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# Best Practices in Federal Procurement

## A Study of the Successes and Barriers for Women-Owned Businesses

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A Report Prepared for the National Women's Business Council

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## **I. Executive Summary**

## Executive Summary

Based on a procurement roundtable discussion held at a meeting of the National Women's Business Council (NWBC) in 2004, the NWBC commissioned a study of the best practices of small business advocates in federal government agencies. The small business office in most federal agencies is called the Office of Small and Disadvantaged Business Utilization (OSDBU). Other agencies, such as the Department of Defense and General Services Administration, have different names for their offices -- Office of Small Business Programs (DOD) and Office of Small Business Utilization (GSA). The name OSDBU not only refers to the offices themselves, but also to the advocates within them. Many OSDBU offices designate women-owned business advocates to whom the responsibility of working with women business owners falls. The goal of this project was to identify OSDBU best practices which result in more effective assistance to small, women-owned businesses involved in federal contracting.

Women-owned business advocates in twenty-six different federal agencies, the Small Business Administration (SBA), as well as small business owners who represent women's business organizations such as Women Impacting Public Policy (WIPP), National Association of Women Business Owners (NAWBO), Women Presidents' Organization (WPO), Women's Business Enterprise National Council (WBENC), and the Association of Women's Business Centers (AWBC) were interviewed to find the best practices utilized in federal agencies to assist women-owned businesses. The findings indicate that, in the woman-owned business sector, interest in federal contracting far exceeds the assistance the federal government currently provides. The women business owners interviewed desire technical assistance and introductions to buyers in federal agencies and prime contractors. The OSDBUs interviewed do not, in large part, have the manpower, budget or resources to fulfill these needs.

Even with budget and reporting authority restraints, OSDBUs do a remarkable job in assisting women-owned businesses in ways the public does not always recognize. OSDBUs that are proactive within their agencies are instrumental in persuading the agencies to set aside portions of large procurements for small businesses and facilitating introductions to agency program officials. They follow closely the contracts awarded to women-owned businesses and advocate within their agencies the need to increase contracts awarded to women-owned firms.

Because of the overwhelming number of businesses looking for assistance, the OSDBUs should consider implementing the best practices found through this research. In particular, OSDBUs should take advantage of current technology, such as nationwide conference calls and video conferencing. A greater emphasis should be placed on regional agency meetings for small businesses interested in federal procurement. Every agency should consider instituting vendor outreach sessions, where program officials and procurement officials meet directly with small businesses.

In addition to best practices, it was the general view among the OSDBUs and women business owners interviewed that in order to increase federal contract awards to women-owned businesses, Public Law 106-554, codified at 15 USC Section 637 (m), should be implemented. If P.L. 106-554 is implemented, it would allow contracts, in industries historically underrepresented by women-owned small businesses, to be reserved for competition by women-owned small businesses.<sup>1</sup> Without implementation of this law, federal agencies have only a goal of awarding five percent of federal contracts to women-owned businesses without any real tool to achieve it. Currently, there are no consequences for federal agencies who do not meet their woman-owned goal of five percent.

The consequences for women business owners, however, amount to lost revenue equaling billions of dollars. A report issued by the House Small Business Committee Democratic Staff shows that in FY2003, contracts awarded to women-owned businesses throughout the entire federal government amounted to 2.89% – just over half of its five percent goal. The report estimates that the difference between the government’s 2.89% level of contracting with women-owned businesses and the stated goal of five percent represents a cost of \$6 billion in lost contracting opportunities for women-owned businesses FY 2003.<sup>2</sup> In FY 2004, the government again did not meet its five percent woman-owned goal with only 3.2% of federal contracts going to women-owned businesses, which the House report suggests resulted in a loss of \$5.5 billion in contracting opportunities for women-owned businesses.<sup>3</sup>

The National Women’s Business Council and the women’s business organizations represented on the Council are in a position to assist women business owners with federal contracting. The NWBC provides contracting information through its nationwide conference calls and works with federal agencies to provide special women-owned business panels at agency conferences. The NWBC also works to formulate positive relationships with women-owned business advocates in the federal agencies. An important tool to assist women business owners is [womenbiz.gov](http://womenbiz.gov), a website that is designed to be a gateway for women-owned businesses that wish to do business with the federal government. This web site contains helpful links and resources as well as upcoming outreach events.

This report is intended to highlight the best practices utilized and identified by OSDBU offices. In this respect, other OSDBU offices can learn from the practices of their peers to increase the effectiveness and efficacy of outreach to women-owned businesses. Included in this report are critical recommendations and strategies to improve procurement practices within the federal agencies. In addition, this report can serve as a guide for women business owners interested in doing business with the federal

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<sup>1</sup> Public Law 106-554 Section 811; please see Appendix D for full text of legislation.

<sup>2</sup> “Dramatic Gains in the Federal Marketplace Fails to Result in Small Business Contracts”. House Small Business Committee Democratic Staff. September 30, 2004.

<sup>3</sup> “Scorecard VI History Unchanged: Year Capped with More Losses for Small Firms.” United States House of Representatives Small Business Committee Democratic Staff. October 20, 2005.

<http://www.house.gov/smbiz/democrats/Reports/scorecardVI.pdf>.

government. It lays out important resources available to them and the best practices utilized by OSDBUs to encourage their participation. Appendix A of this report is designed to give women business owners a detailed view of the major federal agencies and the women-owned business contacts at each agency.

## **II. Introduction**

## **Introduction**

In September 2004, the National Women’s Business Council convened a special meeting, “Accessing Government Markets: An Issues Roundtable Discussion”, that focused on best practices of the Offices of Small and Disadvantaged Business Utilization (OSDBUs) and the experiences of women business owners in the government marketplace.<sup>4</sup> Participants included members of the small business community, experts in procurement, and women-owned business advocates from the OSDBU offices in federal agencies.

The Roundtable provided Council members with information on federal contracting and the work of women’s business advocates in the federal agencies. During the Roundtable, several themes emerged, including: 1) federal agencies’ failure to meet the five percent goal for procurement with women-owned businesses; 2) the role of OSDBUs in various federal agencies; 3) the evaluation of federal agencies and prime contractors to ensure compliance with prime and subcontracting goals; 4) the potential impact of set-asides to reach the five percent goal for federal contracting with women-owned businesses; 5) what methods women business owners have used to gain access to government contracts; and 6) how women’s business organizations provide essential information and links to federal agencies.

Based on the outcome of this procurement roundtable, the NWBC commissioned this study of the best practices of small business advocates in the federal agencies. The goal of the project was to identify best practices among the OSDBUs which result in assistance to women-owned businesses interested in federal contracting. In order to correctly identify these best practices, both OSDBU officials and women business owners were interviewed.

Public Law 95-507, The Small Business Act, established the Offices of Small and Disadvantaged Business Utilization within each federal agency to foster the utilization of small businesses as federal contractors.<sup>5</sup> On October 24, 1978, President Carter signed PL 95-507 amending the Small Business Act and the Small Business Investment Act of 1958, making federal procurement contracting more readily accessible to all small businesses. The establishment of this law specified the Government’s policy of providing “maximum practicable opportunities” in its acquisitions to small businesses, small disadvantaged businesses and women-owned businesses. This stipulation applies not only to prime contractors, but also extends to subcontractors in contracts awarded by any executive agency.

The head of each federal agency is responsible for effectively implementing the small business programs within each agency and achieving yearly procurement goals for small and small disadvantaged businesses. The current government wide goal for contracting

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<sup>4</sup> “Accessing Government Markets: An Issue Roundtable Discussion Summary Report” National Women’s Business Council. December 2004

<sup>5</sup> Small Business Law can be found in Appendix D

opportunities for women-owned businesses is five percent of all federal prime contracts awarded according to the Small Business Act.<sup>6</sup>

To accomplish this task, the OSDBU develops and implements appropriate outreach programs aimed at heightening the awareness of the small business community to the contracting opportunities available within each Department. Outreach efforts include activities such as sponsoring small business fairs and procurement conferences as well as participating in trade group seminars, conventions and other forums which promote the utilization of small businesses as contractors.

To facilitate and improve the effectiveness of programs offered in each OSDBU office, an Interagency Council was formed. This Council aims to exchange information on methods, initiatives, and processes that will permit the respective agencies to more effectively utilize small businesses in prime contracts and subcontracts to the maximum extent practicable.

A total of twenty-six representatives from OSDBU offices in federal agencies were interviewed for this report to gauge their level of outreach and programs for women business owners. The OSDBU officials discussed current outreach and procurement assistance for women business owners as well as planned events and activities. In addition, the officials offered insights into the unique structure of their agencies and tips on how women business owners can take advantage of services offered through their offices.

Discussions with women business owners also provided valuable insights into the challenges women-owned businesses face in contracting with the federal government. The business owners interviewed, all of whom contracted with the government, identified success strategies, challenges and the strengths and weaknesses of small business programs at the federal agencies. In addition to owning and operating their own small business, the women interviewed were also active in various women-owned small business organizations such as Women Impacting Public Policy (WIPP), National Association of Women Business Owners (NAWBO), Women Presidents' Organization (WPO), Women's Business Enterprise National Council (WBENC), and the Association of Women's Business Centers (AWBC). For a complete list of participants, please refer to Appendix E.

Interviews conducted during this research resulted in three main criteria for determining the best practices in OSDBU offices. The first criterion, self-reporting of successful practices by OSDBU staff, highlighted various practices that the OSDBU offices believe work most efficiently and effectively to engage women-owned businesses. OSDBU staff members identified practices that worked well not only in their own office, but in other offices as well. Feedback from the women business owners on programs and practices used by agencies provided a second criterion. The women business owners affirmed many of the best practices identified by the OSDBUs. The final criterion used to identify best practices took into account the number of agencies that utilize the outreach tool.

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<sup>6</sup> Small Business Law can be found in Appendix D

By combining the two self reporting mechanisms and the total number of agencies utilizing a particular tool, a comprehensive list of best practices was devised. This list is intended to serve as a guide for OSDBU outreach activities. OSDBU offices can learn from the activities of their peers to improve their contracting outreach for women-owned businesses. In addition, this report identifies important resources available to women-owned businesses who are interested in contracting with the federal government. In this respect, the report can also serve as a useful guide for women business owners seeking federal contracts.

### **III. Analysis and Findings**

## Analysis of Interviews

In order to examine the issues that arose during the Roundtable discussion conducted by the National Women's Business Council in 2004, OSDBU staff members and women business owners were interviewed. The questions asked during these interviews were aimed to address the six main issues that arose during the Roundtable including: federal agencies' failure to meet the five percent goal for procurement with women-owned businesses; the role of OSDBUs in various federal agencies; the evaluation of federal agencies and prime contractors to ensure compliance with prime and subcontracting goals; the potential impact of set-asides to reach the five percent goal for federal contracting with women-owned businesses; what methods women business owners have used to gain access to government contracts; and how women's business organizations provide essential information and links to federal agencies.

While not highly structured, most of the interviews with OSDBU staff included the following questions:

1. Does the OSDBU have specific programs in place for outreach and/or increasing procurement opportunities for women-owned businesses?
2. What is the reporting structure of your OSDBU office?
3. Is your staff aware of the five percent goal for women-owned small businesses?
4. Have any outreach/communications/assistance programs for women-owned businesses been tried in the past but have been discontinued?
5. Are there any outreach programs in other federal agencies that you believe are effective?
6. Is a factor in staff performance ratings, the attainment of small business goals?

Most of the conversations with women business owners included the following questions:

1. Why and how did you become involved in federal contracting?
2. What programs/ OSDBU initiatives, either past or present, were the most helpful to your business success?
3. Which initiatives, policies, or programs do you think should be encouraged?
4. Can you identify any policies or programs that were "barriers" to your entry to federal contracting?
5. How did you overcome these barriers?

Throughout the interview process, OSDBUs and women business owners identified success strategies for government contracting and ways to overcome challenges faced by women-owned small businesses. In addition, those interviewed were asked to identify the "best practices" used by OSDBU offices to assist women business owners in contracting with their agencies.

Whenever possible, interviews were conducted directly with the women-owned small business specialist in the agency. However, not all agencies have a specific specialist for

women-owned businesses or have not yet filled the position. In those cases, the Director of the agency was interviewed. Also, some of the smaller agencies were not interviewed due to the small amount of contracting dollars available to women-owned businesses.

The analysis is broken down into four major areas of discussion that incorporate the questions posed during the report: 1) awareness of the five percent contracting goal for women-owned businesses; 2) reporting structure and roles of OSDBU offices; 3) barriers and successes identified by women business owners; 4) small business assistance programs used by the OSDBU offices.

### **Five Percent Contracting Goal for Women-Owned Businesses**

Agency achievement of the five percent women-owned goal dominated many of the interviews. Since FY 2000, the percentage of contracts awarded to women-owned businesses and the dollar amount of contracting opportunities has increased slowly, although the total contracting actions has fluctuated in the past five years. Chart 1 shows contracting actions, the dollar amount that those actions represent, and the percent of total federal contracts.<sup>7</sup>

**Chart 1: Federal Contracting Actions, Dollar Amount and Percent for Women-Owned Businesses**

<b>Year</b>	<b>Contracting Actions</b>	<b>Dollar Amount (\$000)</b>	<b>Percent of Total Federal Contracts</b>
FY 00	403,747	\$4,572,563	2.28%
FY 01	394,881	\$5,468,456	2.49%
FY 02	272,305	\$6,826,492	2.90%
FY 03	595,051	\$8,277,298	2.98%
FY 04	489,572	\$9,091,919	3.03%

\* Source: Federal Procurement Data System

Appendix B includes a chart that illustrates the latest government statistics for FY 04 with regard to the federal contracting goals for women-owned small businesses across all federal agencies.<sup>8</sup> The statistics, which are self-reported by the agencies, can be found at: <https://www.fpds.gov/>.

Contracting numbers for women-owned businesses could be impacted by the lack of implementation of Public Law 106-554, which would permit contracting officers to restrict competition for eligible women-owned businesses.<sup>9</sup> OSDBUs and women

<sup>7</sup> Federal Procurement Data System. <https://www.fpds.gov/>

<sup>8</sup> “Small Business Goaling Report FY 2004” Federal Procurement Data System <https://www.fpds.gov/>.

<sup>9</sup> This is true for women business owners who are not members of the 8(a) program, given that women business owners may be eligible for such program and, therefore, would already enjoy competition restricted to 8(a) participants.

business owners interviewed stated the importance of a federal agency restricting competition to women-owned businesses.

Federal agencies, that are charged with meeting the five percent goal for women-owned businesses, lack effective tools, such as restricted competition, to award contracts to women-owned businesses. While restricted competition or sole source contracts are allowed for other categories of businesses, no such tools are available for women-owned businesses.

