



GSA ACTION PLAN

SERVICE DISABLED VETERAN OWNED SMALL BUSINESS ENABLEMENT

DRAFT



Table of Contents

NOTE: This is a living document. It contains a strategy foundation document, an action plan matrix and each services plan for implementing and achieving the goals identified in Executive Order 13360. The following Table of Contents allows for expansion based upon deliverables identified in the strategy matrix.

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Executive Summary

The SDVOSB set-aside category was created to help a subset of veteran-owned businesses become more competitive in the federal market. Although many federal agencies initiated aggressive outreach programs to improve SDVOSB prime and subcontracting opportunities, the government has not met the 3 percent mandate associated with this set-aside category.

To further increase opportunities for SDVOSB vendors in government contracting and to aid federal agencies in achieving their 3percent goal, the President and Congress enacted the *Veterans Entrepreneurship and Small Business Development Act of 1999 (Public law 106-50)*, *Veteran's Benefit Act of 2003 (Public law 108-183)* and *Executive Order 13360- Providing Opportunities for Service Disabled Veteran Businesses to Increase their Federal Contracting and Subcontracting*. Collectively these emphasize the importance of meeting this socioeconomic goal and allow agencies to provide sole-source and set-aside contracts to SDVOSB vendors. Welcomed by GSA and other contracting agencies, these measures help the agency expand business opportunities to service-disabled veterans and devote at least 3 percent of the total value of all prime contract awards to their small businesses.

In the past, GSA has fallen short of meeting the goals for contracting with service-disabled veteran-owned small businesses (SDVOSB). To some extent, this was due to the lack of identified SDVOSB vendors. The Department of Veterans Affairs (DVA) estimates that the service disabled veteran population will stay between 2.1 and 2.5 million veterans through 2030. (Source: VetPop 2001Adj. Office of the Actuary, VA, December 2002) Additionally, the Census Bureau reports more than 4.2 million veteran-owned businesses with 320,000 of them designated as a SDVOSB. Only a fraction of those businesses are on the Central Contractor Registry and on vet.biz.gov as federal government contractors, with an even smaller fraction of those listed on GSA schedules

Government has historically met or exceeded socioeconomic goals. Below is a table illustrating this fact: (Source INPUT article dated December 2004, projected \$2.8 billion in Federal IT Opportunity for SDVOSB by FY09). GSA has a tremendous opportunity to accomplish the objectives that the President and Congress have put forward to assist SDVOSBs and to aid GSA's clients in achieving their 3 percent goal.



Table of Socio-economic Procurement Goals by Percentage					
Set Aside Category	Goal	2001	2002	2003	Average Success Rate
Small Business	23%	22.8%	22.6%	25.5%	100%
Small Disadvantaged Business	5%	7.1%	6.8%	7.4%	142%
8(a)	2.5%	2.9%	2.4%	3.9%	123%
Woman Owned	5%	2.5%	2.9%	3.2%	57%
HUB Zone	2-3%	0.7%	0.7%	1.0%	30%
Serviced Disabled Veteran Owned Small Business	3%	0.3%	0.1%	0.2%	6%

Requirements of EO 13360

The Executive Order states:

Heads of agencies shall:

(a) develop a strategy to implement the policy set forth in section 1 of the executive order, Specifically, To achieve that objective, agencies shall more effectively implement section 15(g) of the Small Business Act (15 U.S.C. 644(g)), which provides that the President must establish a goal of not less than 3 percent for participation by service-disabled veteran businesses in Federal contracting, and section 36 of that Act (15 U.S.C. 657f), which gives agency contracting officers the authority to reserve certain procurements for service-disabled veteran businesses.”

(b) make the agency's strategy publicly available and report annually to the Administrator of the Small Business Administration on implementation of the



agency's strategy;

(c) designate a senior-level official who shall be responsible for developing and implementing the agency's strategy;

(d) include development and implementation of the agency's strategy and achievements in furtherance of the strategy as significant elements in any performance plans of the agency's designated agency senior-level official, chief acquisition officer, and director of small and disadvantaged business utilization; and

(e) include in the agency's strategy plans for:

(i) reserving agency contracts exclusively for service-disabled veteran businesses;

(ii) encouraging and facilitating participation by service-disabled veteran businesses in competitions for award of agency contracts;

(iii) encouraging agency contractors to subcontract with service-disabled veteran businesses and actively monitoring and evaluating agency contractors' efforts to do so;

(iv) training agency personnel on applicable law and policies relating to participation of service-disabled veteran businesses in Federal contracting; and

(v) disseminating information to service-disabled veteran businesses that would assist these businesses in participating in awards of agency contracts.

