



U.S. Small Business  
Administration

**Small Business Procurement  
Advisory Council (SBPAC)  
Report to Congress for Fiscal  
Year 2022**

**July 21, 2023**

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## List of CFO Act Agencies

Department of State (State)

Department of Treasury (Treasury)

Department of Transportation (DOT)

Environmental Protection Agency (EPA)

Department of Education (Education)

Department of Housing and Urban Development (HUD)

Department of Health and Human Services (HHS)

National Aeronautics and Space Administration (NASA)

National Science Foundation (NSF)

Nuclear Regulatory Commission (NRC)

Department of Veterans Affairs (VA)

Social Security Administration (SSA)

## Abbreviations

Advanced Acquisition Plan (AAP) Chief  
Business Operations Plan (BOP)  
Financial Officer (CFO)  
Contracting Officer (CO)  
Coronavirus disease 2019 (COVID-19)  
Disadvantaged Business Enterprise (DBE)  
Economically Disadvantaged Women-Owned Small Business (EDWOSB)  
Electronic Subcontracting Reporting System (eSRS)  
Federal Acquisition Regulation (FAR)  
Federal Aviation Administration (FAA)  
Federal Highway Administration (FHWA)  
Federal Procurement Data System-Next Generation (FPDS-NG)  
Fiscal Year (FY)  
General Deputy Assistant Secretary (GDAS)  
Historically Underutilized Business Zone (HUBZone)  
Human Resources (HR)  
Information Technology (IT)  
Maritime Administration (MARAD)  
Mentor-Protégé Program (MPP)  
National American Industry Classification System (NAICS)  
Office of Acquisitions (OA)  
Office of Chief Procurement Officer (OCPO)  
Office of Management and Budget (OMB)  
Office of Small Business Programs (OSBP)  
Office of Small and Disadvantaged Business Utilization (OSDBU)  
Other Than Small Businesses (OTSBs)  
Point of Contact (POC)  
Private Collection Agencies (PCAs)  
Procurement Center Representative (PCR)  
Rapid Engineering and Construction (REC)  
Request for Proposal (RFP)  
Request for Quote (RFQ)  
Senior Executive Service (SES)



Senior Procurement Executive (SPE)  
Service-Disabled Veteran-Owned Small Business (SDVOSB)  
Simplified Acquisition Threshold (SAT)  
Small Business (SB)  
Small Business Customer Experience (SBCX)  
Small Disadvantaged Business (SDB)  
Science, Technology, Engineering, and Mathematics (STEM)  
Total Contract Value (TCV)  
Vendor Outreach Session (VOS)  
Veteran-Owned Small Business (VOSB)  
Women-Owned Small Business (WOSB)

## **Report**

The Small Business Procurement Advisory Council (SBPAC) was established by Section 7104(b) of the Federal Acquisition Streamlining Act of 1994 (15 U.S.C. 644 note). The SBPAC is required by Section 7104(b)(5) to submit an annual report to the Committee on Small Business of the House of Representatives and the Committee on Small Business and Entrepreneurship of the Senate. The annual report must include:

1. Comments submitted by SBPAC members to appropriate regulatory authorities reflecting positions on proposed procurement regulations affecting the small business community during the 1-year period ending on the date on which the report is submitted, including any outcomes, related to the comments;
2. Results of reviews of each Office of Small and Disadvantaged Business Utilization (OSDBU) established under Section 15(k) of the Small Business Act to determine the compliance of each Office with requirements under such section; and
3. Best practices identified for maximizing small business utilization in Federal contracting that may be implemented by Federal agencies having procurement powers during such 1-year period.

Regarding the first element, the SBPAC filed no regulatory comments during this fiscal year.

Regarding the second element, the SBPAC used SBA's FY2022 OSDBU Compliance Checklist (Figure 1) to conduct peer reviews of each OSDBU to determine their compliance with the requirements of Section 15(k) of the Small Business Act, 15 U.S.C. 644(k).

The Compliance Worksheet, Figure 1, requires each OSDBU Director to respond to each of the section 15(k) requirements in a "yes" or "no" question format. The OSDBU Directors can provide short responses along with any documentation they deem necessary in support of their answers.

The OSDDBU director addresses 22 requirements in section 15(k), covering all 21 subparagraphs and the requirements of the introductory text. Each requirement has a point value of 0 for “No” and 1 for “Yes,” except for section 15(k)(13), which is discretionary because the legislative text uses the word “may.” If the OSDDBU Director chooses not to respond to § 644(k)13, the question will not be scored and will not be counted in the grade. Section 15(k)(1) is allowed partial credit of 0.5 with appropriate explanation and documentation provided. Sections 15(k)(14) and 15(k)(17) relate to unsolicited proposals and can be awarded a 1-point value even if the OSDDBU Director received no unsolicited proposals but had a policies and procedures in place to satisfy the requirements.

The results of reviews of each agency OSDDBU are summarized in Table 1. Agency responses on the checklist and the related SBPAC peer reviews of agency responses to 15 U.S.C. § 644(k) Compliance Checklist summary are provided in Figure 1. A Quick Reference Guide to 15 U.S.C. § 644(k) subsections are listed on page 6 of this report.

### **Summary of Table 2 Agency Best Practices Presentations**

Regarding the third element of this report, 12 agencies shared their Best Practices at SBPAC meetings in FY22, as shown in Table 2 beginning on Page 8 of this report. Agencies discussed their best practices for training, assistance, and vendor outreach efforts.

Figure 1. 15 U.S. Code § 644(k) FY 2022 Compliance Checklist

	<b>Requirement Title:</b>	<b>Statutory Reference:</b>	<b>Did Agency Satisfy Requirement?</b> <i>(Column responses auto-populate from completed compliance worksheet)</i>
0)	Office and Director Experience	15(k)	___0__._0
1)	Director Title	15(k)1	___0__._0
2)	Compensation and Seniority	15(k)2	___0__._0
3)	Reporting (Head of Agency or Deputy Head)	15(k)3	___0__._0
4)	Implementation and Execution of Business Development and Federal Contracting Responsibilities of the Small Business Act	15(k)4	___0__._0
5)	Identify and Address Bundling of Contracts	15(k)5	___0__._0
6)	Provide Assistance on Payments	15(k)6	___0__._0
7)	Supervisory Authority	15(k)7	___0__._0
8)	Assign Small Business Technical Advisors	15(k)8	___0__._0
9)	OSDBU Cooperation and Consultation	15(k)9	___0__._0
10)	Recommendations to Contracting Officers	15(k)10	___0__._0
11)	Activity Conversion	15(k)11	___0__._0
12)	Advise CAO and SPE	15(k)12	___0__._0
13)	SBC and Contract Specialist Training	15(k)13	<i>Optional (Not Mandatory)</i> _____0.0_____
14)	Receive Unsolicited Proposals	15(k)14	___0__._0
15)	Exclusive Duties and Title	15(k)15	___0.0___
16)	Congressional Reporting	15(k)16	___0__._0
17)	Respond to Undue Restriction Notifications	15(k)17	___0__._0
18)	Purchase Card Summary Data Review	15(k)18	___0__._0
19)	Vendor Compliance Education and Training	15(k)20	___0__._0
20)	Subcontracting Plan Review	15(k)21	___0__._0
21)	Assist Small Business concerns in SBIR or STTR program	15(k)22	___0__._0
<b>TOTAL:</b>			+___0.0___

I, \_\_\_\_\_, as the \_\_\_\_\_ at \_\_\_\_\_

\_\_\_\_\_ verify that this information is an accurate representation of my agency's compliance in FY2022 with 15 U.S.C. § 644(k) and can, if requested, provide additional information to further corroborate responses.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Table 1 FY 2022 OSDBU Compliance Review Summary Update both Tables with FY2022 Data

	Agency	15(k)0	15(k)1	15(k)2	15(k)3	15(k)4	15(k)5	15(k)6	15(k)7	15(k)8	15(k)9	15(k)10	15(k)11	15(k)12	15(k)13 (Optional)	15(k)14	15(k)15	15(k)16	15(k)17	15(k)18	15(k)19	15(k)20	15(k)21	SCORING TOTAL:	Weight Scorecard:	
1	Department of Defense	1.0	1.0	1.0	0.4	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.2	20.6	93.6%
2	Department of Energy	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
3	Department of Health and Human Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
4	Department of Veterans Affairs	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
5	National Aeronautics and Space Administration	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
6	Department of Homeland Security	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
7	General Services Administration	0.8	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	21.8	99.1%
8	Department of Agriculture	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
9	Department of Justice	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
10	Department of the Interior	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
11	Department of State	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
12	Department of Commerce	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
13	Department of the Treasury	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
14	Department of Transportation	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
15	Office of Personnel Management	1.0	1.0	0.4	0.8	1.0	1.0	1.0	0.8	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	20.0	90.9%
16	Department of Labor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	21.0	95.5%
17	Environmental Protection Agency	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
18	Department of Education	1.0	1.0	1.0	0.4	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	21.4	97.3%
19	Department of Housing and Urban Development	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
20	Social Security Administration	1.0	0.8	0.6	0.4	1.0	1.0	1.0	0.2	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	19.0	86.4%
21	Agency for International Development	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	22.0	100.0%
22	National Science Foundation	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	21.0	95.5%
23	Nuclear Regulatory Commission	0.2	0.8	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	19.0	86.4%
24	Small Business Administration	1.0	1.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	19.0	86.4%
	Government Total	1.0	1.0	1.0	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0	0.9	1.0	1.0	1.0	1.0	1.0	1.0	0.9	21.4	97.1%

## Quick Reference Guide for U.S.C. § 644(k) Subsections

(k) Office of Small and Disadvantaged Business Utilization; Director

There is hereby established in each Federal agency having procurement powers an office to be known as the "Office of Small and Disadvantaged Business Utilization". The management of each such office shall be vested in an officer or employee of such agency, with experience serving in any combination of the following roles: program manager, deputy program manager, or assistant program manager for Federal acquisition program; chief engineer, systems engineer, assistant engineer, or product support manager for Federal acquisition program; Federal contracting officer; small business technical advisor; contracts administrator for Federal Government contracts; attorney specializing in Federal procurement law; small business liaison officer; officer or employee who managed Federal Government contracts for a small business; or individual whose primary responsibilities were for the functions and duties of [section 637](#), [644](#), [657a](#), [657f](#), or [657q](#) of this title. Such officer or employee -

(0) shall be known as the "Director of Small and Disadvantaged Business Utilization" for such agency;

(1) shall be appointed by the head of such agency to a position that is a Senior Executive Service position (as such term is defined under [section 3132\(a\)](#) of title 5), except that, for any agency in which the positions of Chief Acquisition Officer and senior procurement executive (as such terms are defined under [section 657q\(a\)](#) of this title) are not Senior Executive Service positions, the Director of Small and Disadvantaged Business Utilization may be appointed to a position compensated at not less than the minimum rate of basic pay payable for grade GS-15 of the General Schedule under [section 5332](#) of title 5 (including comparability payments under [section 5304](#) of title 5);

(2) shall be responsible only to (including with respect to performance appraisals), and report directly and exclusively to, the head of such agency or to the deputy of such head, except that the Director for the Office of the Secretary of Defense shall be responsible only to (including with respect to performance appraisals), and report directly and exclusively to, such Secretary or the Secretary's designee;

(3) shall be responsible for the implementation and execution of the functions and duties under [sections 637](#), [644](#), [657a](#), [657f](#), and [657q](#) of this title which relate to such agency;

(4) shall identify proposed solicitations that involve significant bundling of contract requirements, and work with the agency acquisition officials and the Administration to revise the procurement strategies for such proposed solicitations where appropriate to increase the probability of participation by small businesses as prime contractors, or to facilitate small business participation as subcontractors and suppliers, if a solicitation for a bundled contract is to be issued;

(5) shall assist small business concerns to obtain payments, required late payment interest penalties, or information regarding payments due to such concerns from an executive agency or a contractor, in conformity with [chapter 39](#) of title 31 or any other protection for contractors or subcontractors (including suppliers) that is included in the Federal Acquisition Regulation or any individual agency supplement to such Government-wide regulation,<sup>4</sup>

(6) shall have supervisory authority over personnel of such agency to the extent that the functions and duties of such personnel relate to functions and duties under [sections 637](#), [644](#), [657a](#), [657f](#), and [657q](#) of this title;

(7) shall assign a small business technical adviser to each office to which the

Administration has assigned a procurement center representative-

(A) who shall be a full-time employee of the procuring activity and shall be well qualified, technically trained and familiar with the supplies or services purchased at the activity; and

(B) whose principal duty shall be to assist the Administration procurement center representative in his duties and functions relating to [sections 637, 644, 657a, 657f, and 657q of this title](#)<sup>4</sup>

(8) shall cooperate, and consult on a regular basis, with the Administration with respect to carrying out the functions and duties described in paragraph (4) of this subsection;

(9) shall make recommendations to contracting officers as to whether a particular contract requirement should be awarded pursuant to subsection (a) or [section 637, 644, 657a, or 657f of this title](#), and the failure of the contracting officer to accept any such recommendations shall be documented and included within the appropriate contract file;

(10) shall review and advise such agency on any decision to convert an activity performed by a small business concern to an activity performed by a Federal employee;

(11) shall provide to the Chief Acquisition Officer and senior procurement executive of such agency advice and comments on acquisition strategies, market research, and justifications related to [section 657q of this title](#);

(12) may provide training to small business concerns and contract specialists, except that such training may only be provided to the extent that the training does not interfere with the Director carrying out other responsibilities under this subsection;

(13) shall receive unsolicited proposals and, when appropriate, forward such proposals to personnel of the activity responsible for reviewing such proposals;

(14) shall carry out exclusively the duties enumerated in this chapter, and shall, while the Director, not hold any other title, position, or responsibility, except as necessary to carry out responsibilities under this subsection;

(15) shall submit, each fiscal year, to the Committee on Small Business of the House of Representatives and the Committee on Small Business and Entrepreneurship of the Senate a report describing-

(A) the training provided by the Director under paragraph (13) in the most recently completed fiscal year;

(B) the percentage of the budget of the Director used for such training in the most recently completed fiscal year;

(C) the percentage of the budget of the Director used for travel in the most recently completed fiscal year; and

(D) any failure of the agency to comply with [section 637, 644, 657a, or 657f of this title](#);

(16) shall, when notified by a small business concern prior to the award of a contract that the small business concern believes that a solicitation, request for proposal, or request for quotation unduly restricts the ability of the small business concern to compete for the award-

(A) submit the notice of the small business concern to the contracting officer and, if necessary, recommend ways in which the solicitation, request for proposal, or request for quotation may be altered to increase the opportunity for competition;

(B) inform the advocate for competition of such agency (as established under [section 1705 of title 41 or section 2318 of title 10](#)) of such notice; and

(C) ensure that the small business concern is aware of other resources and processes available to address unduly restrictive provisions in a solicitation, request for proposal, or

request for quotation, even if such resources and processes are provided by such agency, the Administration, the Comptroller General, or a procurement technical assistance program established under chapter 142 of title 10;

(17) shall review summary data provided by purchase card issuers of purchases made by the agency greater than

(18) the micro-purchase threshold (as defined under [section 1902 of title 41](#)) and less than the simplified acquisition threshold to ensure that the purchases have been made in compliance with the provisions of this chapter and have been properly recorded in the Federal Procurement Data System, if the method of payment is a purchase card issued by the Department of Defense pursuant to [section 2784 of title 10](#) or by the head of an executive agency pursuant to [section 1909 of title 41](#);

(19) shall provide assistance to a small business concern awarded a contract or subcontract under this chapter or under title 10 or title 41 in finding resources for education and training on compliance with contracting regulations (including the Federal Acquisition Regulation) after award of such a contract or subcontract;

(20) shall review all subcontracting plans required by paragraph (4) or (5) of [section 637\(d\) of this title](#) to ensure that the plan provides maximum practicable opportunity for small business concerns to participate in the performance of the contract to which the plan applies;

(21) shall consult with the appropriate personnel from the relevant Federal agency to assist small business concerns participating in a SBIR or STTR program under [section 638 of this title](#) with researching applicable solicitations for the award of a Federal contract (particularly with the Federal agency that has a funding agreement, as defined under [section 638 of this title](#), with the concern) to market the research developed by such concern under such SBIR or STTR program.



Table 2 Agency Best Practice Presentation Summary

AGENCY	PRESENTER	BEST PRACTICE(S)
Department of State (STATE)	George Price, Director, OSDDBU	<p><b>Challenges:</b> Agency level - Increasing complexity of IT and cyber requirements; uneven knowledge of small business programs and requirements planning; unanticipated world events; and geographic dispersion of staff and work. OSDDBU level – COVID/remote work; prioritizing limited resources; 50% senior staff turnover; and category management.</p> <p><b>Strategic Response:</b> Engage program offices earlier in the acquisition process to influence better contracting results; recruit top talent and empower them; and pivot to virtual events.</p> <p><b>Big Wins:</b> Publish Small Business Review decisions to public website; launched SharePoint portal to share policy documents, tools, and templates with acquisition and program corps; published guidance on small business reviews; implemented business operations plan (BOP); launched Rapid Engineering and Construction (REC) program w/Overseas Building Ops.</p> <p><b>Lessons Learned:</b> Engage externally; consider innovative acquisition; and prioritize small business within mission.</p> <p><b>Initiatives:</b> Small business participation plans pilot for unrestricted contracts; leading department equity working group on procurement; implementing quarterly socioeconomic category briefing updates; continued policy and process improvement of small business review workflow; and improving agency forecasting tool. Developed Policy Documents to implement consistent rules.</p>
Department of Treasury (TREASURY)	Donna Ragucci, Director, OSDDBU	<p><b>Organization:</b> The OSDDBU Office is under the Deputy Secretary. There are 11 small business specialists.</p> <p><b>Strategic Plan:</b> Completed establishing new model for innovation in support of Treasury requirements; strengthen Treasury’s small business networks to expand and diversify the industrial base; and develop new areas of small business dominance. In progress – rebrand and modernize Treasury’s OSDDBU program.</p> <p><b>Best Practices:</b> Meeting SB prime and subcontracting goals - training of acquisition workforce; vendor outreach sessions and stakeholder engagements; self-assessment compliance reviews; and aggressive communication from Deputy Secretary. Stakeholder engagements – revamped VOS and industry days; target firms with top 50 Treasury NAICS (new entrants); identify small business firms across socio-economic areas early in acquisition; and focused program office and forecasting. Annual small business compliance review – institutionalize small business compliance review program. Small business first and category management reforms – new policy and current policy reforms; small business specialist provide technical assistance; and increase subcontracting opportunities and subcontracting oversight.</p>

AGENCY	PRESENTER	BEST PRACTICE(S)
Department of Transportation (DOT)	Shelby Scales, Director, OSDBU	<p><b>Organization:</b> Discussed DOT’s mission, organization – 10 Operating Administrations, achievements, and Top Priorities.</p> <p><b>Challenges:</b> Inclusion of FAA to SB goaling methodology; total spend increase from \$1.5B to \$7.4B; cultural change – project delivery/program objectives; impact on special appropriations – National Security Multi-Mission (MARAD), Great American Outdoors Act (FHWA); and shift in small business industrial base.</p> <p><b>Best Practices:</b> Outreach – increased vendor outreach sessions/socioeconomic-specific events; industry days with matchmaking; DOT spend data tracking and monitoring. Leadership-full support from Secretary and Senior Leadership; weekly meetings with Secretary and DOT leadership; and strategy and collaboration meetings with SPEs. Modal Collaboration – brown bag sessions; support contracting officers in market research efforts; and coordination with FAA leadership and acquisition community. Oversight – weekly small business data analysis; monthly contract bundling and data quality reports; and monthly progress reports to OAs.</p> <p><b>Equity in Procurement:</b> Equity Task Force; Strategies to increase small and minority participation; minority business tracking – dashboard; and targeted stakeholder engagement.</p> <p><b>Bipartisan Infrastructure Law:</b> Grants to States, Transit and Airport Authorities; targeted outreach to DBEs and underserved communities; regional small business summit and matchmaking; and procurement forecast.</p>
Environmental Protection Agency (EPA)	Denise Benjamin-Sirmons, Director, OSDBU	<p><b>Organization:</b> Discussed mission – protect human health and the environment; structure – 12 Headquarters program offices, 10 regional offices, 5 research centers, and various programs and regional laboratories. Discussed the OSDBU office profile.</p> <p><b>Strategic goals:</b> Equip OSDBU workforce as professional cadre of small business experts; operate as a valued partner in carrying out EPA’s mission; serve as an effective advocate and resource for small businesses; and continuously improve operational efficiency and effectiveness.</p> <p><b>Best Practices:</b> Educate stakeholders by instituting quarterly eLearning Power hours, provide customized program and region briefings on contracting activities and small business strategies and leverage SBA’s First Wednesday trainings. Maximize participation in third-party small business outreach events. Equip stakeholders with enhanced small business contracting dashboard, and collaborated on improving the acquisition forecast process. Deployed new vendor engagement tool for businesses to view calendar and register for events. Enhance utilization by establishing new EPA-wide small business goals and metrics as part of EPA’s strategic plan implementation framework to hold agency officials accountable for enhancing small business goal achievements.</p> <p><b>Long-term strategic plan:</b> By September 30, 2026 EPA will double the annual percentage of contract spend awarded to HUBZone businesses.</p> <p><b>Promising practices:</b> Increased focus on subcontracting program; and developed a new comprehensive OSDBU small business desk guide.</p>

AGENCY	PRESENTER	BEST PRACTICE(S)
Department of Education (EDUCATION)	Calvin Mitchell, Jr. Director, OSDBU	<p><b>Organization:</b> Discussed the mission, structure, and spend of Education. There are nine program offices, four White House initiatives, and Operational offices. The total spend for FY20 was \$2.43B and FY21 was \$2.52B. Discussed the top ten NAICS codes and top program offices by contract spend.</p> <p><b>OSDBU Priorities:</b> Achieve small business goals; reach Education’s goals for small business concerns; maximize small business contracting; leverage new and existing internal partnerships to reach small business goals; promote equity in Federal procurement; and increase SB supplier base in Education.</p> <p><b>Challenges:</b> Limited awareness or understanding of SB programs in program offices; continuing struggle to reach both SDVOSB and HUBZone contracting goals; technology, processing and engagement have been consolidated, creating barriers for SB participation; FSA modernization reduced Private Collection Agencies (PCAs); and consolidation of requirements for actions in larger program offices.</p> <p><b>Best Practices:</b> Improve Education’s SB practices; increase meaningful and extensive in-reach training; and extend Outreach to and for SB base.</p> <p><b>Promising Practices:</b> Working with larger POCs to diversify contractors in order to utilize more SB; focus on minimizing consolidation and bundling to create more opportunities for SB. Provide training on market research; and created train the trainer program on SB fundamentals and market research. Deployed SBCX; extended training to SB on creating strong SBCX profiles; and increase use of reverse industry days to bolster knowledge of SB capabilities within internal staff.</p>

AGENCY	PRESENTER	BEST PRACTICE(S)
Department of Housing and Urban Development (HUD)	Jean Lin Pao, Director, OSDBU	<p><b>Organization:</b> Discussed the mission, structure and FY22 budget of HUD. There are ten Regional Offices and 54 Field Offices. Listed top ten NAICS codes for FY2021.</p> <p><b>Leadership:</b> Access to HUD Leadership - Bi-weekly meetings with Deputy Secretary; GDAS and Operations; and CPO and OSDBU. Fostering Organizational Climate for SB – Secretary’s SB policy statement; joint CPO and OSDBU Director’s fiscal year SB memo; SB performance goal for all HUD Executives; and strategies for strengthening market research and vendor outreach events. Promotion of collaborative working relationships – utilization of automated procurement system; annual strategic acquisition plan submission development process; and OSDBU participation in integrated acquisition teams.</p> <p><b>Challenges:</b> Impact of deobligations on reporting of small business goal achievement; White House Directives on procurement equity – procurement action team, SES performance goal, and SDB inaugural outreach convening; SB dashboard; and staffing.</p> <p><b>Outreach:</b> December 2021 - HUD IT industry day; February 2022 - inaugural small disadvantaged business; March 2022 - women-owned small business; May 2022 – HUBZone small business; July 2022 – service-disabled veteran-owned small business. Workshops – HUD virtual matchmaking; and Live Chat with HUD’s OSDBU.</p>
Department of Health and Human Services (HHS)	Shannon Jackson, Director, OSDBU	<p><b>HHS Overall Small Business Performance:</b> Discussed SB spend compared total spend; the focus on HUBZone and SDVOSB firms; and SAT small business spend compared to total SAT spend.</p> <p><b>OSDBU Priorities:</b> Emphasize department-wide utilization of small business customer experience forecasting tool; improve HS OSDBU SB prime contracts performance in the following socioeconomic categories – HUBZone and SDVOSB; and modernize the SB industrial base to create more reliable supply chain to address future pandemics.</p> <p><b>SDB Alliance Leadership:</b> Created in response to Executive Orders 13985; 14001; and 14036. Purpose is to address barriers to SDB firms, provide recommendations, and promote utilization of SDB firms. Goals – Educate SDBs on how to do business with HHS; educate HHS acquisition professionals on SDBs; foster relationships with SDBs and HHS primes; and recognize SDBs for work they have done and past performance with HHS.</p> <p><b>Outreach:</b> Office Hours address questions, comments, concerns of SB looking to do business with HHS; HHS first time awardees office hours; and OSDBU annual national small business conference.</p> <p><b>Next Steps:</b> Coordinate targeted outreach events focusing on HUBZone and SDVOSB; conduct targeted training; and conduct targeted program management reviews on small business opportunities.</p>

AGENCY	PRESENTER	BEST PRACTICE(S)
National Aeronautics and Space Administration (NASA)	Glenn Delgado, Associate Administrator, OSBP	<p><b>Organization:</b> Discussed OSDBU organizational chart with the Centers. Discussed the Prime, Subcontracting, SB, and Total Spend.</p> <p><b>Best Practices:</b> Templates for consolidation and bundling Determination and Findings; OSBP provides training on consolidation and bundling to contracting officers. NASA’s active contract listings, acquisition forecast; sample active contract listings; total contract value method for subcontracting goals and recommending subcontracting goals as a percent of TCV published in solicitations; and NASA Center Industry Councils. The industry councils are independent membership organizations that assist vendors in effectively penetrating the marketplace at the respective agency center. Learning series is a series of webinars with in-depth training relevant to small businesses. Vendor database open to all employees as well as vendors, both large and small, who want to do business with NASA. Developed a social media strategy; identify campaigns that support OSBP mission, programs, and initiatives; build relationships with internal/external partners; and identify key audiences.</p>
National Science Foundation (NSF)	Francine Morris, Deputy Director, OSDBU	<p><b>Organization:</b> Discussed the mission and organization of NSF. Funds research in all 50 states and fosters international scientific collaboration on all seven continents; supports 27% of all federally funded academic research at U.S. colleges and universities. The budget is \$8.8B – 93% allocated to grants and awards to support research projects, facilities, and STEM education. Discussed the spend for Antarctic and Arctic support; science and engineering statistical support; information and resource management support services and products; financial management support; and other professional services, including HR support.</p> <p><b>Best Practices:</b> collaborative relationship between OSDBU and contracts branch; own and manage the NSF acquisition forecast; OSDBU/Program Office engagement form; facilitate meet and greet between industry and program offices; collaborative relationship with OMB, SBA and other government agencies; and OSDBU star award and spotlight recognition.</p> <p><b>Outreach:</b> Internal OSDBU webpage has information on acquisition planning; goal corner; acquisition forecast; training/resources; and outreach activities. External OSDBU webpage has information on doing business with NSF; small business outreach, and NSF acquisition forecast. Discussed revamping technological infrastructure in the future of the OSDBU office.</p>

AGENCY	PRESENTER	BEST PRACTICE(S)
Nuclear Regulatory Commission (NRC)	Anthony Briggs, Program Manager	<p><b>Organization:</b> Discussed the mission is to protect the safety and health of the public and environment through the regulation of nuclear materials. Discussed the six locations across the country, which includes four regional sites and the technical training center; and what they buy.</p> <p><b>Best Practices:</b> Discussed they offer four primary services to their external customers that are businesses the agency works with, which are providing counseling sessions, marketing assistance, resources, and dedicated helpdesk; small business counseling sessions which are virtual and include matching companies' capabilities with agency prime and subcontract opportunities; marketing products and services are innovative and new to record virtual demos and teams in the planning to create an agency innovation channel for agency officials to view on demand; creation of a small business toolbox to help companies effectively and efficiently identify prime and subcontract opportunities with dedicated helpdesk support; forecast shows current year opportunities and current contracts listing allowing businesses to look for follow on opportunities up to five years out and subcontracting opportunities; and the bulletin board for postings under \$25,000.</p> <p><b>Outreach:</b> Host NRC sponsored events; participate in procurement events; and co-develop NRC's small business training course.</p> <p><b>Results:</b> Scorecard grade of A or higher for 10 years; doubled the goal for SDBs, WOSBs, SDVOSBs, and HUBZones; and more than 50% of contract awards made to small businesses.</p>
Department of Veterans Affairs (VA)	Sharon Ridley, Executive Director, OSDBU	<p><b>Organization:</b> Discussed the mission; OSDBU core program areas; and senior leadership support for small business and socioeconomic contracting goals.</p> <p><b>Vets First Contracting Program:</b> Discussed this program establishes a procurement hierarchy where SDVOSB and VOSB set-asides must be considered before other programs; offerors must be verified SDVOSBs or VOSBs to compete; VA has department-specific goals for SDVOSBs and VOSBs (15% and 17% respectively in FY2021). The OSDBU reports to the VA Operations Board on the usage of this program; the metrics calculates percentage of new award decisions are conducted as set-asides or sole-sources for SDVOSBs or VOSBs; FY 2021 – 43,460 new award decisions with 7,492 (17.2%) were Vets First actions</p> <p><b>Best Practices:</b> Organized structured events to provide VOSBs and other firms access to meaningful insight about procurement opportunities; improved VA's Market Research toolkit data analytics leading to better acquisition outcomes; and launched the Women Veteran-Owned Small Business Initiative, a first-of-its-kind program aimed at increasing WOSB participation in Federal and commercial procurements, with special focus on Women Veterans.</p>