Among the agencies interviewed, ten out of a total of twenty-six agencies had achieved the five percent contracting goal in FY 04. The following graph, Chart 2, shows the breakdown of agencies according to their contracting numbers for women-owned businesses, according to the Federal Procurement Data System.<sup>10</sup>

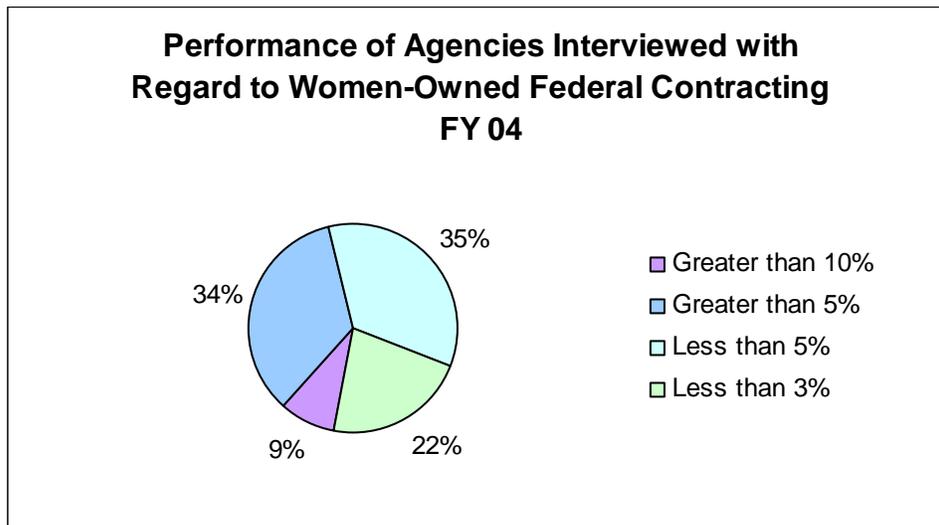
**Chart 2: Women-Owned Business Contracting by Agency**

Agency	FY 04 Women-Owned Business Achievement by percent (5% goal)
<b>Air Force</b>	N/A
<b>Army</b>	3.7
<b>Commerce</b>	13.85
<b>Defense</b>	2.68
<b>Defense Information Systems Agency (DISA)</b>	4.2
<b>Education</b>	1.16
<b>Energy</b>	0.56
<b>Environmental Protection Agency (EPA)</b>	3.26
<b>General Services Administration</b>	3.58
<b>Health and Human Services</b>	5.65
<b>Homeland Security</b>	6.95
<b>Housing and Urban Development</b>	30.24
<b>Interior</b>	9.36
<b>Justice</b>	3.7
<b>Labor</b>	6.87
<b>NASA</b>	2.29
<b>Navy</b>	N/A
<b>Smithsonian</b>	5.22
<b>State</b>	6.37
<b>Transportation</b>	3.83
<b>Transportation Security Administration</b>	N/A
<b>Treasury</b>	4.93
<b>US Army Corps</b>	5.6
<b>US Department of Agriculture</b>	6.17
<b>USAID</b>	0.31
<b>Veterans Administration</b>	3.64

\*Source: Federal Procurement Data System

<sup>10</sup> FY 04The United States Air Force, Navy, and Transportation Security Administration were interviewed for this report, but did not have FY 04 procurement data available.

The following pie chart illustrates the percentage of agencies interviewed that reached or surpassed the agency woman-owned business goal of five percent of all federal contracts in FY 2004.<sup>11</sup> As the chart indicates, thirty-four percent of all agencies interviewed achieved the five percent goal. An additional nine percent of agencies interviewed surpassed the five percent goal and awarded at least ten percent of contracts from their agency to women-owned businesses. However, the remaining fifty-seven percent of agencies interviewed failed to meet the five percent goal. In fact, twenty-two percent of the agencies interviewed awarded less than three percent of contracts to women-owned small businesses.



In interviews conducted as part of this study, the participants agreed that implementation of Public Law 106-554 would greatly assist agencies in meeting the five percent goal for women-owned companies. The women business owners interviewed did not believe the government has the necessary incentives to do business with women-owned companies. Failure to implement the women’s contracting program is one of the barriers to federal contracting identified by these women business owners.

### **OSDBU and their Reporting Structure**

One of the major themes reported throughout the interviews with OSDBU staff is the general lack of budget and staff to properly assist all of the small businesses that request their help. Due to the overwhelming number of small businesses who want to do business with the government, OSDBU offices are generally understaffed. The sheer volume of calls and emails overwhelms most OSDBU offices and inhibits their ability to effectively monitor small business contracts or provide in-depth assistance. Women-owned business advocates within the OSDBU offices, in many cases, do not have a

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<sup>11</sup> See Footnote 9.

budget. This severely impacts outreach efforts with women's businesses and organizations representing them.

When interviewing the OSDBUs, it became clear that the perceived mission of the OSDBU offices varies among the agencies. Some see it as a policy mission with primary responsibility for counting small business award numbers and reviewing subcontracting, while others see their primary mission as providing small businesses a gateway to the agency. In addition, all the agencies are set up in vastly different ways according to the structure and procurement culture of the particular agency.

Reporting makes a difference. The statute establishing the OSDBU offices directs the offices to report to the Director/Secretary of the agency. However, in reality, many of the OSDBUs do not report to the head of the agency. The OSDBUs talked about the necessity of engaging the head of the agency in a directive to achieve small business goals. It is the perception of both the OSDBUs and the women business owners that the effectiveness of the OSDBU in influencing the agency's procurement activities is severely hampered by low visibility and minimal authority within that particular agency.

In addition, a number of OSDBUs expressed concern regarding the buyers in the agency and their knowledge of the contracting requirements under the Small Business Act. Many of the OSDBUs expressed a need to provide necessary training to program managers and contracting officers with regard to small business requirements.

The divergence in mission and influence within an agency provides some confusion to women business owners when seeking to work with the OSDBUs. Women business owners are often looking for a one-stop shop for information on federal procurement while the OSDBU may be consumed with the agency policy with regard to small business goals.

### **Barriers and Successes Identified by Women-Owned Businesses**

Experiences in federal contracting varied widely among the women business owners interviewed. Due to the complexity of the federal government market, women business owners identified a number of barriers and offered advice on becoming successful federal contractors. The experienced women contractors expressed frustration with the varying degrees of knowledge among federal procurement officials.

One challenge identified by the group was that procurement support services among regional SBA offices vary greatly. Many believe that the procurement assistance at SBA regional offices needs to be strengthened. Both the OSDBUs and the women business owners expressed concern over the shortage of Procurement Center Representatives (PCRs).

The PCR program, under the Small Business Administration, is charged with increasing the small business share of Federal procurement awards by initiating small business set-asides, reserving procurements for competition among small business firms; providing

small business sources to Federal buying activities; and counseling small firms. Currently, there are fifty-eight individuals with PCR responsibilities that operate from SBA procurement area offices and federal buying centers around the country. The women businesses interviewed emphasized the need for assistance with contracting issues, but felt, in many cases, that the assistance was inadequate. The OSDBUs expressed frustration over the inability to work closely with PCRs because of the insufficient number of PCRs nationwide.

All of the women business owners agreed that the federal system—whether it was the payment and reporting system, obtaining certifications or being awarded a GSA Schedule—was complicated and required substantial financial resources to enter the federal marketplace.

The business owners discussed their concern with the federal government with respect not only to prime contracting but subcontracting as well. An impression that most women shared was that penetrating subcontracting opportunities with prime contractors is as difficult as contracting directly with the government. While prime contractors often say they cannot find competent women-owned businesses, women businesses feel that primes do not bother developing relationships with capable women-owned businesses that want to do business with them.

The women business owners called for better government oversight of subcontracting plans and enforcement. “If they list us, they should use us” was a theme the business owners used in describing the challenge of working with prime contractors. The women business owners interviewed suggested that women-owned businesses would benefit from training programs on how to work successfully as subcontractors. Those interviewed cited two challenges when subcontracting -- getting the work and getting paid on time. In addition, they called for better communication between prime contractors and women-owned subcontractors.

Another challenge for many women business owners is obtaining the 8(a) certification. A majority of the women mentioned that a consistent message among government officials is that an 8(a) certification is essential to do business with the government. That poses a real problem for women who are not minorities or who exceed the personal asset limit set by the regulations, which have not been changed since 1989. Absent the implementation of the women’s contracting program cited earlier in this report, the most effective small business program by which to sole source contracts and restrict competition, is the 8(a) program, which uses those techniques as tools to facilitate business development.

Women business owners interviewed find State and federal certifications to be not only burdensome but confusing as well. Since no federal certification for women currently exists, women-owned businesses are receiving conflicting advice about which certifications are necessary or helpful with respect to federal contracting.

Another challenge mentioned by women business owners was the complexity of the federal accounting and payment system. Small businesses must also learn how to

negotiate the terms of payment and what systems must be put into place in order to get paid. One protection cited by the women business owners was the Prompt Payment Act, of which many small businesses are unaware. The Prompt Payment Act, 5 C.F.R 1315, requires that the Government make payment within 30 days from the date of submission of a properly prepared invoice by a contractor. For amounts not paid within the required period, the Government is obligated to pay interest at a rate established by the Secretary of the Treasury.<sup>12</sup>

The women business owners also offered suggestions and success strategies relating to federal contracting. They recommended gaining as much knowledge as possible before setting up meetings with government procurement officials. In addition, women business owners identified persistence and patience as requirements for getting government business. Most of the resources necessary to get started in federal contracting are available, but many in the women's business community simply do not know about them. Two resources available to women business owners interested in contracting with the government can be found at the website run by the National Women's Business Council- [www.womenbiz.gov](http://www.womenbiz.gov) - and the OSDBU Council's website- [www.osdbu.gov](http://www.osdbu.gov) These two sites provide links for all of the agencies and general information needed to get started. The Womenbiz.gov site provides practical advice for contracting.

The women-owned businesses interviewed believe that the OSDBUs performance reviews should be dependent on their success with small businesses. The women business owners felt that OSDBU offices use conference attendance numbers as the main criteria for showing outreach success. They did not feel that numbers alone are an effective method of measuring the agencies' success. The women business owners suggested OSDBUs should have qualitative customer satisfaction measurements. One of the participants cited a GSA feedback program in existence eight or nine years ago as a model. The common thread in all of the conversations with business owners was they want OSDBU offices to be more proactive in helping women-owned businesses find procurement opportunities.

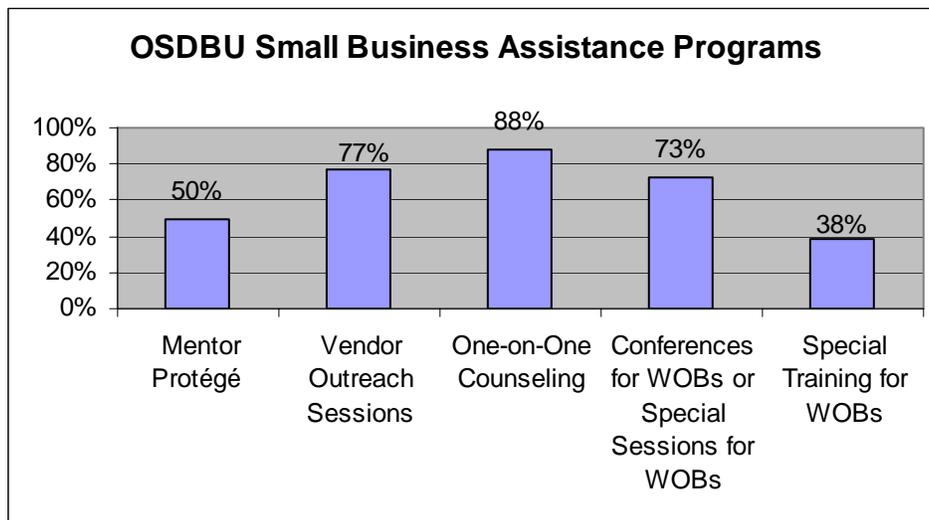
In addition to the small business programs sponsored by the OSDBUs, women business owners also identified their involvement in organizations outside of the federal government as an important component of their success. High on their list of helpful organizations were women's business organizations. They cited networking opportunities and procurement programs as key to their success. Women's business organizations produced referrals, sales opportunities, and assistance in developing relationships with government buyers.

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<sup>12</sup> Federal Register: September 29, 1999 (Volume 64, Number 188) Rules and Regulations Page 52579-52594 from the "Federal Register Online"

## OSDBU Small Business Assistance Programs

A number of successful small business assistance programs were identified by the OSDBU offices and echoed by women business owners. The following graph shows the five most widely used small business assistance programs and the percentage of the OSDBU offices interviewed that use them to assist women-owned businesses.



As the graph above illustrates, the most widely utilized program is one-on-one counseling with eighty-eight percent of OSDBU offices offering this service at the request of small businesses. Vendor Outreach Sessions were also widely used by OSDBU offices with seventy-seven percent of offices offering these sessions. In addition, forty-six percent of offices interviewed offered special Vendor Outreach sessions specifically geared toward women-owned businesses.

Seventy-three percent of the OSDBUs interviewed have a special women-owned business session at their small business conferences, or host a separate conference for women-owned companies. Fifty percent of OSDBU offices offer Mentor Protégé programs. Lastly, thirty-eight percent of the agencies interviewed hold special training events for women-owned business.

OSDBUs generally define success by the number of persons they are able to reach. Thus, the OSDBU offices tend to focus on conference participation in order to reach a greater volume of companies with their information, rather than calculating businesses directly assisted. All of the agencies that were interviewed attend small business conferences sponsored by women-owned business organizations and other small business organizations. This is by far the most common outreach activity. However, because of limited budgets, most OSDBU offices cannot host their own women-owned small business conference. Instead, OSDBUs offer special sessions at their conferences to

women-owned businesses rather than devoting a whole conference to women-owned businesses.

OSDBUs suggested many other small business and women-owned programs that they would like to institute if they had access to additional resources. For example, many agencies commented that they would be able to attend more conferences and participate in additional regional outreach events if they had available funds. Ilene Waggoner, Small Business Advocate, Department of Homeland Security OSDBU, noted that Vendor Outreach Sessions and other training events would be extremely helpful to small businesses if they could take place in areas outside of Washington, DC. She stated, “If we had more staff and unlimited budget, we would really like to do Vendor Outreach Sessions in different areas of the country.”

Lastly, the OSDBU Interagency Council, in cooperation with small business representatives, prepared a code of expectations which is important for both small businesses and agency advocates to understand. The document, entitled “Model Code of Expectations between Federal Offices of Small and Disadvantaged Business Utilization and Small Businesses,” explicitly states what small businesses can expect from OSDBU offices and, conversely, what OSDBUs can expect small businesses to do to prepare for meetings with agency officials. This is an important tool that both the OSDBUs and women business owners can use to fully prepare themselves for a successful experience in federal contracting. The full text of the code is included in Appendix C and at the following site: <http://www.osdbu.gov/Assets/PDF/Best%20Practices.pdf>.

## **Findings: Best Practices Used By OSDBUs To Assist Women-Owned Businesses**

In many cases, agencies do not have specific programs geared toward women-owned businesses but rather offer programs that include the broader category of small business. The following programs, based on interviews and research, were found to be the most effective small business programs utilized by the OSDBUs.

**1. Vendor Outreach Sessions:** Vendor Outreach Sessions provide a forum for small businesses to meet with Small Business Specialists or program officials in a series of pre-arranged 15-minute appointments. These sessions provide the small business community an opportunity to discuss their capabilities and learn of potential procurement opportunities in a one-on-one forum. Some agencies refer to them as match making sessions, but the purpose of the meetings are the same. In total, seventy-seven percent of agencies interviewed conducted vendor outreach sessions. A total of forty-six percent of agencies interviewed conducted vendor outreach sessions geared specifically toward women business owners. The Vendor Outreach Session schedule can be found on OSDBU websites of participating agencies.

*"Vendor outreach sessions have been very popular because it gives face time with [officials] in a buying activity, on the operations side.... We have folks from our contracting offices, and often from our program offices, at our vendor outreach sessions. We also conduct vendor outreach sessions focusing on women-owned businesses." Sherry Cohen, Program Analyst Women-Owned Business, U.S. Department of Agriculture*

**2. Teleconferencing:** The Department of Veterans Affairs (VA) uses teleconferencing as a tool to reach out to small businesses who want to do business with the Department. Realizing that small businesses find travel expensive, the VA has chosen technology as a way to effectively reach out to small businesses. By utilizing partnerships with Procurement Technical Assistance Centers (PTAC) and Small Business Development Centers (SBDC), the VA has the capabilities to bring valuable information to a larger group of people. Since PTACs and SBDCs are typically housed within a university, the centers already have the technological capability needed for a teleconference.

*"We also now offer, because we have the video conferencing technology, those same sessions that are offered through the Small Business Development Centers and the Procurement Technical Assistance Centers around the country. One of the big issues is people in Washington have so much more knowledge and opportunities. So, this allows a small business in Kansas City, St. Louis or Pueblo, Colorado, to get the same information." Scott Denniston, Director, U.S. Department of Veterans Administration*

**3. Regional Training and Conferences:** While most federal buyers are located in Washington, DC, the same is not true of small businesses. Small businesses, located nationwide, should not be required to travel to Washington, DC to receive contracting assistance. One way to address this geographic concern is to establish small business training seminars at regional offices as the General Services Administration (GSA) has done. These sessions allow the GSA to disseminate information to a wider range of small businesses. Regional SBA offices and GSA offices work together to support regional conferences and contracting assistance to small businesses to allow businesses to concentrate on opportunities in their local area as well as to save on the expense of traveling.