The Administrator of General Services shall:

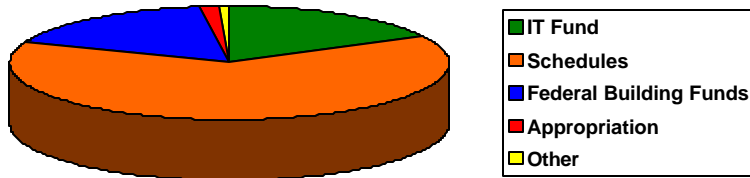
(a) establish a Government-wide Acquisition Contract reserved for participation by service-disabled veteran businesses; and

(b) assist service-disabled veteran businesses to be included in Federal Supply Schedules.

Plan Overview

The General Services Administration (GSA) brokers or spends almost \$45 billion each year for commodities, equipment, and services to carry out our mission as the preeminent federal landlord and purveyor of procurement services. In FY 2004, this is broken down as follows (source: GSA FY 2004 Annual Report dated November 15, 2004):

GSA Revenue Sources



GSA procured more than \$10 billion in goods and services for federal agencies through the third quarter FY 2004. Of that amount @ 42 per cent, \$4.2 billion went to small business. The current numbers (3% goal) provided by the Small Business Administration estimate that GSA target ranges from \$4 to \$13 billion (depends upon whether schedules are included or not.)

To further certain socioeconomic objectives of the nation, GSA has targeted a significant percentage of its budget for small businesses entitled to preferential treatment. As a result, GSA procurement dollars have gone to small and disadvantaged businesses, woman-owned small businesses, minority-owned small businesses, and small businesses located in economically depressed areas. In addition, GSA has been a leader in providing contracting opportunities for persons with disabilities by championing procurements with Javits-Wagner-O'Day agencies.

Given GSA's mission, this agency should lead the Federal community in providing business opportunities to small businesses owned by veterans. To date, GSA's achievements in both the veteran-owned and service-disabled veteran-owned categories have been disappointing. During Fiscal Year (FY) 2004, GSA awarded less than 1 percent of its contract dollars to veteran-owned small businesses and 0.55 percent (FY 2005-\$72M) to service-disabled veteran-owned small businesses.

Brad Scott, Heartland Regional Administrator, was charged with developing and coordinating specific strategies to achieve GSA's goals for doing business with veteran-owned (VO) and service-disabled veteran-owned (SDVO) small businesses.

His team reviewed several proposed initiatives to increase GSA procurements from VO and SDVO small businesses. His team will or has met with representatives of a number of these small businesses to hear their viewpoints, experiences, and advice. The analysis concluded that achieving GSA's procurement goals for SDVOSBs requires more than a concerted effort to



educate contracting officers and program officials about specific goals. GSA also needs to identify and educate those VO and SDVO small businesses that can provide the goods and services GSA needs. To ensure long-term viability of this program, fundamental changes in procurement law and preferential program policies will continue to be refined. This effort is called Operation Breakout.

GSA is a leader in federal procurement. Brad Scott's team took the five points of the GSA Star logo and developed five major goals that will lead to dramatic improvements in GSA's contracting with Service Disabled Veteran Owned Small Business (SDVOSB). This not only provides a visual reference but will also serve as a beacon for other federal agencies.

Five Point Strategic Planning Foundation

- 1. Integrate GSA's Service Disabled Veteran Owned Small Business (SDVOSB) goals into GSA's acquisition planning process.***
- 2. Develop specific acquisition strategies for increasing contract awards to SDVOSB and expand the opportunities within GSA Schedules program for SDVOSB***
- 3. Develop a communications plan to inform and foster relationships with key stakeholders of GSA's committed plans for increasing contract awards to SDVOSBs***
- 4. Develop appropriate personnel performance standards and award systems to encourage achievement of GSA's SDVOSB goals.***
- 5. Develop mechanisms to provide preferential procurement status for SDVOSBs***

To accomplish these goals, key recommendations are summarized below and are detailed in subsequent sections.