AGENCY	PRESENTER	BEST PRACTICE(S)
Social Security Administration (SSA)	Leslie Ford, Director, OSDBU	<p><b>Organization:</b> Discussed the mission, structure and FY22 budget of SSA. There are ten Regional Offices; eight processing centers and 1,230 Field Offices. Listed top ten NAICS codes for FY2021.</p> <p><b>Small Business Achievements:</b> Discussed 30.1% of FY2021 obligations went to small businesses. Discussed what the agency buys with the majority being IT; open market acquisition over the SAT (including options) that requires OSDBU review requires documentation it was synopsized as a sources sought within the last eight months, which includes copy of the sources sought, list all vendors responding to the sources sought, determination for each whether they are capable of performing the work, if not include why they are not capable; and assists COs with the rule of two determination. Discussed the different Acquisition Team Workshops and the training provided including market research, socioeconomic programs, and subcontracting program.</p> <p><b>Other Best Practices:</b> Monthly Vendor Outreach sessions and Outreach via Webinars; Bi-weekly staff meetings with the Commissioner; Quarterly Dashboard report of Small Business Goals Performance to Senior Executives; SADBUS conducted training on small business programs; presentation at quarterly CO forums on any changes to small business programs; and Annual Small Business Conference.</p>

# **ENCLOSURES**



**ENCLOSURE 1**  
**Department of State**  
**(STATE)**



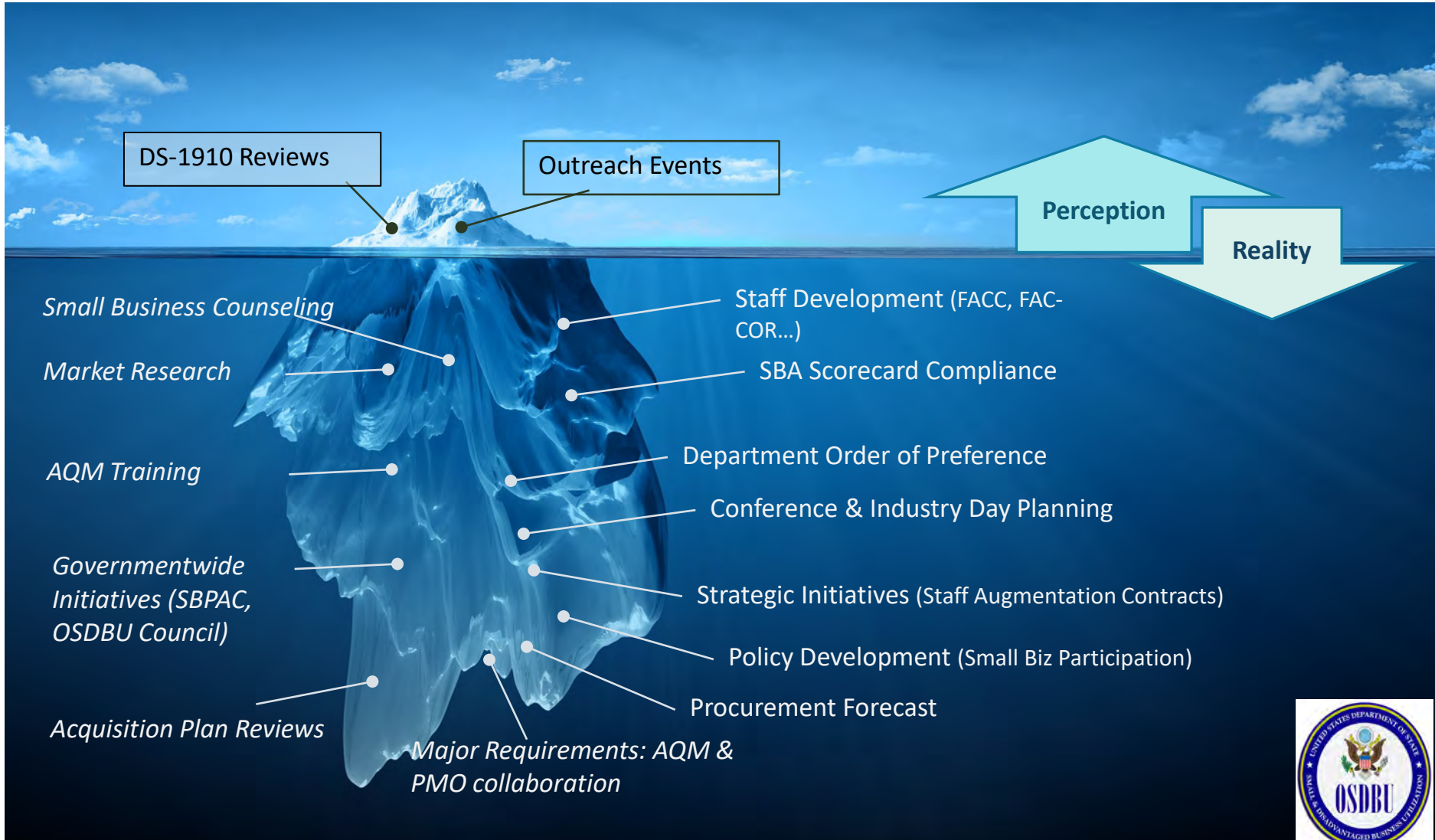
# Best Practices Briefing for SBPAC

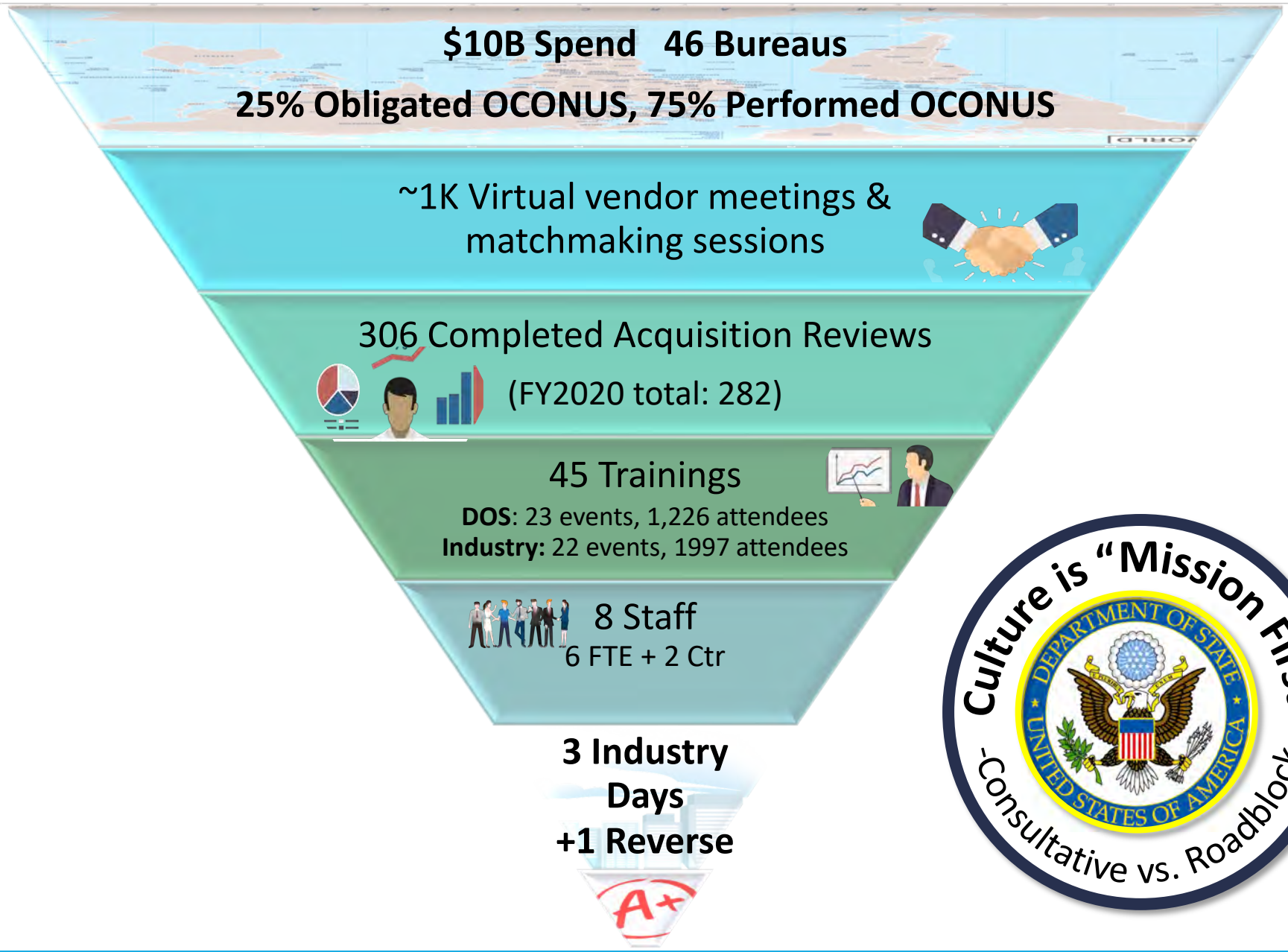
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George Price, Director  
Office of Small and Disadvantaged Business Utilization (OSDBU)

***October 2021***

# DoS OSDBU Workload





# Biggest Challenges Past 3 Years

## Agency Level

- Administration, Department Acquisition leadership change
- Increasing complexity of IT & cyber requirements
- Uneven knowledge of small business programs and requirements planning
- Unanticipated world events
- Geographic dispersion of staff and work

## OSDBU Level

- COVID/remote work
- Prioritizing limited resources
- 50% Senior staff turnover (retirement)
- Category management

# Strategic Response to Challenges

1. Engage program offices earlier in the acquisition process to influence better contracting results
  - Acquisition planning & requirement definition
  - SSN vs RFI development
  - Market research assistance
  - Relationship and rapport building creates trust, collaboration
2. Recruit top talent & Empower them
  - Build processes, expand capacity, and prepare for the future
  - Each Analyst responsible for 1 socioeconomic category, 1 event, 2 trainings
  - Staff interests, strengths lead initiatives (policy, analytics)
  - Invest in staff development (FACC Cert, FAC-COR, Leadership, PM, IT)
3. Pivot to virtual events
  - Engage industry partners to leverage outreach, technology
  - Result in broader geographic impact, reducing small business cost/barriers

# Big Wins

**A+ SBA Scorecard**

Publish Small Business Review “DS-1910” decisions to public website

Launched SharePoint portal to share policy documents, tools, templates with acquisition & program corps

Focus on Staff Development: Leadership, Analytics, FAC-C, FAC-COR

Published Guidance on Small Business Reviews & Market Research Best Practices

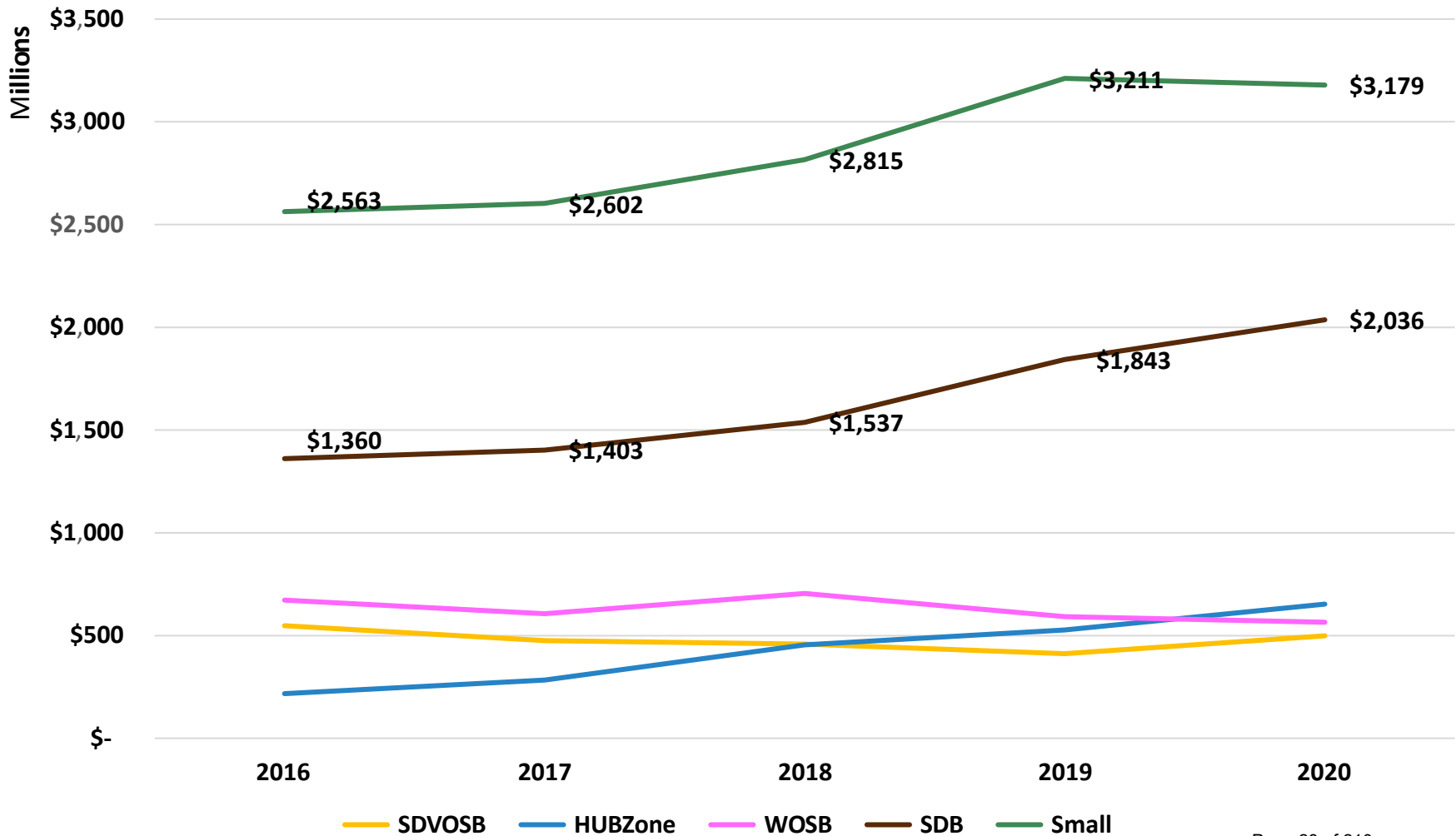
Collaborated with Contracting on revised Quality Assurance Plan for OSDBU engagement

Implemented Business Operations Plan (BOP) with SBA PCR

Launched **Rapid Engineering & Construction (REC)** program w/ Overseas Building Ops.

Successfully onboarded 2 Fed Staff, 2 contractors with 100% telework

# Results: \$600M Annual Increase to Small Business



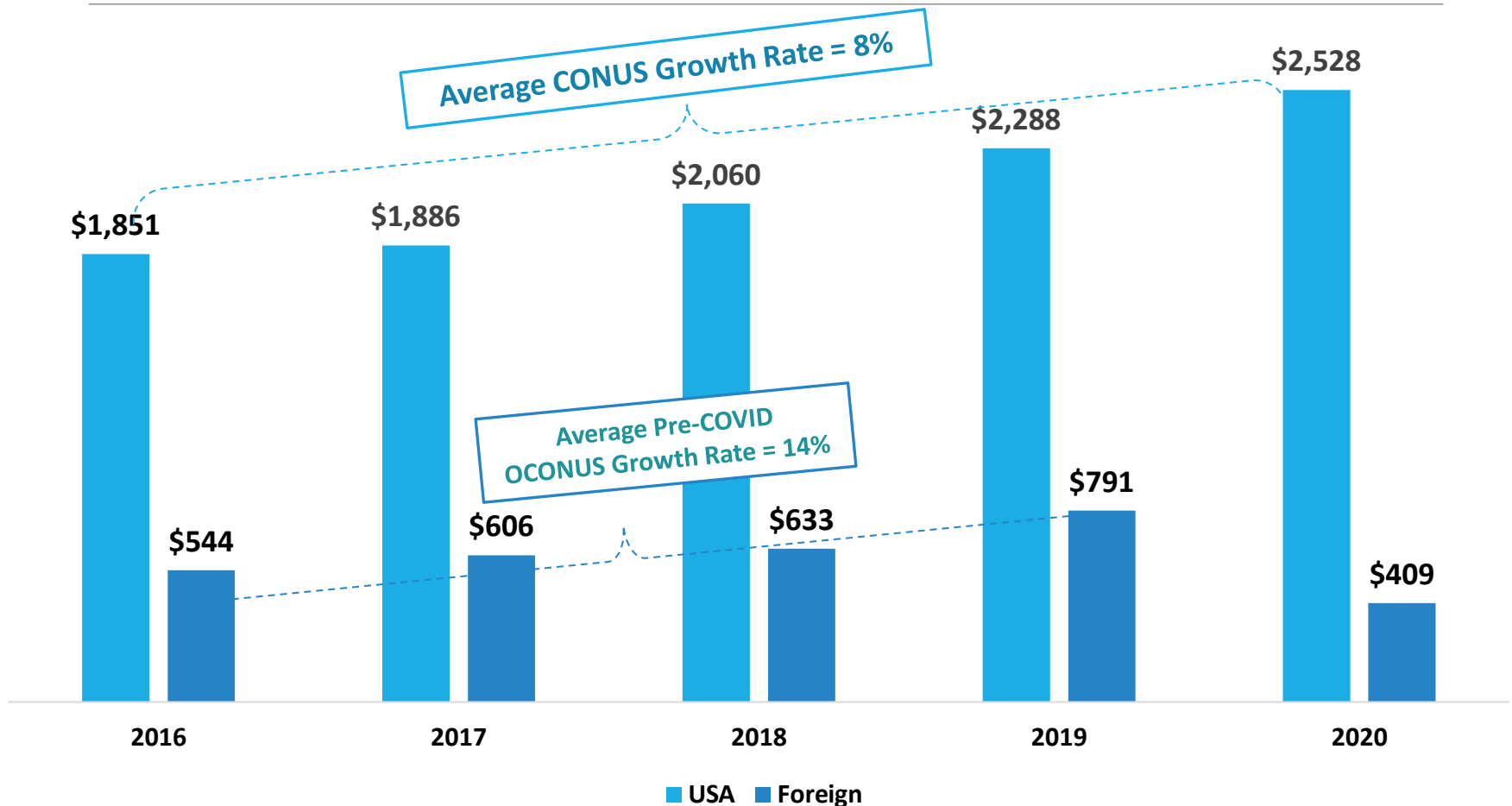


# Results: Growth in overseas \$ to SBCs

Small Business Spend Totals, FY2017-2020

(\$M) By Place of Performance

Overall average Growth Rate Pre-Covid: 9%





# Recent Success Story

Light construction contracts, in collaboration with the Bureau of Overseas Buildings Operations (OBO)

- ❑ IDIQ with 30 8(a) firms
- ❑ Rapidly creating capability to deliver in austere environments
- ❑ Developing a stable of 8(a) firms for complex construction work
- ❑ 17 awards to participating firms
- ❑ Award value in excess of \$100 million

# Lessons Learned

## Recognize Achievement

- “Small Business Champion of the Year” CO award
- OSDBU “spotlight” article in State Dept Magazine
- Staff Development is a Management Priority

## Engage Externally

- **Government**
  - Active on SBPAC, OSDBU Council
  - Proactively team w/ GSA, SBA in advance of acquisition
- **Industry**
  - Partner to leverage resources (tech, people, co-promote)
  - Solicit RFI, SSN responses and Q&A

## Consider Innovative Acquisition

- USDS pilot 8(a) award “Robotic Process Automation”; followed w/successful small business RFP
- REC Program helps onboard 8(a) construction vendors
- Leverage socioeconomic IDIQs for “quick hit,” strategic wins

## Prioritize Small Biz Within Mission

- Earlier involvement in acquisition planning allows maximum input, small business engagement, impact
- OSDBU is the strongest advocate when collaborating with program owners, COs



# Down the Road

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**Category Management:** declining number of unique small business vendors

**Equity EO** implementation creating ambitious near-term goal changes without resources to implement

**Leadership changes** will erode institutional knowledge, stakeholder rapport

**Cyber security** requirements will create compliance challenges for small business



“Small Business Participation” plans pilot for Unrestricted contracts



Leading Department “Equity EO” Working Group on procurement



Implementing quarterly Socioeconomic Category briefing updates



Continued policy & process improvement of Small Business Review workflow



Improving Agency Forecasting Tool

# Initiatives

backup

Developed  
Policy  
Documents  
To Implement  
Consistent  
Rules

---

OSDBU Guidebook

---

Market Research Guide

---

Small Business Review Process Memo

---

Small Business Participation Plan: Template  
Language

---

DOSAR (FAR Supplement) Updates

---

SBA PCR Small Business Review Memo

---

QAP [OSDBU input]: Review / clearance  
paths defined

**ENCLOSURE 2**  
**Department of Treasury**  
**(TREASURY)**



# The Department of the Treasury Office of the Small and Disadvantaged Business Utilization Best Practices

November 16, 2021



# Mission of the Treasury

Treasury encourages growth through the use of small businesses to achieve its mission

Manage the U.S. Government's finances effectively, promoting economic growth and stability, and ensuring the safety, soundness, and security of the U.S. and international financial systems

Acts as the steward of the U.S. economic and financial systems

An executive level agency that is responsible for promoting economic prosperity and ensuring the financial security of the United States.

**OSDBU mission:** To advocate for and provide to the Small Business Community maximum practicable opportunities to participate in Treasury contracts and to aid, advise, and counsel Treasury Senior Leaders on Small Business matters

*Transforming the Economy One Small Business at a Time*



# Office of the Small and Disadvantaged Business Utilization - Leadership



Secretary Janet Yellen  
U.S. Department of the Treasury  
Strategic Plan 2021 - 2025



Deputy Secretary of the Treasury  
Wally Adeyemo  
Strategic Plan 1, 3, 5 Year Plan



*Donna Ragucci, Director, OSDBU*

*Trevor Norris, Acting Assistant Secretary for Management/SA*

*Nicole Evans, Senior Procurement Executive*

*Vacant OSDBU Staff Business Analyst*

*Brian Watson, OSDBU Staff Business Analyst*

*Melissa Jenkins, OSDBU Staff Program Analyst*

*Vacant OSDBU Staff Program Analyst*

*Martina Williams SBA PCR*

*Lucas Payne SBA PCR*

*Lorraine Cole, Office of Women and Minority Inclusion*

*Mariam Harvey, Office of Civil Rights and Diversity*



## Small Business Specialists:

- BEP – Eunice Rose (Temp)
- FS – Morrey Gardner, Eric Stanley
- IRS – LaTonya Bowman, Mary McKinzie, Tanya Conner, Romona Kelly
- Mint – Pauletta Mobley
- OCC – Marcus Benefield
- OIG – Charlene Medina (Temp)
- TTB – Cheryl Rice-Henderson

Treasury Goal 1: Economic Growth and Prosperity  
1.3E. Increase service providers in Treasury procurement and meet small business goals

Treasury Goal 5: Achieve Operational Excellence  
5.1 Workforce Management  
5.2 Treasury Infrastructure  
5.3 Customer Value

## OSDBU Priorities

1. Mission Execution
2. Compliance and Oversight
3. Stakeholder Engagement
4. Education and Training
5. Mentor-Protégé Programs

## Key Stakeholders

- Deputy Secretary
- Assistant Secretary for Management
- Bureau Chief Procurement Officers
- Small Business Specialists
- Program Offices
- Industry Partners

Treasury OSDBU C.A.R.E.S.: Committed to Achievable Results with Equity to Small Business





**Complete: Establish a New Model for Innovation in Support of Treasury Requirements**



**Complete: Strengthen Treasury's Small Business Networks to Expand and Diversify the Industrial Base**

**MODERNIZATION**



**Complete: Develop New Areas of Small Business Dominance**



**In-progress: Rebrand and Modernize the Treasury Office of Small and Disadvantaged Business Utilization Programs**

**Department of the Treasury  
Office of the Small and Disadvantaged Business Utilization  
FY 2021 Small Business Goal Performance**

**Total Eligible SB dollars obligated as of 30 September 2021: \$9,381,017,698    Forecasted FY2021: \$4,096,603,230 (229% obligated)**  
**Total Eligible SB dollars obligated for same date FY 2020: \$6,442,682,174    Obligated: \$6,451,995,986 (99.86% obligated same date)**

SMALL BUSINESS CATEGORY	FY 21 GOAL %	FY 21 ACTUAL %	FY 20 Goal %	SAME TIME FY 20 ACTUAL %	FY 21 DOLLARS to date	SAME TIME FY 20 DOLLARS
Small Business	36%	39.84% ↓	39%	46.02%	\$3,737,694,493	\$2,771,969,364
Small Disadvantaged Business	5%	7.78% ↓	5%	8.92%	\$729,587,991	\$438,966,968
Service Disabled VOSB	3%	3.84% ↑	3%	3.13%	\$360,670,477	\$211,479,393
Woman Owned SB	5%	6.73% ↓	5%	9.09%	\$631,144,051	\$427,497,575
HUBZone SB	3%	2.24% ↓	3%	2.47%	\$209,943,209	\$121,982,751

Data From beta.SAM.gov For September 30, 2021



Trends =



Upwards from previous Fiscal Year



Downwards from previous Fiscal Year



Unchanged from previous Fiscal Year

# Office of the Small and Disadvantaged Business Utilization

## Best Practice#1: Meeting SB Prime and Subcontracting Goals

1. Through Constant Training the Acquisition Workforce
2. Through Vendor Outreach Sessions and Stakeholder Engagements
3. Through Self-assessment Compliance Reviews
4. Aggressive Communication from Deputy Secretary



# Office of the Small and Disadvantaged Business Utilization Best Practice #2 – Stakeholder Engagements

## Policy

“To provide maximum practicable opportunities in its acquisitions to small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns. Such concerns are also provided maximum practicable opportunity to participate as subcontractors in the contracts awarded by Treasury.”

## Revamped VOS and Industry Days

- ✓ Target Firms with Top 50 Treasury NAICS (new entrants)
- ✓ Identify small business firms across socio-economic areas early in acquisition
- ✓ ***Focused program office and forecasting***

***In fact, over 70 small businesses have attained their first ever Treasury contract by participating in these meaningful engagements.***





## Office of the Small and Disadvantaged

## Business Utilization Programs

### Best Practice #3– Annual Small Business Compliance Review

Institutionalize Treasury’s Small Business Compliance Review Program, provide quality deliverables to it’s customers and key stakeholders, and provide a reasonable service to taxpayers. FAR 19.402(c)(III) 5.

- Small Business and Acquisition programs are in compliance with Federal and small business law, rules and regulations
  - ✓ FY 18 - 2020 focus: Design and structure the SB review program, Implement Treasury’s Small Business Review Program, Conduct surveillance reviews, Redesign SB review program to accommodate Treasury Bureaus, Review status of PCA’s and Review new items
  - ✓ FY 2021 and beyond: Design and validate Bureau self-assessment compliance program
  - ✓ Coordination with Office of Procurement Executive





## Office of the Small and Disadvantaged Business Utilization Best Practice #4 Small Business First and Category Management Reforms

Protect and Defend the Integrity of the Treasury OSDBU and it's Small Business Programs from public scrutiny, waste, fraud and abuse and provide quality deliverables to its customers and key stakeholders. GPRRA Section 2(a)(1)

- ✓ New policies and current policy reforms
- ✓ Small Business Specialist provide technical assistance
- ✓ Increase subcontracting opportunities and subcontracting oversight



# Office of the Small and Disadvantaged Business Utilization

## Questions?



**ENCLOSURE 3**  
**Department of Transportation**  
**(DOT)**



U.S. Department  
of Transportation



# Best Practices Briefing

Shelby M. Scales, Director  
OSDBU



- OVERVIEW
- GOALS & ACHIEVEMENTS
- BEST PRACTICES
- EQUITY IN PROCUREMENT
- BIPARTISAN INFRASTRUCTURE LAW (BIL)

# Organization

- Secretary Buttigieg's Top Priorities – Safety, Innovation and Infrastructure
- 10 Operating Administrations (OA)
- Different mission based on industry focus
- DOT employs 55,000 people across the country
- OSDBU Director – Member of Secretary's Executive Team
- Support DOT's Disadvantaged Business Enterprise program



# Our mission

## DOT

- ✓ Ensure our nation has the safest, most efficient and modern transportation system in the world; that improves the quality of life for all American people and communities, from rural to urban, and increases the productivity and competitiveness of American workers and businesses.

## TOP PRIORITIES

- ✓ Keep the traveling public safe and secure, increase their mobility, and have our transportation system contribute to the nation's economic growth.

## OSDBU

- ✓ Ensure Small Business policies and goals of the Secretary of Transportation are implemented in a fair, efficient and effective manner.
- ✓ Ensure that small businesses have an equitable opportunity to participate in DOT's direct procurement and federal financial assistance programs.



