Department of Defense Service-Disabled Veteran-Owned Small Business Strategic Plan 2009

Leader and advocate for service-disabled veteran-owned small businesses… acquiring the best for our nation's warfighter

Executive Order 13360 (October 20, 2004)

[Pertinent to DoD]

Providing Opportunities for Service-Disabled Veteran Businesses to Increase Their Federal Contracting and Subcontracting Participation

Section 1. *Policy*. America honors the extraordinary service rendered to the United States by veterans with disabilities incurred or aggravated in the line of duty during active service with the armed forces. Heads of agencies shall provide the opportunity for service-disabled veteran businesses to significantly increase the Federal contracting and subcontracting of such businesses. To achieve that objective, agencies shall more effectively implement section 15(g) of the Small Business Act (15 U.S.C. 644(g)), which provides that the President must establish a goal of not less than 3 percent for participation by service-disabled veteran businesses in Federal contracting, and section 36 of that Act (15 U.S.C. 657f), which gives agency contracting officers the authority to reserve certain procurements for service disabled veteran businesses.

Section 2. *Duties of Agency Heads.* Among other things, the Order requires each agency to: (1) develop a strategy to significantly increase its contracting and subcontracting with small businesses owned and controlled by service-disabled veterans; (2) designate a senior-level official to be responsible for developing and implementing the agency's strategy; and (3) report its progress annually to the Small Business Administration (SBA).

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Section 5. *Additional Duties of the Secretary of Defense*. The Secretary of Defense shall direct the Defense Acquisition University (DAU) to develop training on contracting with service-disabled veteran businesses and make this training available on line through the DAU continuous learning program.

In accordance with Section 2 of Executive Order 13360, and in order to significantly increase contract and subcontract award opportunities for Service-Disabled Veteran-Owned Small Businesses, the undersigned hereby issue and publish this Department of Defense Service-Disabled Veteran-Owned Small Business Strategic Plan 2009 (Fourth Year Edition) on behalf of the Secretary of Defense.

The Honorable James I. Finley
Deputy Under Secretary of Defense
(Acquisition & Technology)

