Project	Contractor	Awarded	Estimated cost		Comments
Army University Access Online	PricewaterhouseCoopers Inc.	Dec. 2000	$453 million over five years	▶	Soldiers are enthusiastic about the portal, which offers them a college education plus PC equipment while they serve their country.
Army: Wholesale Logistics Modernization Program	Computer Sciences Corp.	Dec. 1999	$680 million over 10 years	▶	Contractor must support the current system until a new one is completed and must hire all the Army employees displaced by the fixed-price deal.
Customs Service: Modernization Prime Integration Contract for the Automated Commercial Environment	IBM Global Services	April 2001	$1.3 billion over 15 years	▶	Conflict with the separate International Trade Data System has plagued ACE's design. Meanwhile, Customs' import workload doubles yearly.
Defense Department: Global Combat Support System	Mitre Corp., Northrop Grumman Corp., FGM Inc.	1996	$304 million through fiscal 2007	▶	Giant logistics and mission planning system is supposed to work through a browser to make all assets visible, but each service will have its own GCSS version. DISA acknowledges stovepiped information systems and inadequate infrastructures.
DOD: Global Command and Control System	Science Applications International Corp., Northrop Grumman Corp., Pragmatics Inc.	2000	$535 million through fiscal 2007	▶	Linking 625 sites worldwide via a classified intranet, GCCS follows an evolutionary acquistion strategy for commercial IT that will fuse data from multiple sources. Software version upgrades and fixes are complex.
Defense Information Systems Network Lifecycle Management	Science Applications International Corp., SETA Corp.	Oct. 2001	$3 billion over five years	▶	Incompatible military communications systems, long a sore point, are supposed to be united under classified and unclassified portions of DISN.
Defense Logistics Agency: Business Systems Modernization	Accenture LLP	Aug. 2000	$389 million over five years	▶	General Accounting Office has questioned DLA's unconventional modernization plan without having an enterprise architecture in place.
Defense Message System	Lockheed Martin Corp., Unisys Corp., others	1998	$65.2 million over five years	▶	Now awaiting DMS 3.0 releases of Microsoft Office 2000 and Outlook, the messaging system will have to march in step with DISN and NMCI.
Federal Aviation Administration: National Airspace System Operational Evolution Plan	Computer Science Corp., Mitre Corp., others	June 2001	$11.5 billion over 10 years	▶	FAA's National Airspace System, under design since the early 1980s, has cost billions more than first estimates and is years from completion.
FAA and DOD: Standard Terminal Automation Replacement System	Raytheon Co.	1996	$1.4 billion over 11 years	▶	Cost overruns and air traffic controllers' safety criticisms have delayed STARS for years. Limited rollout of the initial software has begun at a few airports.
IRS: Prime	Computer Sciences Corp.	Dec. 1998	$5 billion over 15 years	▶	Prime, a modular design by the contractor, succeeds the failed 10-year, $3 billion Tax Systems Modernization effort. As a result, Congress doles out money cautiously.
National Security Agency: Groundbreaker	Computer Sciences Corp.	July 2001	$5 billion over 10 years	▶	Contractor must hire and retrain many NSA employees as the agency continues to look for more ways to outsource.
Navy-Marine Corps Intranet	Electronic Data Systems Corp.	Oct. 2000	$7 billion over five years	▶	Congress distrusts the eggs-in-one-basket outsourcing strategy and has thrown up repeated roadblocks. But NMCI got Navy Pentagon workers back online fast after Sept. 11.
Patent and Trademark Office: Electronic Filing System and Trademark Electronic Application System	In-house, with help from Computer Sciences Corp. and Lockheed Martin Corp.	Oct. 1999 for EFS; Oct. 1998 for TEAS	Development costs only	▶	EFS was to have been the cornerstone of Commerce's Digital Department initiative, which died with the Clinton administration. PTO also has separate public search systems for patents and for trademarks.
Pentagon: Operational IT Environment	Lockheed Martin Corp.	Jan. 2001	$400 million over 10 years	▶	Desktop outsourcing agreement will be counted a success only if most military offices sign up—a minus.
Securities and Exchange Commission: Electronic Data Gathering and Retrieval System II (EDGAR II)	TRW Inc., BDM International Inc.	1997	$49 million over three years	▶	Succeeds the ground-breaking EDGAR that began accepting companies' financial filings online in the mid-1990s. It works, but some companies complain about the lengthy HTML coding and wonder if they'll be forced to shift to XML.