*“Our regional offices host outreach events, and they also participate in many of the outreach [events] that are sponsored by other organizations. I usually participate in the bigger conferences, like those offered through WIPP, WBENC, and also NAWBO organizations. I also team up with some of our regional counterparts and go out and either speak or exhibit and talk to the women business owners at their events.” Liz Ivey, Women-Owned Small Business Program Manager, U.S. General Services Administration*

**4. Small Business Advisory Committees:** Some agencies, such as the GSA and the Department of Energy, have established Small Business Advisory Committees (SBAC) to provide recommendations to the leaders of the agency on how to improve small business utilization. These committees are comprised of individual member selected based on their experience in the small business community or as experts and advocates for their program area. Small Business Advisory Committees, such as GSA’s, conduct two or more meetings per year in Washington, DC and elsewhere around the country. The GSA’s SBAC was created by a charter filed with Congress on August 29, 2005. The mission of the GSA Small Business Advisory Committee is: “to provide recommendations to the Associate Administrator for Small Business Utilization that will allow GSA to advance and improve its small business procurement program.”<sup>13</sup>

**5. Conferences and Tradeshow:** Many conferences, tradeshow, and educational seminars aid small businesses in selling their products or services to the federal government. Some Congressional offices even host procurement or vendor sessions for established and potential small businesses. In addition, most agencies host their own small business opportunity fairs/seminars. The largest interagency fair is the OSDBU Procurement Conference held in April in Washington, DC each year which can be found at: [www.osdbu.gov](http://www.osdbu.gov). Virtually every agency is represented at this small business conference and special programs for women-owned are offered.

Small businesses can gain significant insight on agency buying practices and valuable contacts by attending conferences hosted by specific agencies. A word of caution--small businesses should choose one or two agency conferences to attend based on the federal agencies they are targeting. Look for conferences that have a portion of their agenda devoted to women-owned businesses, such as the Department of Energy’s small business

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<sup>13</sup> U.S. General Services Administration’s Small Business Advisory Committee website: [ww.gsa.gov/sbac](http://ww.gsa.gov/sbac).

conference or women-owned agency conferences, such as DOD and DISA. Attending conferences can be costly for a small business but, chosen wisely, can provide critical information and expand contacts.

All twenty-six agencies interviewed participate in conferences sponsored by women-owned business organizations. Because of a lack of budget most agencies are not able to sponsor their own conference dedicated solely to women business owners. To combat this obstacle, many OSDBUs hold joint conferences for women or dedicate a portion of their annual conference specifically to women business owners.

*“And the other thing that we're finding more and more is the opportunity to join efforts of other agencies. If I can piggyback and partner with another federal agency--for example HHS and Homeland Security are holding a conference in San Diego, February 21st- well, if we can participate and be at their conference for a certain number of dollars, we can participate in a greater number of conferences. And we've done this in the past with Energy. Energy puts on a national conference and we pay to cosponsor with Energy. GSA has put on a conference in Albuquerque on American Indian and Alaskan Natives, and we've partnered with them and contributed money toward the cost of the conference.”*  
*Robert Faithful, OSDBU Director, U.S. Department of the Interior*

**6. Mentor Protégé Program:** The mentor protégé program is designed to motivate and encourage large business prime contractor firms to provide mutually beneficial developmental assistance to small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business and women-owned small business concerns. The program is also designed to:

- improve the performance of contracts and subcontracts,
- foster the establishment of long-term business relationships between large prime contractors and small business subcontractors, and
- strengthen subcontracting opportunities and accomplishments through incentives.

Typically, mentor protégé programs provide incentives to mentor firms (prime contractors with active subcontracting plans) for entering into agreements with protégé firms (small businesses). Mentor protégé agreements can be very beneficial to the success of a small business because they can cross-market to the federal government with the mentor firm. In addition, small businesses can respond to larger Requests For Proposals because of the involvement of the large firm. In some cases, mentors also provide beneficial in-kind assistance, such as shared office space and staff infrastructure, to the protégé firm. Not all agencies have a mentor protégé program but the SBA Mentor Protégé agreement can be used for all agencies.

A total of thirteen out of the twenty-six agencies interviewed offered mentor protégé programs.

**7. One-on-One Counseling:** One-on-one meetings are used by many agencies but are not necessarily the most effective way of disseminating information, simply because there is not enough time to meet with every small business that would like to schedule a meeting. Although the study shows that eighty-eight percent of agencies interviewed offer this service, this statistic does not reflect the total number of businesses that are able to take advantage of this particular outreach. One-on-one counseling is much more effective with small businesses that have a focused marketing plan and need help from the small business office to reach appropriate program officials within the agency or information about upcoming procurement opportunities. Companies just starting federal marketing should utilize resources such as SBA regional offices that can provide basic information with respect to federal contracting before requesting a one-on-one meeting with an agency.

## Agency Small Business Assistance Program and Outreach Matrix

The charts on the following three pages depict small business assistance programs and outreach activities that are offered at the twenty-six OSDDBU offices that were interviewed for this report. The data was compiled through face-to-face interviews as well as follow-up questionnaires. It represents a detailed description of the statistics presented in the analysis and findings.

Chart 3: Agency Program Matrix

Agency	WOB POC (as of 5/06)	Agency hosts Vendor Outreach Sessions	Vendor Outreach Sessions for Women-Owned Businesses only	Agency participates in SBA's Match Making Sessions
<b>Air Force</b>	Marcia Haynes	No	No	Yes
<b>Army</b>	Nancy Small	Yes	No	Yes
<b>Commerce</b>	La Juene Desmukes	No	No	Yes
<b>Defense</b>	Lee Renna	No	No	yes
<b>Defense Information Systems Agency (DISA)</b>	Nicole Lewis	Yes	No	No
<b>Education</b>	Melanie Carter	Yes	No	Yes
<b>Energy</b>	Meagan Vargas	Yes	Yes	Yes
<b>Environmental Protection Agency (EPA)</b>	Cassandra Freeman	Yes	Yes	Yes
<b>General Services Administration</b>	Liz Ivey	Yes	Yes	Yes
<b>Health and Human Services</b>	Arthuretta Martin	Yes	No	Yes
<b>Homeland Security</b>	Angela Williams	Yes	Yes	Yes
<b>Housing and Urban Development</b>	Judith Stackhouse	Yes	No	Yes
<b>Interior</b>	LaVanna Stevenson	Yes	Yes	Yes
<b>Justice</b>	Ramona Johnson-Glover	Yes	Yes	Yes
<b>Labor</b>	Frederick Trakowski	Yes	No	No
<b>NASA</b>	Shirley Perez	Yes	No	Yes
<b>Navy</b>	Oreta Stinson	No	No	Yes
<b>Smithsonian</b>	Rudy Watley	No	No	No
<b>State</b>	Trish Culbreth	No	Yes	Yes
<b>Transportation</b>	Pat Hodge	Yes	Yes	Yes
<b>Transportation Security Administration</b>	Anthony Bell	Yes	Yes	Yes
<b>Treasury</b>	Renee Fitzgerald	Yes	Yes	Yes
<b>US Army Corps</b>	Karen Baker	Yes	No	Yes
<b>US Department of Agriculture</b>	Sherry Cohen	Yes	Yes	Yes
<b>USAID</b>	Tracy Scrivner	Yes	Yes	Yes
<b>Veterans Administration</b>	Linda Sitney	Yes	No	Yes

## Agency Small Business Assistance Program and Outreach Matrix

Agency	Agency hosts Conferences for WOSB only or provides Special Sessions for WOSB at the Conference	Agency Attends and participates in WOSB Conferences	Agency Provides Special Training Sessions for Women-Owned Small Businesses Only
<b>Air Force</b>	Yes	Yes	Yes
<b>Army</b>	Yes	Yes	Yes
<b>Commerce</b>	Yes	Yes	Yes
<b>Defense</b>	Yes	Yes	Yes
<b>Defense Information Systems Agency (DISA)</b>	Yes	Yes	No
<b>Education</b>	No	Yes	No
<b>Energy</b>	Yes	Yes	Yes
<b>Environmental Protection Agency (EPA)</b>	Yes	Yes	Yes
<b>General Services Administration</b>	Yes	Yes	No
<b>Health and Human Services</b>	Yes	Yes	No
<b>Homeland Security</b>	Yes	Yes	No
<b>Housing and Urban Development</b>	Yes	Yes	No
<b>Interior</b>	Yes	Yes	No
<b>Justice</b>	No	Yes	No
<b>Labor</b>	Yes	Yes	Yes
<b>NASA</b>	No	Yes	No
<b>Navy</b>	Yes	Yes	No
<b>Smithsonian</b>	No	Yes	No
<b>State</b>	No	Yes	No
<b>Transportation</b>	Yes	Yes	Yes
<b>Transportation Security Administration</b>	Yes	Yes	No
<b>Treasury</b>	Yes	Yes	No
<b>US Army Corps</b>	Yes	Yes	No
<b>US Department of Agriculture</b>	Yes	Yes	Yes
<b>USAID</b>	No	Yes	Yes
<b>Veterans Administration</b>	No	Yes	No

## Agency Small Business Assistance Program and Outreach Matrix

Agency	Agency provides One on One Counseling for Women-Owned Small Businesses	Agency provides Women-Owned Small Businesses Introductions to Program Managers when Appropriate	FY 04 Women-Owned Business Achievement by percent (5% goal)
<b>Air Force</b>	Yes	Yes	N/A
<b>Army</b>	Yes	Yes	3.7
<b>Commerce</b>	Yes	Yes	13.85
<b>Defense</b>	Yes	Yes	2.68
<b>Defense Information Systems Agency (DISA)</b>	Yes	Yes	4.2
<b>Education</b>	Yes	Yes	1.16
<b>Energy</b>	Yes	Yes	0.56
<b>Environmental Protection Agency (EPA)</b>	Yes	Yes	3.26
<b>General Services Administration</b>	Yes	Yes	3.58
<b>Health and Human Services</b>	Yes	Yes	5.65
<b>Homeland Security</b>	Yes	No	6.95
<b>Housing and Urban Development</b>	Yes	Yes	30.24
<b>Interior</b>	Yes	Yes	9.36
<b>Justice</b>	No	Yes	3.7
<b>Labor</b>	Yes	Yes	6.87
<b>NASA</b>	Yes	Yes	2.29
<b>Navy</b>	No	No	N/A
<b>Smithsonian</b>	No	Yes	5.22
<b>State</b>	Yes	Yes	6.37
<b>Transportation</b>	Yes	Yes	3.83
<b>Transportation Security Administration</b>	Yes	Yes	N/A
<b>Treasury</b>	Yes	Yes	4.93
<b>US Army Corps</b>	Yes	Yes	5.6
<b>US Department of Agriculture</b>	Yes	Yes	6.17
<b>USAID</b>	Yes	Yes	4.05
<b>Veterans Administration</b>	Yes	Yes	3.64

## **IV. Recommendations**

## Recommendations

1. **Public Law 106-554 Should Be Implemented.** It was the general view of the OSDBUs and women business owners interviewed that implementation of this law is important to the greater success of women businesses in the federal marketplace. Without this program, attainment of the five percent woman-owned business goal government-wide is harder to obtain.
2. **OSDBUs Should Report to the Secretary or Agency Head.** According to a 2003 Government Accounting Office (GAO) report, only one-half of the OSDBU Directors report to the Agency Head or Deputy Head as required in section 15(k)(3) of the Small Business Act.<sup>14</sup> The agencies with the strongest procurement programs for small business have support from the Secretary or Deputy Secretary level. Without access to policy makers within the agency, OSDBU Directors have limited credibility to advocate on behalf of small businesses with regard to policy or procurement decisions.
3. **OSDBUs Require Adequate Budgets.** Some OSDBUs have no budget—not even for cab fare to get to a small business conference. Without a budget, OSDBU offices are severely hampered in their ability to generate effective outreach programs for women-owned businesses.
4. **Small Business Procurement Training for Agency Staff is Needed.** With the shrinking acquisition workforce, knowledge of small business procurement issues is often overlooked.<sup>15</sup> Every agency should task its OSDBU office with providing necessary training to program managers and contracting officers with regard to small business requirements.
5. **Every Agency Should Institute a Small Business Advisory Committee.** Small Business Advisory Committees provide valuable “Real World” advice and guidance. Whether official or informal, they can assist OSDBU offices by providing a pipeline to small business owners and the organizations that represent them. Advisory committees provide the agency with procurement policy recommendations as well as outreach to the small business community.
6. **The Small Business Administration Should Play a Stronger Role.** The Office of Federal Contract Assistance for Women Business Owners (CAWBO), a program office within the SBA, provides a critical forum for Women-Owned Business Advocates within the agencies. CAWBO should bring together women business advocates from many agencies to discuss best practices and strategies for increasing federal contracts going to women-owned businesses. CAWBO should

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<sup>14</sup> GAO Report to the Committee on Small Business and Entrepreneurship, U.S. Senate. “Small and Disadvantaged Businesses: Some Agencies’ Advocates Do Not Report to the Required Management Level.” GAO-03-863. September 2003

<sup>15</sup> GAO Report to Congressional Committees. “Acquisition Workforce: Department of Defense’s Plans to Address Workforce Size and Structure Problems.” GAO-02-630. April 2002

expand its forum to include women-owned advocates at major installations and coordinate special events for women-owned businesses at federal agency sponsored small business conferences.

- 7. Regional Outreach and Training for Small Businesses Needs to be Strengthened.** While most federal buyers are located in Washington, the same is not true of small businesses. Small businesses, located nationwide, should not find it necessary to travel to Washington, DC to receive contracting assistance. Agencies should utilize technology tools such as video conferencing and training. Regional SBA offices and GSA offices should work together to support regional conferences and contracting assistance to small businesses.
- 8. Subcontracting Assistance Is Necessary.** Women business owners, while generally preferring prime contracts over subcontracts, find subcontracting to be an essential part of their overall business strategy. They experience many of the same barriers to subcontracting as prime contracting. Access to buyers, access to sufficient capital and ability to respond to proposals dominate the need for assistance.
- 9. National Women’s Business Council (NWBC) Should Continue to Provide Updated Information on Federal Contracting Through [www.WomenBiz.gov](http://www.WomenBiz.gov).** One of the frustrations small business owners express is the vast amount of web-based information on federal agency websites. A federal resource page which provides critical links and contacts for women-owned businesses would be extremely helpful to these businesses. It is critical that this site be updated regularly, in a timely manner, with input from the OSDBU and women-owned business community.

## **V. Other Resources for Women Business Owners**

## Procurement Technical Assistance Centers

Authorized by Congress in 1985, the Procurement Technical Assistance Program was formed in an effort to expand the number of businesses capable of working with state, local and federal government agencies. Administered by the Department of Defense's Defense Logistics Agency (DLA), the program provides matching funds through cooperative agreements with state and local governments and non-profit organizations for the establishment of Procurement Technical Assistance Centers (PTACs) to provide procurement assistance.

PTACs come in many different sizes and shapes, reflecting the needs, priorities, and resources of the areas they serve. Some PTACs are administered directly by state governments, while others partner with universities, community colleges, local economic development corporations or other local institutions. Many are affiliated in some way with Small Business Development Centers and other small business programs. All PTACs are staffed with counselors experienced in government contracting and provide a wide range of services including classes and seminars, individual counseling and easy access to bid opportunities, contract specifications, procurement histories, and other information necessary to successfully compete for government contracts.

PTACs are designed to be a source of information and guidance for businesses interested in doing business with the federal government. Ninety-three PTACs around the country form a nationwide network of dedicated procurement professionals. Their stated mission is to provide businesses with an understanding of the requirements of government contracting and the tools to obtain and successfully perform federal, state and local government contracts.

PTACs provide this service, in most cases, free of charge through one-on-one counseling, classes, seminars, and matchmaking events. The following is a list of areas through which PTACs can help businesses navigate:

- Determining Suitability for Contracting
- Securing Necessary Registrations
- SDB, 8(a), HUBZone and other certifications
- Researching Procurement Histories
- Networking
- Identifying Bid Opportunities
- Proposal Preparation
- Preparing for Audits

**Challenges:** Because of limited resources, PTACs do not have a nationally mandated women-owned business point of contact or specific programs specifically designed for the woman-owned business community.