**POINT 1
INTEGRATE GSA'S SERVICE DISABLED VETERAN OWNED SMALL
BUSINESS GOALS INTO GSA'S ACQUISITION PLANNING PROCESS**

GSA needs to use its market leverage through acquisition planning at both the national and regional levels. GSA should integrate into this planning process its goals for contracting with and subcontracting to small businesses owned by veterans. GSA regional, facility-level contracting is the GSA major source of opportunities for veterans.

GSA needs to promote this practice by educating employees, especially purchase cardholders, about the importance of doing business with SDVOSBs. Currently, there is no centralized effort or tracking of this data. GSA needs procedures to capture and report purchases made by purchase card from not only SDVOSBs as well as other socioeconomic categories. The Department of Defense Acquisition Regulation (DAR) has forms and procedures that could be easily modified for GSA use in collecting this information. A copy of DD Form 1067 is shown at Attachment 1 for review.

Currently, it is not possible to obtain this information. Such data are essential to measure accurately the amount of GSA business going to VO and SDVO small businesses. The team suspects that GSA is doing a better job of meeting all its goals than is being reported. Capturing this information will help GSA better track its entire socioeconomic goals.

**POINT 2
DEVELOP SPECIFIC ACQUISITION STRATEGIES FOR INCREASING
CONTRACT AWARDS TO SDVOSB AND EXPAND THE OPPORTUNITIES
WITHIN GSA SCHEDULES PROGRAM FOR SDVOSBs**

In the last 10 months, GSA has quadrupled the number of SDVOSB on Schedules, rising from 98 to over 417 as of 12/1/04. Yet this is not enough nor may a schedule contract be the right mechanism for a SDVOSB. GSA needs to identify and catalogue these small businesses for not only internal use but also as a valued added service to our customers. Maintaining a database with accurate information on SDVOSBs will require a major effort nationally, regionally, and locally. Although GSA does have a database at present, it contains a relatively small number of this business type, is skewed towards information technology (IT) and is not geographically dispersed. To be a valuable resource, the database needs to be expanded to include as many VO and SDVO



firms as possible, and it must be updated on a regular basis. Finally, GSA needs a plan to bring together potential SDVOSB business partners with GSA contracting officers, program officials, and large business prime contractors. Focused acquisition planning will play a key role in locating SDVOSBs and involving them in GSA's acquisition processes.

In fact, facility-level contracting will be the major ingredient in achieving GSA's 3percent goal/ program objectives. Many supplies and services are acquired locally, and many of these procurements have the potential to provide opportunities to SDVOSB and other small businesses.

For example, GSA needs a centralized strategy with decentralized execution for developing acquisition strategies to increase awards to SDVOSBs. GSA needs to focus its efforts on several key areas:

- Creating user-friendly web pages and specifically focus upon maintaining links with partner agencies like the DVA, SBA, Veterans Service Organizations (VSO)and others

Operation Fastbreak established our initial web based presence. We must continue and expand this foundation in order to provide a clean, direct electronic presence among our federal agency partners. Additionally, the web is an excellent mechanism to post information as all agencies are required to do by the executive order. Maintaining the links with VSO can help guide the potential and current SDVSOB to the right place with an agency. OCSC and OSBU have been working throughout the year to maintain currency of the information on the SDVOSB web page. In Operation Breakout we plan to expand this effort to meet the public disclosure requirements of the executive order while simultaneously promoting GSA initiatives among our client base.

- Capturing purchases made by purchase card

Many local acquisitions, particularly those costing less than \$2,500 and paid by purchase card, can be bought directly from SDVOSB firms without competition. A sample form for capturing this information is attached as Attachment 1



- Integrating SDVOSB and socioeconomic goals into operational and capital planning.

GSA needs to use its market leverage through acquisition planning at both the national and regional levels. GSA should integrate into this planning process its goals for contracting with and subcontracting to small businesses owned by veterans. GSA regional, facility-level contracting is the GSA major source of opportunities for veterans.

- Improving market research

Market research is essential to ensure the Government gets best value for the products and services it buys. Since most of the products and services GSA buys are found commercially, market research must be done before initiating a procurement action. Acquisition reform has opened the door to new approaches to market research.

Traditionally, the contracting officer and the contracting officer's technical representative have performed the market research. Establishing a ready made, qualified pool of SDVOSBs helps accelerate a capability determination. GSA should also consider forming a cross service team to do the market research and share the results agency wide. This approach involves more people, considers the unique nature of each services mission, provides better insight into industry practices and commercial offerings, and enhances all of GSA's understanding of the information collected.