JAN 14 2009

Mr. Anthony R. Martoccia
Director
Office of Small Business Programs

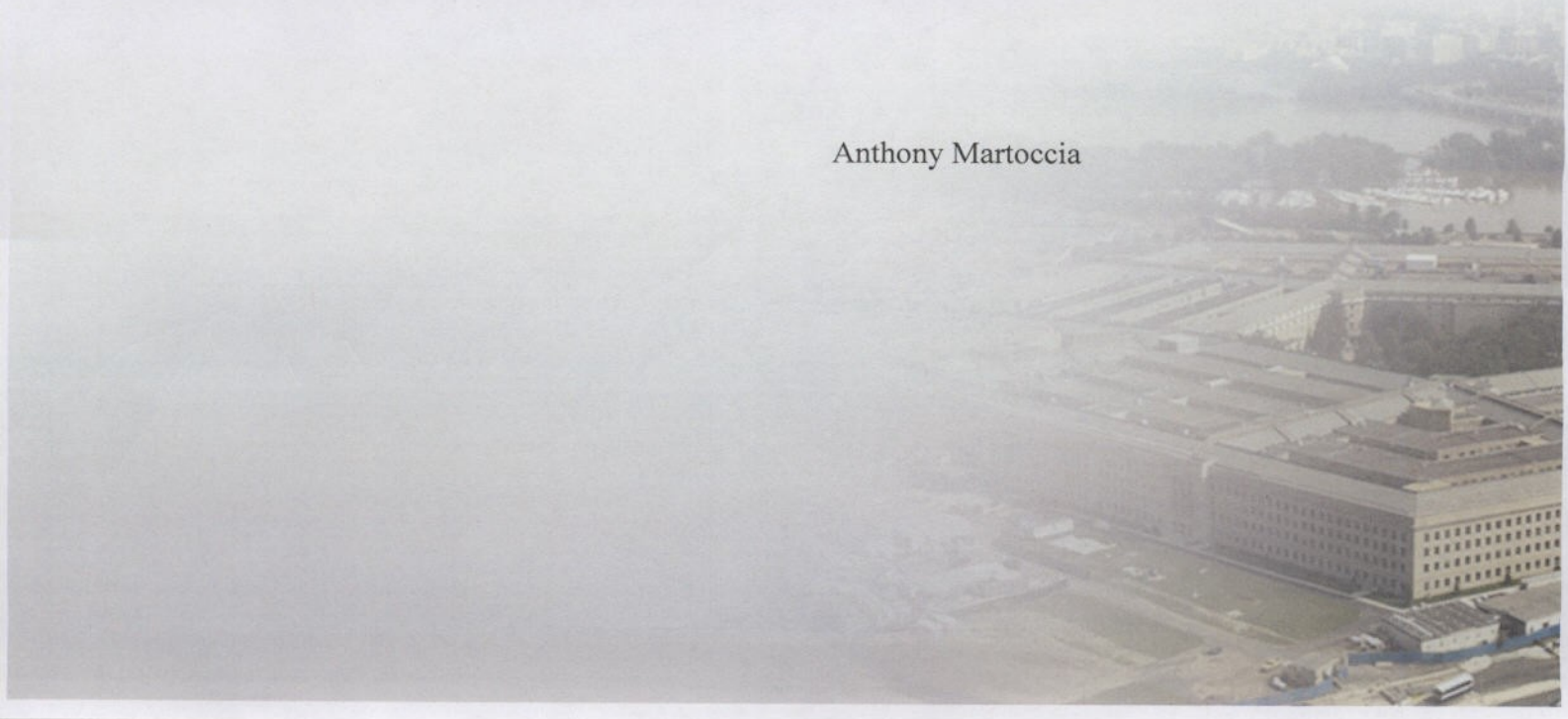
Introduction from the Director

I am proud to present the ***Department of Defense Service-Disabled Veteran-Owned Small Business Strategic Plan for 2009***. This plan is our blueprint for success – creating a business environment that understands, appreciates, and leverages the tremendous value of service-disabled veteran-owned small businesses (SDVOSBs) to America's economic and military strength. Our approach focuses on achieving operational excellence by providing proactive leadership and governance in all matters relating to SDVOSBs, and by creating unity of effort within the DoD small business enterprise.

The initiatives selected for our plan are realistic, achievable, and offer the greatest potential return on investment; however, they also represent a long-term commitment. Attaining DoD's acquisition goal of ***"3% to prime contracting and 3% to subcontracting for Service-Disabled Veteran-Owned Small Businesses in DoD Acquisitions"*** under Pub. L. 106-50, sec. 502 (15 U.S.C. 644 (g)), will require awareness, support, teamwork, and leadership throughout the entire enterprise. Each Military Department and Defense Agency is charged with an acquisition goal of "***3% to prime contracting and 3% to subcontracting for Service-Disabled Veteran-Owned Small Businesses.***" Success will depend on a cultural change across DoD to recognize the capabilities and value of SDVOSBs as vital and critical suppliers for DoD requirements.

I challenge each of you to embrace the Department's Strategic Plan, and to renew your personal commitment to the enduring principles and patriotism upon which our great country was founded. Thanks for all your hard work and your continued commitment to excellence.

Anthony Martoccia



Our Vision

An enabling environment in which the Department recognizes the value of and engages service-disabled veteran-owned small businesses as critical suppliers of required warfighting capabilities.

Our Mission

We advise the Secretary of Defense on all matters related to service-disabled veteran-owned small businesses (SDVOSBs) and are committed to maximizing the contributions of SDVOSBs in DoD acquisitions. We provide leadership and governance to the Military Departments and other defense agencies to meet the needs of the nation's warfighters, creating opportunities for SDVOSBs while ensuring each tax dollar is spent responsibly.

Overview

Primary Responsibility and Policy. The primary responsibility of the DoD Office of Small Business Programs (OSBP) is to advise the Secretary of Defense on all matters related to small business. OSBP develops small business policy and provides oversight to ensure compliance by all Military Departments and Other Defense Agencies (ODAs). OSBP establishes and maintains policy regarding all small business matters for DoD.

Legislative Proposals and Reports. OSBP reviews and develops legislative proposals affecting small business matters within the DoD. OSBP conducts studies and analyses of issues that affect small business, making recommendations and providing reports to Congress and other stakeholders.

Service-Disabled Veteran-Owned Small Business (SDVOSB) concern. A small business concern –

> (i) Not less than 51 % of which is owned by one or more service-disabled veterans or, in the case of any publicly owned business, not less than 51 % is owned by one or more service-disabled veterans; and
>
> (ii) The management and daily business operations of which are controlled by one or more service-disabled veterans or, in the case of a service-disabled veteran with permanent and severe disability, the spouse or permanent caregiver of such veteran. (FAR 52.219-27(a)(1))

3% Prime Contracting Goal. The OSBP provides leadership to the Department to meet the 3% statutory goal for prime contracting with SDVOSBs. The SDVOSB goal is the term used to describe the goal established for the Department of Defense as a whole. The Director of DoD OSBP delegates to each DoD agency head a 3% goal for prime contracting with SDVOSBs. It is incumbent of each DoD agency to aggressively develop its own tactical plan to meet the 3% goal for prime contracting with SDVOSBs based on its unique product mix. The DoD submits information regarding plans, progress, and achievements to the Small Business Administration, including an annual scorecard report. Additional information regarding DoD's prime contract goals can be found at http://www.acq.osd.mil/osbp/statistics/goals.htm.