# Operating Administrations

- Office of the Secretary
- Federal Aviation Administration
- Federal Highway Administration
- National Highway Traffic Safety Administration
- Federal Railroad Administration
- Federal Transit Administration
- Maritime Administration
- Federal Motor Carrier Safety Administration
- Pipeline Hazardous Materials Safety Administration
- Great Lakes Saint Lawrence Seaway Development Corporation

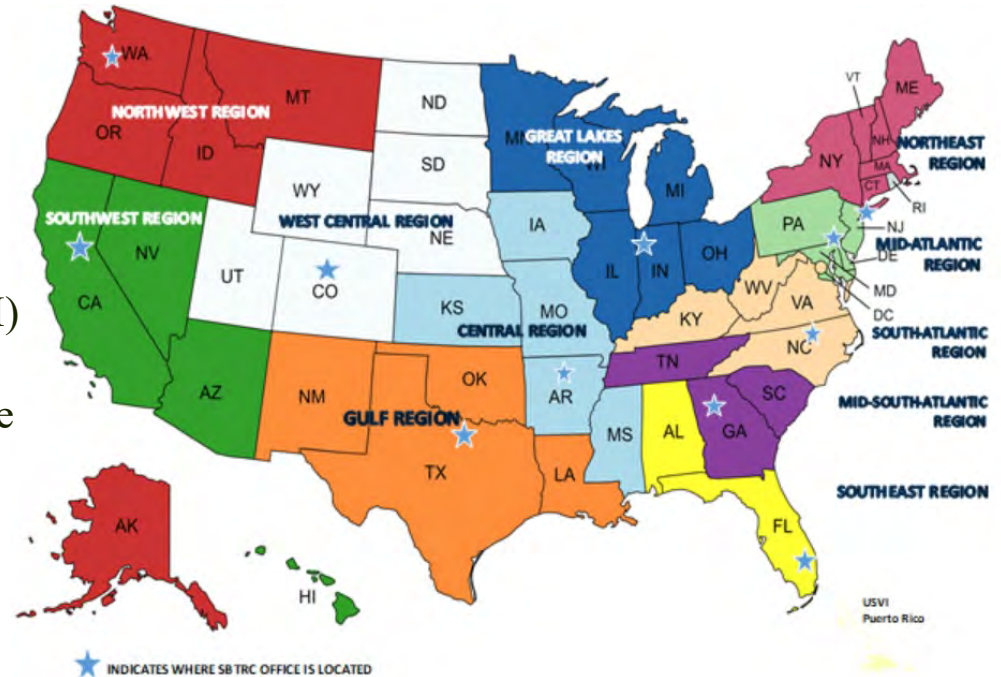




- OSDBU Director prioritizes and coordinates with DOT Operating Administrations and acquisition community the implementation of Small Business Act requirements
- Disadvantaged Business Enterprise (DBE) & Airport Concessions DBE Program
  - FHWA, FTA and FAA
  - Goals set at grantee level
  - Project specific goals
- Procurement Assistance Division
  - Assist OSDBU Director in the implementation of Small Business Act
  - Lead OSDBU Outreach efforts
  - Procurement Forecast
  - Mentor Protégé program
  - Connections Marketplace (New)
- Regional Assistance Division
  - Small Business Transportation Resource Centers
  - Bonding Education Program
  - Regional Small Business Summits (New)

# Small Business Transportation Resource Centers (SBTRC)

- Network of grantees (11)
- Technical assistance
- Capacity building
- Bonding Education Program
- Access to Capital
- Women in Transportation Internship (WITI) program
- Support Disadvantaged Business Enterprise (DBE) program



# FY20 Small Business Goals & Achievements

<b>Socioeconomic</b>	<b>Goal</b>	<b>Achievement</b>
<b>Small Business (SB)</b>	<b>32.25%</b>	<b>34.05%</b>
<b>Woman-Owned Small Business (WOSB)</b>	<b>5%</b>	<b>8.29%</b>
<b>Small Disadvantaged Business (SDB)</b>	<b>5%</b>	<b>19.31%</b>
<b>Service-Disabled Veteran-Owned Small Business (SDVOSB)</b>	<b>3%</b>	<b>3.76%</b>
<b>HubZone</b>	<b>3%</b>	<b>3.41%</b>

\*SOURCE: FY2020 SBA SCORECARD

# FY2020 MODAL ADMINISTRATION PERFORMANCE

MODAL ADMINISTRATIONS			
	Total Small Business Eligible Dollars FY2020	Small Business Dollars FY2020	SB % FY2020
Goal			32.25%
FAA	\$ 4,915,396,386	\$ 1,443,395,148	29.36%
FHWA	\$ 919,038,713	\$ 546,812,347	59.50%
VOLPE	\$ 114,988,837	\$ 45,220,140	39.33%
OST	\$ 114,296,839	\$ 62,069,477	54.31%
MARAD	\$ 785,737,288	\$ 70,600,728	8.99%
NHTSA	\$ 240,066,152	\$ 185,500,378	77.27%
FTA	\$ 101,607,311	\$ 50,571,667	49.77%
FRA	\$ 75,429,107	\$ 36,175,416	47.96%
FMCSA	\$ 49,201,758	\$ 36,127,941	73.43%
PHMSA	\$ 47,749,533	\$ 20,515,388	42.96%
GLSDC	\$ 16,103,554	\$ 14,250,513	88.49%
Total, DOT	\$ 7,379,615,478	\$ 2,511,239,143	34.03%

# FY20 TOP 10 NAICS CODES

6 Digit NAICS Code (Description)	Total Dollars
541330 (ENGINEERING SERVICES)	\$1,314,399,218.80
336611 (SHIP BUILDING AND REPAIRING)	\$685,630,119.19
541512 (COMPUTER SYSTEMS DESIGN SERVICES)	\$492,430,504.82
237310 (HIGHWAY, STREET, AND BRIDGE CONSTRUCTION)	\$491,623,246.07
541519 (OTHER COMPUTER RELATED SERVICES)	\$467,496,171.43
483111 (DEEP SEA FREIGHT TRANSPORTATION)	\$367,202,309.38
517310 (TELECOMMUNICATIONS RESELLERS)	\$364,026,435.74
541611 (ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES)	\$342,984,006.26
48811 (AIR TRAFFIC CONTROL)	\$291,720,454.26
334511 (SEARCH, DETECTION, NAVIGATION, GUIDANCE, AERONAUTICAL, AND NAUTICAL SYSTEM AND INSTRUMENT MANUFACTURING)	\$259,319,336.24

\*Source:  
SAM.GOV

- Inclusion of Federal Aviation Administration to SB Goaling Methodology
- Total spend increase from \$1.5 B to \$7.4 B
- Cultural change – project delivery/program objectives
- Impact on Special appropriations –
  - National Security Multi-Mission Vessel (MARAD)
  - Great American Outdoors Act (FHWA)
- Shift in SB Industrial base



# BEST PRACTICES - OUTREACH



## OUTREACH

- Increased Vendor Outreach Sessions/Socioeconomic specific events and webinars
- Industry days with Matchmaking sessions
- Capacity Building sessions –
  - Bonding & Access to Capital (22)
- Interagency collaboration (Thanks to fellow OSDBU Directors)
- Procurement Forecast capabilities
- Small Business Innovation Research (SBIR) program office coordination
- Increased stakeholder collaboration
- HBCU/MSIs
- DOT spend data tracking and monitoring

# BEST PRACTICES - LEADERSHIP

## LEADERSHIP

- Full support from Secretary and Senior Leadership
- OSDBU Director is part of the Secretary's Executive Team
- Weekly meetings with Secretary and DOT Leadership
- Monthly meetings with Acquisition Strategy Resource Board (ASRB), Category Management Implementation Group (CMIG), Category Management Executive Steering Committee (New) and Strategic Acquisition Council (SAC)
- Strategy and collaboration meetings with Senior Procurement Executive





# BEST PRACTICES – MODAL COLLABORATION



- Coordinate modal specific outreach activities
- Brown bag sessions
- Support Contracting Officers in market research efforts
- One-on-One meetings with Modal Administration Acquisition Directors
- OSDBU Director participates in Acquisition Strategy Resource Board (ASRB), Category Management Implementation Group (CMIG) and Strategic Acquisition Council (SAC)
- Coordination with FAA Leadership and Acquisition community

# BEST PRACTICES – OVERSIGHT



- Weekly small business achievement data analysis
- Monthly Contract Bundling and Data Quality reports
- Communication with DOT prime contractors
- Monthly progress reports to OAs
- Industry analysis (i.e. underperforming modal administrations)
- SB Achievement discussions with Modal Administration Leadership
- Below Simplified Acquisition Threshold (SAT) assessment

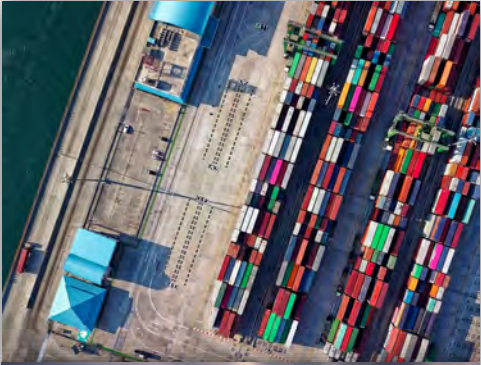
# EQUITY IN PROCUREMENT



- Equity Task Force
- OSDBU Director – Co-Lead Economic Justice Workstream
  - Procurement
  - Business enterprises (External)
- Secretarial approval to White Paper – Strategies to Increase Small and Minority Participation
- Minority Business Tracking – Dashboard
- Targeted stakeholder engagement
- Included SB procurement equity performance measure in the DOT Annual Performance Plans
- Inclusion of WOSB, EDWOSB, HubZone and SDB set asides to FAA’s Acquisition Management System

# BIPARTISAN INFRASTRUCTURE LAW (BIL)

## Top areas of investment:



**Roads, Bridges,  
and Major Projects**  
\$110 Billion

**Public Transit**  
\$89.9 Billion

**Electric Vehicles  
and Buses**  
\$15 Billion

**Environmental  
Remediation and  
Power Infrastructure**  
\$86 Billion

**Transportation  
Safety**  
\$11 Billion

**Passenger and  
Freight Rail**  
\$66 Billion

**Airports, Ports,  
and Waterways**  
\$42 Billion

**Other Areas of  
Investment**  
\$121 Billion



# BIPARTISAN INFRASTRUCTURE LAW (BIL)



U.S. Department  
of Transportation

- Grants to States, Transit and Airport Authorities
- Targeted outreach to DBEs and underserved communities
- Capacity Building
- Regional Small Business Summit & Matchmaking
- Contract opportunities (Next 5 Years)
  - FAA - \$5B Air Traffic Facilities
  - DOT-wide - \$1B Contract support
- One-DOT approach Coordination – OSDBU, DOCR and OSDBU
- Procurement Forecast
- Strategic stakeholder engagement
  - Federal agencies (SBA, EDA, MBDA +BIL)
  - Trade Associations, Chambers of Commerce
  - Industry

# OSDBU TEAM

Shelby M. Scales	Director	<a href="mailto:shelby.scales@dot.gov">shelby.scales@dot.gov</a>
Leonardo San Roman	Manager, Procurement Assistance Division	<a href="mailto:leonardo.sanroman@dot.gov">leonardo.sanroman@dot.gov</a>
Randall Nossaman	Service-Disabled Veteran-Owned Small Business Advocate	<a href="mailto:randall.nossaman@dot.gov">randall.nossaman@dot.gov</a>
Brittany Young	WOSB Advocate	<a href="mailto:brittany.young@dot.gov">brittany.young@dot.gov</a>
Natalie Rosa	8(a) & HubZone Advocate	<a href="mailto:natalie.rosa@dot.gov">natalie.rosa@dot.gov</a>
Michelle Harris	Manager, Regional Assistance Division	<a href="mailto:michelle.harris@dot.gov">michelle.harris@dot.gov</a>
Steronica Mattocks	Program Analyst	<a href="mailto:steronica.mattocks@dot.gov">steronica.mattocks@dot.gov</a>
Lisa Leone	Program Analyst, Bonding Education Program Lead	<a href="mailto:lisa.leone@dot.gov">lisa.leone@dot.gov</a>
Lee Tomlinson	Management Analyst	<a href="mailto:lee.Tomlinson@dot.gov">lee.Tomlinson@dot.gov</a>

# QUESTIONS?



**ENCLOSURE 4**  
**Environmental Protection Agency**  
**(EPA)**





**U.S. ENVIRONMENTAL PROTECTION AGENCY**  
Small Business Procurement Advisory Council  
Best Practices Briefing



**Denise Benjamin Sirmons, Director**  
**Office of Small and Disadvantaged Business Utilization**  
**January 25, 2022**

# Discussion

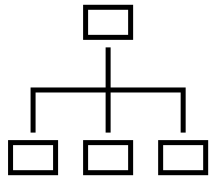
- Agency Profile
- OSDBU Profile
- Contracting Activity
- Best Practices
- Promising Practices

# Agency Profile



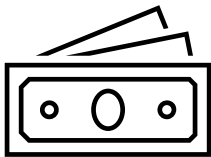
## Mission

- Protect Human Health and the Environment



## Structure

- 12 Headquarters Program Offices
- 10 Regional Offices
- 5 Research Centers
- Various Program and Regional Laboratories



## Budget

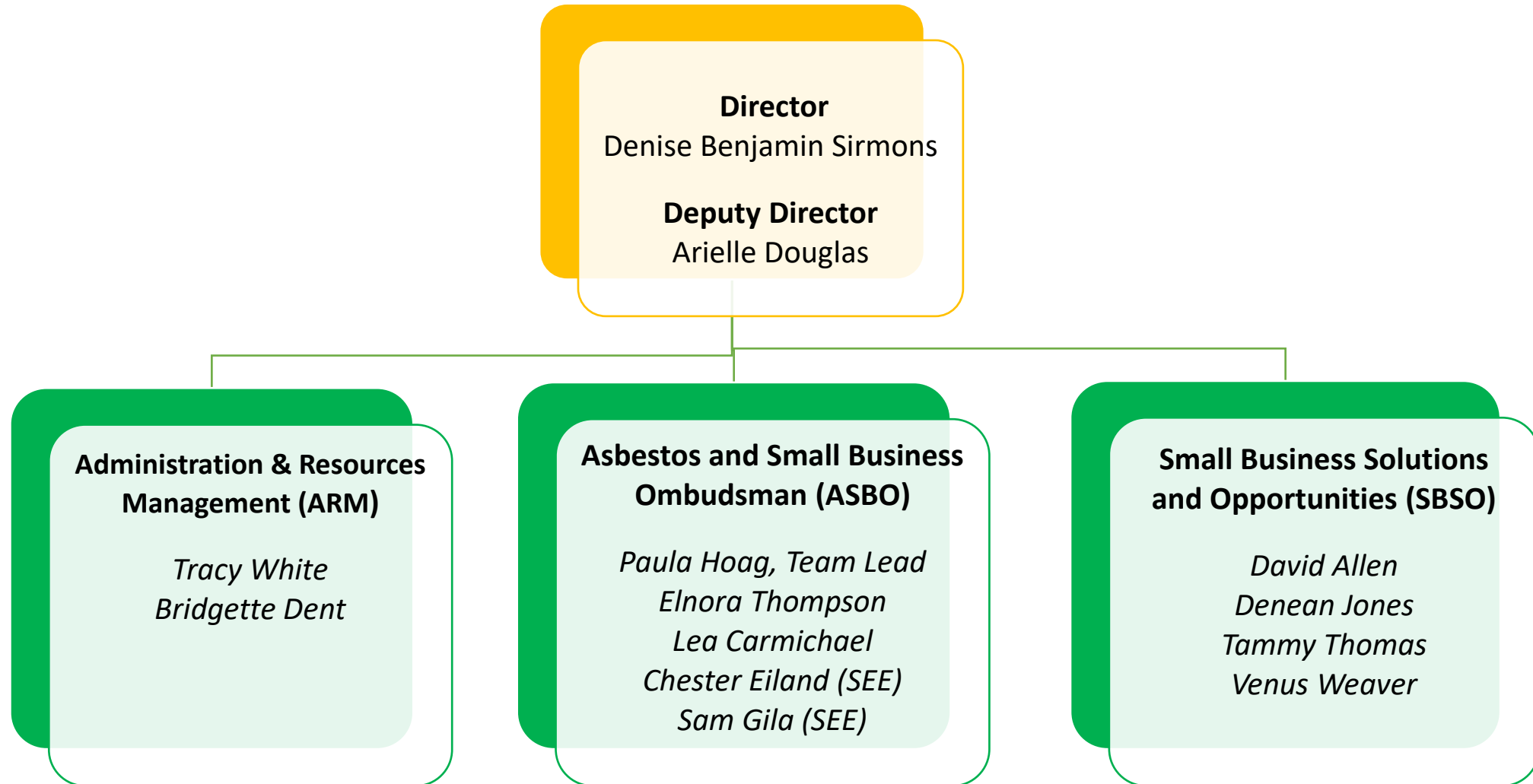
- Annual Enacted Budget Roughly \$9B
- Infrastructure Appropriations over 5 years is \$60B
- Workforce of About 14,690
- Contract Spend Averages \$1.6B
- Financial Assistance Averages Over \$4B



## Culture

- Mission Driven
- Collaborative
- Scientific/Data Focused

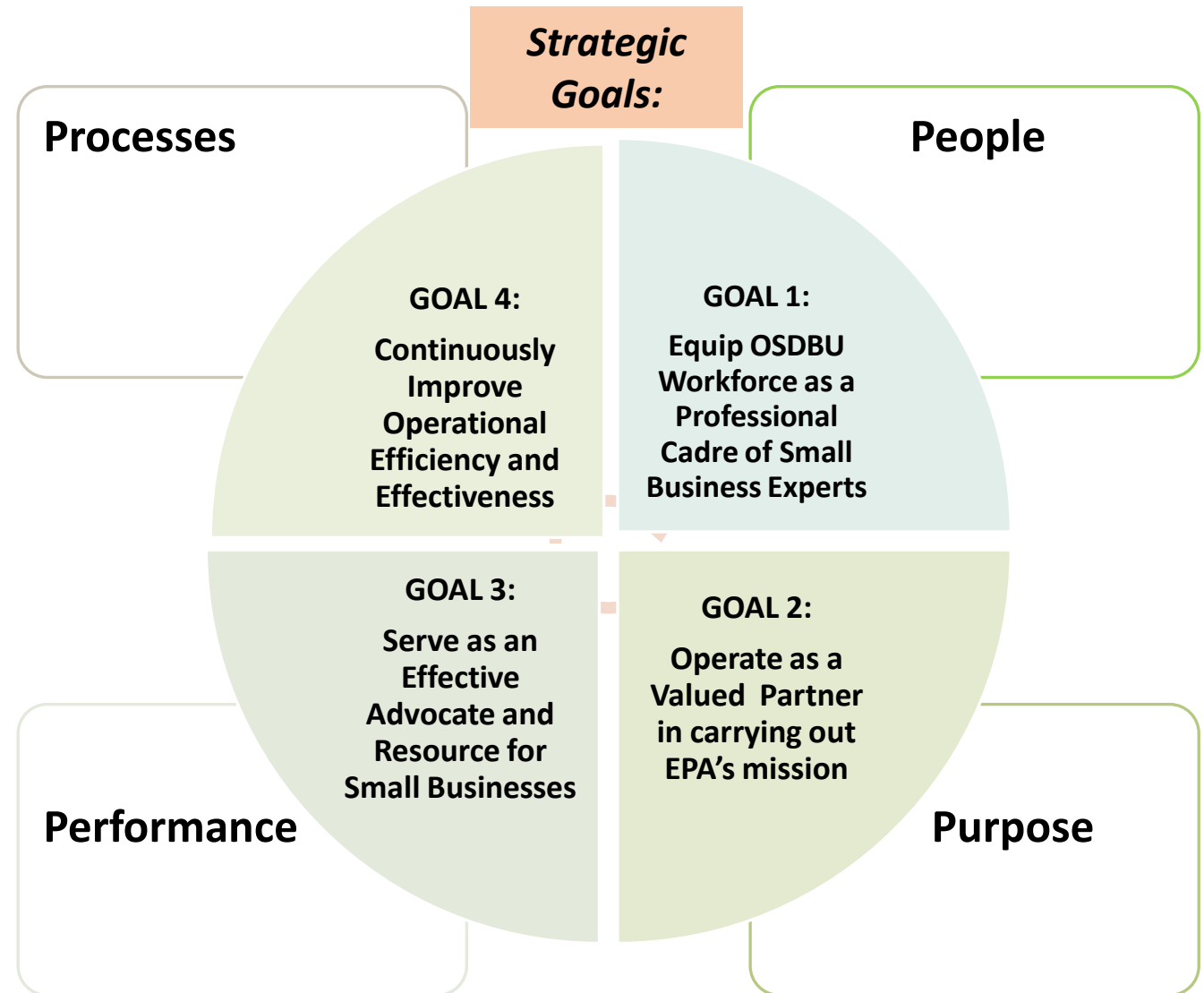
# OSDBU Profile







# OSDBU Profile

**Mission:** Support the protection of human health and the environment by advancing the business, regulatory, and environmental compliance concerns of small businesses

**Vision:** *Small Business First*



# Small Business Contracting Activity

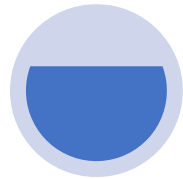
Fiscal Year	Small Business		Small Disadvantaged Business		Woman-Owned Small Business		HUBZone Small Business		Service-Disabled Veteran-Owned Small Business	
	Goal	Achievement	Goal	Achievement	Goal	Achievement	Goal	Achievement	Goal	Achievement
 2012	42.00%	44.02%	5%	15.70%	5%	6.02%	3%	2.53%	3%	6.68%
2013	42.26%	42.00%	5%	14.79%	5%	5.75%	3%	2.69%	3%	3.58%
 2014	42.15%	40.08%	5%	15.70%	5%	5.87%	3%	1.93%	3%	5.29%
2015	40.0%	39.93%	5%	15.22%	5%	7.08%	3%	1.34%	3%	4.36%
2016	41.75%	39.65%	5%	14.78%	5%	5.88%	3%	.61%	3%	3.96%
2017	40.00%	40.05%	5%	15.26%	5%	6.31%	3%	1.63%	3%	3.78%
2018	39.00%	43.35%	5%	15.22%	5%	5.44%	3%	2.40%	3%	4.78%
 2019	39.90%	42.13%	5%	14.83%	5%	4.97%	3%	1.76%	3%	3.95%
2020	35%	39.50%	5%	18.04%	5%	5.47%	3%	2.02%	3%	2.96
 2021 (Provisional)	37%	44.5%	5%	18.1%	5%	7.36%	3%	4.96%	3%	3.76

# Best Practices



## Educate

on small business  
contracting  
requirements



## Equip

with effective  
resources and value-  
added OSDBU  
services



## Enhance

small and  
socioeconomic  
business  
contracting  
opportunities

# EDUCATE Stakeholders

## In-Reach

- Instituted new quarterly eLearning Power Hours, including a dedicated Category Management session
- Continue to provide senior leadership briefings on requirements and responsibilities
- Provide customized Program and Region briefings on contracting activities and small business strategies
- Publish a quarterly *OSDBU eNews* newsletter
- Provide regular leadership Agency-wide mass mailers and articles in EPA's weekly newsletter
- Leverage SBA's First Wednesday Trainings

## Outreach

Maximize participation in third-party small business events and provide EPA individual and general vendor engagements



150+ Individual matchmaking sessions



30+ One-on-One vendor engagements



21 Internal and external conferences



# EQUIP Stakeholders

## Internal

- Enhanced Small Business Contracting Dashboard
- Launched a Robust Vendor Profile Database
- Strengthened and standardized the Regional Small Business Coordinator function
- Collaborated in improving the acquisition forecast process
- Provide market research expertise in acquisition planning and contracting office meetings
- Maintain an up-to-date intranet site of resources and tools
- Provide regular recognition of EPA *Small Business Champions*
- Host an annual Administrator's Small Business Program Awards ceremony

## External



Deployed a new vendor engagement tool for businesses to view outreach calendar, register for events and request individual meetings with OSDBU



Expanded internet site to serve as a repository of small business contracting resources



Issued new resource materials, including a:

- *Doing Business with EPA* Infographic
- *Small Business Frequently Asked Questions*
- EPA Small Business Fact Sheet

# ENHANCE Utilization

- Established new EPA-Wide Small Business Goals and Metrics as Part of EPA's Strategic Plan Implementation Framework to hold Agency officials accountable for Enhancing Small Business Goal Achievements

## EPA Strategic Plan Long-Term Performance Goal

By September 30, 2026, EPA will double the annual percentage of contract spend awarded to HUBZone businesses

### EPA FY 2022 Annual Performance Goal

EPA will award at least 3% of EPA's total contract dollars to HUBZone firms

### Annual Organization Performance Metrics

- Maintain or increase small business goal achievements
- Programs participate in at least one acquisition-specific and one general small business engagement
- Regions participate in at least one quarterly small business engagement activity

# Promising Practices

- Collaborating with the Program Office to Integrate the HUBZone Program into overall Programmatic Tools and Resources
  - Overlay the SBA HUBZone Map onto the Program-Specific [Cleanups in My Community \(CIMC\) Map](#)
  - Develop a comprehensive strategy to collaborate with the program in expanding socioeconomic business participation in acquisitions to further the complimentary program mission objectives
- Increased Focus on Subcontracting Program
  - Enhanced use of a small business utilization evaluation factor
  - Hosting an outreach event dedicated to connecting EPA large primes with small and socioeconomic businesses
- Developed a new Comprehensive OSDBU Small Business Desk Guide

# Contacts



[OSDBU@EPA.Gov](mailto:OSDBU@EPA.Gov)



202-566-2075



<http://bit.ly/EPAOSDBU>



[Video](#) on Small Business Contracting at EPA

**ENCLOSURE 5**  
**Department of Education**  
**(EDUCATION)**

# U.S. Department of Education

Small Business Procurement Advisory Council

“Best Practices Briefing”

**Calvin J. Mitchell Jr.**

Director,

Office of Small and Disadvantaged Business Utilization

2/22/2022



# Discussion

## Overview of Department of Education

Mission. Structure. Spend.

## OSDBU Profile

Vision. Mission. Roles. Team. Priorities.

## Challenges

## Promising Practices

# U.S. Department of Education

***ED's mission is to promote student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal access.***

ED serves America's students by four major activities:

1. Establishing policies relating to federal financial aid for education, administering distribution of those funds and monitoring their use.
2. Collecting data and overseeing research on America's schools and disseminating this information to Congress, educators and the general public.
3. Identifying the major issues and problems in education and focusing national attention on them.
4. Enforcing federal statutes, prohibiting discrimination in programs and activities receiving federal funds, and ensuring equal access to education for every individual.



# ED Operating Structure

## Office of the Secretary and Deputy Secretary

- Institute of Education Sciences
- Office of the Inspector General
- Office for Civil Rights
- Office of Planning, Evaluation and Policy Development
- Office of the General Counsel
- Office of Legislation and Congressional Affairs
- Office of Communications and Outreach
- Center for Faith and Opportunity Initiative
- White House Initiative on American Indian and Alaskan Native Education
- White House Hispanic Prosperity Initiative

## Deputy Secretary

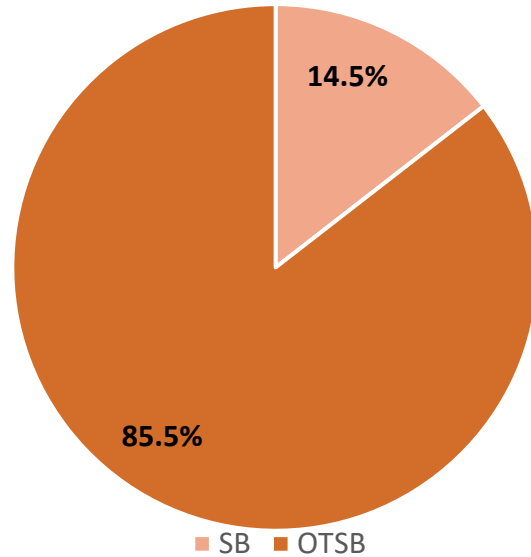
- Office of Finance and Operations
- Office of the Chief Information Officer
- Office of Elementary and Secondary Education
- Office of English Language Acquisition
- Office of Special Education and Rehabilitative Services

## Office of the Under Secretary

- Office of Postsecondary Education
- Office of Career, Technical, and Adult Education
- White House Initiative on Historically Black Colleges and Universities
- Federal Student Aid

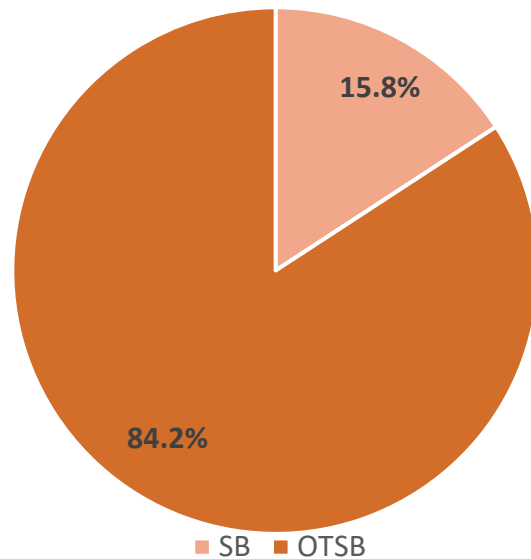
# Overview of ED Spending FY20-FY21

FY20



Category	Total \$	Goal %	% Achieved
Total Spend	\$2.43B	N/A	N/A
SB	\$411.38M	16.0%	14.88%
SDVOSB	\$29.62M	3.0%	1.07%
HUBZ	\$14.67M	3.0%	0.53%
WOSB	\$163.29M	5.0%	5.91%
SDB	\$230.58M	5.0%	8.34%

FY21



Category	Total \$	Goal %	% Achieved
Total Spend	\$2.52B	N/A	N/A
SB	\$398.33M	14.0%	15.81%
SDVOSB	\$27.91M	3.0%	1.11%
HUBZ	\$20.82M	3.0%	0.83%
WOSB	\$137.56M	5.0%	5.46%
SDB	\$211.30M	5.0%	8.39%

## ED Spending by NAICS FY21

NAICS	Total \$	SB \$	SB %
522390: Other Activities Related to Credit Intermediation	\$1.06B	\$0.00	0.0%
561440: Collection Agencies: Collection Agencies	\$469.43M	\$83.54M	17.8%
541512: Computer Systems Design Services	\$301.41M	\$59.26M	19.5%
541720: Research and Development in the Social Sciences and Humanities	\$224.21M	\$25.17M	11.2%
541611: Administrative Management and General Management Consulting Services	\$155.93M	\$64.76M	41.5%
541511: Custom Computer Programming Services	\$91.98M	\$40.23M	43.7%
541519: Other Computer Related Services	\$88.63M	\$65.83M	74.3%
522110: Commercial Banking	\$77.38M	\$0.00	0.0%
611710: Educational Support Services	\$61.92M	\$5.79M	9.3%
517110: Wired Telecommunications Carriers	\$36.44M	\$0.00	0.0%

## Top POCs by Contract Spend

Program Office	FY 19			FY 20			FY 21		
	Total \$	SB \$	SB %	Total \$	SB \$	SB %	Total \$	SB \$	SB %
FSA – Federal Student Aid	\$2.10B	\$650.52M	31.04%	\$2.12B	\$210.33M	9.90%	\$1.87B	\$174.56M	9.35%
IES – Institute of Education Sciences	\$385.89M	\$57.79M	14.98%	\$369.22M	\$48.88M	13.24%	\$363.22M	\$49.53M	13.64%
OCIO – Office of the Chief Information Officer	\$113.46M	\$41.96M	36.98%	\$93.88M	\$51.34M	54.69%	\$73.11M	\$37.33M	51.06%
OFO – Office of Finance and Operations	\$32.45M	\$26.56M	81.83%	\$64.91M	\$39.45M	60.77%	\$86.34M	\$59.43M	68.83%
OESE – Office of Elementary and Secondary Education	\$50.20M	\$27.82M	55.42%	\$38.67M	\$19.92M	51.51%	\$57.22M	\$37.03M	64.71%

# Office of Small and Disadvantaged Business Utilization

OSDBU is responsible for all Department activities on behalf of small businesses, minority businesses and other businesses owned and controlled by disadvantaged persons as required by Public Law 95-507.