Federal Supply Service (FSS) schedules produced \$32.5 billion in sales in FY2004. This represents a major source of operating funds for the agency, but perhaps more importantly quantifies the tremendous opportunity for GSA and our customers. In turn, this represents the most significant opportunity for SDVOSBs to minimize the entry cost into the government marketplace, expand their business opportunities and avoid the time delays associated with government procurement. Concurrently, Executive Order 13360 mandates that the agency establish a Government-Wide Acquisition Contract (GWAC) vehicle specifically for SDVOSBs. GSA needs to capitalize on this opportunity. Specifically to align a current pool of qualified schedule holders (approximately 60 percent of the 417 SDVOSBs on schedule are involved with IT) with FY 05 opportunities and begin planning to allocate FY06 IT procurements. Simultaneously, FSS acquisition centers must prioritize getting SDVOSBs on schedule. It is further suggested to consider using the Navy's Seaport e program as a model for future years. In this program the Navy has a policy of Rolling Admissions to include new nacent companies in the suite of their multiple awardees. This ensures that SDVOSBs,



which are on the brink of a GWAC award, are not totally left behind by allowing a limited number to be added in future years. Of course, GSA has to be prudent by not letting the number of contract awardees to become too cumbersome to manage. In the selection process we should strongly encourage teaming, subcontracting and mentoring. A proposed execution matrix outlining a suggested approach is attached as Attachment 2.

SubContracting

Subcontracting is specifically mentioned in the Executive Order. Each agency must develop a strategy to meet a 3% goal. It is a major component of GSA strategic planning.

Subcontracting monitoring is underperforming across the federal government. GSA working, in concert with the Small Business Administration (SBA), needs to leverage its role as a major acquisition player in order to improve subcontracting performance of large businesses. FAR Part 19 requires large companies (also called prime vendors) to prepare, monitor and report on the award of dollars to companies in selected socioeconomic categories. Additionally, the FAR requires prime contractors to flow down the "best effort" clause (FAR 52.219.8) for subcontracts over the simplified acquisition threshold (currently \$100,000)

The team recommends that GSA monitor and enforce the requirement that prime contractors (except small business) that receive subcontracts in excess of \$100,000, the simplified acquisition threshold (SAT), adopt a subcontracting plan that complies with the requirements of FAR clause 52.219-9 flow down requirements. The team recognizes that there will be instances when visibility to the task order may not be practicable or beyond GSA control. However, the intent is to establish aggressive "floors" and broaden this requirement for our primes. The goal is to cast a wider net in hope of getting more tier one and tier two dollars to SDVOSBs. Concurrently, all other socioeconomic categories will benefit through this aggressive approach.

Currently, prime vendors use SF 294 and 295 to report their performance to agencies and the SBA. These reports are routine viewed by a host of agencies and special interest groups. GSA should develop a barometer for each of its prime vendors. Next this easy to understand visual should be posted on the OSBU web page for all customers and constituents to see. One of the intend outcomes is to provide a snapshot that quickly shows what businesses are engaged in a good faith effort to meet their subcontracting goals. Perhaps another consequential outcome will be to foster competitiveness amongst prime vendors looking to maintain or enhance their public image.

SDVOSBs, like other socioeconomic groups, are looking toward subcontracting as a mechanism to establish performance under government contracts. Past performance is a significant hurdle for new small business to overcome in the federal procurement process. Contracting officers look at past performance as a major indicator that the business can do the job and has the stability to complete the desired work. One of the best ways to gain base of performance is to work as a subcontractor under a large federal prime.

POINT 3
DEVELOP A COMMUNICATIONS PLAN TO INFORM AND FOSTER RELATIONSHIPS WITH KEY STAKEHOLDERS OF GSA'S COMMITTED PLANS FOR INCREASING CONTRACT AWARDS TO SDVOSBs

Increasing contract awards to SDVOSBs requires awareness and commitment at every level within GSA. As GSA defines procurement requirements, leaders and managers must understand GSA's contracting goals and work aggressively to achieve them. Senior officials need to report, on a quarterly basis to the Administrator on progress in meeting these goals within their respective organizations.

Monitoring organizational performance in this highly visible forum will highlight GSA leadership's commitment to meet these goals. Simultaneously, GSA must communicate its commitment in this area to veterans who are small business owners and show them how to identify GSA procurement requirements they can meet. An effective communications plan is essential to ensure that everyone involved in the procurement process understands GSA's objectives in this area and how to help achieve them.