3% Prime Subcontracting Goal. The OSBP provides leadership to the Department to meet the 3% statutory goal for subcontracting with SDVOSBs. The Director of DoD OSBP delegates to each DoD agency head a 3% goal for subcontracting with SDVOSBs. Subcontracting is a meaningful way of providing opportunities for SDVOSBs and veterans, especially for contracts that require significant capitalization and personnel resources found only in large prime contractors. It is incumbent of each DoD agency to aggressively develop its own tactical plan to meet the 3% goal for subcontracting with SDVOSBs based on its unique product mix. The DoD acquisition community needs to work closely with major prime contractors to insure these goals are met. The OSBP is also responsible for coordinating efforts for the successful implementation of the Electronic Subcontracting Reporting System (eSRS), and works toward future system enhancements and subcontracting program improvements. Additional information regarding DoD's subcontracting goals can be found at http://www.acq.osd.mil/osbp/statistics/goals.htm.

Acquisition training. The DoD OSBP is dedicated to providing information and training to the DoD acquisition workforce and to the Small Business Specialists working within the DoD military departments and other defense agencies to promote small business opportunities within DoD. OSBP collaborates with the Defense Acquisition University (DAU), the military departments, and other defense agencies to identify training opportunities that will improve and enhance the small business program within DoD. This may include initiating and developing a variety of training vehicles, such as webcasts, online web based training, audio seminars, traditional classroom training, training guidebooks, and other learning materials that will help to develop and disseminate information that will increase the knowledge of small business programs with the DoD acquisition workforce. DAU also provides online web based training to the general public. Contact DAU for more details at http://www.dau.mil/.

Congressional Oversight Committees and Testimony. The DoD OSBP prepares and presents testimony to Congress to inform them of progress, issues, plans, and initiatives. The congressional committees and subcommittees that most often interface with the OSBP include:

Senate Committee on Small Business and Entrepreneurship

http://sbc.senate.gov/

Senate Committee on Armed Services

http://armed-services.senate.gov/

Senate Appropriations Committee – Defense

http://appropriations.senate.gov/defense.cfm

House Committee on Small Business

http://www.house.gov/smbiz/

House Committee on Armed Services

http://armedservices.house.gov/

House Appropriations Committee – Defense

http://appropriations.house.gov/Subcommittees/sub_def.shtml.

Websites for Firm Registration and Market Research of SDVOSBs:

Central Contractor Registration (CCR)

http://www.ccr.gov/

VetBiz Vendor Information Pages (VIP)

http://www.vetbiz.gov/vip/vip.htm

Laws and Regulations for SDVOSBs

The SDVOSB statutory goals, regulations, and acquisition authorities are governed by public laws, the Federal Acquisition Regulation (FAR) System, Code of Federal Regulations (CFR), Executive Orders (EOs), and other references. The following links may be useful:

CFR - http://www.access.gpo.gov/nara/cfr/cfr-table-search.html

DFARS - http: www.acq.osd.mil/dpap/dars/dfars/doc/tocdoc.htm

DoD OSBP - http://www.acq.osd.mil/osbp/policy

FAR - http://www.acqnet.gov/FAR/

GPO - http://www.access.gpo.gov/

Laws - http://uscode.house.gov/

SBA - http://www.sba.gov/tools/resourcelibrary/lawsandregulations/

The following is a summary of laws, regulations, and EOs governing SDVOSB-based government acquisitions.

Executive Order (EO) 13360, *"Providing Opportunities for Service-Disabled Veteran-Owned Small Businesses to Increase Their Federal Contracting and Subcontracting"*. EO 13360 of October 20, 2004, calls for an increase in federal contracting and subcontracting opportunities for service-disabled veteran-owned small businesses. On December 12, 2004, the Executive Office of the President issued a memorandum to all Federal agencies on the implementation of the Executive Order. This memorandum provides guidance to assist agencies in preparing their strategies to implement the Executive Order.

Public Law 106-50, *"Veterans Entrepreneurship and Small Business Development Act of 1999"*, established an annual Government-wide goal of not less than 3% of the total value of all prime contract and subcontract awards for participation by small business concerns owned and controlled by service-disabled veterans. It did not contain a provision to restrict or "set-aside" contracting opportunities for service-disabled veterans.