## VISION

Achieving educational excellence through strategic partnerships with small businesses and stakeholders.



## MISSION

OSDBU works as an advocate to maximize participation of small businesses in ED contracts, through outreach to the business community and partnerships with ED offices to develop and implement acquisition strategies for achieving ED's mission.



## KEY ROLES

- Conduct Outreach
- Establish Strategic Partnerships
- Provide Guidance on Acquisition Planning & Market Research
- Conduct Inreach Training
- Establish & Facilitate the Achievement of Small Business Goals



# OSDBU Priorities



# Challenges

---

Limited awareness or understanding of SB Program in program offices.

Continuing struggle to reach both SDVOSB and HUBZone contracting goals.

Technology, processing and engagement have been consolidated, creating barriers for SB participation, and limiting the diversity of suppliers.

Due to FSA Modernization, there has been a reduction in Private Collection Agencies (PCA), some of which formerly qualified as small businesses

Consolidation of requirements for actions in larger program offices.



# Best Practices

- I. To Improve ED's SB practices
- II. To increase meaningful and extensive Inreach training
- III. To extend Outreach to and for SB base



# Promising Practices -

## *I. Improving ED's SB Contracting*

- Engaging with POCS to consider multiple award contracts with on-ramps and off-ramps provisions.
- Working with larger POCs to diversify contractors in order to utilize more SB.
- Focusing on minimizing consolidation and bundling to create more opportunities for SB, especially in IT-related fields where SBs widely exist.
- Increasing senior leader engagement and communications.
- Implementing the OSDBU Acquisition Review Tracker (Tool) to streamline the process of OSDBU approval
- Distributing small business policy guide for the dissemination of information on relevant requirements
- Increasing the use of comprehensive data reports to drive decision making

# Promising Practices -

## *II. Increasing Meaningful and Extensive Inreach Training*



**Extend all training to included ED-wide staff, program officers, and program managers, in addition to acquisition staff.**



**Provide intentional training programs, based on necessary SB competencies to magnify awareness and understanding.**



**Provide training on market research.**



**Created Train the Trainers program on SB Fundamentals and Market Research.**

## Promising Practices –

### III. Extending Outreach to and for SB Supplier Base

**Deployed SBCX: Small Business Customer Experience – SB Database**

**Extended training to SBs on creating strong SBCX profiles.**

**Aligned OSDBU-hosted Outreach events with OSDBU priority areas**

**Continued 1-1 meetings with all OSDBU staff and SBs**

**Increase the use of reverse industry days to bolster knowledge of small business capabilities within internal staff**

**Enhancing the quality of ED's external sites to make information more accessible for small business concerns.**



# Contact Us!

[small.business@ed.gov](mailto:small.business@ed.gov)

(202) 245-6300

**ENCLOSURE 6**  
**Department of Housing and Urban**  
**Development**  
**(HUD)**



# **U.S. Department of Housing and Urban Development (HUD)**

## **Best Practices**

### **SBPAC Meeting**

Office of Small and Disadvantaged Business Utilization (OSDBU)  
March 2022



# Office of Small and Disadvantaged Business Utilization

202-402-5477  
[www.hud.gov/smallbusiness](http://www.hud.gov/smallbusiness)

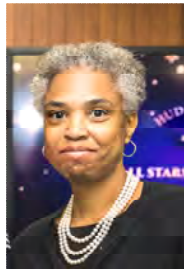
Jean Lin Pao, Director

- [Jean.Lin.Pao@hud.gov](mailto:Jean.Lin.Pao@hud.gov)



Small Business Utilization Specialists

- Meishoma Hayes  
[Meishoma.A.Hayes@hud.gov](mailto:Meishoma.A.Hayes@hud.gov)
- Derek Pruitt  
[Derek.L.Pruitt@hud.gov](mailto:Derek.L.Pruitt@hud.gov)
- Doan Ly Nguyen  
[Doan.H.LyNguyen@hud.gov](mailto:Doan.H.LyNguyen@hud.gov)





# Mission of HUD



"HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD is working to:

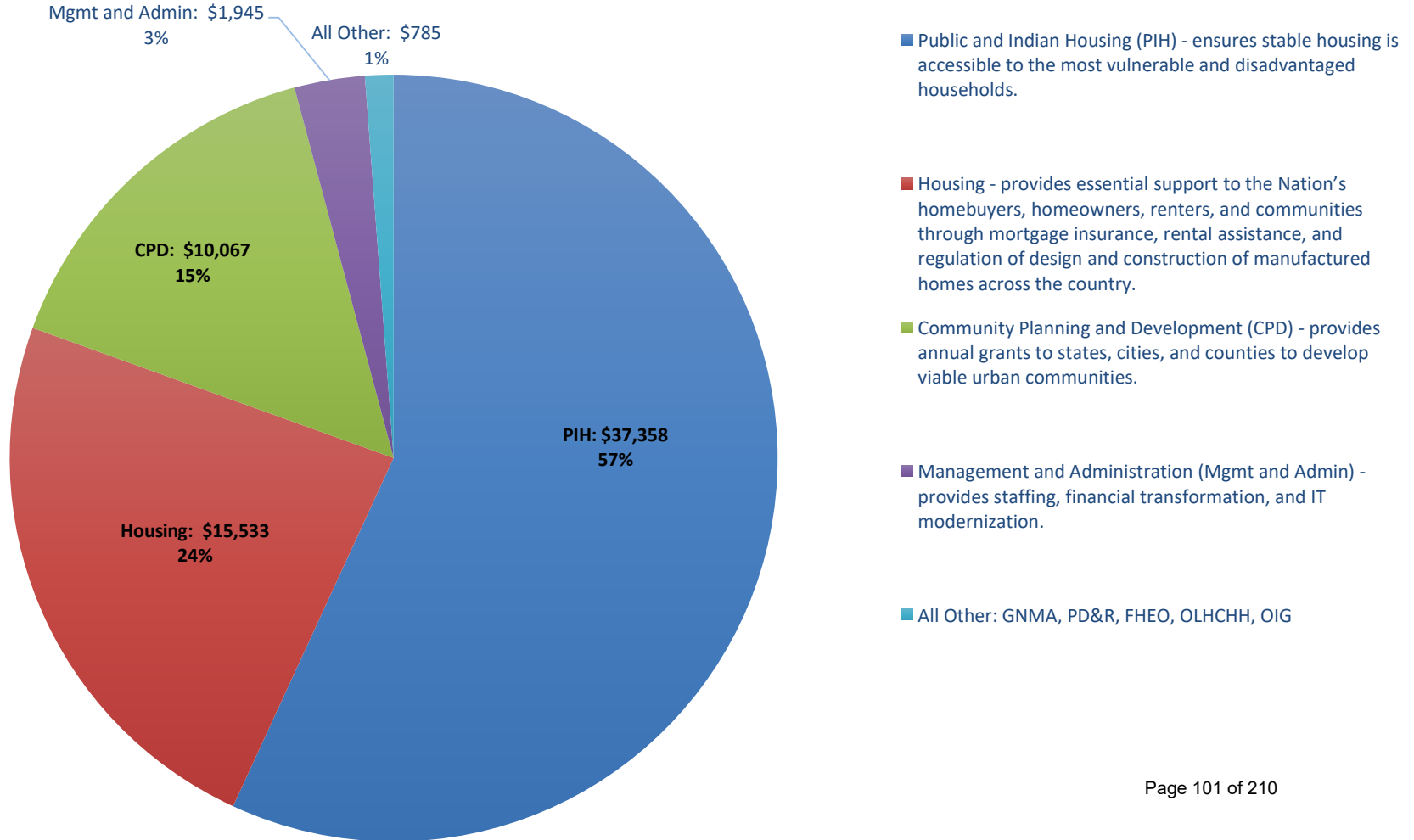
- strengthen the housing market to bolster the economy and protect consumers;
- meet the need for quality affordable rental homes;
- utilize housing as a platform for improving quality of life;
- build inclusive and sustainable communities free from discrimination and
- transform the way HUD does business."





# HUD FY 2022 Omnibus Budget \$65.688 Billion

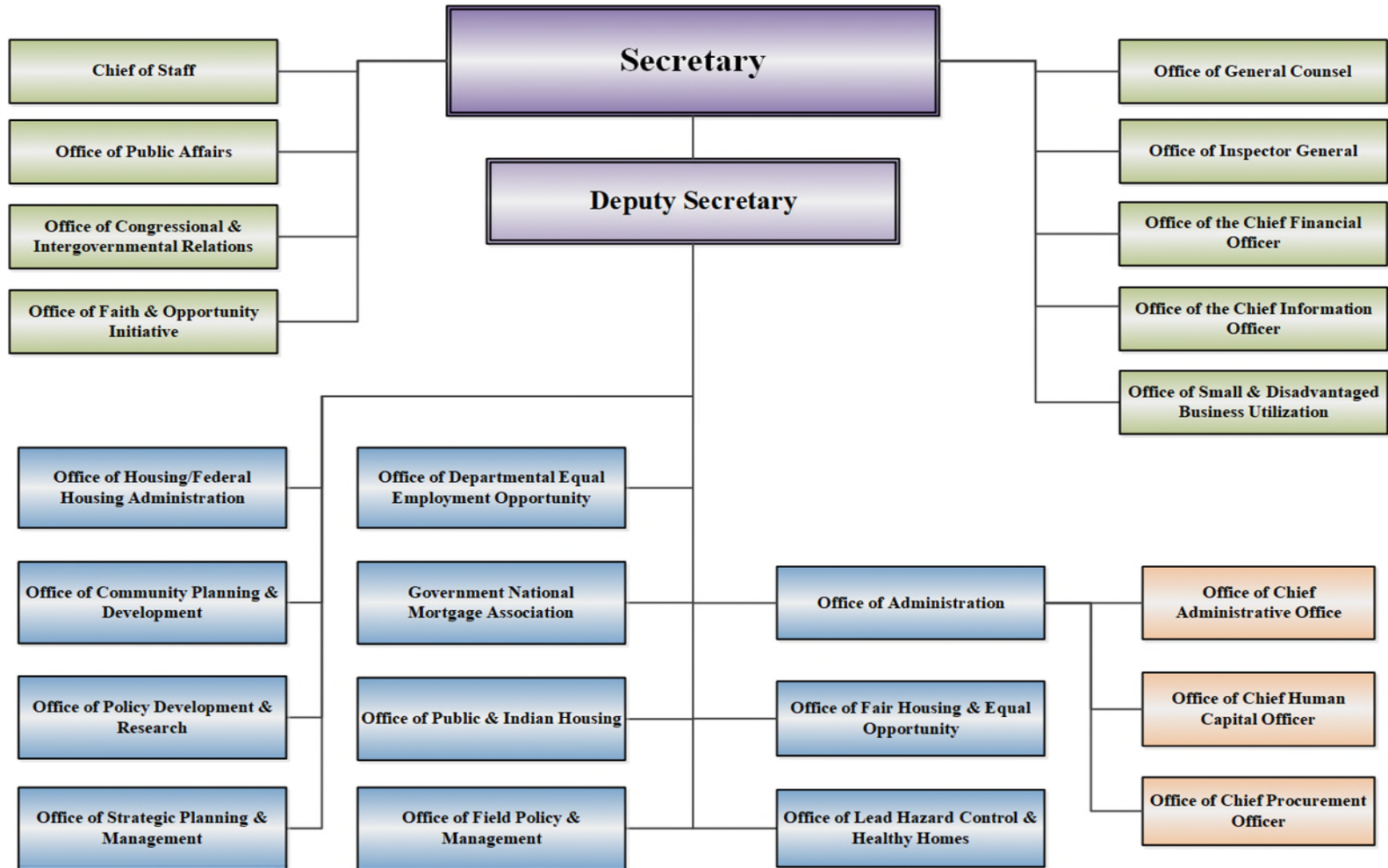
HUD Discretionary Budget Authority (in Millions of Dollars)



All Other: Government National Mortgage Association (GNMA) - brings global capital into the housing finance market; Policy Development and Research (PD&R) – provides policy analysis, research, surveys, and program evaluations; Fair Housing and Equal Opportunity (FHEO) - fights housing discrimination, promotes economic opportunity, and strives to achieve diverse, inclusive communities that are free from discrimination; Lead Hazard Control and Healthy Homes (OLHCHH) - provides funds to reduce lead-based paint and other housing-related health and safety hazards in homes of low income families; and Office of Inspector General (OIG) - conducts and supervises audits, evaluations, investigations, and reviews relating to the Department's programs and operations.



# HUD's Organization and Reporting Structure







# HUD's Small Business Trivia

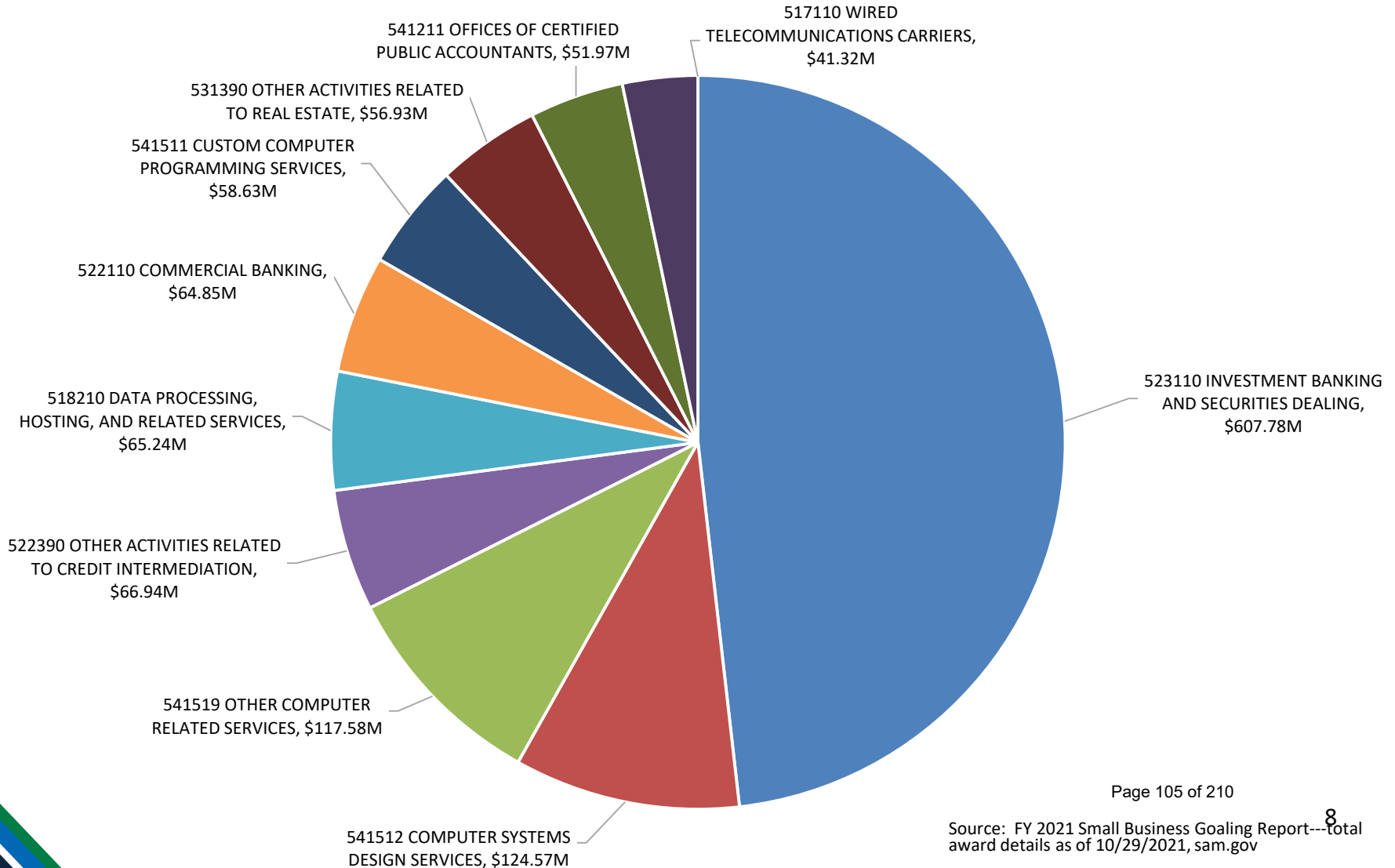


September 1978 issue of HUD Challenge magazine

**HUD Leads Agencies in Minority Deposits**  
... According to its fourth annual report on Minority Business Enterprise in HUD programs, HUD's 1977 minority procurement figures totaled \$219.7 million. Secretary Harris said she expects to double this activity with minority firms by 1979. In this fiscal year, HUD is committed to a minority procurement goal of \$330 million, the Secretary said. Copies of the report (HUD-EO-136-3, May 1978) may be obtained free from HUD's Office of Fair Housing and Equal Opportunity, Room 5202, Washington, D.C. 20410.



# Top 10 NAICS Codes by Total FY 2021 HUD Award Dollars





# HUD's FY 21 Prime Small Business Achievements

Preference Categories	Goal	Achievements	
<b>Total Eligible Small Business Dollars (FY 21) \$977M (excludes awards for Interagency Agreements, UNICOR and AbilityOne)</b>	<b>FY 21 Goal</b>	<b>FY 21 %</b>	<b>FY 21 \$ (millions)</b>
Small Business: Set Asides; Self Certification	5%	-6.62%	-\$64.7
Small Disadvantaged Business Concerns (SDB)	5%*	3.14%	\$30.7
Service-Disabled Veteran-Owned Small Business Concerns (SDVOSB): Service Disabled, VA Certification; Principal Owner must be veteran	3%*	-1.57%	-\$15.4
Women-Owned Small Business Concerns (WOSB)	5%*	9.22%	\$90.1
HUBZone Small Business Concerns: Community development program; 35% employees must reside in designated HZ; Principal place of business must be in HZ	3%*	6.54%	\$63.9

Source: Preliminary Small Business Goaling Report data from the SAM.gov as of October 29, 2021

\*Statutory Minimum Goal set by Small Business Act 15 (g)(1)



# Best Practices

## Access to HUD Leadership

- Bi-weekly Check-in with Deputy Secretary, Bi-weekly Meeting with GDAs and Ops and Bi-weekly Meetings with CPO and OSDBU

## Fostering Organizational Climate for Small Business

- Secretary's Small Business Policy Statement
- Joint CPO and OSDBU Director's Fiscal Year (FY) Small Business Memo
- SB Performance Goal for all HUD Executives
- Strategies for Strengthening Market Research and Vendor Outreach Events
- Annual OSDBU Report, HUD Happenings, HUD Intranet and Internet sites

## Promotion of Collaborative Working Relationships

- Utilization of an automated procurement system – Procurement Request Information System Management
- Annual Strategic Acquisition Plan Submission development process which includes OSDBU review
- OSDBU participation on the Integrated Acquisition Teams (IAT) and OSDBU membership on the Acquisition Review Council (ARC)



# Challenges and Opportunities

- Impact of De-obligations on Reporting of Small Business Goal Achievement
- White House Directives on Procurement Equity
  - Procurement Action Team
  - SES Performance Goal
  - SDB inaugural outreach convening
- SB Dashboard
- Staffing





# De-obligations

- Early Alert
  - HUD internal meetings April/May 2020
  - Department of Commerce raised the concern of de-obligations impact on the reporting of small business goal achievement June 2020 SBPAC and July 2020 OSDBU Council meetings
- Stakeholder Engagement
  - SBA
  - OMB
  - Hill
- OSDBU Directors Council
  - De-obligations Working Group
  - Procurement Scorecard Working Group
- SBA Proposal January 2022

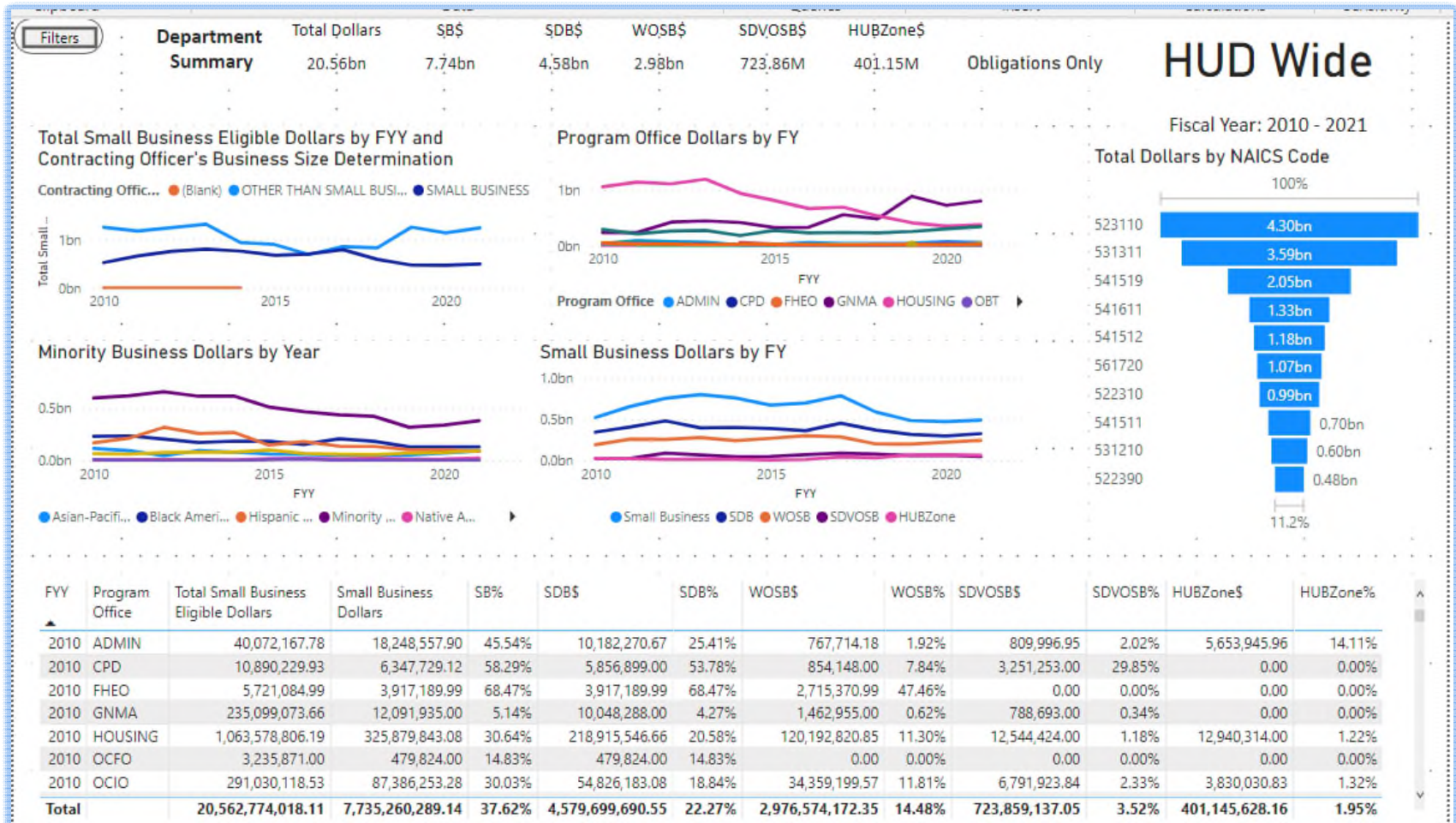


# SES Performance Goal Implementation

- Series of Leadership Briefings on OSDBU functions, EO 13985 and OMB Memo 22-03
  - Working Group Established: Housing, PIH, OCIO, OCPO, OGC, OCHCO, and OSDBU
  - GDAS Input/ERB Approval
  - Presentation to SES All-Hands Meeting
- Highlights
  - Incorporate into Description of Business Acumen vs Subgoal
  - Include in All SES Plans
  - Accomplishments would include activities supporting Small Business Goal
    - 1) Outreach and Awareness
    - 2) Build the pipeline
- Two part implementation
  - 1) February 10 - Include in select plans: Assistant Secretaries/PDASs, OCPO and OSDBU
  - 2) Mid Year – Automatic Push to All Executives



# BI Small Business Dashboard





# Staffing

1. CPO turnover, on third HCA
2. Small but Mighty Staff
3. PMC Fellows
4. HUD Rotational Assignment Program



# FY 2022 HUD Vendor Outreach Events and Workshops

## Outreach Events:

- December – HUD IT Industry Day
- February 28 – Inaugural Small Disadvantaged Business
- **March 30 – Women-Owned Small Business**
- May 19 – HUBZone Small Business
- July 21 – Service-Disabled Veteran-Owned Small Business

## Workshops:

- HUD Virtual Matchmaking
- Live Chat with HUD's OSDBU







# OSDBU Products

**FY 2017 ANNUAL REPORT**  
OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION

**FY 2018 ANNUAL REPORT**  
Office of Small and Disadvantaged Business

**FY 2019 ANNUAL REPORT**  
OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION  
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

**FY 2020 Annual Report**  
OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION  
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

**2021 ANNUAL REPORT**  
OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION

**DRAFT**

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, DC 20410  
FEB 23, 2022

MEMORANDUM FOR: Principal Staff  
SUBJECT: Fiscal Year (FY) 2022 Small Business Prime and Subcontracting Goals

The Federal Acquisition Regulation (FAR) Part 19 implements the acquisition-related sections of the Small Business Act (15 U.S.C. 631) and 41 U.S.C. 3104. Small Business Concerns. Generally, FAR Part 19 requires setting aside procurement actions for small businesses and socially and economically disadvantaged small businesses before considering large firms. These include:

- Small Disadvantaged Business (SDB) concerns (includes the 8(a) program).
- Historically Underutilized Business Zones (HUBZone) small business concerns.
- Service-Disabled Veteran-Owned small business concerns (SDVOSB), and
- Economically Disadvantaged Women-Owned small business (EDWOSB) concerns and Women-Owned small business (WOSB) concerns.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
THE SECRETARY  
WASHINGTON, DC 20410  
March 16, 2022

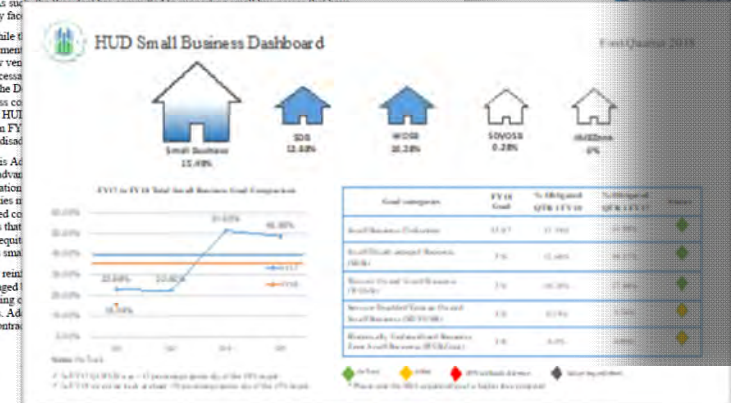
MEMORANDUM FOR: Principal Staff  
FROM: Secretary Marcia L. Fudge  
SUBJECT: Fiscal Year 2022 Small Business Policy Statement

Small businesses are the driving force in a thriving economy. As one of the largest consumer of goods and services in the world, the Federal Government has the power to advance equity through increased spending in underserved communities. Federal procurement serves as a powerful tool to support small business growth and build generational wealth throughout the country. As such, HUD is committed to supporting small businesses and ensuring they have the resources and access to the Department's programs and services. HUD is proud that HUD's Small Business Policy Statement (SBPS) is a key component of HUD's commitment to a more equitable and inclusive economy.

While the Department has made significant progress in the past few years, HUD has the opportunity to expand its efforts to support small businesses and ensure they have the resources and access to the Department's programs and services. HUD is committed to supporting small businesses and ensuring they have the resources and access to the Department's programs and services.

This SBPS outlines HUD's commitment to supporting small businesses and ensuring they have the resources and access to the Department's programs and services. HUD is committed to supporting small businesses and ensuring they have the resources and access to the Department's programs and services.