Point 4
DEVELOP APPROPRIATE PERSONNEL PERFORMANCE STANDARDS AND AWARD SYSTEMS TO ENCOURAGE ACHIEVEMENT OF GSA'S SDVOSBs

The executive order names three positions within GSA that must incorporate these performance standards into their performance plan. They are the Senior Designated Official (Brad Scott), the Chief Acquisition Officer (Emily Murphy) and the Director Office of Small Business Utilization (Felipe Mendoza).



As a recognized leader in federal procurement, GSA needs to do more in holding its associates accountable at every level. The team recommends that all regional administrators, their deputies and assistant regional administrators have this as part of their performance plan.

GSA must hold our managers accountable for reaching these goals within their contracting activity or program. At present, this is not done. As a result, there exists some confusion about whose responsibility it is to reach these goals. GSA should also consider taking this to selected associates and amend their performance plans accordingly.

Since GSA contracting activities are decentralized, it is easy for individual contracting units to believe that other units will do what is necessary to achieve GSA's overall contracting goals. GSA needs to correct this perception and hold individual units responsible for their performance in achieving these goals. Statistics are maintained for an individual unit's performance in this area, and GSA should use the data in conducting APPAS reviews. At present, failure to meet the goals does not result in punitive action, and success is not always rewarded. Recommend draft performance standards are attached as Attachment 3.

GSA needs to recognize outstanding efforts by our employees and prime contractors whose efforts exceed the spirit and intent of the requirements set forth in both public laws and the executive order.

POINT 5
DEVELOP MECHANISMS TO PROVIDE PREFERENTIAL PROCUREMENT STATUS FOR SDVOSBs

GSA and other Government agencies have a history of meeting socioeconomic procurement goals established by Congress and the President. Even when targeted small businesses can be identified, it is often difficult to reach goals for doing business with them without a preferential procurement mechanism such as authority to set aside certain procurements for the targeted category. Given this reality, the GSA must explore options that could provide preferential treatment for SDVOSBs. Perhaps Secretary Anthony J. Principii, Department of Veterans Affairs, best summarized this precept for all governmental agencies when he said, "We possess both a unique opportunity and a unique responsibility to serve America and its veterans by expanding business opportunities for veterans who own small businesses."

Based on this underlying principle, it is altogether proper and consistent with GSA's mission to seek specific procurement set-aside authority for SDVOSBs.



GSA should establish a two prong approach. In discussions with SDVOSBs, they almost universally recounted the difficulties in applying for 8(a) preferential procurement status from the Small Business Administration. Persistence and perseverance ultimately pay off, but the process needs simplified since much of what a contracting officer can or cannot do is tied to SBA policy and reporting procedures. GSA should lead a reform effort amongst federal agencies to accomplish this.

Second, in order to expand business opportunities for these firms, GSA should seek authority to give all SDVOSBs the same preference now given to small businesses located in a designated geographic area. This recommendation would apply only to GSA procurements. If granted this legislative authority, GSA contracting officers could set aside certain procurements for VO or SVDO small businesses.

CONCLUSION

Five years after implementation of the first law, GSA has not met its SDVOSB goal. As a leader in federal government procurement, GSA must implement an aggressive strategy, raises these percentages dramatically and quickly.

Executive Order 13360 provides the framework and emphasis to jumpstart GSA's internal initiatives as well as a unique business opportunity for GSA to become a preferred provider in its three major business lines, Public Building Service (PBS), Federal Supply Service (FSS) and Federal Technology Service (FTS).

The full embracing of this initiative not only ensures GSA complies with the law, but is good business and good government. No other constituency that serves our nation is more qualified or deserving of this agency's full support.



**Attachment 1
DD Form 1057
Monthly Summary of Contracting Actions-\$25,000 or less
(SAMPLE)**

MONTHLY SUMMARY OF CONTRACTING ACTIONS

Report Control Symbol DD-AT&L(M)1015
DD FORM 1057, OCT 2001 1

Section A – General Information

A1 Report Month _____

A2 Name of Contracting Office

A2a Name

A2b Address

A3 Contracting Office Codes

A3a Reporting Agency FIPS 95 Code _____

A3b Contracting Office Code _____

Section B – Contracting Actions

(1) Category

B1 Tariff or Regulated Acquisitions

B2 Foreign or Interagency

B2a FMS or International Agreements

B2b Actions with UNICOR

B2c Actions with Other Government

Agencies

B3 Small Business

B3a Simplified Acquisition Procedures

B3b GSA Schedule Orders

B3c Other Federal Schedule Orders

B3d All Other Orders

B3e Other Contracting Actions

B4 Large Business

B4a Simplified Acquisition Procedures

B4b GSA Schedule Orders

B4c Other Federal Schedule Orders

B4d All Other Orders

B4e Other Contracting Actions

B5 Domestic or Foreign Entities

Performing Outside the U.S.

