

Department of the Interior
Office of Small and Disadvantaged Business Utilization
Strategic Plan
FY 2005 - 2010

Introduction

The Department of Interior, Office of Small and Disadvantaged Business Utilization (OSDBU) was established pursuant to Public Law 95-507. It is responsible for implementing Departmental policy, and managing programs and initiatives that are related to Sections 8 and 15 of the Small Business Act, as amended, and other programs under the Business and Economic Development Programs (BEDP).

The Office is headed by a Director who serves as the principal policy advisor for the BEDP. The Director reports to the Secretary through the Assistant Secretary – Policy, Management and Budget for the Department’s BEDP.

Mission Statement

OSDBU provides outreach and assistance for procurement and contracting opportunities to small, small disadvantaged, minority, women-owned, veteran-owned and service-disabled businesses and businesses located in historically underutilized business zone (HubZone) areas and guidance to the Interior’s contracting and management officials on small business.

Vision Statement

To be a good neighbor in business and our nation’s leader in successful DOI procurement for the small business community. We have four distinct implementation strategies:

- 1) Provide superior data, direction, and contractor connections to the small business community to assure their involvement to the maximum extent with Interior procurement opportunities.
- 2) Develop small business community in the DC Metro community to respond to Interior contracts opportunities – 30% of Interior’s procurement occurs within the DC Metro area.
- 3) Develop strategies with minority owned businesses and Historical Black Colleges and Universities/Minority Institutions (HBCU/MI) to move them towards competition for Interior’s contracts.
- 4) Neighbors in Business – Develop key national partnerships with organizations involved with promoting small business concerns that are tiered to the local purchasing level with an emphasis upon the increase role of credit care use.

Our Role in Interior's Procurement Process

OSDBU provides overall program and policy guidance to nine Bureaus and Departmental Offices concerning the implementation and administration of the BEDP. In carrying out our mission, we focus on policy, program, and outreach to the small business community.

When proposing and implementing Departmentwide policies, we work closely with other Departmental Offices to minimize adverse economic impacts on small businesses. In addition, we notify our partners and other small business concerns through training seminars, roundtable discussions and one-on-one meetings regarding the Department's intention on proposing new policies, procedures, and regulations. Likewise, meetings are also conducted to inform small business concerns regarding new legislations and other issues impacting on how small businesses do business with the Federal government. OSDBU makes every effort to ensure the concerns of the small business community are kept in the forefront through exemplifying the role of small businesses in the growth of America's economy and obtaining buy-in throughout the Department for the inclusion of small businesses participation in the procurement process. For these reasons, monitoring, tracking and the evaluation of the Department's BEDP is essential in order to accomplish the established goals and objectives.

Since Interior's acquisition process is decentralized, the goals are to be achieved through the BEDP of the Bureaus and Departmental Offices. Each Bureau/Office with delegated procurement authority shares a responsibility to ensure fair and equitable representation of small business concerns in the Department's acquisition process. Acquisition strategy plans are reviewed for possible set-asides for small business participation, annual forecast of procurement opportunities are prepared by each procurement office and posted on their individual website, and joint meetings are held throughout the fiscal year to discuss Departmentwide initiatives and strategies. OSDBU ensures that each procurement office aggressively seeks to achieve the Departmental and governmentwide negotiated small business goals while complying with established laws, regulations, and procedures governing the Federal procurement process.

Over the past four years, Interior has been identified as the top rated Federal agency for small business in the annual scorecard prepared by Congresswoman Nydia Velasquez, ranking minority member of the House Small Business Committee. Interior's procurement awards have totaled over 2.4 billion dollars where the percentage of contracts were awarded in the following commodities; 28% ADP equipment and services, 25% construction and Architectural and Engineering (A/E), 18% supplies and equipment, 5.3% Services, 3.5% research and development, 1.2% real property and 24% other services.

**Department of the Interior
5-Year Trend of the Business and Economic Development Programs (BEDP)**

(Totals are the sum of the SF-279 (Awards &25,000 & Over) and SF-281 (Awards Under \$25,000))
Fiscal Year 2003 data is as of December 16, 2003 (Data extracted from IPDS using BRIO)