To remain a leading provider of housing and community development services, HUD is committed to supporting small businesses and ensuring they have the resources and access to the Department's programs and services. HUD is committed to supporting small businesses and ensuring they have the resources and access to the Department's programs and services.



**Forecast of Contracting Opportunities**

Plan # in queries:  New or Current Process?  Quarter procurement process is expected to be awarded

Businesses eligible to bid on opportunity

Product/Service Type	Major Categories	Agency AICSI Code or SIC Number	Year of Competition	Product/Service Value Dollar Range (Use and all Options Available)	Point of Contact Name & Email	FY 2022 Award Amount	Contract Length
Information Technology	Microsoft Enterprise License	531210	Open and Ongoing	\$10 million to \$49 million	Alan Pomeroy <a href="mailto:alan.pomeroy@hud.gov">alan.pomeroy@hud.gov</a>	US & Foreign	100 & 4 years
Information Technology	IT Support Network Support Services	531211	Full and Open	\$50 million to \$250 million	Larry McManey <a href="mailto:larry.mcmaney@hud.gov">larry.mcmaney@hud.gov</a>	US & Foreign	100 & 4 years

**HUD HAPPENINGS**

**TOP STORIES**  
HUD's Inaugural Small Disadvantaged Business Outreach Event

Download the...

Find us on Social Media:

Contact Us: [osdbu@hud.gov](mailto:osdbu@hud.gov)

Do you have an idea? Would you like to make a presentation? Send it to us at: [osdbu@hud.gov](mailto:osdbu@hud.gov)

**HUD Small Disadvantaged Business - Virtual Outreach Event**

Speakers:

Panelists:

Sign up with partners, including Secretary Marcia L. Fudge

HUD's Inaugural Small Disadvantaged Business Outreach Event was held on January 20, 2022, and was a significant milestone for HUD's commitment to supporting small businesses and ensuring they have the resources and access to the Department's programs and services. HUD is committed to supporting small businesses and ensuring they have the resources and access to the Department's programs and services.



# Questions or Comments?



**ENCLOSURE 7**  
**Department of Health and Human Services**  
**(HHS)**



# Office of Small and Disadvantaged Business Utilization (OSDBU)

## Small Business Procurement Advisory Council (SBPAC) 26 April 2022

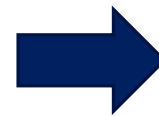
*“Coming together is a beginning, staying together is process and working together is success.”*



# Shannon Jackson



- ✓ 2021 - Present HHS, Office of Small & Disadvantaged Business Utilization
- ✓ 2017-2021 DoD SB Programs Office
- ✓ 2011-2014 Army Rapid Equipping Force
- ✓ 2010-2011 Foreign Military Sales Manager – Iraq
- ✓ 2008 – 2010 ASA-ALT System Coordinator for Joint Air to Ground Missile & Ballistic Missile Defense System
- ✓ 2006-2009 Product Manager, PEO Office – Ammunition
- ✓ Project Officer, Army Research Development & Engineering Centers



Servant Leader, Husband, Dad, Wrestling Coach, & Community Volunteer

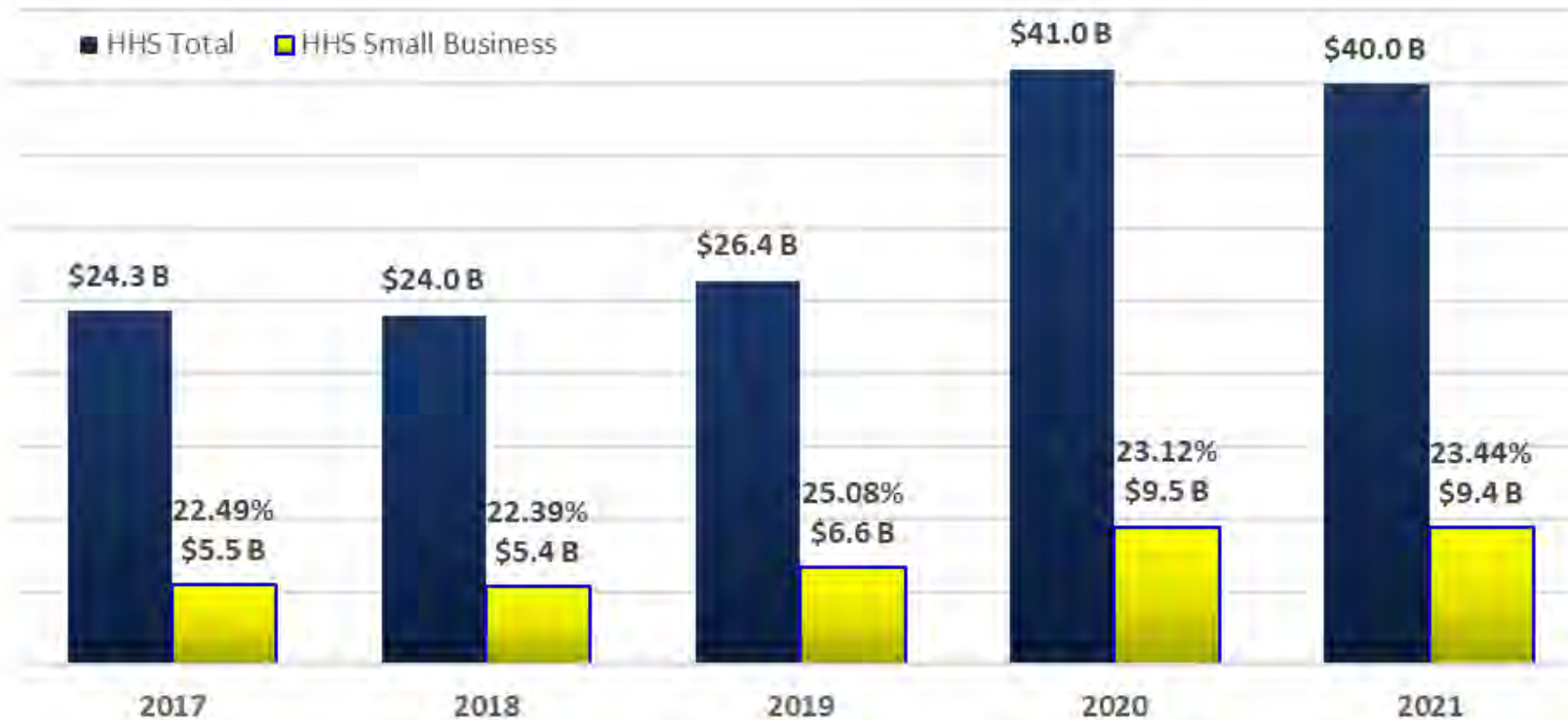


# Agenda

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- HHS Overall Small Performance
  - HUBZone
  - SDVOSB
  - SAT
- Small Business Governance Documents
- OSDBU Priorities FY22
- Executive Order 13985 Initiatives
- OSDBU Social Media Transition
- Small Business Customer Experience (SBCX)
- OSDBU Industry Engagement
- OSDBU Next Steps
- Questions

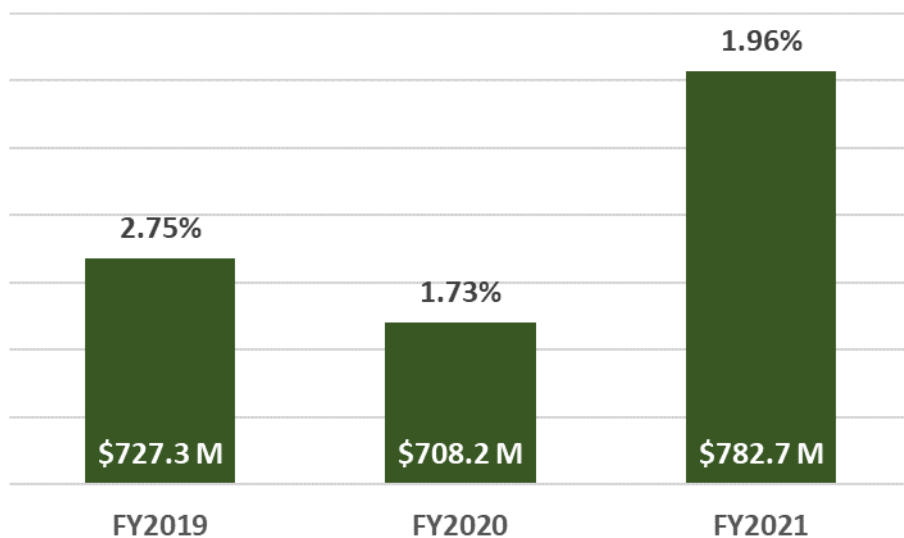
# HHS Small Business Performance



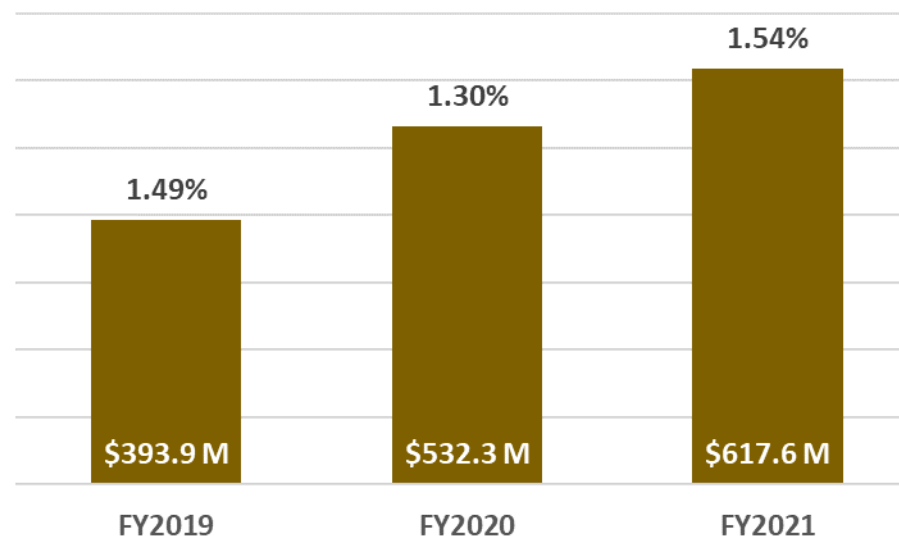


# HHS Socio-Economic Focus

## SDVOSB



## HUBZone





# HHS Simplified Acquisition Threshold Performance







# Small Business Governance Documents

## 15 U.S. Code § 644 (k)

C:\COMPBS\SMALL BUSINESS ACT.XML

### SMALL BUSINESS ACT

[Public Law 85-536; Approved July 18, 1958]  
[As Amended Through P.L. 117-41, Enacted December 27, 2021]  
[15 U.S.C. 631 et seq.; 72 Stat. 384 et seq.]

[Caption: This publication is a compilation of the text of Public Law 85-536. It was last amended by the public law listed in the *As Amended Through* note above and below in the history of each item of the public law and reflects current law through the date of the statement of the public law listed at the top of each item.]

[Note: While this publication does not represent an official version of any Federal statute, substantial efforts have been made to ensure the accuracy of its contents. The official version of Federal law is found in the United States Statutes at Large and in the United States Code. The legal effect to be given to the Statutes at Large and the United States Code is established by article I U.S.C. 111, 2041.]

[AN ACT to amend the Small Business Act of 1958, as amended.]

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That title II of the Act of July 30, 1953 (Public Law 163, Eighty-third Congress), as amended, is hereby withdrawn as a part of that Act and is made a separate Act to be known as the "Small Business Act."

Sec. 1. [15 U.S.C. 631] (a) This Act may be cited as the "Small Business Act."

Sec. 2. [15 U.S.C. 632] (a) The essence of the American economic system of private enterprise is free competition. Only through full and free competition can free markets, free entry into business, and opportunities for the expansion and growth of personal initiative and individual judgment be assured. The preservation and expansion of such competition is basic not only to the economic well-being but to the security of this Nation. Such security and well-being cannot be realized unless the actual and potential capacity of small business is encouraged and developed. It is the declared policy of the Congress that the Government should aid, counsel, assist, and protect, insofar as is possible, the interests of small-business concerns in order to preserve free competitive enterprise, to insure that a fair proportion of the total purchases and contracts or subcontracts for property and services for the Government (including but not limited to contracts or subcontracts for maintenance, repair, and construction) be placed with small-business enterprises, to insure that a fair proportion of the total sales of Government property be made to such enterprises, and to maintain and strengthen the overall economy of the Nation.

(b) It is the declared policy of the Congress that the Federal Government, through the Administrator of the Small Business Administration, acting through the Associate Administrator for Inter-

February 8, 2022 1 As Amended Through P.L. 117-41, Enacted December 27, 2021

## Executive Order 13985

Federal Register / Vol. 86, No. 14 / Monday, January 25, 2021 / Presidential Documents 7009

### Presidential Documents

Executive Order 13985 of January 20, 2021

### Advancing Racial Equity and Support for Underserved Communities Through the Federal Government

By the authority vested in me as President by the Constitution and the laws of the United States of America, I am hereby ordering:

**Section 1. Policy.** Equal opportunity is the bedrock of American democracy, and our diversity is one of our country's greatest strengths. But for too many, the American Dream remains out of reach. Entrenched disparities in our laws and public policies, and in our public and private institutions, have often denied that equal opportunity to individuals and communities. Our country faces converging economic, health, and climate crises that have exposed and exacerbated inequities, while a historic movement for justice has highlighted the unbearable human costs of systemic racism. Our Nation deserves an ambitious whole-of-government equity agenda that matches the scale of the opportunities and challenges that we face.

It is therefore the policy of my Administration that the Federal Government should pursue a comprehensive approach to advancing equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality. Affirmatively advancing equity, civil rights, racial justice, and equal opportunity is the responsibility of the whole of our Government. Because advancing equity requires a systematic approach to embedding fairness in decision-making processes, executive departments and agencies (agencies) must recognize and work to redress inequities in their policies and programs that serve as barriers to equal opportunity.

By advancing equity across the Federal Government, we can create opportunities for the improvement of communities that have been historically underserved, which benefits everyone. For example, an analysis shows that closing racial gaps in wages, housing credit, lending opportunities, and access to higher education would amount to an additional \$5 trillion in gross domestic product in the American economy over the next 5 years. The Federal Government's goal in advancing equity is to provide everyone with the opportunity to reach their full potential. Consistent with these aims, such agency must assess whether, and to what extent, its programs and policies perpetuate systemic barriers to opportunities and benefits for people of color and other underserved groups. Such assessments will better equip agencies to develop policies and programs that deliver resources and benefits equitably to all.

**Sec. 2. Definitions.** For purposes of this order: (a) The term "equity" means the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian American (Pacific Islander) persons, and other persons of color, members of religious minorities, lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons, persons with disabilities, persons who live in rural areas, and persons otherwise adversely affected by persistent poverty or inequality.

(b) The term "underserved communities" refers to populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life, as exemplified by the list in the preceding definition of "equity."

## OMB 22-03

EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

December 2, 2021

M 22-03

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: Jason S. Miller  
Deputy Director for Management

SUBJECT: Advancing Equity in Federal Procurement

The Federal Government is the largest consumer of goods and services in the world, spending more than \$600 billion each year. The purchasing power and Federal procurement a powerful tool to support small business growth and build governmental wealth throughout the United States, including for firms owned by underrepresented individuals.

The President has set a policy of using Federal contract spending to support small businesses and advance equity. In Executive Order 13985, *Advancing Racial Equity and Support for Underserved Communities through the Federal Government* (the *Executive Order*), the President directed agencies to make Federal contracting and procurement opportunities more readily available to all eligible vendors and to remove barriers faced by underserved individuals and communities.<sup>1</sup> In his June 2021 speech commemorating the centennial of the Tulsa Race Massacre, the President announced an additional step: He set a goal of increasing the share of contracts awarded to small disadvantaged businesses (SDBs) to 15% by 2025. And he charged every agency to assess available tools to increase opportunities for small businesses and traditionally underserved entrepreneurs to compete for Federal contracts.

This memorandum implements the President's commitments to increase spending to SDBs to 15% by fiscal year (FY) 2025 and to increase baseline spending for the additional socioeconomic small businesses and traditionally underserved entrepreneurs recognized in the Small Business Act. These additional businesses include women-owned small businesses (WOSBs), service-disabled veteran owned small businesses (SDVOSBs), and small business contractors in historically underserved business zones (HUBZones).<sup>2</sup> To achieve the President's commitment, the memorandum instructs agencies to take the management actions, which have been developed in partnership with the Small Business Administration (SBA) and Federal buying agencies. These actions will help to increase spending to underserved

<sup>1</sup> The Executive Order calls for a comprehensive approach to advancing equity for all, including "people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality."

<sup>2</sup> For purposes of this guidance, the term "socioeconomic small business" refers collectively to SDBs, WOSBs, SDVOSBs, and HUBZone small business contractors.

## HHS Equity Plan

### OMB Equity Action Plan

Agency name: U.S. Department of Health and Human Services (HHS)

**Mission.** The mission of HHS is to enhance the health and well-being of all Americans, by providing for effective health and human services and by fostering social, economic advances in the sciences underlying medicine, public health, and social services.

**Summary of Action Plan.** Executive Order 13985 calls on agencies to advance equity through identifying and addressing barriers to equal opportunity that underserved communities may face due to government policies and programs. This Equity Action Plan focuses on a main tenet of EO 13985: that advance equity must be a central component of the decision-making framework that all agency functions are rooted through. Using the definitions of equity presented in EO 13985,<sup>1</sup> this plan takes the perspective that it is incumbent on HHS to more proactively assess and change policies, programs and processes that the Department administers to concretely advance equity and that for these efforts to last, HHS must simultaneously shift the culture, resources, and approaches available to HHS staff to understand and remain focused on equity over time. This Equity Action Plan does not describe comprehensively how all HHS components are working to advance equity, but instead highlights a few examples across the Department.

The Equity Action Plan was developed with cross-cutting department conversations and is designed to take concrete action to transform how HHS does business in ways that promote and advance equity through building on work that is already underway and implementing new actions. The plan describes actions that can be taken now with current resources and ways the Department can work to further advance equity in the future through strategies such as building data capacity, expanding stakeholder engagement, increasing our understanding of root causes of inequities and rigorous evaluations of our efforts. This plan is also written with an acknowledgment that all HHS equity-related efforts are not captured here, and the explicit inclusion of strategies is designed to be both a starting point and illustrative of the depth and wide actions to advance equity we are advancing. Additionally, future investments, such as those which may require new technology for example, are subject to the availability of funding.

Based on guidance from the Office of Management and Budget (OMB) and building on the Department's previous work, the strategies included here were selected as illustrative examples of HHS's wide actions to advance equity and focus on the areas of civil rights and language access, acquisition, grants, capacity building, and maternal mortality.

\* Focusing on civil rights protections and laws will help address barriers to health care and human services, such as those individuals with limited English proficiency face as

<sup>1</sup> Section 1(b) of EO 13985 provides that: "The term 'equity' means the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian American and Pacific Islander and other persons of color, members of religious minorities, lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons, persons with disabilities, persons who live in rural areas, and persons otherwise adversely affected by persistent poverty or inequality." Further, section 1(b) provides that: "the term 'underserved communities' refers to populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life, as exemplified by the list in the preceding definition of 'equity.'"



## OSDBU Priorities FY22

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- Implement the OSDBU objectives outlined in support of Executive Order 13985.
  
- Improve HHS OSDBU Small Business Prime Contracts performance in the following socioeconomic categories - HUBZone and SDVOSB
  
- Modernize the small business industrial base in order to create a more reliable supply chain to address future pandemics
  
- Pursue small business technology to address HHS Critical Capability challenges
  
- Strengthen oversight of prime contractor reporting of subcontracting plans and goals, as subcontracting opportunities are often pathways for small businesses to become involved with Federal contracting.





## Executive Order 13985 Initiatives

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- ❑ Emphasize department-wide utilization of the Small Business Customer Experience Forecasting Tool
- ❑ Strengthen oversight on subcontracting goals in contracts awarded to large businesses; Oversight of prime contractor reporting of subcontracting goals achievement
- ❑ Increase HHS OSDBU Small Business Prime Contracts performance in the following socioeconomic categories - HUBZone and SDVOSB
- ❑ Increase small business set-aside compliance IAW FAR 19.502-2 for procurements under the Simplified Acquisition Threshold (\$250K)
- ❑ Collaborate with National Institutes of Health to increase the use of Historically Black Colleges & Universities in OpDIV/StaffDiv procurements (specifically for research & development)

# OSDBU Social Media Transition

**NEW PAGE LAUNCHED**  
LINKED IN CAPTIONS

**OSDBU**  
U.S. Department of Health & Human Services

**HHS Office of Small and Disadvantaged Business Utilization...**

We promote the participation of all small businesses in HHS contracts, develop information to ensure small businesses Government Relations. District of Columbia, Washington · 48 followers

[Learn more](#) [Following](#)

**Home** About Posts Events

**About**

The Office of Small and Disadvantaged Business Utilization (OSDBU) manages the development and implementation of appropriate outreach programs aimed at heightening the awareness of the small business community t ...see more

Website  
[hhs.gov/about/agencies/asfr/ogapa/osbdu/index.html](https://hhs.gov/about/agencies/asfr/ogapa/osbdu/index.html)



**REASONS TO JOIN**  
**OUR NEW PAGE:**

- STAY UP TO DATE WITH UPCOMING EVENTS.
- GAIN ACCESS TO EXCLUSIVE CONTENT RELATED TO SMALL BUSINESS.
- OPPORTUNITY TO BE A PART OF OUR ONLINE SMALL BUSINESS COMMUNITY
- BE A PART OF OUR REBRANDING.

Page 126 of 210

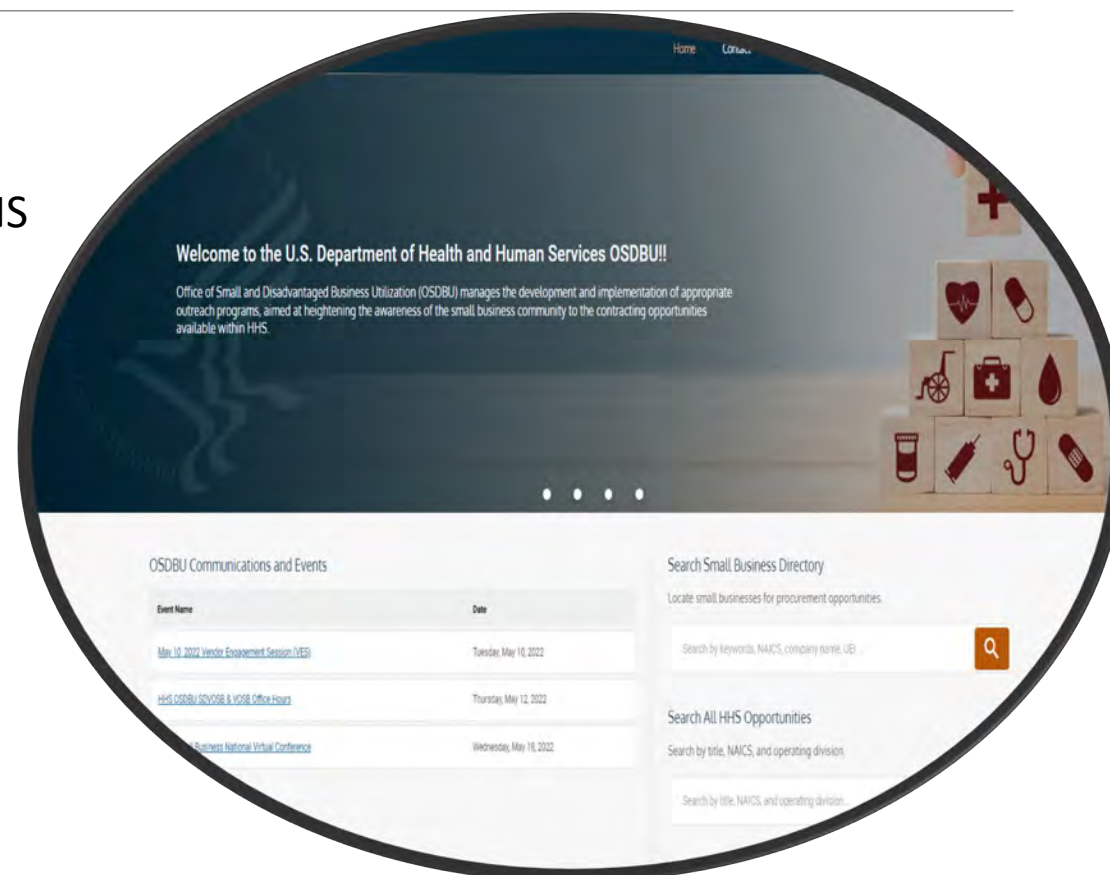
# Small Business Customer Experience (SBCX)

## Government Features:

- Conduct Form 653 Reviews
- Post opportunities to the forecast
- Search small businesses by NAICS, company names, DUNS
- Review capability statements
- HUBZone Central
- Subcontracting portal (Summer 2022!)

## Small Businesses Features:

- Create profile, upload cap statement
- Search, save, export opportunities
- Search, register for OSDBU events
- Late payment assistance
- Target marketing assistance



[Small Business Customer Experience \(SBCX\)](https://osdbu.hhs.gov)

<https://osdbu.hhs.gov>



# Small Disadvantage Business (SDB) Alliance Leadership

The purpose of the working group is for the HHS OSDBU, SB Community, HHS OPDIVs & STAFF DIVs and SBA to address barriers to SDB Firms and provide recommendations and promote the utilization of the SDBs.

## **SDB Alliance Leadership initiative was created in response to the following:**

- Executive Order 13985 –Advancing Racial Equity and Support for Underserved Communities and through the Federal Government.
- Executive Order 14036- Promoting Competition in the American Economy
- Executive Order 14001- Sustainable Public Health Supply Chain

## **SDB Alliance Goals:**

- 1) Educate the SDBs on How to do business with HHS
- 2) Educate the HHS acquisition professionals on SDBs
- 3) Foster relationships with SDBs & HHS primes
- 4) Recognize SDBs for work they have done and Past Performance w/HHS







# OSDBU Industry Engagements

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## **HHS Office Hours Initiative**

The purpose of the “Office Hours” is to address the questions, comments and concerns of small businesses looking to do business with HHS.

## **HHS First Time Awardees Office Hours (Recurring w/Industry)**

The purpose of the quarterly HHS First-Time Awardees is to congratulate them on becoming apart of the HHS Small Business industrial base. This session allows the Small Businesses and opportunity to meet the HHS OSDBU leadership, Small Business Specialists and the OPDIV or STAFFDIV they are supporting.

## **HHS OSDBU National Small Business (Annual)**

The National Small Business Conference focuses on training the Acquisition Workforce, Small Business Specialists, and the Small Business industrial base partners. This year’s training conference objectives include:

- 1) Educating small businesses on the procedures associated with federal contracting
- 2) Improve Small Business practices within the HHS Acquisition Community
- 3) Provide insight on strategies for identifying and pursuing contract opportunities within HHS
- 4) Provide opportunities for small businesses to conduct matchmaking and networking sessions to meet with Government and Industry representatives



# OSDBU Next Steps

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- ❑ Preparing draft guidance for Deputy Secretary on encouraging the OPDIV and STAFDIV to support the department-wide utilization centralized forecasting tool
- ❑ Coordinate targeted outreach events with OPDIV and STAFDIV focusing on HUBZone and SBVOSB events
- ❑ Increase outreach to underserved areas across the US and increase use of market research tools to identify pools of small disadvantaged businesses capable of performing targeted HHS SAT opportunities.
- ❑ No later than 05/01/2022, HHS will also conduct targeted Program Management Reviews on small business opportunities and small business contract awards, which is inclusive of small disadvantaged businesses.
- ❑ No later than 05/01/2022, the Office of Small and Disadvantaged Business Utilization (OSDBU) will conduct targeted training for HHS Small Business Specialists and Contracting Officers on the utilization of small businesses.