B5a Simplified Acquisition Procedures

B5b GSA Schedule Orders

B5c Other Federal Schedule Orders

B5d All Other Orders

B5e Other Contracting Actions



B6 Educational
B6a Simplified Acquisition Procedures
B6b GSA Schedule Orders
B6c Other Federal Schedule Orders
B6d All Other Orders
B6e Other Contracting Actions
B7 Nonprofit and Other
B7a Simplified Acquisition Procedures
B7b GSA Schedule Orders
B7c Other Federal Schedule Orders
B7d All Other Orders
B7e Other Contracting Actions
PREVIOUS EDITION IS OBSOLETE.
(2) Actions

MONTHLY SUMMARY OF CONTRACTING ACTIONS

Report Control Symbol DD-AT&L(M)1015
DD FORM 1057, OCT 2001 2

(1) Category
B8 Total Contracting Actions
B8a Simplified Acquisition Procedures
B8b GSA Schedule Orders
B8c Other Federal Schedule Orders
B8d All Other Orders
B8e Other Contracting Actions
B9 Total Modifications Excluding
Simplified Acquisition Procedures
Section C – Extent Competed
C1 Competed
C1a Small Business Concerns
C1b Large Business Concerns
C1c Domestic or Foreign Entities
Performing Outside the U.S.
C1d Educational
C1e Nonprofit and Other
C2 Not Available for Competition
C2a Small Business Concerns
C2b Large Business Concerns
C2c Domestic or Foreign Entities
Performing Outside the U.S.
C2d Educational
C2e Nonprofit and Other
C3 Not Competed
C3a Small Business Concerns
C3b Large Business Concerns
C3c Domestic or Foreign Entities
Performing Outside the U.S.
C3d Educational



C3e Nonprofit and Other
Section D – RDT&E Actions
D1 Small Business
D2 Large Business
D3 Domestic or Foreign Entities
Performing Outside the U.S.
D4 Historically Black Colleges and
Universities (HBCU)
D5 Minority Institutions (MI)
D6 Other Educational
D7 Other Entities
(2) Actions
(3) Dollars

MONTHLY SUMMARY OF CONTRACTING ACTIONS

Report Control Symbol DD-AT&L(M)1015

DD FORM 1057, OCT 2001 3

(1) Category

Section E – Selected Socioeconomic
Statistics

E1 Small Business (SB) Set-Aside

E1a SB Set-Aside Using Simplified
Acquisition Procedures

E1b SB Set-Aside

E1c Reserved

E2 Small Disadvantaged Business (SDB)
Actions

E2a Through SBA—Section 8(a)