**Successes:** PTACs often interface with Women Business Centers and women's business organizations to provide outreach specific to women's needs.

## **Contract Assistance for Women Business Owners (CAWBO)**

The Office of Federal Contract Assistance for Women Business Owners (CAWBO) was established on October 1, 2000 within the SBA. The goal of the office is to increase federal contracting opportunities for women-owned small businesses and the number of women-owned businesses that successfully compete in the federal marketplace. As part of SBA's Reauthorization Act of 2000, the office was given the responsibility of carrying out the Women-Owned Small Business Federal Contracting Assistance Program. The program attempts to close the gap for women-owned small businesses and help federal agencies attain their goal of awarding five percent of federal contracting dollars to women-owned small businesses. Congress established this program as a tool that the agencies may use to help achieve this goal.

The mission of CAWBO is two-fold: First, it aims to increase federal prime and subcontracting dollars awarded to women-owned small businesses. Secondly, it seeks to encourage outreach and awareness so that more women-owned businesses take advantage of opportunities open to them.

CAWBO works closely with the major procuring agencies, especially those that have not yet achieved the five percent goal, to open up more contracting opportunities to women-owned businesses. The office is also reaching out to small businesses and organizations to raise awareness and foster positive relationships. CAWBO is working to improve procurement training and practice as well such as mentor protégé programs, teaming and subcontracting.

In 2004, a forum was initiated to bring women-owned business advocates from agencies together quarterly to discuss best practices, challenges and solutions. This forum provided much needed communication between federal agencies to discuss policies and practical solutions faced by OSDBUs.

## **Women's Business Centers**

The Women's Business Center program was established on December 8, 2004 in accordance with the Small Business Act of 2004.<sup>16</sup> Specifically, Section 29 of the Act establishes the formation of non-profit centers to reach women that would not otherwise be served. The Administration may provide financial assistance to private non-profit organizations to conduct five-year projects for the benefit of small business concerns owned and controlled by women.

In particular, women's business centers (WBCs) provide financial assistance, including training and counseling in how to secure business credit and investment capital, preparing and presenting financial statements, managing cash flow, and other financial operations of a business. They also assist women in management counseling which includes every facet of day-to-day operations of a small business. Additionally, WBCs provide marketing assistance, including preparing and executing marketing plans, developing pricing strategies, locating contract opportunities, negotiating contracts and utilizing varying public relations and advertising techniques.

All WBCs provide individual business counseling and access to the SBA's programs and services. Many also serve as intermediaries for the SBA's MicroLoan and Loan Prequalification programs. Each WBC tailors its programs to the needs of its constituency, which in some instances includes offering bilingual counseling. Some of the centers have concentrated on procurement assistance, especially those located in Washington, DC metro area.

Women's Business Centers are unique providers of entrepreneurial training and support services to aspiring women business owners, particularly those who are economically and socially disadvantaged. The success of these centers is clear as the majority of clients form businesses and maintain connections to the Women's Business Centers, creating a continuous cycle of business connection, mentoring and value.

For a complete listing of Centers and to find one in your area, please visit the following website: <http://www.sba.gov/onlinewbc/wbc.pdf>

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<sup>16</sup> Section 29 of PL 108-447, approved 12/8/04, outlines the details of the Women's Business Center program. The entire bill is available at: <http://www.sba.gov/regulations/sbaact/sbaact.html>

## **Online Resources to Help Women-Owned Businesses**

Most of the information that small businesses need to get started can be found electronically. Increasingly, more offices are making crucial documents available online to accommodate a wider audience. In many instances, it is vital that businesses gather as much information as possible before setting up an appointment with an OSDBU small business specialist or contracting officer. Below is a list of helpful resources that can help put businesses on the right track and provide information needed to run a successful business.

1. <http://www.nwbc.gov/>
2. [www.womenbiz.gov](http://www.womenbiz.gov)
3. <http://www.ccr.gov/>
4. <http://www.fedbizopps.gov/>
5. [http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentId=8106&contentType=GSA\\_OVERVIEW](http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentId=8106&contentType=GSA_OVERVIEW)
6. <http://vsc.gsa.gov/>
7. <http://www.arnet.gov/far/>
8. <http://www.sba.gov/financing/special/women.html>

## **VI. Appendix**

## **Appendix A: Description of OSDBU Offices**

The following is a detailed list of OSDBU offices within each federal agency. The description contains the website, FY 04 Performance for contracts awarded to women-owned businesses and the Women-Owned Small Business (WOSB) Advocates within each office. When no WOSB advocate has been identified, the point of contact for the office has been named. Information listed below was current as of May, 2006.

### **U.S. Air Force**

WOSB Advocate: Marcia Haynes  
Website: <http://www.selltoairforce.org>  
Address: 1060 Air Force Pentagon  
Washington, DC 20330  
Phone: (703) 696-1103  
  
FY 04 Goal: 5%  
**FY 04 Performance:** N/A

**Mission Statement:** The U.S. Air Force's Small Business Office aims to promote outreach and acquisition strategies geared toward small and disadvantaged businesses to encourage their participation in Air Force acquisition, procurement and research.

**Organizational Structure of Agency:** Small business specialists are located at every Air Force base and serve as the executors of the WOSB program. For a complete listing of small business specialists near you, please visit:  
[http://www.selltoairforce.org/Locator/locator\\_map.asp](http://www.selltoairforce.org/Locator/locator_map.asp)

**How the Office Works:** The office aims to accomplish its stated goal by partnering with small and large businesses, trade associations, other federal agencies and minority institutions to provide affordable, effective and sustainable war fighting capabilities.

#### **Specific Outreach for Women-Owned Businesses:**

- Has identified a women-owned small business advocate.
- Has developed a women-owned small business program designed to encourage women-owned businesses to contract with the agency.
- Participates in DOD-sponsored conferences geared toward women-owned businesses.
- Provides special training and one-on-one counseling for women-owned businesses.

#### **Other Outreach for Small Businesses:**

- Participates in Manufacturing Technical Assistance Production Program (MTAPP) designed to help small manufacturing businesses become more

competitive and meet the production needs of the Air Force and the Department of Defense.

- Offers the mentor-protégé program through the Department of the Air Force.
- Participates in SBIR/STTR, HBCU/MI, SDB, Veteran-Owned, HUBZone and Native American programs.
- Participates in small business conferences.
- Participates in SBA's matchmaking sessions.

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## Department of the Army

WOSB Advocate: Nancy Small  
Website: <http://sellingtoarmy.com>  
Address: 106 Army Pentagon  
Room 3B514  
Washington, DC 20310  
Phone: (703)693-6114

FY 04 Goal: 5%  
**FY 04 Performance: N/A**

**Mission Statement:** The vision of the Office of Small and Disadvantaged Business Utilization is to establish the Army as the premier organization for the promotion of and assistance to small business, small disadvantaged business, women-owned small business and Historically Black Colleges and Universities Minority Institutions (HBCU/MIs), Veteran Owned and HUBZone.

**Organization of the Agency:** The Department of the Army's organizational chart can be found at the following website: <http://www.army.mil/organization/>.

**How the Office Works:** The office seeks to further the goals of the Department of Army by promoting procurement through various programs and policies.

**Specific Outreach for Women-Owned Businesses:**

- Has designated a specialist for women-owned businesses to assist in procurement for the Army.
- Participates in conferences specifically geared toward women-owned businesses.
- Provides special training and one-on-one counseling for women-owned businesses.

**Other Outreach for Small Businesses:**

- Offers a highly effective mentor-protégé program.
- Has identified individual specialists for 8 (a)/SDB, Veteran-owned and service disabled, HUBZone and HBCU/MI businesses.

- Participates in small business conferences and training sessions for small businesses.
  - Offers a 13-step tutorial on how to do business with the Army.
  - Hosts vendor outreach sessions.
  - Participates in SBA match making sessions.
- 

## **Department of Commerce**

WOSB Advocate: The Department of Commerce does not have a woman-owned small business advocate at this time.

Point of Contact: La Juene Desmukes

Website: <http://www.osec.doc.gov/osdbu>

Address: 14<sup>th</sup> and Constitution Avenue, NW  
Room H-6411  
Washington, DC 20230

Phone: (202) 482-1472

FY 04 Goal: 5%

**FY 04 Performance: 13.85%**

**Mission Statement:** The Office of Small and Disadvantaged Business Utilization (OSDBU) is responsible for promoting the use of small, small disadvantaged, 8(a), women-owned, veteran-owned, service-disabled veteran-owned and HUBZone small businesses within the U.S. Department of Commerce's (DOC) acquisition process.

**Organizational Structure of the Agency:** The Department of Commerce consists of 10 bureaus or agencies. A full list of offices and small business specialists within each agency is located at the following website: <http://www.commerce.gov/organization.html>

**How the Office Works:** The DOC OSDBU serves as a liaison between the small business community and the DOC procurement offices. Each agency/bureau under the Department of Commerce has a small business specialist. Small business specialists specialize in each agency's procurement process and opportunities. Gives special recognition and awards to individuals and bureaus that have made outstanding contributions to the success of Commerce's Small Business Program. In addition to its procurement assistance within the agency, the DOC is also focused on providing exporting opportunities for small businesses through its U.S. Commercial Service Division.

**Specific Outreach for Women-Owned Businesses:**

- Has put in place a Memorandum of Understanding with women's business organizations to promote the export of U.S. small business goods and services.

The point of contact for this program is Jacquelyn Hayes-Byrd, Executive Director for Global Diversity Initiatives.

- Offers sessions at conferences dedicated to women-owned businesses.
- Provides special training and one-on-one counseling for women-owned businesses.
- Participates in conferences geared toward women-owned businesses sponsored by other organizations.

#### **Other Outreach for Small Businesses**

- Utilizes internet networking opportunities to share information.
  - Publishes the annual Forecast of Contract Opportunities which lists upcoming procurements.
  - Participates in SBA's matchmaking sessions.
- 

### **Department of Defense**

WOSB Advocate: Lee Renna  
Website: <http://www.acq.osd.mil/sadbu/>  
Address: 1777 N. Kent Street  
Suite 9100  
Arlington, VA 22209  
Phone: (703) 588-8620

FY 04 Goal: 5%  
**FY 04 Performance: 2.68%**

**Mission Statement:** The goal of the Small Business Utilization Office is to advise the Secretary of Defense on all small business matters as well as to serve as an advocate for small businesses in Defense contracting situations.

**Organizational Structure of Agency:** The Department of Defense is composed of various Departments including: Army, Navy, Air Force, Marine, Defense Logistics Agency and DISA. When contracting with the Department of Defense, you need to first identify the department with which you wish to contract- i.e. Army, Navy etc. Once identified, contact the small business specialist within the specific department.

**How the Office Works:** This office coordinates outreach to all services and is responsible for assisting all branches of the services to reach their small business goals. The office provides training for Military Departments, Defense Agencies and Procurement Technical Assistance Centers (PTACs) who offer technical assistance to small businesses. Each Service maintains its own OSDBU office.

### **Specific Outreach for Women-Owned Businesses**

- Maintains an informational website specifically geared toward women-owned businesses: [www.acq.osd.mil/sadbu/wosb/index.htm](http://www.acq.osd.mil/sadbu/wosb/index.htm)
- Hosts annual women-owned small business conferences that feature special training for women-owned businesses.
- Has identified a WOSB advocate to direct the women-owned business program with the Department of Defense.
- Offers one-on-one counseling for women-owned businesses.

### **Other Outreach for Small Businesses:**

- Provides a step by step tutorial to contract with the Department of Defense. The tutorial can be found at: [http://www.acq.osd.mil/sadbu/doing\\_business/DoD\\_Contracting\\_Guide.htm](http://www.acq.osd.mil/sadbu/doing_business/DoD_Contracting_Guide.htm)
- Participates in small business conferences.
- Showcases the Mentor-Protégé program that seeks to encourage major DoD prime contractors (mentors) to develop the technical and business capabilities of small disadvantaged businesses (SDBs) and other eligible protégés.
- Participates in the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs which fund early-stage R&D projects at small technology companies.
- Sponsors DOD Regional Councils for Small Business Education and Advocacy which are a nationwide network of small business specialists organized to promote the National Small Business Programs of the United States.
- Participates in SBA's match making sessions.

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## **Defense Information Systems Agency**

WOSB Advocate: Nicole Lewis  
Website: <http://www.disa.mil/main/sadbu.html>  
Address: D04, Room 1108B  
701 South Courthouse Rd  
Arlington, VA 22204  
Phone: (703) 607-6436

FY 04 Goal: 5%  
**FY 05 Performance:** N/A

**Mission Statement:** The DISA Office of Small and Disadvantaged Business Utilization (SADBU) advises the Director of DISA on small business matters, and represents the Agency before Congress, the Office Secretary of Defense (OSD), and other agencies in accordance with the mission of DISA. The office of Small and Disadvantaged Business Utilization of DISA

**Organizational Structure:** For a complete breakdown of DISA, please visit:  
<http://www.disa.mil/main/disaorga.html>

**How the Office Works:** The SADBU office participates and monitors the DISA acquisition process, and develops and monitors the disadvantaged business program to ensure that small business, women-owned, small disadvantaged business concerns and Historically Black Colleges, Universities, and Minority Institutions (HBCU/MI's) receive a fair portion of DISA contract awards.

**Specific Outreach for Women-Owned Businesses:**

- Has identified a WOSB advocate within DISA
- Hosts a Small Business Conference geared for women-owned businesses. Offers additional listing of small business conferences on website.
- Provides one-on-one counseling for women-owned businesses.
- Provides introductions to program managers when appropriate.

**Other Outreach for Small Businesses:**

- Hosts monthly vendor outreach sessions.
- Participates in SBIR/STTR, HBCU/MI, SDB, Veteran-Owned, and Women-Owned Programs

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## Department of Education

WOSB Advocate: Melanie Carter  
Website: <http://www.ed.gov/about/offices/list/ods/osdbu.html>  
Address: 550 12<sup>th</sup> Street, SW  
Washington, DC 20024  
Phone: (202) 245-6004

FY 04 Goal: 5%  
**FY 04 Performance: 1.16%**

**Mission Statement:** The Office of Small and Disadvantaged Business Utilization (OSDBU) aims to assist in small business growth and development by lending its specialized services to the small business community.

**Organization of the Agency:** The Department of Education is broken down into three main branches under which the offices of program operate. For a complete list of office structure, please visit: <http://www.ed.gov/about/offices/list/index.html>

**How the Office Works:** The OSDBU office establishes and maintains ties with the business community, other Federal Agencies including the General Services Administration and Small Business Administration, and educational institutions that will aid in the achievement of Departmental goals. The Department of Education awards mostly grants, rather than direct procurements. For information on the grant process go to: <http://www.ed.gov/about/offices/list/ocfo/grants/grants.html>

**Specific Outreach for Women-Owned Businesses:**

- Has identified a WOSB advocate who plans, directs and administers the Department of Education Small, Disadvantaged and Women-Owned Business Program.
- Attends and participates in conferences sponsored by women-owned business organization.
- Offers one-on-one counseling for women-owned businesses.

**Outreach for Small Businesses:**

- Hosts vendor outreach sessions.
- Participates in SBA's match making sessions.
- The Dept. of Education's *Small Business Innovative Research (SBIR) Program*. SBIR is a highly competitive program that encourages small business to explore their technological potential and provides the incentive to profit from its commercialization.

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## Department of Energy

WOSB advocate: Meagan Vargas  
Website: <http://smallbusiness.doe.gov/index.html>  
Address: 1000 Independence Ave., SW  
Room 5B148  
Washington, DC 20585  
Phone: (202) 586-0199

FY 04 Goal: 5%  
**FY 04 Performance: 0.56%**

**Mission Statement:** The U.S. Department of Energy (DOE) is committed to increasing the contracting opportunities awarded to small and disadvantaged businesses. The Office of Small and Disadvantaged Business Utilization (OSDBU) is responsible for administering this program by establishing goals, promulgating policy and developing practices and programs aimed at encouraging and increasing small business participation in departmental procurement opportunities. The mission of the OSDBU is to serve as the agency's focal point for small businesses interested in doing business with the DOE.