## Questions & Any Next Steps

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### **Small Business is the HEART of our Nation's Economy**



“Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.” – Andrew Carnegie

**ENCLOSURE 8**  
**National Aeronautics and Space**  
**Administration**  
**(NASA)**





# NASA OSBP Best Practices

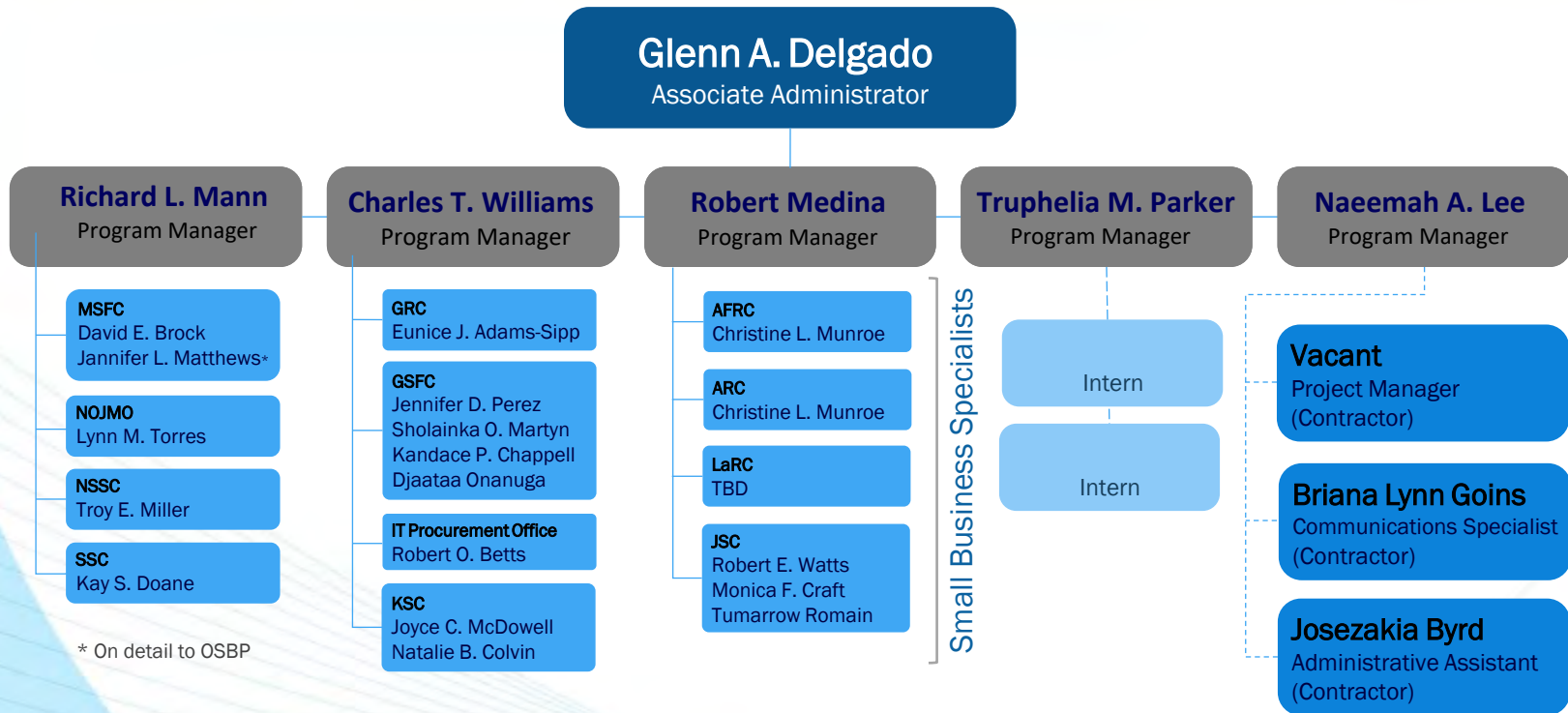
Small Business Procurement Advisory Council  
Meeting

Glenn A. Delgado  
Associate Administrator

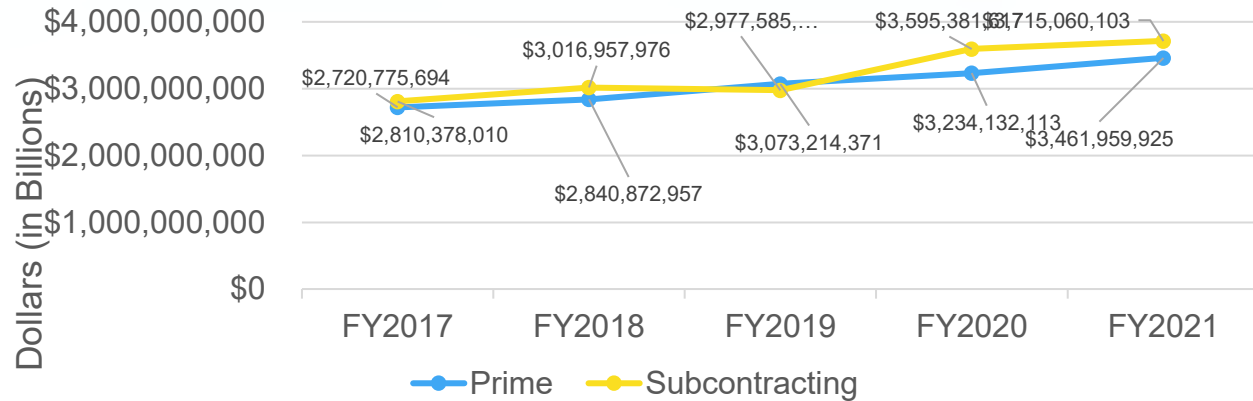
May 24, 2022



# Office of Small Business Programs Organizational Chart (with Centers)



# FY16-FY21 OSBP Prime and Subcontracting Dollars Trend



	FY2017	FY2018	FY2019	FY2020	FY2021	Δ FY17-FY21 %	Δ FY17-FY21 \$
<b>Prime</b>	\$2,720,775,694	\$2,840,872,957	\$3,073,214,371	\$3,234,132,113	\$3,461,959,925	27.2%	\$741,184,231
<b>Subcontracting</b>	\$2,810,378,010	\$3,016,957,976	\$2,977,585,435	\$3,595,381,617	\$3,715,060,103	32.2%	\$904,682,093
<b>Total SB</b>	\$5,531,153,704	\$5,857,830,933	\$6,050,799,806	\$6,829,513,730	\$7,177,020,028	29.8%	\$1,645,866,324
<b>Total Spend</b>	\$16,489,553,702	\$17,045,387,176	\$17,666,905,370	\$18,426,228,532	\$19,044,727,743	15.5%	\$2,555,174,041
						<b>Δ FY20-FY21 %</b>	<b>Δ FY20-21 \$</b>
<b>Prime</b>						7.0%	\$227,827,812
<b>Subcontracting</b>						3.3%	\$119,678,486
<b>Total SB</b>						5.1%	\$347,506,298

# Templates for Consolidation and Bundling Determination and Findings

- Addresses D&F requirements in FAR 7.107-2, -3, and -4
- Includes section on calculation of substantial benefits
- Templates developed in partnership with Office of Procurement (OP) and Office of General Counsel
- Templates maintained by OP
- OSBP provides training on Consolidation and Bundling to contracting offices



# NASA Active Contract Listings

## ACTIVE CONTRACT LISTINGS (ACLs)

→ NASA Employees Click Here → Vendors Click Here

Active Contract Lists (ACLs) record NASA recurring acquisitions. ACLs are grouped based on NAICS codes and are categorized as follows:

- Accounting Financial Business Services
- Administrative Services
- Environmental Services and Remediation
- Facilities Maintenance
- IT
- Multiple Award Construction
- Occupational Health
- Protective Services

## NASA ACQUISITION FORECAST

<https://www.hq.nasa.gov/office/procurement/forecast/>

The NASA Acquisition Forecast is a consolidated Agency-wide forecast provided to allow users to search multiple NASA Centers for procurement opportunities.

### Expiration Date (or "last date to order" for indefinite-delivery contracts)

This allows for long-term tracking of recurring requirements, as well as for the long-term planning time normally required in pursuing the contracts.

### Sample Active Contract Listing

Center	NAICS	Contract Name	Contractor Name Contract #	Type of Competition	Potential Value	Ultimate Contract End Date
AFRC	561210	Facilities Operations and Maintenance Services	Helix Management Services, LLC NND13AD53C	8(a) Competitive	\$44.9 M	5/31/2021 Last Date to Order
ARC	561210	Safety and Mission Assurance	Bastion Technologies, Inc. 80ARC020D0012	Full & Open	\$66.6 M	10/31/2024 Last Date to Order
GRC	561720	Janitorial Services	Creative Management Technology 80GRC020C0007	SB Set-Aside	\$15.4 M	7/31/2025
KSC	561210	Base Operations and Spaceport Services (BOSS)	PAE-SGT Partners, Inc. 80KSC018C0017	Full & Open	\$609 M	3/21/2023
KSC	561730	Grounds and Landscaping Maintenance and Pest Contract II	S.C. Jones Services, Inc. 80KSC019C0020	HUBZone Set-Aside	\$10.9 M	9/30/2023

#### Center Acronym

Indicates the center(s) or location(s) of the work to be performed, or where the requirement exists. The location of the contracting center may or may not be the same as the location of the work/requirement.

To view:

<https://www.nasa.gov/osbp/active-contract-listings>

# Sample NASA ACL - Facilities

NASA FACILITIES CONTRACTS						
CENTER	NAICS	CONTRACT NAME	CONTRACTOR NAME CONTRACT #	TYPE OF COMPETITION	POTENTIAL VALUE	ULTIMATE CONTRACT END DATE
AFRC	561210	Facilities Operations and Maintenance Services	Helix Management Services, LLC NND13AD53C	8(a) Competitive	\$44.9 M	11/30/2022 Last Date to Order
ARC	561210	Safety & Mission Assurance	Bastion Technologies, Inc. 80ARC020D0012	Full & Open	\$66.6 M	10/31/2024 Last Date to Order
ARC	561210	Aerospace Testing & Facilities O&M (ATOM-5)	Jacobs Technology 80ARC022DA011	Full & Open	\$298 M	6/21/2027 Last Date to Order
ARC	561210	Logistics Management Services (LMS)	Lockwood Hills, LLC 80ARC017C0001	SB Set-Aside	\$31.5 M	8/15/2022
ARC	561210	Ames Facilities Maintenance Support Services (AFSS)	Jacobs Technology NNA15BB23C	Full & Open	\$232 M	10/12/2025
ARC	561210	Minor Maintenance, Alteration, and Repair Support Services	Multiple	Blanket Purchase Agreements	\$5 M	12/31/2022
GRC	561720	Janitorial Services	Creative Management Technology 80GRC020C0007	SB Set-Aside	\$15.4 M	7/31/2025
GRC	561210	Facilities Operations Repair and Maintenance (FORM)	Wolf Creek Federal Services NNC14BA11B	SB Set-Aside	\$111.6 M	9/30/2022 Last Date to Order
GRC	561210	Technical Info, Admin, Logistics Svcs II (TIALS 2)	Alcyon Technical Services (ATS) JV, LLC NNC15CA30C	SB Set-Aside	\$175.6 M	9/30/2022
GRC	561210	Technical, Facilities, O&M, & Engineering (TFOME)	HXS Sierra, LLC NNC15BA02B	SB Set-Aside	\$379.9 M	5/31/2025
GSFC	561210	O&M for IV&V Facility	West Virginia University Research Corporation 80GSFC19C0074	Sole Source	\$25 M	9/30/2025
GSFC/WFF	561210	Wallops Island Consolidated Contract (WICC) II	LJT & Associates Inc NNG14WA44C	SB Set-Aside	\$264.4 M	3/31/2021 Last Date to Order
GSFC	561210	Facilities Operations and Maintenance Services (FOMS) III	AKIMA Support Operation, LLC 80GSFC18C0054	Full & Open	\$14.1 M	4/14/2023
GSFC	561720	Custodial, Landscaping, and Recycling Services	Melwood Horticultural Training Center, Inc. 80GSFC20C0098	Ability One	\$27.8 M	6/30/2025
GSFC	561210	Northern Latitude Sounding Rocket Launch Site	University of Alaska-Fairbanks 80GSFC20C0023	Sole Source	\$30 M	11/30/2029
GSFC/WFF	561730	Landscaping & Trash and Recycling Removal at WFF	Didlake, Inc. 80GSFC20D0010	Ability One	\$4.1 M	4/19/2025 Last Date to Order

# Total Contract Value method (TCV) for Subcontracting Goals

- TCV goals obtained in addition to goals as a percentage of total subcontracting dollars, per FAR 19.704 [a] [2]
- More meaningful for small businesses
- 100% of Total Subcontracting Dollars can still be a low dollar amount
- Recommended subcontracting goals as a percent of TCV published in solicitations



# NASA Small Business Technical Coordinator Roles and Responsibilities

- Serve as a center Small Business Program advocate within their respective Program or Office by ensuring that organizations are receptive to small business inquiries.
- Assess where and what opportunities are likely to occur within his/her organization and advise small business representatives accordingly.
- As appropriate, participate along with the SBS in the acquisition planning of new and follow-on requirements to ensure that small businesses receive, to the maximum extent possible, opportunities to participate.
- Schedule permitting; participate along with the SBS in selected local small business outreach/matchmaking events.
- As appropriate, participate in SBS initiated one-on-one in-house counseling sessions.
- Serve as an advisor to local or center industry councils.

## MSFC Small Business Technical Coordinators

**EXAMPLE**


ORGANIZATION	COORDINATOR	PHONE	EMAIL
Engineering Directorate:			
Materials & Processes Laboratory	EM01/John Vickers	256-544-3581	<a href="mailto:john.h.vickers@nasa.gov">john.h.vickers@nasa.gov</a>
Mission Operations Laboratory	EO02/Steve Durham	256-544-0390	<a href="mailto:steven.p.durham@nasa.gov">steven.p.durham@nasa.gov</a>
Propulsion Systems Department	ER02/Terry Ware	256-544-1537	<a href="mailto:terry.ware@nasa.gov">terry.ware@nasa.gov</a>
Space Systems Department	ES01/Donna Hardage	256-544-2342	<a href="mailto:donna.hardage@nasa.gov">donna.hardage@nasa.gov</a>
Spacecraft & Vehicle Systems Department	EV02/Alicia Carroll	256-544-4341	<a href="mailto:alicia.s.carroll@nasa.gov">alicia.s.carroll@nasa.gov</a>
Test Laboratory	ET02/Karen McTaggart	256-544-6499	<a href="mailto:karen.c.mctaggart@nasa.gov">karen.c.mctaggart@nasa.gov</a>
Flight Programs & Partnerships Office	VP11/Charles Nola	256-544-6367	<a href="mailto:charles.l.nola@nasa.gov">charles.l.nola@nasa.gov</a>
Michoud Assembly Facility	SF01/Robert Champion	256-544-0478	<a href="mailto:Robert.champion@nasa.gov">Robert.champion@nasa.gov</a>
Office of Center Operations	AS01/Robert J. Devlen	256-544-5965	<a href="mailto:robert.j.devlen@nasa.gov">robert.j.devlen@nasa.gov</a>
Office of Diversity & Equal Opportunities	OS01/Willie Love	256-544-0088	<a href="mailto:willie.j.love@nasa.gov">willie.j.love@nasa.gov</a>
Office of the Chief Financial Officer	RS30/Gary Gray	256-544-9005	<a href="mailto:gary.gray@nasa.gov">gary.gray@nasa.gov</a>
Office of the Chief Information Officer	IS30/Sheila Fogle	256-544-5638	<a href="mailto:sheila.fogle@nasa.gov">sheila.fogle@nasa.gov</a>
Office of Human Capital	HS01/Susan Whitfield	256-544-1933	<a href="mailto:susan.l.whitfield@nasa.gov">susan.l.whitfield@nasa.gov</a>
Office of Strategic Analysis & Communications	CS30/Dan Kanigan	256-544-6849	<a href="mailto:daniel.n.kanigan@nasa.gov">daniel.n.kanigan@nasa.gov</a>
Safety & Mission Assurance Directorate	QD21/Darlene Hill	256-544-2253	<a href="mailto:diana.d.hill@nasa.gov">diana.d.hill@nasa.gov</a>
Science and Technology Office	ZP30/ Danny Garcia	256-544-4138	<a href="mailto:danny.garcia-1@nasa.gov">danny.garcia-1@nasa.gov</a>
Space Launch System Program Office	XP03/Steve Patterson	256-544-6260	<a href="mailto:steve.patterson@nasa.gov">steve.patterson@nasa.gov</a>




# NASA Center Industry Councils

- NASA Center Industry Councils are independent membership organizations that facilitate, collaborate, educate, and provide leadership to assist vendors in effectively penetrating the marketplace at the respective agency center.
- Each center has a Small Business Industry Council and/or Large Business Industry Council that promote the development of supplier excellence, as well as provide unique training and mentorship opportunities for small business owners and associates.
- Online: [https://www.nasa.gov/sites/default/files/atoms/files/center\\_industry\\_council\\_04-2022-tagged.pdf](https://www.nasa.gov/sites/default/files/atoms/files/center_industry_council_04-2022-tagged.pdf)

National Aeronautics and  
Space Administration



## NASA Center INDUSTRY COUNCILS

 **NASA Center Industry Councils** are independent membership organizations that facilitate, collaborate, educate, and provide leadership to assist vendors in effectively penetrating the marketplace at the respective agency center. Each center has a Small Business Industry Council and/or Large Business Industry Council that promote the development of supplier excellence, as well as provide unique training and mentorship opportunities for small business owners and associates.

**Ames Research Center (ARC)**  
**Ames Contractor Council**  
[www.amescontractorouncil.org](http://www.amescontractorouncil.org)  
LARGE AND SMALL BUSINESSES

Contact: Karl Gonter  
780.500.0158  
[karl.gonter@metis-tech.com](mailto:karl.gonter@metis-tech.com)

*Meetings are held on the 1st Wednesday of each month. Participants must be current prime or subcontractors at the Center.*

**Goddard Space Flight Center (GSFC)**  
**Goddard Small Business Council**  
SMALL BUSINESSES

Contact: Randa (Randy) Frey  
o: 301.837.5444 | c: 301.832.4802  
[rfrey@sascfederal.com](mailto:rfrey@sascfederal.com)

*Quarterly meetings. Members must be a small business contractor at GSFC and in good standing with the procurement office at GSFC.*

**Langley Research Center (LaRC)**  
**Langley Contractors Steering Council**  
[www.larcsc.com](http://www.larcsc.com)  
LARGE AND SMALL BUSINESSES

Contacts: Chris Farnin  
[c.farnin@nasa.gov](mailto:c.farnin@nasa.gov)  
Richard White  
[rwhite@vlgigyan.com](mailto:rwhite@vlgigyan.com)  
Nicole Willis  
[nicole.willis@themadon-group.com](mailto:nicole.willis@themadon-group.com)  
David Peterson  
[dpeterson@vlgigyan.com](mailto:dpeterson@vlgigyan.com)

*Monthly meetings on the 3rd Thursday at 2 p.m.*

**Armstrong Flight Research Center (AFRC)**  
**Armstrong Contractor Council**  
[www.nasa.gov/centers/armstrong/employment/contractor-opportunities/](http://www.nasa.gov/centers/armstrong/employment/contractor-opportunities/)  
LARGE AND SMALL BUSINESSES

Contact: Diana Hinton  
861.276.7588  
[diana.e.hinton@nasa.gov](mailto:diana.e.hinton@nasa.gov)

*Meetings are held on the last Thursday of the month. Meetings are open to resident contractor/site managers or their designees at AFRC.*

**Johnson Space Center (JSC)**  
**Prime Roundtable**  
LARGE BUSINESSES

Contact: Ayanna Green  
[agreen@vylehou.com](mailto:agreen@vylehou.com)

*Meetings are held every 2nd Tuesday of each month.*

**Marshall Space Flight Center (MSFC)**  
**Marshall Prime Contractor Supplier Council**  
LARGE BUSINESSES

Contact: Kerry Webb  
[kerry.p.webb@nasa.gov](mailto:kerry.p.webb@nasa.gov)

*Meetings are bimonthly, either on Tuesdays or Thursdays.*

**Glenn Research Center (GRC)**  
**GRC Small Business Advisory Council**  
[grecsbac.com](http://grecsbac.com)  
SMALL BUSINESSES

Contact: Brian Friley  
216.407.9548  
[bfriley@zin-tech.com](mailto:bfriley@zin-tech.com)

*Monthly meetings. Membership to the GRC Small Business Advisory Council (SBAC) is open to businesses with existing prime contracts or subcontracts with GRC.*

**Kennedy Space Center (KSC)**  
**KSC Prime Contractor Board (PCB)**  
LARGE AND SMALL BUSINESSES

Contacts: Mike Hewitt and Jenifer Scofield  
321.887.7353  
[KSC-OSBP-Prime-Contractor-Board@mail.nasa.gov](mailto:KSC-OSBP-Prime-Contractor-Board@mail.nasa.gov)

*Meetings every 2nd Tuesday of the month. Must have a prime contract. Participation in KSC PCB is solely on a voluntary basis. Members are not obligated, but are encouraged to implement board recommendations.*


**Stennis Space Center (SSC)**  
**SSC Small Business Committee**  
LARGE AND SMALL BUSINESSES

Contact: Vacant

*Bimonthly meetings.*

[www.nasa.gov](http://www.nasa.gov)

OFFICE OF SMALL BUSINESS PROGRAMS  
...where small business makes a BIG difference



# NASA OSBP Learning Series

The NASA Office of Small Business Programs offers a series of webinars with in-depth training relevant to small businesses.

## • Featured Speakers

- NASA subject matter experts
  - Office of Procurement
  - Space Technology Mission Directorate
  - Office of STEM Engagement
- Stakeholder agencies and organizations
  - FDIC
  - PTAC
  - SBA
  - SCORE
  - USWCC

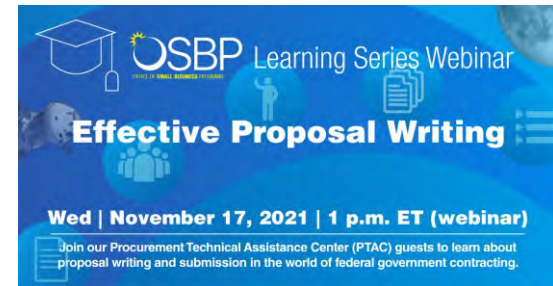
## • Schedule

- 1:00pm ET, monthly on 3<sup>rd</sup> Wednesday
- For more information:

<https://www.nasa.gov/osbp/learning-series>

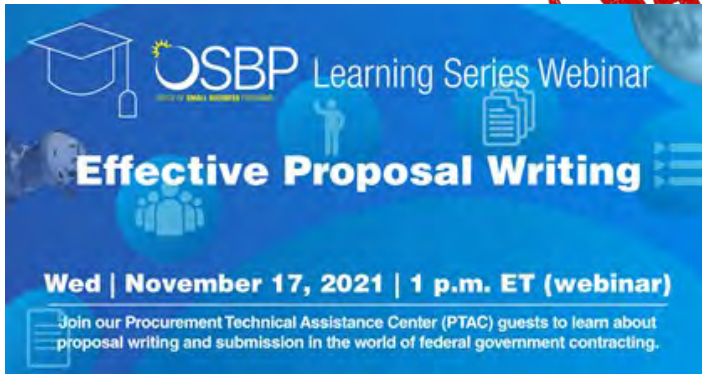


## Topics!



# NASA OSBP Learning Series Metrics

**SAMPLE**



- 467 attended this webinar!
- 68% of attendees stayed for the entire presentation!



- 345 attended this webinar!
- 75% of attendees stayed for the entire presentation!



# NASA Small Business Industry Awards

The Small Business Industry Awards (SBIA) recognizes the following:

- Small Business Prime Contractor
- Small Business Subcontractor
- Large Business Prime Contractor
- Mentor-Protégé Agreement

Online:

<https://www.nasa.gov/osbp/awards/sbia.html>

**SMALL  
BUSINESS  
INDUSTRY  
AWARDS**



# NASA Small Business Advocates Awards

The Small Business Advocates Awards (SBAA) recognizes the following:

- Small Business Specialist of the Year
- Small Business Technical Advisor/Coordinator of the Year
- Procurement Person (or Team) of the Year
- Technical Person (or Team) of the Year
- Program/Science/Research and Development Person (or Team) of the Year

Online:

<https://www.nasa.gov/osbp/awards/sbaa.html>

**SMALL  
BUSINESS  
ADVOCATES  
AWARDS**



Resource NASA OSBP  
Provides to the Public.

# TOP 20

## NASA PRIME CONTRACTORS

### FY 2021

VENDOR NAME AND WEBSITE		TOTAL DOLLARS
California Institute of Technology (JPL)	<a href="https://acquisitions.jpl.nasa.gov">https://acquisitions.jpl.nasa.gov</a>	\$2,366,825,530
The Boeing Company	<a href="http://www.boeingsuppliers.com/esd/getstart.html">http://www.boeingsuppliers.com/esd/getstart.html</a>	\$1,666,164,987
Space Exploration Technologies Corp.	<a href="https://www.spacex.com/">https://www.spacex.com/</a>	\$1,625,514,025
Northrop Grumman (Includes Orbital Sciences and ATK)	<a href="https://www.northropgrumman.com/suppliers/pages/default.aspx">https://www.northropgrumman.com/suppliers/pages/default.aspx</a>	\$1,438,545,564
Lockheed Martin Corporation	<a href="https://www.lockheedmartin.com/en-us/suppliers.html">https://www.lockheedmartin.com/en-us/suppliers.html</a>	\$1,372,076,278
Jacobs Technology, Inc.	<a href="https://www.jacobs.com/suppliers/registration">https://www.jacobs.com/suppliers/registration</a>	\$1,018,915,347
KBR, Inc. (Includes Wyle and SGT)	<a href="https://kbrsupplier.com/">https://kbrsupplier.com/</a>	\$641,595,784
Science Applications International Corporation	<a href="http://www.saic.com/suppliers">http://www.saic.com/suppliers</a>	\$508,140,907
Aerojet Rocketdyne of DE, Inc.	<a href="https://www.rocket.com/suppliernet">https://www.rocket.com/suppliernet</a>	\$462,109,238
Blue Origin Federation, LLC	<a href="https://www.blueorigin.com/fly-with-us/become-a-supplier">https://www.blueorigin.com/fly-with-us/become-a-supplier</a>	\$278,284,724
Science Systems and Applications, Inc.	<a href="https://www.ssaihq.com/contact.html">https://www.ssaihq.com/contact.html</a>	\$263,093,314
Johns Hopkins University (5111)	<a href="https://hopkinsmedicine.org/business/index.html">https://hopkinsmedicine.org/business/index.html</a>	\$252,785,160
Leidos	<a href="https://www.leidos.com/suppliers">https://www.leidos.com/suppliers</a>	\$226,278,015
Ball Aerospace & Technologies Corp.	<a href="https://www.ball.com/aerospace/about-ball-aerospace/supplier-resources">https://www.ball.com/aerospace/about-ball-aerospace/supplier-resources</a>	\$204,735,159
Peraton, Inc.	<a href="https://www.peraton.com/supplier-diversity/">https://www.peraton.com/supplier-diversity/</a>	\$201,814,678
Dynetics, Inc.	<a href="https://www.dynetics.com/suppliers/">https://www.dynetics.com/suppliers/</a>	\$186,686,052
Syncom Space Services, LLC	<a href="http://syncomspaceservices.com/Vendors.aspx">http://syncomspaceservices.com/Vendors.aspx</a>	\$182,459,852
Universities Space Research Association	<a href="https://www.usra.edu/about-usra/doing-business-usra">https://www.usra.edu/about-usra/doing-business-usra</a>	\$180,103,360
Raytheon Company	<a href="https://www.rtx.com/suppliers">https://www.rtx.com/suppliers</a>	\$146,218,894
Southwest Research Institute	<a href="https://www.swri.org/content/subcontracts-team-member">https://www.swri.org/content/subcontracts-team-member</a>	\$144,880,241

**TOTAL \$13,367,227,109**



Resource NASA OSBP  
Provides to the Public.

# TOP 20

# NAICS TOTAL DOLLARS

# FY 2021

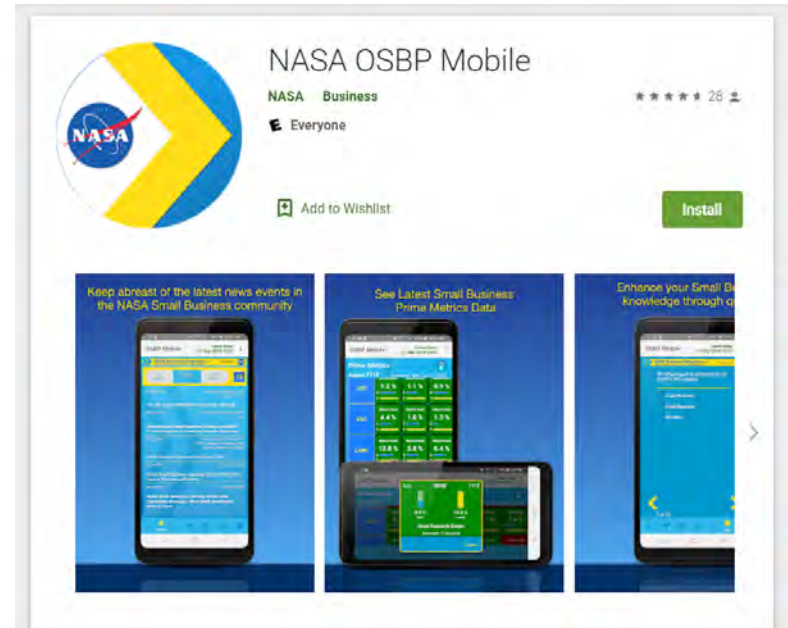
NAICS CODE AND DESCRIPTION		TOTAL DOLLARS
541710	Research and Development in the Physical, Engineering, and Life Sciences	\$9,365,243,206
541712	—— (Except Biotechnology)	
541715	—— (Except Nanotechnology and Biotechnology)	
336414	Guided Missile and Space Vehicle Manufacturing	\$2,939,696,112
481212	Nonscheduled Chartered Freight Air Transportation	\$1,265,277,831
541330	Engineering Services	\$982,127,108
561210	Facilities Support Services	\$634,474,180
541512	Computer Systems Design Services	\$634,150,512
336415	Guided Missile and Space Vehicle Propulsion Unit and Propulsion Unit Parts Manufacturing	\$431,706,503
334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	\$250,445,606
517919	All Other Telecommunications	\$247,486,600
336419	Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing	\$185,836,953
236210	Industrial Building Construction	\$174,742,047
541611	Administrative Management and General Management Consulting Services	\$174,350,333
541519	Other Computer Related Services	\$167,692,297
561110	Office Administrative Services	\$151,454,541
541513	Computer Facilities Management Services	\$147,891,233
541612	Human Resources Consulting Services (2007), Human Resources and Executive Search Consulting Services (2002)	\$127,757,164
333314	Optical Instrument and Lens Manufacturing	\$124,971,776
561612	Security Guards and Patrol Services	\$110,441,455
488190	Other Support Activities for Air Transportation	\$85,645,060
336411	Aircraft Manufacturing	\$84,963,620
		<b>TOTAL \$18,236,354,137</b>

# OSBP Mobile App

OSBP Mobile is designed to help:

- Provide active contract listings and requests for proposals
- Network with Small Business Specialists at each NASA Center
- Explore the latest Agency prime metrics data
- Inform you of the latest small business news and events

**Come make a BIG difference at NASA!**



**Download at:**

<https://play.google.com/>

<https://apps.apple.com/>



# NASA Vendor Database

- The NASA Vendor Database (NVDB) is open to all **NASA employees** as well as vendors, both large and small, who wish to do business with the National Aeronautics and Space Administration.
  - Build a company profile
  - Conduct vendor search
  - Increase company visibility at NASA!
- For more information and to **register**, visit: <https://www.nasa.gov/osbp/nasa-vendor-database>



# NASA OSBP Gets Social!

- Develop a social media strategy
- Identify campaigns that support OSBP mission, programs and initiatives
- Build relationships with internal / external partners
- Identify key audiences and where they “reside” online
- Communicate the campaign!