E2b SDB Set-Aside, SDB Preference, or
SDB Evaluation Adjustment

E2c SB Set-Aside Using Simplified
Acquisition Procedures

E2d SB Set-Aside

E2e Other

E3 SDB Federal Schedule Orders

E4 Women-Owned Small Business

E5 Women-Owned Small Business Federal
Schedule Orders

E6 HBCU

E7 MI

E8 JWOD Participating Nonprofit Agencies

E9 Exempt from Small Business Act
Requirements

E10 HUBZone

E10a HUBZone Set-Aside

E10b HUBZone Price Evaluation Preference

E10c HUBZone Sole Source

E10d HUBZone Concern – Other



E11 Service-Related Disabled Veteran-
Owned Small Business

E12 Other Veteran-Owned Small Business

Section F – Simplified Acquisition

Procedures – Ranges

F1 \$0.01 to \$2,500.00

F2 \$2,500.01 to \$10,000.00

F3 \$10,000.01 to \$25,000.00

Section G – Contingency Actions

G1 Total Actions

G1a Competed

G1b Not Available for Competition

G1c Not Competed

(2) Actions

(3) Dollars

Section H – Remarks and Authentication

H1 Remarks: _____

H2 Contracting Officer

H2a Name _____

H2b Signature _____

H2c Telephone Number _____

H2d Date Report Submitted (yyyymmdd) _____

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Attachment 2

GSA Strategy Matrix

Executive Order	GSA Strategy	Recommendations	Comments
Develop strategy	Integrate GSA's Service Disabled Veteran Owned Small Business (SDVOSB) goals into GSA acquisition planning process	Each service needs to derive strategy from the overall GSA strategy. This should occur 30 days after approval of the GSA plan. These plans then will be incorporated as a more detailed action plan for the agency	
Make agency strategy public and report annually	Develop a communications plan to inform key stakeholders of GSA's commitment and plans for increasing contract awards to SDVOSB	Plan is an ongoing extension of Operation Fasbreak. Plan should be completed 45 days after approval of GSA strategy and should be tailored to complement each services plan.	
Designate senior agency official responsible for developing & implementing strategy		Brad Scott Appointed	
Include in elements of any performance plan	Develop appropriate personnel performance standards and award systems to encourage achievement of GSA's SDVOSB goals.	Drafted performance measures	



<p>Include in agency plans:</p> <ul style="list-style-type: none"> ○ Reserving contracts ○ Encouraging participation of SDVOSB ○ Train agency personnel ○ Disseminate information to SDVOSB 	<p>Integrate GSA’s Service Disabled Veteran Owned Small Business (SDVOSB) goals into GSA’s acquisition planning process.</p> <p>Develop specific acquisition strategies for increasing contract awards to SDVOSBs</p> <p>Expand the opportunities within GSA schedules program for SDVOSBs</p> <p>Develop mechanisms to provide preferential procurement status for SDVOSB</p> <p>Develop a communications plan to inform key stakeholders of GSA’s commitment and plans for increasing contract awards to SDVOSBs</p>	<p>Increase number of SDVOSB in available pool</p> <ul style="list-style-type: none"> • Hold regional outreach conferences • Maintain momentum of Operation Fastbreak • Exchange of information cross region & cross services • Expand web presence • <p>Reduce barriers to entry</p> <ul style="list-style-type: none"> ○ Provide an incentive to SDVOSBs to provide on-the-job mentoring. Allowing nascent VOBs to use the SDVOSBs existing contract on a supervised Sub contractual basis ○ Provide a allowances for documented personal experience to count for past performance in lieu of corporate past performance ○ Negotiate Provisional Rates when past performance is not 	<p>The most common complaint among Contracting Officers in all agencies is that it is too hard for to find one Service Disabled Veteran Owned Business, yet they are typically required to find three for most procurements.</p> <p>One of the biggest barrier to being a provider of goods or services to the Government is the problem of establishing adequate Past Performance.</p> <p>SBA SCORE approach doesn’t work. Young returning GIs can much better relate to a Vet.</p>
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		<p>available</p> <p>Consider award of a “phased” Contract . Within phases or phased options based upon satisfactory performance</p> <p>Establish separate criteria for COs to use when past performance is not available</p> <p>Internal and External Communications plan should include:</p> <ul style="list-style-type: none"> • Continue Operation Fastbreak initiatives <ul style="list-style-type: none"> – CO/PM on laws and policies related to SDVOSBs – Web upgrades – Develop marketing materials (OSBU) • OCS public relations campaign for Operation Breakout • Maintain presence in VSO regular meeting • Joint efforts with DVA <ul style="list-style-type: none"> – Co-sponsoring conferences 	<p>Operation Fastbreak established GSA as a leader within the federal government. Operation Breakout is the next logical phase for the agency’s efforts.</p>
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		<p>with goal of one in each region annually</p> <ul style="list-style-type: none"> - Expo/ large event presence <p>Establish an MOU with the DVA</p> <p>Conduct a joint teleconference with DVA and GSA contracting officers and program mangers</p>	<p>An MOU with the DVA will help cement an already strong relationship</p>
<p>Establish SDVOSB GWAC</p>		<p>Business case submitted to OMB for approval on January 28, 2005</p> <p>Pre-solicitation conference to be conducted @February 2005</p> <p>RFP schedules for March, 2005</p> <p>Technical review takes days/months</p>	<p>Anticipated major milestones are: To be published and incorporated as an attachment to this plan</p>
<p>“Assist SDVOSB to be included in Federal Supply Schedules”</p>	<p>Increase participation by SDVOSB on Schedules by:</p> <ol style="list-style-type: none"> 1) Provide added availability of information regarding FSS Schedules program; 2) Provide special assistance to SDVOSB; 3) Ensure GSA e-Systems support SDVOSB 	<p>Prepare information to attract SDVOSBs to Schedules program</p> <p>Assist with SDVOSB marketing campaign to federal customers</p> <p>Aid SDVOSB with processing of offers</p> <p>Provide additional assistance at Expo and other events</p>	<p>FM has working draft of federal customers regarding using schedules a a source to meet these statutory goal</p>