FY	Total Procurement	Small Business		8(a) Awards		Small Disadvantaged.		Women-Own		HUB Zone SB		Disabled Vet. SB	
	Dollars (S000)	Achieved	Goal	Achieved	Goal	Achieved	Goal	Achieved	Goal	Achieved	Goal	Achieved	Goal
'99	\$1,317,672	54.2%	56.0%	11.1%	7.8%	4.7%	3.5%	4.5%	3.3%				
'00	\$1,443,275	61.2%	56.0%	8.3%	9.0%	9.4%	5.0%	4.3%	5.0%				
'01	\$2,445,591	54.1%	59.0%	8.9%	9.5%	20.0%	6.0%	6.5%	6.0%	3.3%	2.5%	0.02%	1.0%
'02	\$2,543,952	57.0%	58.0%	8.3%	9.5%	17.5%	6.0%	6.1%	6.0%	4.4%	2.5%	0.3%	1.5%
'03	\$4,109,639	47.7%	58.0%	9.5%	7.1%	18.8%	7.1%	7.3%	6.0%	5.1%	5.0%	0.4%	3.0%
AVG	\$2,372,026	54.8%	57.4%	9.2%	8.6%	14.1%	5.5%	5.7%	5.3%	4.3%	3.3%	0.2%	1.8%
FY'04 & 05 BEDP GOAL		56.1%		8.3%		8.9%		5.5%		3.1%			3.0%
SUBCONTRACTING GOAL		40.1%				6.2%		6.1%		3.0%			3.0%

In order to be a good neighbor in business and our nation's leader in successful procurement for the small business community, the strategic goals have been developed to ensure an increase in the participation of small businesses in prime contract and subcontract opportunities.

Strategic Components – Information Resources and Communication

Information Technology

Effective management of information data and communication are the keys to ensuring a successful program. Each procurement office is required to develop an acquisition strategy plan and prepare a forecast of contracting opportunities for the fiscal year. Through a consultation process between OSDDBU, the Office of Acquisition and Property Management (PAM), and Bureau/Office procurement offices, all parties are aware of how to maximize procurement opportunities for small business concerns. Every effort is made to disseminate timely and accurate contracting and procurement information to our internal and external customers.

Human Capital

Each bureau/office is responsible for designating a full-time and/or collateral duty Business Utilization Development Specialist (BUDS) to work closely with OSDBU in achieving program and mission related goals. Collectively, OSDBU and the Departmentwide BUDS are tasked with identifying small businesses that are qualified and capable to provide goods and services to the Department and compete for contracts. In order to ensure an effective procurement process through the use of counseling and assisting small businesses with marketing to the Department, the Director of OSDBU ensures that all employees have the necessary competencies required. Continued emphases will be placed on providing a series of structured training and developmental activities that will ensure continuity throughout the Department and increase the sharing of best practices. Likewise, through consultation and cooperation with PAM, a Departmentwide acquisition and small business conference is held on a bi-annual basis to educate and inform program, procurement, BUDS and other small business specialist on the current issues impacting small businesses, possible solutions and alternatives for reframing how the Department “do business” through assessing best practices and the establishment of uniformity.

~~Accountability, Results, and Shared Responsibilities~~

The Secretary of Interior has outlined a vision for effective program management at Interior that is organized around the 4-C's - Conservation through Cooperation, Consultation, and Communication. Through cooperation and collaboration, OSDBU has established and maintained eleven productive partnerships in order to foster community outreach, procurement of contracts and the achievement of short and long-term program and mission related goals. OSDBU engages into agreements through the form of Memorandum of Understanding (MOU) with national organizations, educational institutions, and other Federal agencies.

Our stakeholders and external customers; Congress, other Federal agencies, the American citizens and the small business community have entrusted their confidence in Interior with ensuring that small businesses are able to obtain the maximum practicable opportunity to participate in providing goods and services to Interior and the Federal government as a whole. With this trust, it critical that every employee tasked with ensuring the participation of small businesses in procurement process is aware of their responsibilities in meeting its Bureau/Office goals. Likewise, the Department’s BEDP and activities share the same expectation and will be held accountable for achieving intended results.

Priority Management Challenges that may hinder achieving program related goals

- Inability to predict unforeseen economic and political issues affecting small businesses as directed markets for security (BOR) and shutdown of internet (BIA).
- Consolidations for savings versus bundling – developing strategies where budgets are seeking savings through consolidation of purchases while providing strategies to avoid bundling which excludes small businesses.
- Training on the ever changing Business and Economic Development Program laws and regulations especially in the face of staff turnover due to employees eligible to retire in the next five years.
- Increasing use of small and socio-economic based businesses in the Smart Card purchases.

Program Evaluation – Assessing Accomplishments and Shortfalls

The strategic plan will serve as a “living document” and annual reports will be prepared to review the performance measures, successes and/or failures of obtaining the desired results and alternatives for correcting performance deficiencies.

OSDBU will continue to assess the effectiveness and efficiency of each Bureau/Office BEDP with complying with Departmental policy and procedures, Federal Acquisition Regulations, and small business initiatives through the use of feedback exchange, questionnaires, surveys and conducting bi-yearly on-site management reviews.