Agency Social Media Comparisons Small Business Organizations for May 2022		
Agency	Twitter	Facebook
NASA	17,935	253,722
U.S. Army	4,614	5,199
Dept. of Veterans Affairs	3,054	2,879
U.S Navy	1,517	2,998
Dept. of Defense	2,817	1,899
U.S Air Force	1,404	1,404

**QR codes can provide more information about the product or service without a sweat, and the information quickly goes to the user's device.**

TO LEARN MORE ABOUT THE SMALL BUSINESS PROGRAM AT NASA:

 <http://www.nasa.gov/osbp>

 202-358-2088

 [smallbusiness@nasa.gov](mailto:smallbusiness@nasa.gov)

 @NASA\_OSBP

 NASASmallBusiness

 NASA Vendor Database

 OSBP Mobile,  
available on iOS  
and Android devices



Follow NASA OSBP  
on the Web

# NASA OSBP Gets Social!

**NASA Small Business** @NASA\_OSBP · May 16

Happening THIS WEEK! In only a few days we will unpack @NASA's new Product Service Lines strategy and how your #smallbusiness may benefit from these changes in the future! Interested in learning more?

Secure your spot by registering today!

**NASA Product Service Lines\***

\*A defined categorization of recurring institutional and Program/Project Specific requirements.

May 18, 2022, at 1 p.m. ET (webinar)  
Register today at [bit.ly/OSBPlearningSeries](https://bit.ly/OSBPlearningSeries)

eventbrite.com  
OSBP Learning Series: NASA Product Service Lines  
Small businesses, we want to help you navigate the federal contracting process.

**NASA Small Business** @NASA\_OSBP · May 13

How connected are you in the #smallbusiness community?

Download our Mobile App to stay updated on events, top stories, OSBP contracts, and MORE! Available on all Apple and IOS devices.

Explore NASA Center Small Business Points of Contact

**NASA Office of Small Business Programs - NASA OSBP**

Published by Sprinkl · May 11 at 3:30 PM

Are you registered in our NASA Vendor Database?

By joining our #network you will share the capabilities of your business, express your willingness to work with NASA, and receive a list of #smallbusinesses that may have contracting opportunities!

NASA.GOV  
**NASA Vendor Database**  
NASA.gov brings you the latest images, videos and news from America's space agency. Get the latest updates on NASA missions, watch NASA TV live, and learn about our quest to reveal the unknown and benefit all humankind.

**NASA - National Aeronautics and Space Administration**

3,602,024 followers  
1mo ·

It's financial literacy month and we're observing it with our newest event catered to small businesses.

Join us April 20 at 1 p.m. EDT for NASA's Office of Small Business webinar on "Financial Management for Small Businesses." Registration is free for this opportunity to learn key information about operating your business in a fiscally responsible way: <https://lnkd.in/d3qGz2mq>

**Financial Management for Small Businesses**  
Wednesday, April 20, 2022  
1:00 p.m. ET

**NASA Office of Small Business Programs - NASA OSBP was live.**

Published by Briana Goins · May 11 at 11:00 AM

Join the NASA Multiple Award Construction Contract (MACCs) for an overview of the MACC contracts for the Western, East Coast, and Southern regions that NASA has in place. Additionally, hear the capabilities overview from several MACC vendors.

NASA anticipates that this learning event will provide the knowledge needed for small businesses to possibly become MACC holders in the future or a subcontractor today!

**NASA Multiple Award Construction Contracts (MACCs) Webinar**

## Highlights:

- Save time! Post to multiple platforms at once with Sprinklr
- Amplify the message! Agency-level support on NASA flagship account
- Reach more people! Live stream events and programs



# Learn more about NASA OSBP!

[www.nasa.gov/osbp](http://www.nasa.gov/osbp)

**ENCLOSURE 9**  
**National Science Foundation**  
**(NSF)**



# Best Practices of the Office Of Small and Disadvantaged Business Utilization (OSDBU)

*Francine Morris*  
*OSDBU Deputy Director*



# Agenda

**Introductions**

**About NSF**

**NSF Small Business Goals**

**Best Practices**

**Looking into the Future**

The central graphic features the acronym 'OSDBU' in large, bold, yellow letters on a dark blue background. This text is overlaid on a collage of four blue-tinted photographs: top-left shows two people holding an 'OPEN' sign; top-right shows a woman in a hijab smiling; bottom-left shows a woman working at a computer; bottom-right shows a group of four people in a meeting.

# OSDBU





# National Science Foundation (NSF)



## *Mission Statement*

“To promote the progress of science; to advance the national health, prosperity, and welfare; and to secure the national defense; and for other purposes. NSF envisions a nation that capitalizes on new concepts in science and engineering and provides global leadership in advancing research and education.”



## NATIONAL SCIENCE BOARD

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Vice Chair



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NSB Office Executive Officer

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Strategy and Policy



**Linnea Avallone**

Chief Officer for  
Research Facilities

**Roland Roberts**  
Deputy

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### OECR



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Office Head

**Sarah Williams**  
Acting Deputy Office Head

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### OGC



**Peggy Hoyle**

General Counsel

**Ona Hahs**  
Deputy General Counsel

## OFFICE OF INTEGRATIVE ACTIVITIES

### OIA



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## OFFICE OF INTERNATIONAL SCIENCE AND ENGINEERING

### OISE



**Kendra Sharp**

Office Head

**Brent Miller**  
Acting Deputy Office Head

## OFFICE OF LEGISLATIVE AND PUBLIC AFFAIRS

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### BIO



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Assistant Director

**Simon Malcomber**  
Deputy Assistant Director

## DIRECTORATE FOR COMPUTER AND INFORMATION SCIENCE AND ENGINEERING

### CISE



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Assistant Director

**Joydip Kundu**  
Deputy Assistant Director

## DIRECTORATE FOR EDUCATION AND HUMAN RESOURCES

### EHR



**Sylvia Butterfield**

Acting Assistant Director

**Evan Heit**  
Acting Deputy Assistant  
Director

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### ENG



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Acting Deputy Assistant  
Director

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### GEO



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Assistant Director

**Tie Luo**  
Deputy Assistant Director

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### SBE



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Director

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**Graciela Narcho**  
Deputy Assistant Director

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Office Head

Chief Financial Officer

**Janis Coughlin-Piester**  
Deputy Office Head

## OFFICE OF INFORMATION AND RESOURCE MANAGEMENT

### OIRM



**Wonzie L. Gardner, Jr.**

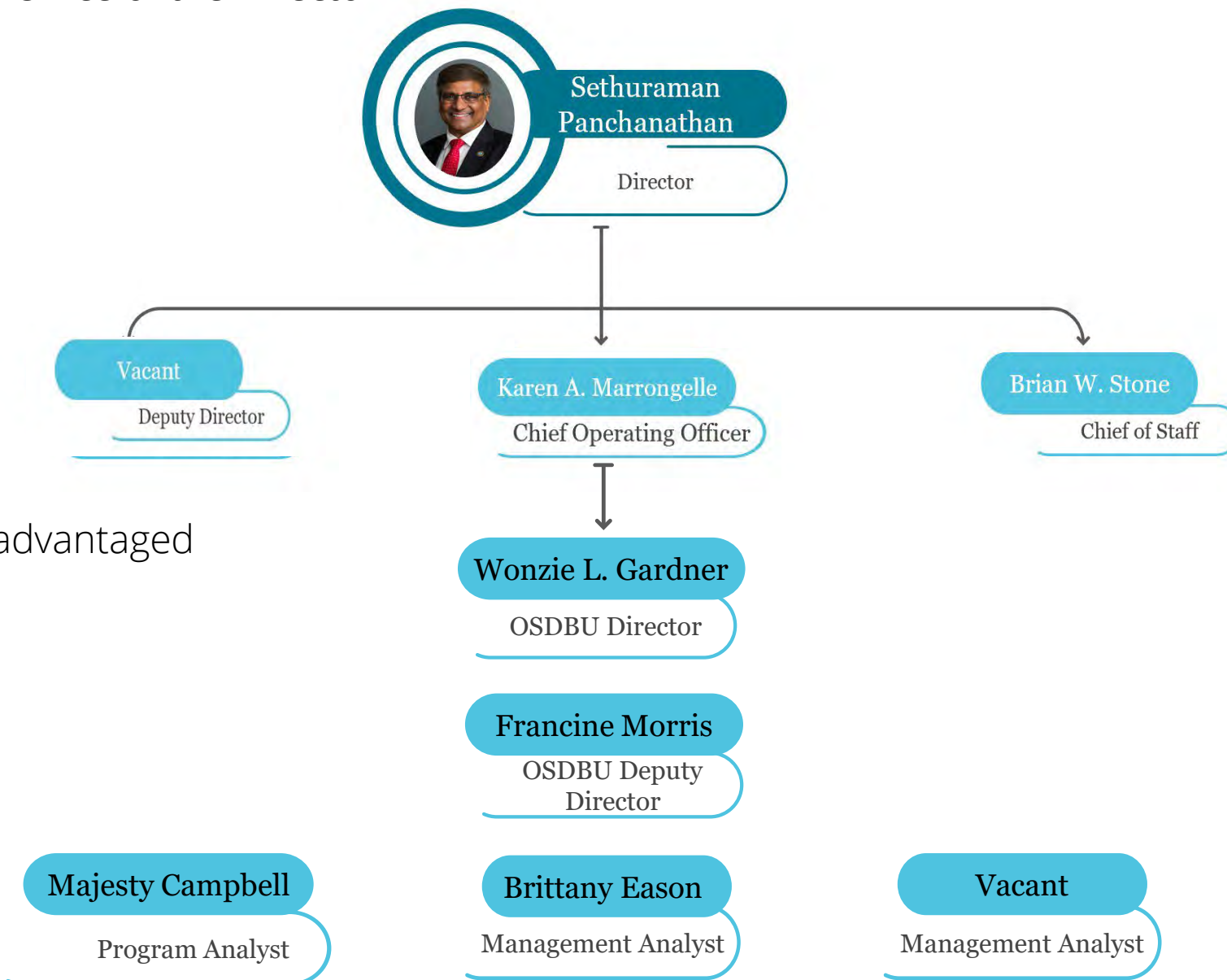
Office Head

Chief Human Capital Officer  
OSDBU Director

**Peggy A. Gartner**  
Deputy Office Head



## Office of the Director





# NSF Culture



Ranked #5 among mid-sized agencies in *2020 Best Places to Work* in the federal government.



Collaborative work environment.



Workplace flexibilities supported by work-life balance programs.



Promotes cutting-edge innovation and discovery that changes the world.





# NSF by the Numbers



Created by Congress in **1950**. Workforce of about **2,100**. 1,400 career employees/about 500 contractors

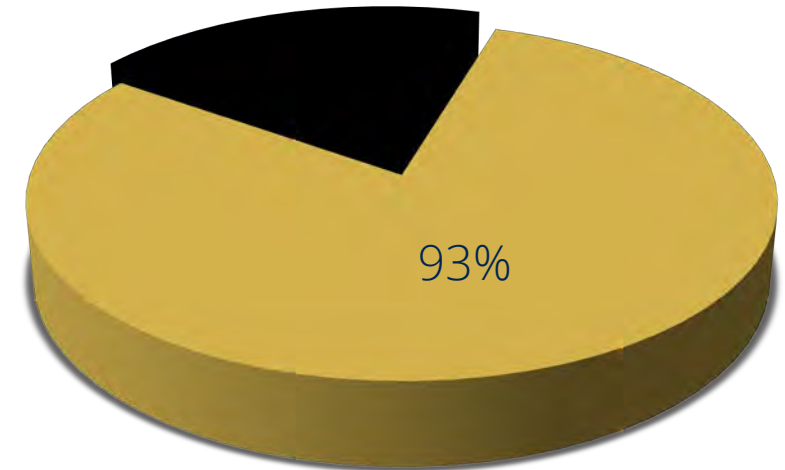


NSF funds research in all **50** states and fosters international scientific collaboration on all **7** continents



NSF supports **27%** of all federally funded academic research at U.S. colleges and universities

**\$8.8B** budget – 93% of which is allocated to grants and awards to support research projects, facilities, and STEM education





# What We Buy



Antarctic and Arctic Support -  
**\$237,952,716.38**



Science and Engineering Statistical  
Support Services - **\$10,845,546**



Information and Resource Management  
Support Services and Products -  
**\$136,646,091**



Other Professional Services,  
Including Human Resources  
Support - **\$33,842,698**



Financial Management Support –  
**\$6,503,636.15**

# NSF Small Business Prime Achievement History

FY	SB (Goal/Achievement)	SDB (Goal/ Achievement)	WOSB (Goal/ Achievement)	HUBZone (Goal/ Achievement)	SDVOSB (Goal/ Achievement)	Scorecard Letter Grade
2019	13.50% / 15.55%	5.00% / 7.09%	5.00% / 3.72%	3.00% / 1.81%	3.00% / 2.19%	B
2020	13.50% / 19.27%	5.00% / 9.54%	5.00% / 5.99%	3.00% / 3.82%	3.00% / 4.26%	A
2021	15% / 23.88%	5.00% / 13.98%	5.00% / 8.44%	3.00% / 4.79%	3.00% / 3.54%	--

# NSF Small Business Subcontract Achievement History

FY	SB (Goal/Achievement)	SDB (Goal/ Achievement)	WOSB (Goal/ Achievement)	HUBZone (Goal/ Achievement)	SDVOSB (Goal/ Achievement)
2019	38.84% / 24.70%	5.00% / 12.90%	5.00% / 4.30%	3.00% / 0.40%	3.00% / 3.80%
2020	37.80% / 20.50%	5.00% / 13.10%	5.00% / 0.60%	3.00% / 0.20%	3.00% / 4.60%
2021	32.00% / 27.30%	5.00% / 10.30%	5.00% / 5.90%	3.00% / .50%	3.00% / 3.90%



## Where We Are Now: FY 22

Category	SB	SDB	WOSB	HUBZone	SDVOSB (Goal/ Achievement)
Prime Contracting Goal	18.00%	10.70%	5.00%	3.00%	3.00%
Prime Contracting Achievement	25.02%	15.36%	9.88%	5.20%	5.34%

# OSDBU Best Practices



Collaborative relationship between OSDBU and Contracts Branch.



Facilitate meet and greets between industry and program offices.



Own and manage the NSF acquisition forecast.



Collaborative relationship with OMB, SBA, and other government agencies.



OSDBU/Program Office engagement form.



OSDBU Star Award and Spotlight recognition



Plan and execute various outreach events.

# Internal and External Outreach

## Internal site.

OSDBU News

The National Science Foundation (NSF) is fully aligned with the broad goals set out by President Biden to advancing equity in federal procurement. NSF is fully committed to maximizing government opportunities for small and disadvantaged businesses. Through our Small Business Office, program offices, and acquisition community, we will collaborate and seek out ways to ensure we all do our part to guarantee small and disadvantaged businesses receive adequate opportunities to partner with NSF as we achieve our mission to promote the progress of science and innovation to fuel our economy, national security, and the prosperity of all Americans.

Page: [Add](#) [Print](#) [Email](#)

**NSF Office of Small and Disadvantaged Business Utilization**

Advocating for Small and Disadvantaged Business

ACQUISITION PLANNING | ACQUISITION FORECAST | OUTREACH ACTIVITIES

GOAL CORNER | TRAINING/RESOURCES | CONGRESSIONAL CORNER

Meet the Staff

Related Content

Related Documents:

- National Defense Authorization Act
- NSF OSDBU Roles and Responsibilities
- Meet DACS Staff

Related Pages:

- SAM.gov
- USA Spending.gov
- Acquisition.gov

## External site.

NSF National Science Foundation

Science Topics | News & Multimedia | About NSF | Funding & Awards

**Office of Small and Disadvantaged Business Utilization**

View image credit

**Office of Small and Disadvantaged Business Utilization**

About OSDBU +

Doing Business with NSF

Small Business Outreach +

NSF Acquisition Forecast

SBIR/STTR

Congressional Corner

Resources

Contact Us

**Doing business with NSF**

The NSF Office of Small and Disadvantaged Business Utilization, or OSDBU, is committed to ensuring NSF's contracting opportunities are transparent and accessible to small and disadvantaged businesses.

Learn more

Share

[f](#) [t](#) [in](#) [e](#)

# OSDBU Star Award

The OSDBU Star Award recognizes NSF offices for their excellence in optimizing the utilization of small businesses when procuring goods and services for the National Science Foundation.



**National Center for Science and Engineering Statistics**

**OUTSTANDING ACHIEVEMENT**  
NCSES is being recognized for exhibiting outstanding commitment and leadership in small business contracting at NSF.

Excellence in Small Business Contracting & Collaboration







# Quarterly Recognition



*Each quarter the OSDBU highlights the NSF offices that exhibit outstanding achievements in small business contracting and partnering with the OSDBU.*

# Looking Into the Future...

*Revamping technological infrastructure of the OSDBU Office*



Vendor engagement form



Database and customer communication system



Streamlining internal business workflows



Improve vendor communication and transparency





# Questions/Comments

*Francine Morris*



(703) 292-5074



[fmorris@nsf.gov](mailto:fmorris@nsf.gov)



**ENCLOSURE 10**  
**Nuclear Regulatory Commission**  
**(NRC)**



**U.S.NRC**

UNITED STATES NUCLEAR REGULATORY COMMISSION

*Protecting People and the Environment*

# Best Practices to Achieve Small Business Goals

# Agenda



01 Profile



02 Best Practices



03 Results

# Agency Profile



**What: Mission**

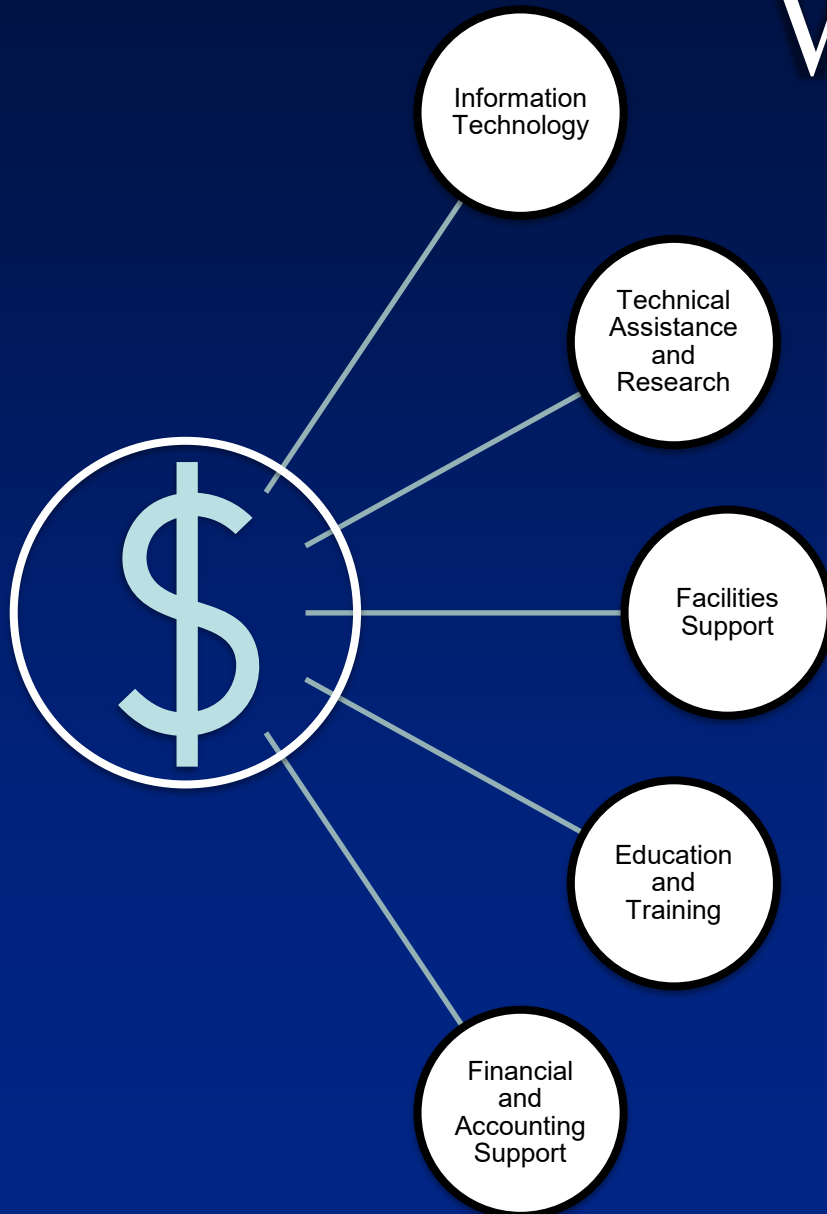


**Where: Locations**



**When: Est. 1974**

# What We Buy



# Best Practices



# Meet the Team



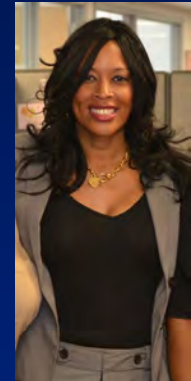
Vonna Ordaz  
Director



Anthony Briggs  
Program Manager



Tira Patterson  
Senior Small Business  
Specialist



Dian Saint  
Helpdesk Support  
(contractor)



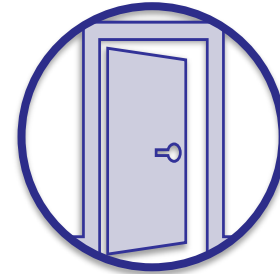
# How We Help Buyers



**Market  
Research  
Assistance**



**Compliance  
Guarantee  
& Warranty**



**SME on  
Demand**



# How We Help Businesses



**Counseling**



**Marketing**



**Resources**



**Helpdesk**



# Small Business Toolbox



U.S. NRC United States Nuclear Regulatory Commission *Protecting People and the Environment*

FAQ | GLOSSARY | FACILITY LOCATOR | WHAT'S NEW | SITE HELP | INDEX A-Z | CONTACT US | EMAIL UPDATES

REPORT A SAFETY CONCERN SEARCH

f t in y .. /

NUCLEAR REACTORS NUCLEAR MATERIALS RADIOACTIVE WASTE NUCLEAR SECURITY PUBLIC MEETINGS & INVOLVEMENT NRC LIBRARY ABOUT NRC

Home > About NRC > Contracting Opportunities

**Navigation**

- NRC Contracting Opportunities
- Information for Small Businesses

**Information for Small Businesses**

This page includes links to files in non-HTML format. See [Plugins, Viewers, and Other Tools](#) for more information.

The U.S. Nuclear Regulatory Commission (NRC) is committed to ensuring that small businesses are afforded the maximum practicable prime and subcontract opportunities in support of agency mission operations. The Small Business Program takes the lead in this effort by serving the NRC and the business community by advocating for small businesses, including businesses owned by the disadvantaged, women, veterans, and service-disabled veterans, as well as companies located in Historically Underutilized Business Zones (HUBZones). In addition, the NRC's Small Business Program hosts [Small Business Exchange and Matchmaking Events](#) to explore the marketplace, introduce the agency, and its contract opportunities.

For more information, please see the following pages:

- Overview of the Small Business Program
- Tips for Conducting Business with NRC
- Small Business Contracting Programs
- SBA Small Business Procurement Scorecard **EXIT**
- Small Business Exchange and Matchmaking Events
- Other Useful Small Business and Acquisition Links
- Find an OSDBU **EXIT**
- Find a Forecast **EXIT**
- Request a Small Business Counseling Session

Contact us to learn more about opportunities:

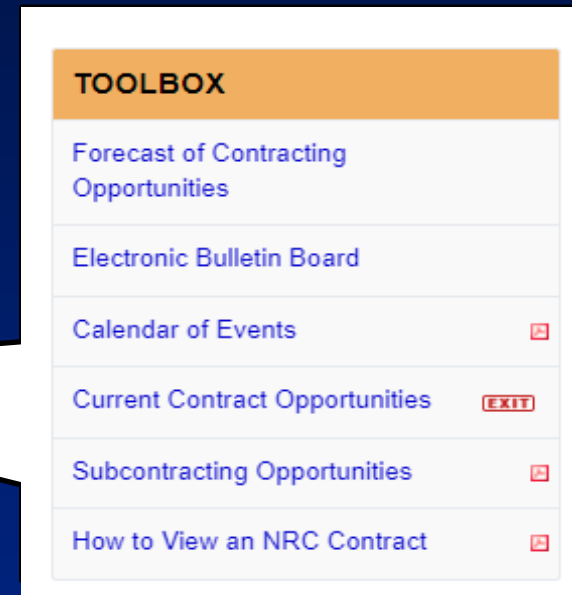
- Phone: (800) 903-SBCR
- TDD: (301) 415-5244
- Email: [smallbusiness@nrc.gov](mailto:smallbusiness@nrc.gov)

**TOOLBOX**

- Forecast of Contracting Opportunities
- Electronic Bulletin Board
- Calendar of Events
- Current Contract Opportunities **EXIT**
- Subcontracting Opportunities
- How to View an NRC Contract

**NATIONAL LAB OPPORTUNITIES**

- Pacific Northwest National Lab (PNNL) **EXIT**
- Sandia National Lab (SNL) **EXIT**
- Oak Ridge National Lab (ORNL) **EXIT**



**TOOLBOX**

- Forecast of Contracting Opportunities
- Electronic Bulletin Board
- Calendar of Events
- Current Contract Opportunities **EXIT**
- Subcontracting Opportunities
- How to View an NRC Contract



# Outreach

- Host NRC sponsored events
- Participate in Procurement Events
- Co-Develop NRC's Small Business Training Course





# RESULTS



# Return on Investment



**Scorecard grade of A or higher for 10 years**



**Doubled the goal for SDBs, WOSBs, SDVOSBs, & HUBZones**



**More than 50% contract awards made to small businesses**



# Goal Performance (2021)

**Nuclear Regulatory Commission**  
FY2021 Small Business Procurement Scorecard

APR 16, 2021  
APR 16, 2021

**Prime Contracting Achievement: 85.19%**

	2019 Fulfillment	2020 Goal	2021 Achievement
Small Business	67.46%	45.00%	85.19%
Women Owned Small Business	14.67%	5.00%	20.13%
Small Disadvantaged Business	32.88%	5.00%	36.02%
Service Disabled Veteran Owned Small Business	9.46%	3.00%	17.91%
HUBZone	13.01%	3.00%	20.13%

**Subcontracting Achievement: 5.86%**

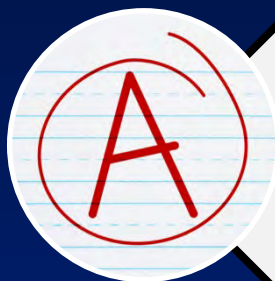
	2019 Fulfillment	2020 Goal	2021 Achievement
Small Business	31.46%	45.00%	45.31%
Women Owned Small Business	0.00%	5.00%	4.93%
Small Disadvantaged Business	0.49%	3.00%	3.00%
Service Disabled Veteran Owned Small Business	0.19%	3.00%	3.71%
HUBZone	0.19%	3.00%	3.00%

**100% OIG/IG Compliance Requirements: 16.19%**

Requirement Name	Pass/Fail Score
15(x)0 Office and Director Experience	1.00
15(x)1 Director Title	1.00
15(x)2 Compensation and Security	1.00
15(x)3 Reporting (Head of Agency or Deputy Head)	1.00
15(x)4 Implementation and Execution of Business Development	1.00
15(x)5 Identity and Address Bundling of Contracts	1.00
15(x)6 Provide Assistance on Payments	1.00
15(x)7 Supervisory Authority	1.00
15(x)8 Assign Small Business Technical Advisors	1.00
15(x)9 OIG/IG Cooperation and Consultation	1.00
15(x)10 Recommendations to Contracting Officers	1.00
15(x)11 Activity Conversion	0.00
15(x)12 Advise CAO and SPE	1.00
15(x)13(Option) SBC and Contracting Specialist Training	1.00
15(x)14 Receive Unethical Proposal	1.00
15(x)15 Exclude: Bidder and Title	0.00
15(x)16 Congressional Reporting	1.00
15(x)17 Respond to Unlawful Retention Notifications	1.00
15(x)18 Purchase Card Summary Data Review	1.00
15(x)19 Vendor Compliance Educational Training	1.00
15(x)20 Subcontracting Plan Review	1.00
15(x)21 Assist Small Business concerns in OSR or OTTR program. (This requirement was not included in the FY20 scorecard data.)	0.00
<b>TOTAL</b>	<b>17.00</b>

**Number of Small Business Prime Contractors Comparison: 8.46%**

Increases in number of SB primes by 10% or more + 1.0  
Increases in number of SB primes by 5% or more but less than or equal to 10% + 0.2  
Increases in number of SB primes between 0% and less than or equal to 5% + 0.1  
No change in the number of SB primes (Change + 0% to less than 0% decrease) + 0.0  
Decrease in number of SB primes by more than 5% but less than or equal to 10% + 0.2  
Decrease in number of SB primes by 5% or more but less than or equal to 10% + 0.2  
Decrease in number of SB primes by 10% or more + 0.2



Scorecard  
Grade of A



5/5 Prime  
Contract  
Goals



Continued  
to Double  
Goals

# Thank You!



**ENCLOSURE 11**  
**Department of Veterans Affairs**  
**(VA)**

# VA

Office of Small and Disadvantaged  
Business Utilization

## *Best Practices Briefing*

Sharon G. Ridley  
Executive Director

August 23, 2022



Choose VA

# VA OSDBU MISSION AND VISION

*Concentrated on Access to Economic Opportunity*

## Mission

Support the Secretary's priorities by enabling Veterans to gain access to economic opportunities by developing policies and programs, informed by customer feedback, that improve market research, increase direct access, and maximize the participation of procurement ready Service-Disabled Veteran-Owned Small Businesses (SDVOSBs) and Veteran-Owned Small Businesses (VOSBs) in Federal contracting.