**Organization of the Agency:** Much of the DOE contracting is done through 21 prime contractors also known as Maintenance and Operations (M&O) contractors. These primes manage the national labs. Relatively little small business contracting is done with the DOE directly. A full list including contact information can be accessed at <http://professionals.pr.doe.gov/ma5/ma-5web.nsf/business/doe+MO+contractors>

**How the Office Works:** To the extent possible the OSDBU office assists small business in identifying prime and subcontracting opportunities available for small business. Among their many activities, the OSDBU office:

**Specific Outreach for Women-Owned Businesses:**

- Has established a women-owned business initiative and has appointed an advocate solely for women-owned businesses.
- Devotes a portion of the programming at the DOE annual small business conference to women-owned businesses.
- Participates in conferences aimed at women-owned businesses.
- Hosts vendor outreach sessions, some specifically geared toward women-owned businesses.

**Other Outreach for Small Businesses:**

- Sponsors a mentor-protégé program to link experienced large business mentors with developing small business protégé.
  - Has implemented an 8(a) Pilot Program to 1) target 8(a) businesses for DOE procurement opportunities at the subcontract level; 2) to allow flexibility to DOE's major prime contractors in awarding subcontracts to 8(a) business concerns; and 3) to create additional ways for 8(a) businesses to access contracting opportunities.
  - Sponsors a national Small Business Conference that brings together members of the small business community including association representatives, government leaders and individual business owners for business expos, plenary sessions and matchmaking forums.
  - Has created a small business advisory board to monitor small business policies and programs.
  - Participates in SBA's matchmaking sessions.
  - Offers mentor-protégé program.
-

## U.S. Environmental Protection Agency

WOSB Advocate: Cassandra Freeman  
Website: <http://www.epa.gov/osdbu/>  
Address: 1200 Pennsylvania Ave, NW  
Mail Code 1230N  
Washington, DC 20460  
Phone: (202) 564-0928

FY 04 Goal: 5%  
**FY 04 Performance: 3.75%**

**Mission Statement:** The mission of the U.S. Environmental Protection Agency's Office of Small and Disadvantaged Business Utilization is to support the protection of the environment and human health by fostering opportunities for partnerships, contracts, sub-agreements, and grants for small and socioeconomically disadvantaged businesses.

**Organization of the Agency:** The EPA is broken down into 12 sub-agencies that can be found at the following website: <http://www.epa.gov/epahome/organization.htm>.

**How the Office Works:** The OSDBU office seeks to accomplish the mission by developing policy and procedures designed to obtain direct procurement and subcontracting goals for various groups including Small Business, Small Disadvantaged Business, 8(a), Women-Owned Businesses, Service Disabled Veteran-Owned Small Business, Veteran-Owned Small Business, and HUBZone Business. For a complete list of small business specialists within the agency, visit: <http://www.epa.gov/osdbu/resource.htm>

### **Specific Outreach for Women-Owned Small Businesses:**

- Sponsors sessions at their annual conference for women-owned businesses.
- Participates in conferences geared toward women-owned businesses sponsored by other organizations.
- Provides special training and one-on-one training for women-owned businesses.
- Offers vendor outreach sessions, some specifically geared toward women-owned businesses.

### **Other Outreach for Small Businesses:**

- Compiles, collects, and assembles statistical data on socioeconomic programs
- Offers a mentor-protégé program
- Participates in various educational training programs such as workshops, Seminars, and Trade Fairs
- Participates in SBA's match making sessions.

## General Services Administration

WOSB Advocate: Liz Ivey  
Website: <http://www.gsa.gov/sbu>

Address: 1800 F Street, NW  
Room 6029  
Washington, DC 20405  
Phone: (202) 501-1021

FY 04 Goal: 5%  
**FY 04 Performance: 3.58%**

**Mission Statement:** GSA's Office of Small Business Utilization (OSBU) advocates for small, minority, veteran, HUBZone, and women business owners. Its mission is to promote increased access to GSA's nationwide procurement opportunities. The OSBU office monitors and implements small business policies and manages a range of programs aimed at nurturing entrepreneurial opportunities, opening doors to new business horizons and enhancing technological capabilities.

**Organizational Structure of Agency:** GSA consists of the Federal Technology Service (FTS), the Federal Supply Service (FSS), the Public Buildings Service (PBS), and various Staff Offices, including the Office of Government-wide Policy (OGP). Eleven Regional Offices extend GSA's outreach to federal customers nationwide.

**How the Office Works:** OSDBU's outreach activities make it possible for the small business community to meet key contracting experts and be counseled on the procurement process. Business activities are supported by program experts at GSA headquarters, through Small Business Utilization Centers in 11 Regional Offices, and by small business technical advisors in the GSA National Office.

### **Specific Outreach for Women-Owned Businesses:**

- Has appointed a women-owned business advocate.
- Participates in conferences geared toward women-business owners sponsored by other organizations.
- Dedicates a portion of small business conference for women-owned businesses.
- Hosts vendor outreach sessions, some specifically geared toward women-owned businesses.

### **Other Outreach for Small Businesses:**

- Hosts procurement networking sessions.
- Hosts marketing strategies and techniques workshops.
- Publishes the annual 'Forecast of Contract Opportunities' which lists upcoming procurements.
- Offers electronic commerce/electronic data interchange training sessions.

- Hosts interagency networking breakfasts to exchange pertinent information regarding small business procurement.
  - Sponsors “Get it Right” Seminars to ensure the proper use of GSA contracting vehicles and services and improve excellence in acquisition.
  - Utilizes roundtable events.
  - Hosts procurement conferences.
- 

## Department of Health and Human Services

WOSB Advocate: Arthuretta Martin  
Website: <http://www.hhs.gov/osdbu/>  
Address: 200 Independence Avenue, SW  
Room 360G, Hubert H. Humphrey Building  
Phone: (202) 690-7235

FY 04 Goal: 5%  
**FY 04 Performance: 5.65%**

**Mission Statement:** HHS' Small and Disadvantaged Business Program is designed to ensure that small businesses, including disadvantaged, veteran-owned and service-disabled veteran-owned, HUBZone and women-owned businesses, have an equitable opportunity to participate in HHS' procurement programs and that they receive a fair share of resulting contract awards.

**Organization of the Agency:** There are 12 agencies under the umbrella of the Department of Health and Human Services. A full list can be accessed at the following website: <http://www.hhs.gov/about/orgchart.html>

**How the Office Works:** To accomplish its mission, the OSDBU office has organized its responsibilities, programs and activities under three lines of business: Advocacy, Outreach and Unification of the Business Process. The results achieved under all three lines of business support the accomplishment of the HHS' Strategic goal - to encourage and assist the participation of all small businesses. Assists firms on Prompt Payment Act requirements and mediates and resolves sensitive acquisition issues.

### **Specific Outreach for Women-Owned Businesses:**

- Has created a Women-Owned Business Initiatives Committee (WOSBIC) dedicated to the advancement of women-owned businesses in the federal market place. Arthuretta Martin has been appointed as the Women Business Advocate and heads the WOSBIC, along with other Small Business Specialists within HHS, to provide assistance in meeting the 5% goal.
- Schedules Women-Owned Small Business Enterprise days within the HHS operating divisions.

- Develops outreach materials to be distributed at various events.
- In the process of developing an HHS WOSBIC website.
- Sponsors sessions at conferences geared toward women-owned businesses where they do special training and one-on-one counseling.
- Participates in conferences geared toward women-owned businesses sponsored by other organizations.

**Other Outreach for Small Businesses:**

- Sponsors Departmental small business procurement conferences, Agency's networking sessions, workshops and seminars.
- Participates in trade group seminars, conventions, and other forums, which promote the utilization of small and disadvantaged businesses as contractors.
- Hosts monthly Vendor Outreach Sessions to educate vendors on the Department's procurement programs and provide information on how to effectively market their products and services. This includes one-on-one sessions with small business specialists.
- Promotes the Department's annual *Procurement Forecast*, which announces anticipated contracting opportunities for that fiscal year, on the OSDBU website.

**Department of Homeland Security**

WOSB Advocate: Angela Williams  
 Website: [http://www.dhs.gov/dhspublic/interapp/editorial/editorial\\_0418.xml](http://www.dhs.gov/dhspublic/interapp/editorial/editorial_0418.xml)  
 Address: 7<sup>th</sup> & D Street, SW  
 Room 3514  
 Washington, DC 20528  
 Phone: (202) 205-8827

FY 04 Goal: 5%  
**FY 04 Performance: 6.95%**

**Mission Statement:** The Office of Small and Disadvantaged Business Utilization (OSDBU) within the Department of Homeland Security promotes the Department's small business pledge to provide maximum practicable opportunities in acquisitions to small business, veteran-owned, service-disabled veteran-owned, HUBZone, small disadvantaged business, and women-owned small businesses.

**Organization of the Agency:** The Department of Homeland Security consists of 24 agencies each of whom have a small business specialist. A complete organizational chart can be found at the following website:  
[http://www.dhs.gov/interweb/assetlibrary/DHS\\_OrgChart.pdf](http://www.dhs.gov/interweb/assetlibrary/DHS_OrgChart.pdf)

**How the Office Works:** The OSDBU is organized by category of businesses they serve, i.e. women, veterans, etc. The OSDBU works closely with small business specialists within each agency under its umbrella and serves as the central point of contact for small businesses. Submits quarterly bundling reports to the Office of Federal Procurement Policy on efforts to unbundle contracts and mitigate the effects of necessary and justified contract bundling. A full list of agencies and small business specialists for each agency is located at:

[http://www.dhs.gov/interweb/assetlibrary/20051001\\_DHS\\_OFB\\_SBS\\_List.pdf](http://www.dhs.gov/interweb/assetlibrary/20051001_DHS_OFB_SBS_List.pdf).

**Specific Outreach to Women-Owned Businesses:**

- Has identified a women-owned small business advocate.
- Hosts a monthly small business vendor outreach session, some specifically for women-owned businesses. To see list of vendor outreach sessions, go to: <http://www.dhs.gov/dhspublic/display?theme=37&content=4055>. Vendor Outreach sessions match small business vendors with agency contacts. The appointments run for 15 minutes. These appointments are usually filled within a matter of hours, so plan accordingly.
- Participates in conferences geared toward women-owned businesses sponsored by other agencies.

**Other Outreach for Small Businesses:**

- Identifies small business specialists in each component procurement office.
  - Maintains a DHS small business procurement assistance website.
  - Hosts a quarterly small business introductory workshop on the specifics of doing business with the Department.
  - Participates in other small business outreach events such as conferences, seminars and workshops sponsored by trade associations, industry, or the SBA.
  - Prepares and publishes a Forecast of Opportunities at the beginning of each fiscal year.
  - Sponsors a mentor-protégé program to link experienced large business mentors with developing small business protégé.
  - Participates in SBA's matchmaking sessions.
-

## Department of Housing and Urban Development

WOSB Advocate: Judith Stackhouse  
Website: <http://www.hud.gov/offices/osdbu/index.cfm>  
Address: 451 7<sup>th</sup> Street NW  
Room 5C2318  
Washington, DC 20210  
Phone: (202) 708-1428

FY 04 Goal: 5%  
**FY 04 Performance: 30.24%**

**Mission Statement:** The OSDBU office within HUD is responsible for ensuring that small businesses are treated fairly and that the procurement process is accessible in order to have an opportunity to compete and be selected for a fair amount of the Agency's prime and subcontracting opportunities.

**Organization of the Agency:** HUD is broken down into multiple different offices. The complete organizational chart can be found at the following website:  
<http://www.hud.gov/offices/adm/about/admguidance/orgcharts/hud.pdf>

**How the Office Works:** The OSDBU offers various opportunities for small businesses to meet with staff to discuss business opportunities and other subjects related to HUD's small business contracting and subcontracting activities. There are a number of outreach activities sponsored by HUD including:

### **Specific Outreach for Women-Owned Businesses:**

- Participates in conferences geared specifically for women-owned businesses sponsored by women's organizations.
- Hosts monthly vendor outreach sessions.
- Provides one-on-one counseling for women-owned businesses.

### **Other Outreach for Small Businesses:**

- Offers annual Small Business Open House for small business to showcase their products and services and to learn about possible opportunities at HUD.
- Utilizes business utilization development specialists (BUDS) that meet independently with small businesses to discuss HUD's contracting and subcontracting opportunities. BUDS also act as mentors to identify business strategies and contracting opportunities.
- One-on-one meetings are offered in person or as conference calls.
- Hosts Information Technology (IT) Orientation Sessions
- Participates in many expos, conferences and trade fairs relevant to the small business community.
- Airs recent small business conferences via web casts.

## Department of the Interior

WOSB Advocate: LaVanna Stevenson  
Website: <http://www.doi.gov/osdbu/>  
Address: 1849 C Street, NW  
Mail Stop 2252  
Washington, DC 20240  
Phone: (202) 208-3493

FY 04 Goal: 5%  
**FY 04 Performance: 9.36%**

**Mission Statement:** The Office of Small and Disadvantaged Business Utilization within the Department of the Interior has as its mission to provide continuous outreach to small, small disadvantaged, 8(a), women-owned, HUBZone, veteran-owned and service disabled veteran owned businesses.

**Organization of the Agency:** The DOI consists of 8 sub-agencies including the Bureau of Indian Affairs, Bureau of Reclamation, Bureau of Land Management, U.S. Fish and Wildlife Service, Office of Surface Mining, U.S. Geological Survey, National Park Service, and Minerals Management Service. They can be accessed at the following website: <http://www.doi.gov/>.

**How the Office Works:** The Department of the Interior consists of a number of services such as National Park Service, the Minerals Management Service, as mentioned above. In addition, the Department of Interior operates the National Business Center that links businesses into contracting opportunities within the agency. For detailed information, please visit their website: <http://ideasec.nbc.gov/j2ee/login.jsp>.

### **Specific Outreach for Women-Owned Businesses:**

- Hosts conferences dedicated specifically to women-owned businesses
- Provides one-on-one counseling for women-owned businesses.
- Hosts vendor outreach sessions, some specifically for women-owned businesses.

### **Other Outreach for Small Businesses:**

- Makes available the Department's Forecast of Procurement Opportunities
- Collects and stores directory of prime contractors that work with the DOI
- Publishes a Small Business Pocket Guide to help small businesses answer program issues, concerns or questions
- Publishes a guide to procurement for the Department entitled, "Introduction to Interior Acquisitions: Know Your Neighbors. A Guide for Small Business". This introductory guide was published in August of 2005.
- Provides one-on-one counseling.

## Department of Justice

WOSB Advocate: Ramona Johnson-Glover  
Website: <http://www.usdoj.gov/jmd/osdbu/>  
Address: 1331 Pennsylvania Avenue, NW  
Suite 1010  
Washington, DC 20530  
Phone: (202) 616-0521

FY 04 Goal: 5%  
**FY 04 Performance: 3.7%**

**Mission Statement:** The OSDBU office of the Department of Justice strives to increase the Department's performance in utilizing small, small disadvantaged, women-owned and veteran-owned businesses as contractors and subcontractors.

**Organization of the Agency:** There are seven agency bureaus within the Department of Justice that offer federal contracts. A complete list of the bureaus and respective contracting officers is located at the following website:  
<http://www.usdoj.gov/jmd/osdbu/doing.htm#9>

**How the Office Works:** The OSDBU establishes and monitors goals for the participation of small businesses in Justice Department acquisitions. In order to assist the bureaus in achieving their established goals, the OSDBU maintains resource information and provides technical advice and assistance to the contracting staff as needed.

### **Specific Outreach for Women-Owned Businesses:**

- Has identified an advocate specifically for women-owned businesses.
- Has established the Women's Business Enterprise (WBE) Program, under which the Department takes affirmative action to ensure that businesses owned and controlled by women are offered an opportunity to compete on contracts awarded by the Department.
- Hosts vendor outreach sessions, some specifically geared toward women-owned businesses.
- Attends and participates in conferences sponsored by women-owned businesses.

### **Other Outreach for Small Businesses:**

- Compiles and distributes for the Department an annual Forecast of Expected Contract Opportunities. It also displays the number of such awards, the anticipated quarter of performance, the value or range of values expected for each award and the bureau in which the award is anticipated.
- Provides counseling and advice to small businesses regarding their possible eligibility for special consideration under preferential purchasing programs.