OSDBU will continue to advocate the use of small business in acquiring prime and subcontract opportunities throughout Interior with collaborating with its internal and external customers. Currently, there is a strong partnership within the acquisition community to reach small business goals through a system of over seventy BUDS in nine Bureaus and Offices, where our contracting takes place.

Reports will be generated on a quarterly basis on each socio-economic program to determine progress toward OSDBU annual goal accomplishments and meetings will also be held quarterly with each Bureau/Office to analyze trends, and discuss common problems and best practices.

OSDBU Planned Program Evaluations

<i>PROGRAM GOAL</i>	<i>METHODOLOGY/PURPOSE</i>	<i>FISCAL YEAR</i>
Small Business Understanding	Conduct internal review to identify best practices in the Department's BEDP.	Annually
Prime and Subcontracting Opportunities	Program evaluations are completed each year with continual on-site and off-site monitoring.	Annually
	Performance review to evaluate program effectiveness.	Quarterly
Improve small business concerns participation	Management Control Reviews used to continually evaluate, enhance and improve program performance.	Annually
	Internal review to assess Bureau/Office program compliance with contract bundling	Quarterly
	Internal review to assess Bureau/Office program compliance with small business guidance, procedures, and regulations.	Annually

Strategic Goal: To produce \$8 billion in procurement accomplishments to small businesses in the next five years.

End Outcome Goal 1: Ensure that small business participation in DOI prime contracts exceeds the national target set by the Small Business Administration (SBA).

End Outcome Measure: By the end of the fiscal year, small business concerns participation exceeds 50% of prime contracts annually.

End Outcome Goal 2: Ensure that women-owned business participation in DOI prime contracts exceeds the national target set by the Small Business Administration (SBA).

End Outcome Measure: By the end of the fiscal year, women-owned business participation exceeds 5% of prime contracts annually.

End Outcome Goal 3: Ensure that small disadvantaged business participation in DOI prime contracts exceed the national target set by the Small Business Administration (SBA).

End Outcome Measure: By the end of the fiscal year, small disadvantaged business participation exceeds 5% of prime contracts annually.

End Outcome Goal 4: Ensure that HubZone business participation in DOI prime contracts exceeds the national target set by the Small Business Administration (SBA).

End Outcome Measure: By the end of the fiscal year, HubZone business participation exceeds 3% of prime contracts annually.

End Outcome Goal 5: Ensure that veteran-owned business participation in DOI prime contracts exceeds the national target set by the Small Business Administration (SBA).

End Outcome Measure: Veteran-owned business participation exceeds 3% of prime contracts annually.

End Outcome Goal 6: Ensure service-disabled veteran business participation in Federal prime contracts exceeds the national target set by the Small Business Administration (SBA).

End Outcome Measure: Service-disabled veteran business participation exceeds 3% of prime contracts annually.

Strategic Goal: Ensure small, small disadvantaged, women-owned, minority, veteran-owned, service-disabled and hubzone businesses are better positioned to compete for contracts through field representatives.

End Outcome Goal 1: To establish a systematic process for counseling and assisting small businesses in their understanding of the Federal procurement process.

End Outcome Measure: By FY2008, increase by 20% the number of small businesses counseled and able to participate in Electronic

Commerce (E-Commerce) through outreach and counseling.

End Outcome Measure: By FY2008, increase by 50% the number of workshops and conferences with our partnering organizations that will enable small business concerns to compete for Federal procurement contracts.

End Outcome Measure: By the end of each fiscal year, 100% of all outreach materials will be improved and reflect current information at a reduce cost.

End Outcome Measure: By the end of each of each fiscal year, increase by 5% the number of visitation (hits) to the website by providing current procurement information analysis, and features on the various BEDP, Interior procurement process, and links to other useful Federal and non-Federal website.

Strategic Goal: Identify basic competencies and skills that will equip the OSDBU staff and full-time/collateral duty BUDS with performing the duties and responsibilities in the BEDP.

End Outcome Goal 1: Develop training and development tracks in contracting, communication, performance measure, and business planning to ensure.

End Outcome Measure: By FY2006, 50% of small business training tracks will be fully implemented throughout the Department.

End Outcome Measure: By FY2006, 50% of the employees will have completed 16 hours of specialized training.

End Outcome Measure: By FY2006, identify and ensure the training of six (6) new BUDS from the Bureau(s)/Office(s) having low representation.

End Outcome Measure: Improve overall program performance by 30% over prior year.

End Outcome Measure: By the end of 2006, complete 50% of management reviews of each Bureau/Office BEDP.

Strategic goal: Through collaboration and cooperation, improve existing community relations with our neighbors.

End Outcome Measure: By 2006, four (4) new Memorandum of Understanding (MOU's) will be established with trade organizations, national organizations, educational institutions, and local communities.