## Vision

OSDBU is trusted by Veterans and VA staff to be responsive to customers' needs with policies and programs that successfully leverage the Federal procurement system to enable Veterans to gain access to economic opportunities.



# VA OSDBU CORE PROGRAM AREAS

**Center for  
Verification  
and Evaluation**

**Direct Access  
Program**

**Acquisition  
Support**

**Strategic  
Outreach and  
Communications**

**Women  
Veteran-Owned  
Small Business  
Initiative**

## **Shared Services**

- Information Technology Systems Integration
- Contracts Management
- Executive Actions

# SBA SMALL BUSINESS SCORECARD

## Department of Veterans Affairs

**A**  
**100.05%**

Category	Small Business	Service-Disabled Veteran-Owned Small Business (SDVOSB)	Historically Underutilized Business Zone (HUBZone)	Small Disadvantaged Business (SDB)	Women-Owned Small Business (WOSB)
<b>2021 Goal</b>	<b>28.45%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>5.00%</b>	<b>5.00%</b>
2021 Dollars	\$10.5B	\$8.2B	\$779.7M	\$3.9B	\$801.8M
2021 Achievement	30.38%	23.76%	2.25%	11.20%	2.31%
Comparable 2020 Achievement	26.58%	20.24%	1.98%	9.32%	2.44%

Source: SBA Small Business Scorecard for the Department of Veterans Affairs  
<https://www.sba.gov/agency-scorecards/scorecard.html?agency=VA&year=2021>

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Choose **VA**

**VA**



U.S. Department  
of Veterans Affairs



# SENIOR LEADERSHIP SUPPORT

DEPARTMENT OF  
VETERANS AFFAIRS

## Memorandum

Date: April 25, 2022  
 From: Secretary (00)  
 Subj: Fiscal Year (FY) 2022 Department of Veterans Affairs (VA) Socioeconomic Procurement Goals (VIEWS 7111691)  
 To: Under Secretaries, Assistant Secretaries, Other Key Officials, Deputy Assistant Secretaries, Heads of Contracting Activity and Field Directors

1. As the third-largest Government agency measured by procurement dollars, VA provides indispensable support for the President's mandate to enhance equity for all Americans. To this end, the President directed VA and all agencies to scrutinize our procurement practices and remove barriers to participation. Executive Order 13985, "Advancing Racial Equity and Support for Underserved Communities Through the Federal Government," reminds us that access to such opportunities strengthens our economy for the benefit of all Americans. VA's mission as a responsible steward of taxpayer dollars must include leveraging our purchasing power to foster growth and opportunity in underserved communities.

2. Our small business and socioeconomic contracting goals provide useful benchmarks to ensure we remain committed to carry out these obligations. In addition to the goals negotiated with the Small Business Administration (SBA) for the Government-wide programs under their purview, I also have an obligation to set VA-specific goals for Service-Disabled Veteran-Owned Small Businesses (SDVOSB) and Veteran-Owned Small Businesses (VOSB) under VA's Veterans First Contracting Program. I am therefore pleased to establish FY 2022 goals for the Department, as follows:

### FY 2022 VA Department-wide Goals

Socioeconomic Category	Prime Contracting	Subcontracting
All Small Business	26.94%	17.5%
Service-Disabled Veteran-Owned Small Business	15.0%	5.0%
Veteran-Owned Small Business	17.0%	7.0%
HUBZone Small Business	3.0%	3.0%
Small Disadvantaged Business (SDB)	10.2%	5.0%
Women-Owned Small Business (WOSB)	5.0%	5.0%

3. VA's pledge to SDVOSBs and VOSBs extends beyond simple achievement of goals. Congress charged us with a mission to place them at the top of our hierarchy for contracting opportunities whenever we need to purchase goods or services. The Supreme Court and lower courts have re-emphasized this priority.

Page 2.

Subj: Fiscal Year (FY) 2022 Department of Veterans Affairs (VA) Socioeconomic Procurement Goals (VIEWS 7111691)

4. However, Congress did not waive our obligations to other types of small businesses. The Veterans First Contracting Program recognizes these commitments, and the law mandates an appropriate priority for applying these programs after considering SDVOSB and VOSB obligations. As the Federal agency principally responsible for Veteran programs, VA remains firmly committed to the Veterans First approach. Full implementation of that law also means carrying out other socioeconomic programs according to VA's statutory procurement hierarchy.

5. To aid VA's execution of the Department-wide goals, therefore, I direct the following prime contracting goals for the Head of Contracting Activity (HCA) organizations. These include HCAs within VA's three operating Administrations as well as those within the Office of Acquisition, Logistics and Construction (OALC).

### FY 2022 HCA Prime Contracting Goals

Organization	All Small Business	SDVOSB	VOSB	HUBZone	SDB	WOSB
Administrations						
Veterans Health Administration	34.0%	23.0%	24.0%	2.3%	14.0%	3.0%
Veterans Benefits Administration	37.0%	28.0%	31.0%	3.0%	13.0%	2.0%
National Cemetery Administration	90.0%	80.0%	81.0%	9.0%	40.0%	4.0%
OALC						
Office of Construction and Facilities Management	80.0%	65.0%	65.0%	10.0%	43.0%	1.0%
National Acquisition Center	6.0%	4.0%	4.0%	0.5%	2.0%	1.0%
Strategic Acquisition Center	9.0%	7.0%	7.0%	1.0%	2.0%	2.0%
Technology Acquisition Center	38.0%	35.0%	36.0%	3.0%	16.0%	3.0%

6. These goals will be based upon all reported contract actions, as SBA measures them, and will continue in force until VA and SBA negotiate and document new Department-wide goals in FY 2023. Thank you for your support of Veterans and VOSBs.

  
 Denis McDonough

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Choose VA

VA



U.S. Department  
of Veterans Affairs

# THE VETERANS FIRST CONTRACTING PROGRAM

**The Veterans First Contracting Program establishes a procurement hierarchy at VA, unlike parity for other agencies**

- SDVOSB and VOSB set-asides must be considered before other small business programs
- Offerors must be verified SDVOSBs or VOSBs to compete
- VA also has Department-specific goals for SDVOSBs and VOSBs (**15% and 17% in FY 2021**)

# TRACKING USE OF VETERANS FIRST PROGRAM

## OSDBU reports to the VA Operations Board on usage of Veterans First program authorities

- This required development of a definition for a new contract award decision and how to measure it in the Federal Procurement Data System
- The metric calculates what percentage of new award decisions are conducted as set-asides or sole-sources for SDVOSBs or VOSBs
- In FY 2021, VA made **43,460** new award decisions
  - **7,492** were Veterans First actions (**17.2%**)

Page 194 of 210

# VA BEST PRACTICES

- Organized **structured events** to provide VOSBs and other firms **access** to meaningful insight about procurement opportunities
- Improved **VA's Market Research toolkit** data analytics leading to better acquisition outcomes
- Launched the **Women Veteran-Owned Small Business Initiative**; a first-of-its-kind program aimed at increasing WOSB participation in Federal and commercial procurements, with a special focus on Women Veterans

Page 195 of 210



Choose **VA**

**VA**



U.S. Department  
of Veterans Affairs

# STAY CONNECTED WITH OSDBU

## OSDBU Help Desk:

Phone: 866-584-2344

Email: [vip@va.gov](mailto:vip@va.gov)

OSDBU Website: <https://www.va.gov/osdbu/>

## Social Media:

Twitter: <https://twitter.com/VAVetBiz>

Facebook: <https://www.facebook.com/VAVetBiz/>

YouTube: <https://www.youtube.com/c/VAOSDBU>



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Choose **VA**

**VA**



U.S. Department  
of Veterans Affairs

**ENCLOSURE 12**  
**Social Security Administration**  
**(SSA)**



# Social Security Administration





# Social Security 101



- ▶ Agency created by the Social Security Act of 1935
- ▶ Independent Agency (outside of cabinet)
- ▶ Central Office in Baltimore
- ▶ SSA is headed by a Commissioner
- ▶ 60,000 employees
- ▶ 15,000 State employees
- ▶ 10 regional offices, 8 processing centers, 1,230 field offices
- ▶ Deliver services to US embassies in over 100 countries

# SSA Benefits America!



**Retirement**



**Survivors**

Our **mission** is to:  
Deliver Social Security  
Programs that meet the  
changing needs of the  
public



**Disability**



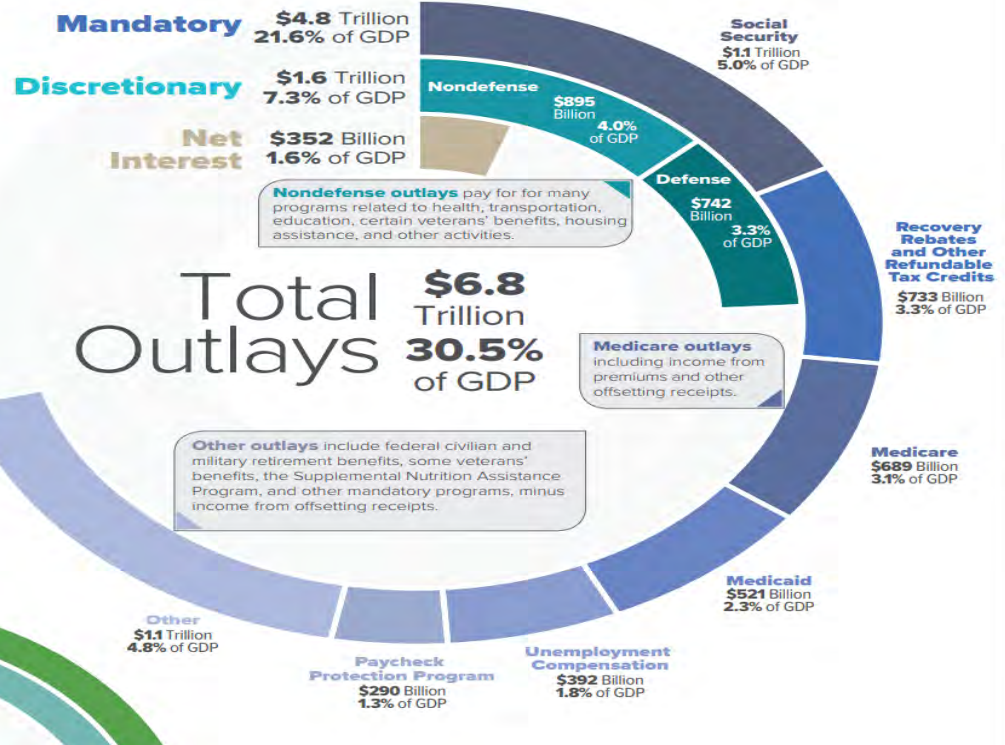
**Federal Needs  
Based Programs**



# The Importance of Social Security

## Total Federal Government Budget Outlays (\$6.8 trillion)

### THE FEDERAL BUDGET IN FISCAL YEAR 2021



Source: Congressional Budget Office

**OFFICE OF THE DEPUTY COMMISSIONER  
(ODC)**

**Michelle King**  
Deputy Commissioner

**Seth Binstock**  
Assistant Deputy Commissioner

**Dan Callahan**  
Assistant Deputy Commissioner

**Heather Turnour**  
Executive Officer

**SMALL &  
DISADVANTAGED  
BUSINESS UTILIZATION**

**Leslie Ford**

**EXECUTIVE SUPPORT  
STAFF**

**HUMAN RESOURCES &  
PROGRAM  
MANAGEMENT STAFF**

**SYSTEMS SUPPORT  
STAFF**

**Executive Secretary**  
Florence A. Felix-Lawson

**Counselor to the Commissioner**  
Oren H. McKnelly

**Commissioner**  
**Kilolo Kijakazi\***

**Deputy Commissioner**  
(Vacant)

**Chief of Staff**  
Scott L. Frey

**Deputy Chief of Staff**  
Tiffany Flick

Gail S. Ennis  
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Benjamin S. Alpert

**Asst Inspector General,**  
Office of Investigations  
Donald E. Jefferson Jr\*

**Asst Inspector General,**  
Office of Audit  
Michelle L. Anderson

**Counsel,**  
Office of the Counsel to  
the Inspector General  
Michelle M. Murray

**Deputy Commissioner,**  
**Communications**  
Jeffrey Nesbit

**Assistant DC**  
Diana E. Andrews\*

**Deputy Commissioner,**  
**Hearings**  
**Operations**  
Joseph M. Lytle\*

**Assistant DC**  
Joseph M. Lytle  
Sylviane D. Haldiman

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Office of the Chief  
Administrative  
Law Judge  
Patrick R. Nagle

**Assoc Comsmr,**  
Office of Strategic  
and Digital  
Communications  
Jeffrey M. Buckner

**Assoc Comsmr,**  
Office of Public  
Inquiries and  
Communications  
Support  
Susan Camarena

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New York,  
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Chicago,  
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Dallas,  
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Kansas City,  
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Denver,  
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San Francisco,  
Jennifer M. Home  
Seattle,  
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Office of Executive  
Operations and Human  
Resources  
James C. Borland

**Assoc Comsmr,**  
Office of Budget,  
Facilities and Security  
Dean S. Landis

**Assoc Comsmr,**  
Office of Electronic  
Services and Systems  
Integration  
Jim Parikh

**General Counsel**  
Royce B. Min

**Deputy General Counsel**  
John J. Lee  
Eric P. Kressman

**Assoc General Counsel,**  
Office of General Law  
Office 1  
Mitch R. Chitwood

**Assoc General Counsel,**  
Office of General Law  
Office 2  
Kathryn A. Caldwell

**Assoc General Counsel,**  
Office of General Law  
Office 3  
Christopher G. Harris

**Assoc General Counsel,**  
Office of General Law  
Office 4  
Nancy Gonzalez

**Assoc General Counsel,**  
Office of Program Law  
Jeffrey C. Blair

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Denver,  
Mona B. Ahmed  
San Francisco,  
Peter Thompson\*  
Seattle,  
Nicole Jabally\*

**Executive Director,**  
Office of Privacy  
and Disclosure  
Matthew D. Ramsey

**Deputy Commissioner,**  
**Human Resources**  
Darlynda K. Bogle

**Assistant DC**  
Lydia C. Marshall

**Assoc Comsmr,**  
Office of Personnel  
Adam C. Gower

**Assoc Comsmr,**  
Office of Labor-  
Management and  
Employee Relations  
Joseph Sullivan

**Assoc Comsmr,**  
Office of Strategy,  
Learning, and Workforce  
Development  
Kristen Medley-Proctor

**Assoc Comsmr,**  
Office of Strategic  
Learning, and Workforce  
Development  
Kristen Medley-Proctor

\*Acting

**Deputy Commissioner,**  
**Legislation and Congressional Affairs**  
Tom Klouda

**Assistant DC**  
Eric R. Skidmore

**Assoc Comsmr,**  
Office of Legislative  
Development and  
Operations  
Erik T. Hansen

**Assoc Comsmr,**  
Office of Congressional  
Affairs  
Joel F. Najar

**Deputy Commissioner,**  
**Operations**  
Grace M. Kim

**Assistant DC**  
Erik N. D. Jones  
Stephanie J. Hall

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New York,  
Raymond S. Egan  
Philadelphia,  
Elaine Garrison-Daniels  
Atlanta,  
Rose Mary C. Buehler  
Chicago,  
Phyllis M. Smith  
Dallas,  
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Kansas City,  
Linda Kerr-Davis  
Denver,  
Mary Lisa Lewandowski  
San Francisco,  
Debby S. Ellis  
Seattle,  
Mary Lisa Lewandowski

**Assoc Comsmr,**  
Office of Public Service  
and Operations Support  
Michelle Sanders Sparks

**Assoc Comsmr,**  
Office of Customer  
Service  
Delma L. Cardona

**Assoc Comsmr,**  
Office of Central  
Operations  
V. Patrice Stewart

**Assoc Comsmr,**  
Office of Electronic  
Services and  
Technology  
Ryan S. Felber

**Assoc Comsmr,**

**Deputy Commissioner,**  
**Retirement and Disability Policy**  
Stephen G. Evangelista\*

**Assistant DC**  
Jennifer Stevenson\*

**Assoc Comsmr,**  
Office of Income  
Security Programs  
Dawn S. Wiggins

**Assoc Comsmr,**  
Office of Research,  
Evaluation and  
Statistics  
Natalie T. Lu\*

**Assoc Comsmr,**  
Office of Data Exchange,  
Policy Publications and  
International  
Negotiations  
John C. Morenz

**Assoc Comsmr,**  
Office of Disability  
Policy  
Steven M. Rollins\*

**Assoc Comsmr,**  
Office of Research,  
Demonstration and  
Employment Support  
Susan B. Wilschke\*

**Deputy Commissioner/Chief Information Systems**  
Sean P. Brune

**Assistant DC/Deputy Chief Information Systems**  
Wayne F. Lemon\*

**Assistant DC/Deputy Chief Information Systems (Modernization)**  
Patrick I. Newbold

**Chief Architect**  
Brian C. Peltier

**Chief Technology Officer**  
Sudhanshu Sinha

**Deputy Chief Technology Officer**  
Brad A. Flick

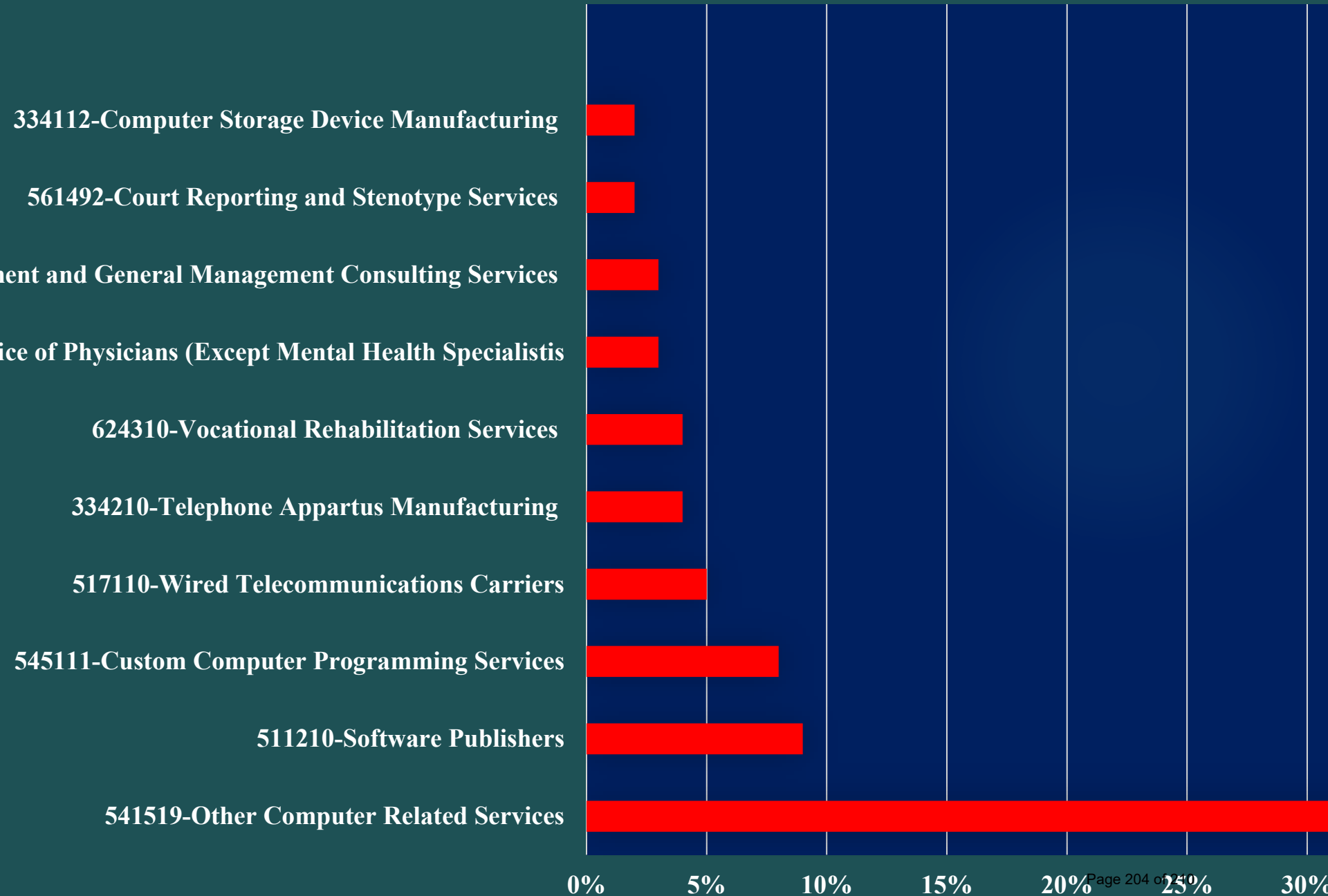
**Assoc Comsmr,**  
Office of Enterprise  
Information Systems  
Ann T. Amrhein

**Assoc Comsmr,**  
Office of Systems  
Architecture  
Gregory W. Pearre

**Assoc Comsmr,**  
Office of Benefit  
Information Systems  
Djimy B. Chapron\*

**Assoc Comsmr,**  
Office of Disability  
Information Systems  
Michelle P. Minton

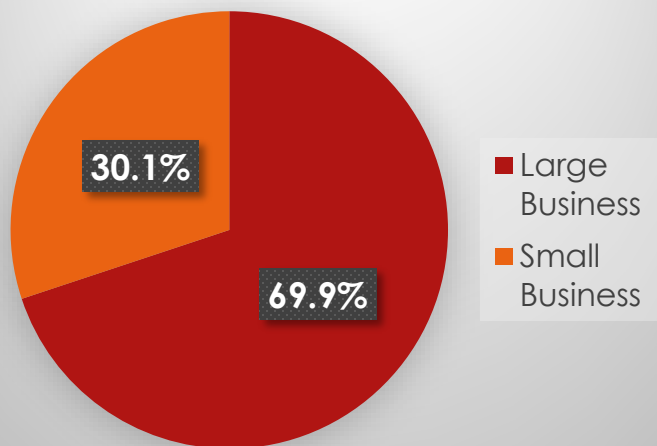
# Top 10 NAICS Code by Total FY 2021 SSA Award Dollars



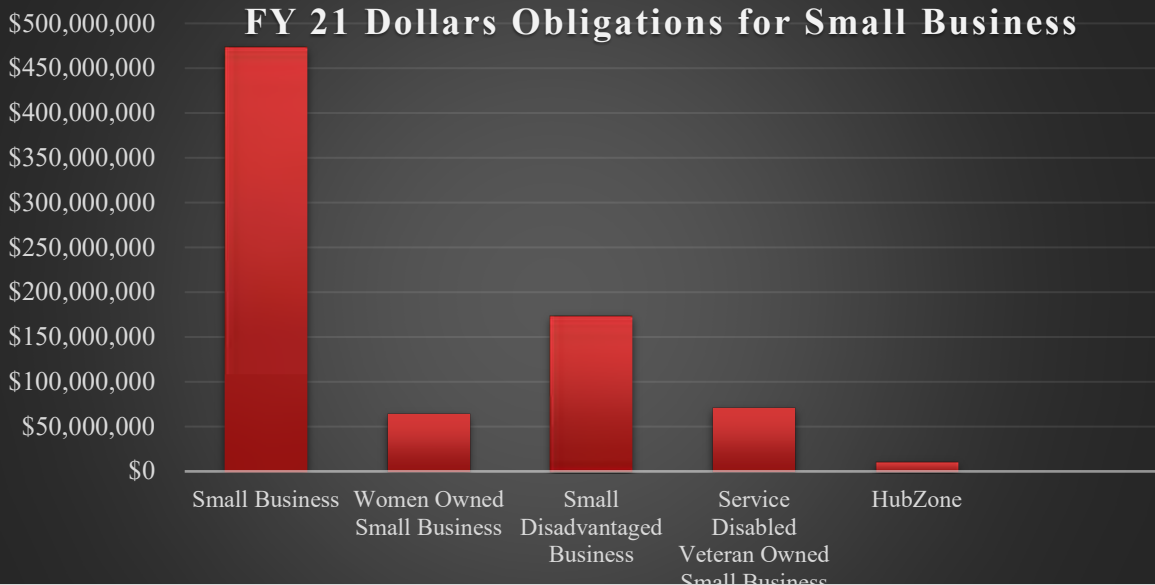


# SSA Small Business Administration Achievements

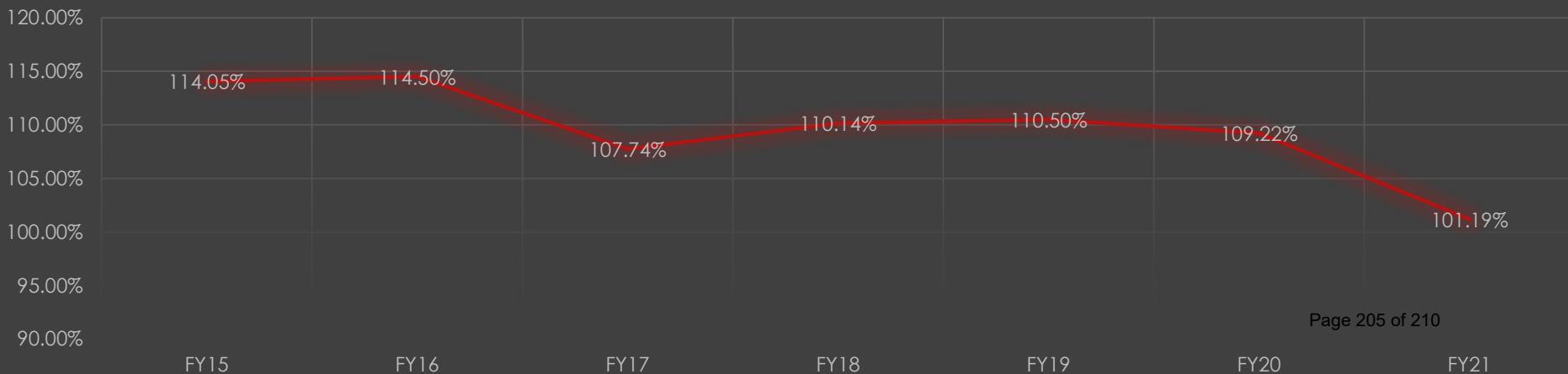
## FY2021 Obligations



## FY 21 Dollars Obligations for Small Business



## SSA OSDBU SBA Scorecard Grades FY 2013-2019





# What Does SSA Buy?

Information Technology	Movers
Hardware	Express ground domestic delivery services
IT software	Wireless service
IT support services	Business cards
Laptop and desk top computers	Color printers
Disaster recovery software	Desktop printers
Medical consultants	Fax machines
Architecture and engineering services	Printers
Building repairs and alterations	Employee training
Relocation services	Security services

# SSA's Handbook Requirement for Sources Sought

- ▶ Under H2319 of SSA's Handbook, our agency requires recent market research results.
- ▶ Any open market acquisition over the SAT (including options) that requires OSDBU review must have documentation that it was synopsised as a sources source within the last eight months.
- ▶ The CO must include in its documentation for these types of acquisitions the following:
  - ▶ Copy of the posted sources sought; and
  - ▶ List of all vendors that responded to the sources sought, and a determination (for each vendor) as to whether they are capable of performing the work and if not include an explanation as to why.
- ▶ This requirement is a vital piece of helping the COs make the rule of two set-aside determinations.



# Acquisition Team Workshops

- ▶ Teams consists of Contracting Officers, Contracting Officer's Representatives, Technical Experts and Legal Counsel.
- ▶ Teams focus on a strategy for an upcoming major procurement. During the workshop, the team will focus on defining the requirement, market research, drafting the statement of work, evaluation language, and evaluation factors.
- ▶ The workshops are five days long and includes training from other relevant components that affect the acquisition process.
- ▶ During the workshop week, the SADBUS is invited to speak with all the teams on small business programs. During that training the SADBUS will focus on the following:
  - 1) Market research, including the importance of conducting request for information and sources sought to determine the capabilities of the marketplace. These tools also help the teams make a more informed decision on determining small set-asides.
  - 2) Socioeconomic programs, including the different types of programs and SSA's Small Business Administration goals for each program.
  - 3) The Small Business Subcontracting Program, Mentor-Protégé Program (including joint ventures), 8(a) Program, and Contractor Teaming Arrangements under GSA all to help encourage using small businesses for our requirements.
  - 4) Promoting the use of Federal Strategic Sourcing Initiative Contracts, OASIS Small Business Contracts, GWAC such as 8(a) Stars III, VETS 2, and Alliant 2.

# Other Best Practices

- ▶ Monthly Vendor Outreach Sessions and Outreach via Webinars
- ▶ Bi-Weekly Staff Meetings with Office of the Commissioner
- ▶ Quarterly Dashboard Report of Small Business Goal Performance to Senior Executives
- ▶ SADBUS conducted required training on Small Business Programs, FAR Part 19, and SSA Handbook requirements for all new Purchasing Agents and Contract Specialists.
- ▶ Presentations at quarterly CO Forums on any changes to small business programs.
- ▶ Annual Small Business Procurement Conference



# Contact Information

**Leslie Ford-OSDBU**  
**(410) 594-0111**

**Erica Day-SADBUS**  
**(410) 965-9512**

**OR [smallbusiness@ssa.gov](mailto:smallbusiness@ssa.gov)**

**<https://www.ssa.gov/agency/osdbu/>**

**Social Security Administration**  
**6401 Security Blvd.**  
**Baltimore, Maryland 21244**  
**FAX: (410) 965-2965**