## Department of Labor

WOSB Advocate: DOL does not currently have a women-owned small business specialist.  
Point of Contact: Frederick Trakowski  
Website: <http://www.dol.gov/osbp/welcome.html>  
Address: 200 Constitution Avenue, NW  
Room C2318  
Washington, DC 20201  
Phone: (202) 693-6460

FY 04 Goal: 5%  
**FY 04 Performance: 6.87%**

**Mission Statement:** The Office of Small Business Programs (OSBP) is responsible for ensuring procurement opportunities for small businesses, small disadvantaged businesses, women-owned small businesses, HUBZone businesses and businesses owned by service-disabled veterans.

**Organization of the Agency:** The Department is composed of many Bureaus. For a listing, please visit: <http://www.dol.gov/dol/organization.htm>. In addition to direct procurement opportunities, the Department also issues grants.

**How the Office Works:** For a complete listing of small business specialists, please visit: <http://www.dol.gov/osbp/contacts/main.htm>. For grant information: <http://www.dol.gov/oasam/grants/prgms.htm>.

### **Specific Outreach for Women-Owned Businesses:**

- Offers special training and sessions at small business conferences specifically for women-owned businesses.
- Attends and participates in conferences sponsored by women-owned business organization.

### **Other Outreach for Small Businesses:**

- Hosts Vendor Outreach sessions to increase utilization of all types of small businesses. The sessions give small businesses the opportunity to market their products and services directly to OSBP procurement officials as well as learn more about potential contracting opportunities.
- Operates a Small Business Procurement Power Page demonstrating the wide variety of goods and services that the agencies within the Department of Labor purchase each year. Each DOL agency has a responsibility for procuring its own goods and services in support of the agency's mission.

## National Aeronautics and Space Administration

WOSB Advocate: Shirley Perez  
Website: <http://www.hq.nasa.gov/office/codek/>  
Address: Headquarters Code K  
Suite 5C39  
300 E Street, SW  
Washington, DC 20546  
Phone: (202) 358-2088

FY 04 Goal: 5%  
**FY 04 Performance: 2.29%**

**Mission Statement:** The Office of Small and Disadvantaged Business Utilization (OSDBU) at NASA Headquarters are responsible for the development and management of NASA programs to assist small businesses. The office functionally oversees and directs the activities of corresponding offices at each NASA Center. The mission of the OSDBU is to ensure that small, small disadvantaged and women-owned small businesses, including historically black colleges and universities (HBCUs) and other minority institutions are provided the maximum practicable opportunities to participate in NASA prime contracts and subcontracts, particularly in the high tech areas.

**Organization of the Agency:** NASA is broken down into 4 different “Mission Directorates”- Exploration Systems, Space Operations, Science, and Aeronautical Research. A complete organizational breakdown can be found at the following website: <http://www.nasa.gov/centers/hq/organization/index.html>  
For a complete listing of small business specialists within each Directorate, please visit: [http://www.hq.nasa.gov/office/codek/center\\_special\\_directory.htm](http://www.hq.nasa.gov/office/codek/center_special_directory.htm)

**How the Office Works:** The OSDBU's vision is to integrate small, small disadvantaged, and women-owned small businesses into the competitive base of contractors from which NASA regularly purchases goods and services as well as to urge NASA's prime contractors to do the same in subcontracting activities. In contracting with small, small disadvantaged and women-owned small businesses, NASA seeks to mentor, nurture and develop such firms so as to prepare them to obtain contracts from other federal agencies, the private sector, and the international arena.

**Specific Outreach for Women-Owned Businesses:**

- Has identified a WOSB advocate within NASA.
- Sponsors sessions at annual conferences dedicated to women-owned businesses.
- Participates in conferences sponsored by other organizations dedicated to women-owned businesses.
- Offers one-on-one counseling for women-owned businesses.

**Other Outreach for Small Businesses:**

- Hosts national Small Business Conferences.

- Supervises a mentor protégé program.
- Runs the NASA Acquisition Internet Service which posts the Department's contract forecast as well as other important notices and informational links on procurement within NASA.
- Participates in the Small Business Innovation Research (SBIR) Program, which is a highly competitive three-phase award system which provides qualified small business concerns with opportunities to propose innovative ideas that meet the specific research and development needs of the Federal Government. For more information on NASA's SBIR program, please visit:  
<http://sbir.gsfc.nasa.gov/SBIR/SBIR.html>
- Hosts vendor outreach sessions.
- Participates in SBA's match making sessions.

## Department of the Navy

WOSB Advocate: Oreta Stinson  
 Website: <http://www.hq.navy.mil/sadbu>  
 Address: Building 36  
 Washington Navy Yard  
 720 Kennon Street, SE  
 Washington, DC 20374  
 Phone: (202) 685-6485

FY 04 Goal: 5%  
**FY 04 Performance:** N/A

**Mission Statement:** The Small and Disadvantaged Business Utilization (SADBU) office of the Department of the Navy recognizes the critical role that small businesses play in the nation's naval capabilities as well as the strength of the nation's economy. The mission of the SADBU office is to encourage the use of small businesses at early stages of the acquisition process.

**Organization of the Agency:** The Department of the Navy's contracting and acquisition functions flow from the "Heads of the Contracting Activity" (HCA). Each HCA has been given broad authority regarding acquisition functions. At the HCA level, SADBU program implementation efforts are monitored by Small Business Specialists, who are known as Associate Directors of Small Business. Small Business Specialists at all other Navy and Marine Corps contracting offices are known as Deputies for Small Business. A complete organizational chart can be found at the following website: <http://www.hq.navy.mil/sadbu/HCA.htm>.

**How the Office Works:** The office assists small businesses to obtain contracting opportunities with the various contracting offices.

**Specific Outreach for Women-Owned Businesses:**

- Has identified a women-owned small business advocate.
- Participates in DOD-sponsored conferences geared toward women-owned businesses.

**Other Outreach for Small Businesses:**

- Offers an on-line database of all Navy and Marine Corps contracting centers as well as goods and services that are needed. Website: <http://www.hq.navy.mil/sadbu/Marketinfo.htm>
  - Publishes a 10-step tutorial on doing businesses with the Navy.
  - Participates in SBIR/STTR, HBCU/MI, SDB, Veteran-Owned, and Women-Owned programs.
  - Offers mentor-protégé programs.
  - Participates in SBA's match making sessions.
- 

**Smithsonian**

WOSB Advocate: There is no advocate identified solely for women-owned businesses.

Point of Contact: Rudy Watley

Website: <http://www.si.edu/oeema/sdbu.htm>

Address: MRC 921  
750 9<sup>th</sup> Street, SW  
Suite 8100  
Washington, DC 20013

Phone: (202) 275-2055

FY 04 Goal: 5%

**FY 04 Performance: 5.22%**

**Mission Statement:** The Smithsonian has instituted a Supplier Diversity program to provide advocacy and direction to small and disadvantaged businesses. The goal of the program is to ensure that small firms receive ample opportunity and consideration in the Smithsonian's procurement of goods and services. Key components of the program include:

**Specific Outreach to Women-Owned Businesses:**

- No specific programs for women-owned businesses.

### **Outreach for Small Businesses:**

- Develops training seminars to educate Smithsonian buyers on the benefits of utilizing small and disadvantaged businesses.
  - Maintains a database of qualified small businesses used to conduct vendor searches for Smithsonian buyers.
  - Publishes informational materials that assist small businesses with their marketing efforts.
- 

## **Department of State**

WOSB Advocate: Trish Culbreth  
Website: <http://www.state.gov/m/a/sdbu/>  
Address: SA-6, Room L500  
Washington, DC 20522  
Phone: (703) 875-6881

FY 04 Goal: 5%  
**FY 04 Performance: 6.37%**

**Mission Statement:** The Office of Small and Disadvantaged Business Utilization (OSDBU) ensures that all legislatively specified categories of small businesses in prime contracts and subcontracts are effectively utilized to the maximum extent possible, including small, small disadvantaged, 8(a), women-owned, HUBZone, veteran-owned and service disable veteran-owned businesses.

**Organization of the Agency:** The Department of State is broken down into 6 different offices and 27 different sub-offices. An organizational chart can be found at the following website: <http://www.state.gov/r/pa/ei/rls/dos/54734.htm>.

**How the Office Works:** The OSDBU office provides training and counseling to its buyers about contracting with small businesses and actively seeks opportunities for small businesses that are capable of contracting domestically and internationally for the Department. A comprehensive description of programs, list of contacts and phone numbers in the Department can be found at: <http://www.state.gov/m/a/sdbu/pubs/c13313.htm>. In addition, the OSDBU office recognizes individual small businesses with annual Small Business prime contractor awards and awards for excellence.

### **Specific Outreach for Women-Owned Businesses:**

- Has identified a WOSB advocate to work solely on women business issues.
- Participates in conferences sponsored by women-owned business organization.
- Provides one-on-one counseling for women-owned businesses.

### **Other Outreach for Small Businesses:**

- Facilitates a mentor protégé program
  - Participates in Small Business Fairs and Expos including an annual Department of State Small Business Trade Fair Show and a HUBZone Expo
  - Offers one-on-one counseling.
  - Co-hosts quarterly IT expos with offices within the Agency.
  - Hosts an annual prime/subcontracting networking sessions.
  - Participates in SBA's matchmaking sessions.
- 

## **Department of Transportation**

WOSB Advocate: Pat Hodge  
Website: <http://osdbuweb.dot.gov>  
Address: 400 7<sup>th</sup> Street, SW  
Room 9414  
Washington, DC 20590  
Phone: (202) 366-1930

FY 04 Goal: 5%  
**FY 04 Performance: 3.83%**

**Mission Statement:** The Office of Small and Disadvantaged Business Utilization (OSDBU) is responsible for the implementation and execution of the Department of Transportation (DOT) activities on behalf of small businesses to provide the maximum practicable opportunity in acquisitions to small businesses, veteran-owned small businesses, service-disabled veteran-owned small businesses, HUBZone small businesses, small disadvantaged businesses and women-owned small businesses to participate as subcontractors in the contracts awarded by the Department.

**Organization of the Agency:** The Department of Transportation is divided into 13 agencies including the Office of the Secretary of Transportation (OST), Federal Aviation Administration (FAA), Federal Highway Administration (FHWA), Federal Motor Carrier Safety Administration (FMSCA), Federal Railroad Administration (FRA), Federal Transit Administration (FTA), Maritime Administration (MARAD), National Highway Traffic Safety Administration (NHTSA), Office of the Inspector General (OIG), Pipeline and Hazardous Materials Safety Administration (PHMSA), Research and Innovative Technology Administration (RITA), Saint Lawrence Seaway Development Corporation (SLSDC), and Surface Transportation Board (STB). For links to each agency, please visit: <http://www.dot.gov/DOTagencies.htm>.

**How the Office Works:** The OSDBU develops and administers partnership agreements with chambers of commerce and trade associations which offer a comprehensive delivery system that target services towards Small Disadvantaged Business Enterprises (DBE's)

and assist these firms in becoming successful transportation industry contractors. In addition to offering small business assistance, the office also has the responsibility of short term lending and bonding assistance programs. The DOT, through coordination with state transportation departments offers a women-owned certification.

**Specific Outreach for Women-Owned Small Businesses:**

- Has identified a WOSB advocate to work solely with women-owned businesses.
- Sponsors conferences and training sessions specifically for women-owned businesses.
- Participates in training and conferences sponsored by women-owned business organizations
- Hosts vendor outreach sessions, some specifically for women-owned businesses.

**Other Outreach for Small Businesses:**

- Participates in SBA's matchmaking sessions.
- Works collectively with the Minority Resource Center within the DOT to offer small business programs.
- Offers the Bonding Assistance Program and Short Term Lending Program, which provides women-owned and other DBE financing to include short-term working capital at prime interest rates for transportation-related projects or such other financing as the Director of the OSDBU/MRC may determine in order to increase DBE participation in business opportunities. The lending program works similarly to the SBA 7(a) lending program. Currently, DOT has 9 banks that participate in the program. Businesses have to have a Transportation contract in order to participate in the program.
- Sponsors a Mentor-Protégé program within the agency.
- Through partnerships with chambers of commerce and trade associations, the MRC has a network of regional offices throughout the nation. These offices offer a comprehensive delivery system that targets DBEs to assist them in becoming successful competitors in transportation related acquisitions and projects.
- Organizes and hosts several Transportation Marketplace Conferences throughout the year as part of its national outreach effort. The events are designed to educate, train and assist small businesses to secure DOT procurement opportunities with Federal, state and local government entities. Prime contractors are invited to participate in workshops, the Trade Fair Expo and the One-on-One Marketing Sessions. They provide key information concerning subcontracting opportunities in the private sector.
- Maintains the MRC Hotline (formerly known as the National Information Clearinghouse). It serves as a central point of contact for the dissemination of MRC program information, procurement forecasts, forms, data, public laws, orders, and other information of interest to the DBE and OSDBU community. The MRC Hotline's customer service representatives respond to inquiries and questions received through the dedicated toll-free number, (800) 532-1169, by written correspondence, or by e-mail in the Feedback section of the OSDBU web site at <http://osdbu.dot.gov>.

## Transportation Security Administration

WOSB Advocate: Anthony Bell

Website: <http://www.tsa.gov/public/display?theme=84&content=09000519800732da>

Address: 601 S. 12th Street  
4<sup>th</sup> Floor, TSA-14  
Arlington, VA 22202

Phone: (571) 227-1410

FY 04 Goal: 5%

**FY 04 Performance: N/A**

**Mission Statement:** The mission of the Transportation Security Administration's Small Business Office is to support the Administration's policies and programs to protect the Nation's transportation systems by engaging small businesses that provide the best-in-class service in the acquisition process.

**Organization of the Office:** TSA is officially located within the Department of Homeland Security. A full organizational chart can be found at the following website: [http://www.tsa.gov/public/interapp/editorial/editorial\\_multi\\_image\\_with\\_table\\_0102.xml](http://www.tsa.gov/public/interapp/editorial/editorial_multi_image_with_table_0102.xml)

**How the Office Works:** While TSA is not legally bound to abide by the Small Business Act, it does follow the guidelines set up through the Act. In order to create a more active and efficient approach in promoting the use of small businesses in the agency, TSA has established its Small Business Office and assigned small business specialists to further assist small businesses.

### **Specific Outreach for Women-Owned Small Businesses:**

- Hosts vendor outreach sessions, some specifically geared toward women-owned small businesses.
- Provides special sessions for women-owned businesses at small business conferences.
- Attends and participates in conferences sponsored by women's business organizations.

### **Other Outreach for Small Businesses:**

- Participates in SBA's match making sessions
- Provides one-on-one counseling for small businesses.
- Offers mentor-protégé program
- Publishes a Procurement Forecast that lists upcoming procurement opportunities (along with opportunities of other DHS components)

## Department of the Treasury

WOSB Advocate: Renee Fitzgerald  
Website: <http://www.treas.gov/offices/management/dcfo/osdbu/>  
Address: 1500 Pennsylvania Avenue, NW  
Attn: 655 15<sup>th</sup> Street, Room 6099  
Washington, DC 20220  
Phone: (202) 622-0793

FY 04 Goal: 5%  
**FY 04 Performance: 4.93%**

**Mission Statement:** The Department of the Treasury's Office of Small Business Development (OSBD) assists, counsels, and advises small businesses of all types (small businesses, small disadvantaged business, women-owned small businesses, veteran owned small businesses, service disabled veteran owned small businesses, and small businesses located in historically underutilized business zones) on procedures for contracting with Treasury.

**Organization of the Agency:** The Department of the Treasury is broken down into many different offices. For a complete breakdown, please visit:  
<http://www.treas.gov/organization/org-chart-122005.pdf>

**How the Office Works:** The OSBD office works to develop programs and policies that assist small businesses in contracting with the Treasury Department. For a complete listing of small business specialists within each division, please visit:  
<http://www.treas.gov/offices/management/dcfo/osdbu/contacts-small-biz-specialists.html>

### **Specific Outreach for Women-Owned Small Businesses:**

- Has identified a WOSB advocate within the agency.
- Hosts monthly vendor outreach sessions, some specifically for women-owned small businesses. For a schedule of monthly vendor outreach sessions, please visit:  
[http://www.treas.gov/offices/management/dcfo/osdbu/outreach/vos/outreach\\_sessions\\_schedule.pdf](http://www.treas.gov/offices/management/dcfo/osdbu/outreach/vos/outreach_sessions_schedule.pdf)
- Provides one-on-one counseling for women-owned businesses.
- Participates in conferences sponsored by other organizations geared specifically toward women-owned businesses.