		<p>Coordinate outreach efforts across all regions and across all acquisition centers</p>	
<p>Encourage agency contractors to subcontract with SDVOSBS</p>	<p>Integrate GSA’s Service Disabled Veteran Owned Small Business (SDVOSB) goals into GSA’s acquisition planning process</p> <p>Encourage Subcontracting opportunities</p>	<p>Increase monitoring and enforce subcontracting plans</p> <p>Regional OSBU review at simplified acquisition threshold(\$100,000)</p> <p>Post large companies progress on web site</p>	<p>Casting wider net by a lower floor is designed to capture Tier 1 and tier 2 dollars.</p> <p>FAR requires prime contractors to flow down the “best effort” clause (FAR 52.219.8) for subcontracts over the simplified acquisition threshold, currently \$100,000</p> <p>Provide a snapshot that quickly shows what businesses are engaged in a good faith effort to meet their subcontracting goals. (Use website, Thomas Register, CCR).</p> <p>Another consequential outcome will be to foster competitiveness amongst prime vendors looking to maintain or enhance their public image.</p> <p>One of the best ways to gain base of performance is to work as a subcontractor under a large federal prime.</p>

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	<p>Immediate action to demonstrate good faith effort and compliance</p>	<p>We are already behind</p> <p>30 days after final approval of the plan (D+30) the following actions should be completed and reported upon.</p> <p>Review FY2005 Procurement Forecast</p> <ul style="list-style-type: none"> - What can be reallocated? - What makes sense? - Density of SDVOSBs <p>Plan for success</p> <ul style="list-style-type: none"> - Show good faith progress - Link FY 2006 procurement forecast to budget cycle - Create additional opportunities <p>Note: This documents will become attachments to this plan after completion.</p> <p>Count everything- is this being done</p> <p>Review all subcontracting plans</p>	
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Attachment 3 DRAFT APPAS STANDARDS

To further increase opportunities for SDVOSB vendors in government contracting, the President and Congress enacted the Veterans Entrepreneurship and Small Business Development Act of 1999 (Public law 106-50), Veteran's Benefit Act of 2003 (Public law 108-183) and Executive Order 13360- Proving Opportunities for Service Disabled Veteran Business to Increase their Federal Contracting and Subcontracting. Collectively these emphasize the importance of meeting this socioeconomic goal and allow agencies to provide sole-source and set-aside contracts to SDVOSB vendors. Welcomed by GSA and other contracting agencies, these measures help us expand business opportunities to our service-disabled veterans and devote at least 3 percent of the total value of all prime contract awards to their small businesses.

GSA is committed to using SDVOSB vendors to fulfill customers' procurement needs. As such, we will do our part in the _____ Region/Office by holding ourselves accountable to meeting the 3 percent procurement preference goal. In FY 2005, an element of your performance rating will be on your management of utilizing SDVOSB under GSA contracts. The rating scale below was developed with the purpose of aligning our business strategies and processes with GSA's procurement preference goals and the Veteran's Benefits Act of 2003, P.L. 108-183, a follow on to P.L. 106-50. In addition, the rating scale fosters teamwork across service lines to accomplish regional goals.

Critical Element:

Carry Out social, environmental and other responsibilities as a Federal Government Agency

Goal/Objective:

Enhance established Service-Disabled Veteran-Owned Small Business goal

Performance Expectations:

Level 3:

Achieves goal, is showing improvement, or has action plan to improve performance from previous year.

Level 4:

Meets the goal, and/or has developed and implemented procedures and processes to identify opportunities for SDVOSB's through good faith outreach efforts.



Level 5:

Meets the SDVOSB goal by awarding up to 3% of total contracting dollars in their Service to SDVOSBs. This ARA's Service assists R6 counterparts in identifying and utilizing SDVOSB vendors with the result that the region as a whole, meets or exceeds the 3% procurement preference goal.

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