Solutions, Inc. (Formerly Roy F. Weston, Inc.)	SIC Corporation
Weston Solutions, Inc. (Formerly Roy F. Weston, Inc.)	Tantara Corporation

Appendix C
Numm-Perry Award Winners 2003

Mentor	Protégé	City	State	Industry
AT & T Government Solutions, Inc.	Terradigm, Inc.	Albuquerque	NM	Service
Earth Tech, Inc.	Bhate Environmental Associates, Inc.	Birmingham	AL	Svc 50% Const 45% R&D 5%
EDS	Force 3, Inc.	Crofton	MD	Service
Hamilton Sundstrand Corporation	Aimco Precision, Inc.	Phoenix	AZ	Manufacturing
HydroGeoLogic, Inc.	MicroPact Engineering, Inc.	Hendon	VA	Service
Manufacturing Technology, Inc.	General Precision Manufacturing, Inc.	Pensacola	FL	Manufacturing 60% Service 40%
Northrop Grumman Space Electronics	Upper Mohawk, Inc.	Beaver Creek	OH	Information Technology Service
Q.E.D. Systems, Inc.	LPI Technical Services	Chesapeake	VA	Service 90%, Construction 10%
Raytheon Missile Systems	The Enser Corporation	Pinellas Park	FL	Manufacturing 60% R & D 40 %
Science Applications International Corporation	Command Technologies, Inc.	Warrenton	VA	Service
Shaw Environmental and Infrastructure, Inc.	Advent Environmental, Inc.	Charleston	SC	Service
Shaw Environmental and Infrastructure, Inc.	EM Federal Corporation	Centerville	VA	Service