### **Other Outreach for Small Businesses:**

- Offers monthly vendor outreach sessions to engage small businesses in one-on-one procurement counseling.
- Facilitates a mentor protégé program designed to motivate and encourage firms to assist small businesses in enhancing their capabilities. The program is also designed to foster the establishment of long-term business relationships between

small business entities and Treasury prime contractors and increase the overall number of small businesses that receive Treasury contract and subcontract awards.

- Hosts Small Business Industry Days.
  - Participates in SBA's matchmaking session.
- 

## U.S. Army Corps of Engineers

WOSB Advocate: Karen Baker  
Website: <http://www.usace.army.mil/business.html#Small>  
Address: 441 G Street, NW  
Room 3A60  
Washington, DC 20314  
Phone: (202)761-8790

FY 04 Goal: 5%  
**FY 04 Performance: 5.73%**

**Mission Statement:** The mission of the U.S. Army Corps of Engineers' office of small business is to establish policy and provide leadership and guidance for the Corps' Small Business Program.

**Organization of the Agency:** The Corp is decentralized into Districts. Contracts for the USACOE are awarded by Districts, Laboratories and Centers around the country. A complete listing of all Small Business Offices can be found at the following website: <http://www.usace.army.mil>

**How the Office Works:** The office assists small businesses in identifying business specialists in each District that can assist with procurement opportunities.

### **Specific Outreach for Women-Owned Businesses:**

- Has identified a women-owned small business advocate.
- Participates in DOD-sponsored conferences specifically for women-owned businesses.
- Provides one-on-one counseling for women-owned businesses.

### **Other Outreach for Small Businesses:**

- Hosts an annual Small Business Conference. Offers additional listing of small business conferences on website.
- Participates in SBIR/STTR, HBCU/MI, SDB, Veteran-Owned, and Women-Owned programs.
- Offers Mentor-Protégé programs.

- Participates in SBA’s matchmaking sessions.
  - Hosts vendor outreach sessions.
- 

## U.S. Department of Agriculture

WOSB Advocate: Sherry Cohen  
Website: <http://www.usda.gov/da/smallbus/>  
Address: 1300 Pennsylvania Avenue, NW  
Room 4320  
Washington, DC 20523  
Phone: (202) 720-7117

FY 04 Goal: 5%  
**FY 04 Performance: 6.17%**

**Mission Statement:** The OSDBU office within the U.S. Department of Agriculture (USDA) aims to provide maximum opportunities for small businesses to participate in USDA contracting activities by establishing and attaining small disadvantaged business program goals.

**Organizational Structure of Agency:** The link below shows the organizational structure of the USDA. The USDA is decentralized and consists of 29 agencies and offices, all of whom have small business specialists. For a complete view of all USDA agencies and offices, please visit the USDA’s website and click on “About USDA” <http://www.usda.gov/wps/portal/usdahome>

**How the Office Works:** The OSDBU office serves as USDA’s central point of contact for inquiries from small businesses and works closely with small business specialists in the agencies that compose USDA. Because the OSDBU has a women-owned small business advocate (WOSB), she serves as the first point of contact for women-owned businesses.

**Specific Outreach for Women-Owned Businesses:**

- OSDBU has appointed a WOSB advocate to network within the women-owned business community and serve as an advocate for women-owned businesses within the agency procurement offices to consider women-owned small businesses for all procurement opportunities.
- Participates in conferences dedicated to women-owned businesses and offers special training for women-owned businesses.
- Provides special training and one-on-one counseling for women-owned businesses.
- Hosts monthly vendor outreach sessions, some specifically for women-owned businesses.

### **Other Outreach for Small Businesses:**

- Offers one-on-one meetings to assist small businesses to navigate the procurement process and to ascertain how the office can best help them and tailor assistance.
  - Hosts meetings on the first Tuesday of each month for small business associations. The meetings are open to the public and provide information on procurement opportunities or policies within the USDA that affect small businesses.
  - Assists large prime contractors in identifying potential small businesses (including veteran-owned, service-disabled veteran-owned, HUBZone, disadvantaged, and women- owned businesses) to assist in subcontracting goal attainment.
  - Posts the USDA's Annual Subcontracting Opportunities Directory available to small businesses.
  - Publishes a Procurement Forecast on its website where businesses can learn about upcoming contracting opportunities.
  - Participates in SBA's matchmaking sessions.
- 

## **USAID**

WOSB Advocate: Tracy Scrivner  
Website: [http://www.usaid.gov/business/small\\_business/](http://www.usaid.gov/business/small_business/)  
Address: USAID/OSDBU/MRC  
Suite 1085  
1400 Pennsylvania Avenue, NW  
Washington, DC 20523  
Phone: (202) 712-1500

FY 04 Goal: 5%  
**FY 04 Performance: 0.307%**

### **Mission Statement:**

To be an innovative and customer-focused organization providing quality service, striving for excellence in private sector development through the utilization of U.S. small businesses in USAID sustainable development activities.

**Organization of the Agency:** USAID is headquartered in Washington, DC, but has many field offices located in the countries where they do business. USAID is broken down into bureaus in Washington, DC. The agency has both geographic bureaus (which are responsible for the overall activities in the countries where there are programs) and functional bureaus (that conduct agency programs that are world-wide in nature or that cross geographic boundaries.) For an organizational chart of the agency, please visit: [http://www.usaid.gov/about\\_usaid/usaidorg.html](http://www.usaid.gov/about_usaid/usaidorg.html).

**How the Office Works:**

The Office of Small and Disadvantaged Business Utilization and Minority Resource Center (OSDBU/MRC) is the initial point of contact at USAID for U.S. small businesses. It is organized by regions of the globe and the small business advocates are organized by region.

**Specific Outreach for Women-Owned Small Businesses:**

- Has identified a WOSB advocate within the agency.
- Provides special sessions for women-owned businesses at annual conference.
- Hosts monthly vendor outreach sessions, some reserved specifically for women-owned businesses.

**Other Outreach for Small Businesses:**

- Provides one-on-one counseling.
  - Maintains the Small Business Resource Database (SBRD), [http://www.usaid.gov/business/small\\_business/vendordb.html](http://www.usaid.gov/business/small_business/vendordb.html). This is an electronic database for U.S. small businesses and organizations who are interested in participating in agency sustainable development programs.
  - Sponsors outreach conferences on “How to Do Business with USAID,” and participates in national, regional and local conferences sponsored by both private and public organizations.
  - Develops operations, systems, and procedures to optimize participation of U.S. small businesses in USAID development assistance activities.
- 

**Department of Veterans’ Affairs**

WOSB Advocate: Linda Sitney  
Website: <http://www.va.gov/osdbu/>  
Address: 810 Vermont Avenue, NW  
Washington, DC 20420  
Phone: (202) 565-8156

FY 04 Goal: 5%  
**FY 04 Performance: 3.64%**

**Mission Statement:** The mission of the OSDBU is to advocate for the maximum practicable participation of small, small disadvantaged, veteran-owned, women-owned, and empowerment zone businesses in contracts awarded by the Department of Veterans Affairs and in subcontracts which are awarded by VA's prime contractors.

**Organization of the Agency:** The VA is further divided into the Veterans Health Administration, Veterans Benefits Administration, and the National Cemetery

Administration. For an organizational chart, please visit:  
[http://www.va.gov/about\\_va/organization.asp](http://www.va.gov/about_va/organization.asp).

**How the Office Works:** The OSDBU office is responsible for educating and training the VA staff in order to best serve small and disadvantaged businesses. The office also serves as the liaison to deal with payment problems or other difficulties in working with VA offices. The office is responsible for various activities aimed at encouraging the use of small businesses within the agency.

**Specific Outreach for Women-Owned Businesses:**

- Has identified a WOSB advocate.
- Participates in conferences geared toward women-owned businesses sponsored by other organizations.
- Provides one-on-one counseling for women-owned businesses.

**Other Outreach for Small Businesses:**

- Utilizes video teleconferencing to train and educate businesses offsite.
- Trains, counsels and assists small businesses in their understanding of federal and agency procurement procedures.
- Advises businesses on marketing their products and services to VA and other federal agencies.
- Hosts vendor outreach sessions.
- Participates in SBA's matchmaking sessions.

**Appendix B: Women-Owned Small Business Contracting Achievements  
FY 04\***

Department Name	Women-Owned Small Business Contractor Actions	Women-Owned Small Business Contractor Dollars	Women- Owned Small Business Contractor %
TOTAL FEDERAL	489,572	\$9,091,919,423	3.03%
AGENCY FOR INTERNATIONAL DEVELOPMENT	76	\$3,758,308	0.31%
AGENCY FOR INTERNATIONAL DEVELOPMENT	22	\$2,772,769	4.05%
AGRICULTURE, DEPARTMENT OF	7,700	\$246,627,162	6.17%
AMERICAN BATTLE MONUMENTS COMMISSION	0	\$0	0%
ARCHITECTURAL AND TRANSPORTATION BARRIERS COMPLIANCE BOARD	0	\$0	0%
ARMED FORCES RETIREMENT HOME	0	\$0	0%
BROADCASTING BOARD OF GOVERNORS	19	\$200,157	1.55%
CHEMICAL SAFETY AND HAZARD INVESTIGATION BOARD	13	\$20,000	4.64%
COMMERCE, DEPARTMENT OF	2,684	\$206,624,736	13.85%
COMMISSION ON CIVIL RIGHTS	18	\$229,947	8.78%
COMMITTEE FOR PURCHASE FROM BLIND & OTHER SEVERELY HANDICAPPED	3	\$453,325	59.16%
COMMODITY FUTURES TRADING COMMISSION	82	\$894,823	8.89%
CONSUMER PRODUCT SAFETY COMMISSION	97	\$1,020,936	13.21%
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	16	\$380,673	1.28%
DEFENSE NUCLEAR FACILITIES SAFETY BOARD	0	\$0	0%
DEFENSE, DEPT. OF	330,287	\$5,644,134,163	2.68%
EDUCATION, DEPARTMENT OF	274	\$17,730,136	1.16%
ENERGY, DEPARTMENT OF	1,198	\$123,465,958	0.56%
ENVIRONMENTAL PROTECTION AGENCY	1,217	\$44,042,126	3.26%
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	400	\$1,408,169	2.71%
EXECUTIVE OFFICE OF THE PRESIDENT	47	\$2,347,739	0.98%
EXPORT-IMPORT BANK OF THE U.S.	0	\$0	0%
FEDERAL COMMUNICATIONS COMMISSION	14	\$2,246,678	33.41%
FEDERAL ELECTION COMMISSION	68	\$503,788	15.84%
FEDERAL EMERGENCY MANAGEMENT AGENCY	15	\$333,994	1.42%
FEDERAL ENERGY REGULATORY COMMISSION	5	\$91,300	0.89%
FEDERAL LABOR RELATIONS AUTHORITY	2	\$45,746	18.91%
FEDERAL MARITIME COMMISSION	16	\$80,137	6.70%
FEDERAL RETIREMENT THRIFT INVESTMENT BOARD	0	\$0	0%
FEDERAL TRADE COMMISSION	0	\$0	0%
GENERAL SERVICES ADMINISTRATION	10,457	\$267,783,706	3.58%
HEALTH AND HUMAN SERVICES, DEPARTMENT OF	9,869	\$445,758,765	5.65%
HOMELAND SECURITY, DEPARTMENT OF	2,580	\$308,441,425	6.95%
HOUSING AND URBAN DEVELOPMENT, DEPARTMENT OF	753	\$286,373,701	30.24%
INTERIOR, DEPARTMENT OF THE	6,262	\$217,604,676	9.36%
INTERNATIONAL TRADE COMMISSION	11	\$1,277,261	16.72%
J. F. KENNEDY CENTER FOR THE PERFORMING ARTS	0	\$0	0%

Department Name	Women-Owned Small Business Contractor Actions	Women-Owned Small Business Contractor Dollars	Women-Owned Small Business Contractor %
LABOR, DEPARTMENT OF	946	\$115,563,429	6.87%
MERIT SYSTEMS PROTECTION BOARD	5	\$31,188	5.24%
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	1,843	\$285,206,191	2.29%
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	65	\$3,768,418	2.99%
NATIONAL ENDOWMENT FOR THE ARTS	22	\$105,005	5.21%
NATIONAL ENDOWMENT FOR THE HUMANITIES	1	\$5,000	14.24%
NATIONAL GALLERY OF ART	0	\$0	0%
NATIONAL LABOR RELATIONS BOARD	12	\$236,678	4.23%
NATIONAL MEDIATION BOARD	0	\$0	0%
NATIONAL SCIENCE FOUNDATION	47	\$6,621,553	13.74%
NATIONAL TRANSPORTATION SAFETY BOARD	3	\$34,906	1.34%
NUCLEAR REGULATORY COMMISSION	199	\$8,214,500	8.66%
OCCUPATIONAL SAFETY AND HEALTH REVIEW COMMISSION	40	\$1,522,848	9.47%
OFFICE OF GOVERNMENT ETHICS	3	\$72,300	100%
OFFICE OF PERSONNEL MANAGEMENT	1,104	\$41,978,139	8.94%
OFFICE OF SPECIAL COUNSEL	0	\$0	0%
PEACE CORPS	35	\$1,359,292	3.44%
RAILROAD RETIREMENT BOARD	57	\$324,429	5.31%
SECURITIES AND EXCHANGE COMMISSION	51	\$5,332,437	6.19%
SELECTIVE SERVICE SYSTEM	0	\$0	0%
SMALL BUSINESS ADMINISTRATION	63	\$4,939,687	10.90%
SMITHSONIAN INSTITUTION	328	\$7,346,752	5.22%
SOCIAL SECURITY ADMINISTRATION	5,087	\$28,786,501	5.50%
STATE, DEPARTMENT OF	4,919	\$119,305,662	6.37%
SUPREME COURT OF THE UNITED STATES	0	\$0	0%
TRANSPORTATION, DEPARTMENT OF	784	\$60,222,942	3.83%
TREASURY, DEPARTMENT OF	1,889	\$120,799,279	4.93%
UNITED STATES HOLOCAUST MEMORIAL MUSEUM	0	\$0	0%
UNITED STATES INFORMATION AGENCY	7	\$1,690,484	98.94%
UNITED STATES TRADE AND DEVELOPMENT AGENCY	0	\$0	0%
VETERANS AFFAIRS, DEPARTMENT OF	86,351	\$308,242,927	3.64%

\*Source: Federal Procurement Data System

## **Appendix C: OSDBU Council Model Code of Expectations**

### **Best Practice Developed by the External Liaison Committee of the Federal OSDBU Directors Interagency Council August 2003**

#### **Model Code of Expectations between Federal Offices of Small and Disadvantaged Business Utilization (OSDBUs) and Small Businesses**

##### **Small Businesses can expect that the OSDBU will:**

- Make very clear up front the depth and breadth of the services that can be expected from the OSDBU;
- Be exceptionally candid as to whether the capabilities of the small business match the agency's needs, and, if not, direct them to the appropriate OSDBU or prime contractor Small Business Liaison Officer (SBLO), preferably with a personal introduction;
- Explain the relevant laws enacted for their benefit, i.e., small business set-asides, 8(a) set-asides, HUBZone set-asides, subcontracting goals, and illustrate how the small business can use them to maximize contract and subcontract opportunities;
- Put them in contact with the appropriate project/technical managers, end users, or any other relevant personnel, assuming the small business is selling what the OSDBU's agency is buying;
- Inform small businesses with all up-to-date information in light of the every changing procurement legislation and implementing regulations that impact small business;
- Be a "marketing consultant," "information broker," and facilitator to the small business, e.g., inform it of any special unwritten and cultural nuances or procedures at the OSDBU's agency and its buying activities that will improve the small business' chances of winning a contract;
- Make very clear that certification as an 8(a), small disadvantaged business, HUBZone contractor, service disabled veteran does not create an entitlement to a contract or a guarantee for one in the future.
- Stress that understanding the agency's procurement process, engaging in strong marketing, and competing for work, even sole sources work, is critical to enhancing one's prospects of obtaining a contract;
- Ensure a professionally conducted meeting with time parameters and expectations set in advance;
- Summarize the agency's contracting opportunities at its various contracting activities and field installations for the small business' specific area of business or make referrals to those places where the small business can go to obtain such knowledge;

- Demonstrate, if necessary, how to navigate within the agency’s host website and highlight the most useful sites and links;
- Offer follow-up due date for responding to questions for which the OSDBU counselor does not have an immediate answer;
- Impart knowledge about the “market” (what the OSDBU’s agency buys), the decision makers (agency key players) and the competitive environment at the agency (who the incumbents are, what service needs are growing, which are declining, where the future strategic, long term opportunities are, etc.);
- Not give false hope, vague or generic information, such as stating how many millions or billions of dollars the agency spends on goods and services with no explanation as to how the small business can reasonably expect to fit into the agency’s procurement structure;
- Treat all small businesses the same under like circumstances when providing pertinent procurement information and not show special preference to a network of friends or acquaintances;
- Provide information on the agency’s latest acquisition-related initiatives and agency-unique programs that will, or were designed to, increase the chances of a small business to obtain a contract or subcontract, e.g. discuss agency’s mentor protégé program, if applicable.

**The OSDBU Can Expect that the Small Business Will:**

- Have done preliminary research on the agency’s website and other sources of information to determine what their mission is and whether it buys what the small business sells;
- Be focused in developing discussion in its area of expertise based on requirements;
- Be cognizant of time and schedule and does not prolong the discussion past the time set for the meeting;
- Make a case as to why an agency should use its firm over other small businesses that perform the same type of work or provide the same products;
- Not develop unrealistic expectations based upon the meeting;
- Be aware that the OSDBU is not the end user and does not need to hear the entire *technical* marketing presentation;
- Follow the recommended avenues of opportunity outlined by the OSDBU that the firm determines are consistent with its best interests;
- Understand that various small business certifications, i.e., 8(a), SDB, HUBZone, women-owned small businesses, service disabled veterans, **are secondary** to a small business’ ability to emphasize its high quality products or services, on time delivery, and best value;
- Understand that from an ethical and legal standpoint that an OSDBU **CANNOT**:
  - Promise anyone a contract;
  - Provide government-proprietary information;

- Share third party proprietary information provided to him/her by other small businesses;
- Direct large contractors to provide jobs (employment or subcontracting) to a particular small business;
- Help small businesses write/review proposals to be submitted to the OSDBU's agency or any other government agency;
- Act in a manner that is tantamount to acting as an agent of the small business;
- Aid or abet the small business in preparation of a protest against the OSDBU's agency;
- Lobby source selection officials to select a specific small business;
- Advocate purchase of goods and services that the government does not want or need;
- Help to create false expectations on the part of small businesses of nonexistent contracting opportunities;
- Supersede the authority of the contracting officer;
- Show improper favoritism to some small businesses at the expense of others;
- Encourage or accept gratuities.

## Appendix D: Legislative Language

### **1. Public Law 106-554 signed 12/21/00.**

#### **SEC. 811. PROCUREMENT PROGRAM FOR WOMEN-OWNED SMALL BUSINESS CONCERNS.**

Section 8 of the Small Business Act (15 U.S.C. 637) is amended by adding at the end the following:

#### **`(m) PROCUREMENT PROGRAM FOR WOMEN-OWNED SMALL BUSINESS CONCERNS-**

(1) DEFINITIONS- In this subsection, the following definitions apply:

(A) CONTRACTING OFFICER- The term `contracting officer' has the meaning given such term in section 27(f)(5) of the Office of Federal Procurement Policy Act (41 U.S.C. 423(f)(5)).

(B) SMALL BUSINESS CONCERN OWNED AND CONTROLLED BY WOMEN- The term `small business concern owned and controlled by women' has the meaning given such term in section 3(n), except that ownership shall be determined without regard to any community property law.

(2) AUTHORITY TO RESTRICT COMPETITION- In accordance with this subsection, a contracting officer may restrict competition for any contract for the procurement of goods or services by the Federal Government to small business concerns owned and controlled by women, if—

(A) each of the concerns is not less than 51 percent owned by 1 or more women who are economically disadvantaged (and such ownership is determined without regard to any community property law);

(B) the contracting officer has a reasonable expectation that 2 or more small business concerns owned and controlled by women will submit offers for the contract;

(C) the contract is for the procurement of goods or services with respect to an industry identified by the Administrator pursuant to paragraph (3);

(D) the anticipated award price of the contract (including options) does not exceed--

(i) \$5,000,000, in the case of a contract assigned an industrial classification code for manufacturing; or

(ii) \$3,000,000, in the case of all other contracts;

(E) in the estimation of the contracting officer, the contract award can be made at a fair and reasonable price; and

(F) each of the concerns--

(i) is certified by a Federal agency, a State government, or a national certifying entity approved by the Administrator, as a small business concern owned and controlled by women; or

(ii) certifies to the contracting officer that it is a small business

concern owned and controlled by women and provides adequate documentation, in accordance with standards established by the Administration, to support such certification.

(3) WAIVER- With respect to a small business concern owned and controlled by women, the Administrator may waive subparagraph (2)(A) if the Administrator determines that the concern is in an industry in which small business concerns owned and controlled by women are substantially underrepresented.

(4) IDENTIFICATION OF INDUSTRIES- The Administrator shall conduct a study to identify industries in which small business concerns owned and controlled by women are underrepresented with respect to Federal procurement contracting.

(5) ENFORCEMENT; PENALTIES-

(A) VERIFICATION OF ELIGIBILITY- In carrying out this subsection, the Administrator shall establish procedures relating to--

(i) the filing, investigation, and disposition by the Administration of any challenge to the eligibility of a small business concern to receive assistance under this subsection (including a challenge, filed by an interested party, relating to the veracity of a certification made or information provided to the Administration by a small business concern under paragraph (2)(F)); and

(ii) verification by the Administrator of the accuracy of any certification made or information provided to the Administration by a small business concern under paragraph (2)(F).

(B) EXAMINATIONS- The procedures established under subparagraph (A) may provide for program examinations (including random program examinations) by the Administrator of any small business concern making a certification or providing information to the Administrator under paragraph (2)(F).

(C) PENALTIES- In addition to the penalties described in section 16(d), any small business concern that is determined by the Administrator to have misrepresented the status of that concern as a small business concern owned and controlled by women for purposes of this subsection, shall be subject to--

(i) section 1001 of title 18, United States Code; and

(ii) sections 3729 through 3733 of title 31, United States Code.

(6) PROVISION OF DATA- Upon the request of the Administrator, the head of any Federal department or agency shall promptly provide to the Administrator such information as the Administrator determines to be necessary to carry out this subsection.'.

**2. Small Business Act, establishing contracting goals for the Federal Government and the Offices of Small and Disadvantaged Business Utilization**  
**Public Law 85-536, as amended**  
**Includes PL 108-447, last updated 12.8.04**

The full bill can be viewed at the following website:  
<http://www.sba.gov/regulations/sbaact/sbaact.html>

Section 15(g)(1) pertains to contracting goals for the Federal Government  
Section 15(k)(1-10) pertain to the creation of Offices for Small and Disadvantaged Business Utilization as well as their roles and responsibilities.

§ 15.

(g) (1) The President shall annually establish Government-wide goals for procurement contracts awarded to small business concerns, small business concerns owned and controlled by service disabled veterans, qualified HUBZone small business concerns, small business concerns owned and controlled by socially and economically disadvantaged individuals, and small business concerns owned and controlled by women. The Government-wide goal for participation by small business concerns shall be established at not less than 23 percent of the total value of all prime contract awards for each fiscal year. The Government-wide goal for participation by small business concerns owned and controlled by service-disabled veterans shall be established at not less than 3 percent of the total value of all prime contract and subcontract awards for each fiscal year. The Government-wide goal for participation by qualified HUBZone small business concerns shall be established at not less than 1 percent of the total value of all prime contract awards for fiscal year 1999, not less than 1.5 percent of the total value of all prime contract awards for fiscal year 2000, not less than 2 percent of the total value of all prime contract awards for fiscal year 2001, not less than 2.5 percent of the total value of all prime contract awards for fiscal year 2002, and not less than 3 percent of the total value of all prime contract awards for fiscal year 2003 and each fiscal year thereafter. The Government-wide goal for participation by small business concerns owned and controlled by socially and economically disadvantaged individuals shall be established at not less than 5 percent of the total value of all prime contract and subcontract awards for each fiscal year. The Government-wide goal for participation by small business concerns owned and controlled by women shall be established at not less than 5 percent of the total value of all prime contract and subcontract awards for each fiscal year. Notwithstanding the Government-wide goal, each agency shall have an annual goal that presents, for that agency, the maximum practicable opportunity for small business concerns, small business concerns owned and controlled by service-disabled veterans, qualified HUBZone small business concerns, small business concerns owned and controlled by socially and economically disadvantaged individuals, and small business concerns owned and controlled by women to participate in the performance of contracts let by such agency. The Administration and the Administrator of the Office of Federal Procurement Policy shall, when exercising their authority pursuant to paragraph (2), insure that the cumulative annual prime contract goals for all agencies meet or exceed the annual

Government-wide prime contract goal established by the President pursuant to this paragraph.

(2) The head of each Federal agency shall, after consultation with the Administration, establish goals for the participation by small business concerns, by small business concerns owned and controlled by service-disabled veterans, by qualified HUBZone small business concerns, by small business concerns owned and controlled by socially and economically disadvantaged individuals, and by small business concerns owned and controlled by women in procurement contracts of such agency having a value of \$25,000 or more. Goals established under this subsection shall be jointly established by the Administration and the head of each Federal agency and shall realistically reflect the potential of small business concerns, small business concerns owned and controlled by service-disabled veterans, qualified HUBZone small business concerns, and small business concerns owned and controlled by socially and economically disadvantaged individuals to perform such contracts and to perform subcontracts under such contracts. Whenever the Administration and the head of any Federal agency fail to agree on established goals, the disagreement shall be submitted to the Administrator of the Office of Federal Procurement Policy for final determination. For the purpose of establishing goals under this subsection, the head of each Federal agency shall make consistent efforts to annually expand participation by small business concerns from each industry category in procurement contracts of the agency, including participation by small business concerns owned and controlled by service-disabled veterans, by qualified HUBZone small business concerns, by small business concerns owned and controlled by socially and economically disadvantaged individuals and by small business concerns owned and controlled by women. The head of each Federal agency, in attempting to attain such participation, shall consider—

- (A) contracts awarded as the result of unrestricted competition;
- and
- (B) contracts awarded after competition restricted to eligible small business concerns under this section and under the program established under section 8(a).

(h) (1) At the conclusion of each fiscal year, the head of each Federal agency shall report to the Administration on the extent of participation by small business concerns, small business concerns owned and controlled by veterans (including service-disabled veterans), qualified HUBZone small business concerns, small business concerns owned and controlled by socially and economically disadvantaged individuals, and small business concerns owned and controlled by women in procurement contracts of such agency. Such reports shall contain appropriate justifications for failure to meet the goals established under subsection (g) of this section.

(2) The Administration shall annually compile and analyze the reports submitted by the individual agencies pursuant to paragraph (1) and shall submit them to

the President and the Congress. The Administration's submission to the President shall include the following:

(A) The Government-wide goals for participation by small business concerns, small business concerns owned and controlled by service-disabled veterans, qualified HUBZone small business concerns, small business concerns owned and controlled by socially and economically disadvantaged individuals, and small business concerns owned and controlled by women and the performance in attaining such goals.

(B) The goals in effect for each agency and the agency's performance in attaining such goals.

(C) An analysis of any failure to achieve the Government-wide goals or any individual agency goals and the actions planned by such agency (and approved by the Administration) to achieve the goals in the succeeding fiscal year.

(D) The number and dollar value of contracts awarded to small business concerns, small business concerns owned and controlled by service-disabled veterans, qualified HUBZone small business concerns, small business concerns owned and controlled by socially and economically disadvantaged individuals and small business concerns owned and controlled by women through—

- (i) noncompetitive negotiation,
- (ii) competition restricted to small business concerns owned and controlled by socially and economically disadvantaged individuals,
- (iii) competition restricted to small business concerns,  
and
- (iv) unrestricted competitions,

for each agency and on a Government-wide basis.

(E) The number and dollar value of subcontracts awarded to small business concerns, small business concerns owned and controlled by service-disabled veterans, qualified HUBZone small business concerns, small business concerns owned and controlled by socially and economically disadvantaged individuals and small business concerns owned and controlled by women.

(F) The number and dollar value of prime contracts and subcontracts awarded to small business concerns owned and controlled by women.

(3) The President shall include the information required by paragraph (2) in each annual report to the Congress on the state of small business prepared pursuant to section 303(a) of the Small Business Economic Policy Act of 1980 (15 U.S.C. 631b(a)).

(i) Nothing in this Act or any other provision of law precludes exclusive small business set-asides for procurements of architectural and engineering services, research, development, test and evaluation, and each Federal agency is authorized to develop such set-asides to further the interests of small business in those areas.

(j) (1) Each contract for the purchase of goods and services that has an anticipated value greater than \$2,500 but not greater than \$100,000 shall be reserved exclusively for small business concerns unless the contracting officer is unable to obtain offers from two or more small business concerns that are competitive with market prices and are competitive with regard to the quality and delivery of the goods or services being purchased.

(2) in carrying out paragraph (1), a contracting officer shall consider a responsive offer timely received from an eligible small business offeror.

(3) Nothing in paragraph (1) shall be construed as precluding an award of a contract with a value not greater than \$100,000 under the authority of subsection (a) of section 8 of this Act, section 2323 of title 10, United States Code, section 712 of the Business Opportunity Development Reform Act of 1988 (Public Law 100-656; 15 U.S.C. 644 note), or section 7102 of the Federal Acquisition Streamlining Act of 1994.

(k) 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 who shall—

(1) be known as the "Director of Small and Disadvantaged Business Utilization" for such agency,

(2) be appointed by the head of such agency,

(3) be responsible only to, and report directly 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, and report to, such Secretary or the Secretary's designee,

(4) be responsible for the implementation and execution of the functions and duties under sections 8 and 15 of this Act which relate to such agency,

(5) 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;

(6) assist small business concerns to obtain payments, late payment interest penalties, or information due to such concerns from an executive agency or a contractor, in conformity with chapter 39 of title 31, United States Code, 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;

(7) 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 8 and 15 of this Act,

(8) 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 8 and 15 of this Act,

(9) 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, and

(10) make recommendations to contracting officers as to whether a particular contract requirement should be awarded pursuant to subsection (a), or section 8(a) of this Act or section 2323 of title 10, United States Code. Such recommendations shall be made with due regard to the requirements of subsection (m), and the failure of the contracting officer to accept any such recommendations shall be documented and included within the appropriate contract file.

## **Appendix E: List of Participating Women Business Owners**

### I. Women Business Owners

Norma Byron, President  
Ashlawn Group, LLC  
101 S. Whiting Street  
Suite 308  
Alexandria, VA 22304

Rebecca Boegnik, CEO and  
Chairman of the Board  
Neutral Posture, Inc.  
3904 N. Texas Avenue  
Bryan, TX 77803

Claire Guthrie Gastañaga  
CG2 Consulting  
501 East Franklin Street  
Richmond, VA 23219

Mary Kay Hamm, President  
Linden International  
530 East Swedesford Road  
Suite 106  
Wayne, PA 19087

Billie Bryant, President  
CESCO, Inc.  
1420 Mockingbird Lane  
Dallas, TX 75247

Gayle Waldron  
Summit Building  
ICOT Center  
13575 58th Street North  
Suite 153  
Clearwater, FL 33760

Carol Kuc, President/ CEO  
Complete Conference Coordinators,  
Inc.  
1300 Iroquois Ave  
Suite 160  
Naperville, IL 60563