Public Law 108-183, *"Veterans Benefits Act of 2003"* (VBA) added, in addition to other provisions, a contracting mechanism to enable agencies to reach the 3% prime contracting goal established in 1999. Section 308 of the VBA established a sole source and set-aside procurement program for SDVOSB.

Public Law 108-375, "*National Defense Authorization Act for Fiscal Year 2005.*" On May 24, 2005 the Department of Defense published an interim rule that expanded the DoD Mentor-Protégé Program to permit-service disabled veteran-owned small business concerns to participate in the Mentor-Protégé Program.

Public Law 109-461, Section 502, *"Veterans Benefits, Health Care, and Information Technology Act of 2006"* provides the Department of Veterans Affairs with unique authority to conduct set-aside and sole source procurements with small businesses owned and operated by veterans. Download Information Letter 049-08-07 entitled "Veterans First Contracting Program" pertaining to Public Law 109-461.

48 CFR Part 19.1403 *"Status as a service-disabled veteran-owned small business concern."*

Status as a SDVOSB concern is determined in accordance with 13 CFR parts 125.8 through 125.13; also see 48 CFR Part 19.307.

48 CFR Part 19.1405 *"Service-disabled veteran-owned small business set-aside."*

The contracting officer (CO) may set-aside acquisitions exceeding the micro-purchase threshold for competition restricted to SDVOSBs if the CO has a reasonable expectation that offers will be received from two or more SDVOSBs and the award will be made at a fair market price. If the CO receives only one acceptable offer from an SDVOSB in response to a set-aside, the CO should make an award to that concern.

48 CFR Part 19.1406 *"Sole source awards to service-disabled veteran-owned small business concerns." A* contracting officer may award contracts to SDVOSB concerns on a sole source basis (see FAR 19.501(d) and 6.302-5), provided only one SDVOSB can satisfy the requirement and at a fair and reasonable price and the anticipated award price of the contract will not exceed $5 million for within NAICS codes for manufacturing and $3 million for a requirement within any other NAICS code and the SDVOSB has been determined to be a responsible contractor.

48 CFR Part 19.1407 *"Contract clauses."* Contracting officers shall insert the clause at FAR 52.219-27, Notice of Total Service-Disabled Veteran-Owned Small Business Set-Aside, in solicitations and contracts for acquisitions under 48 CFR Part 19.1405 and 48 CFR Part 19.1406.

The Service-Disabled Veteran-Owned Small Business Strategic Plan

Strategic planning involves goals to be achieved over the long term, with 5 years as a typical planning horizon. Conversely, tactical planning periods are usually much shorter, tied to near-term performance objectives. Strategic planning requires the translation of our vision into key operational goals, then finally into specific tactical objectives that can be planned, executed, and measured in the near term with some degree of detail. This plan identifies six key operational goals, all aligned to achieve the primary strategic goal of "Creating Maximum Opportunities for Service-Disabled Veteran-Owned Small Businesses in DoD Acquisitions." Within each of the six key operational goals are specific objectives, which are intended to be achieved in the near term, and often on a continuing basis.

Goals and Objectives

Goal #1: Effective use of data and databases for market research for potential SDVOSB prime contractors and subcontractors and progress metrics.

Collaborate with other federal agencies and veteran service organizations (VSOs) to increase access to the supplier base of SDVOSBs for use by acquisition community and DoD prime contractors through enhanced market research for strategic sourcing and restricted competition.

Goal #2: Training of acquisition community to include Program Managers and Contracting Officers to increase use of restricted competition and sole source awards for SDVOSBs.

Coordinate with either the Director or the Office of the Director of Defense Procurement and Acquisition Policy (DPAP) and Defense Acquisition University (DAU), to inform and train acquisition community of FAR 19.14 and the authority to use restricted competition and sole source awards to increase awards to SDVOSBs. Encourage military departments and other defense agencies to initiate credible and aggressive metric based, sole-source and restricted competition awards to SDVOSBs.

Goal#3: Improve Communication Internally and Externally with DoD Customers and Stakeholders

In apparent contradiction to this new "information age", communication is often a point of failure for many initiatives. Today, technology has increased the flow of information to the point where the primary constraint has shifted to the human capacity to absorb and process the available information. Communication is critical to the success of any endeavor, and is the keystone of this strategic plan. One new initiative is to establish a web based SDVOSB Communities of Practice (CoPs) across the entire enterprise of DoD agencies to allow timely, substantive collaboration and exchange of information in pursuit of shared goals and business success.

Goal#4: Increase prime contractor subcontracting with SDVOSBs

Increase the dollar amount of SDVOSB subcontracting by large prime contractors. Collaborate with Defense Contract Management Agency (DCMA) as it negotiates increased SDVOSB subcontracting goals with the select prime contractors. Encourage DoD Prime contractors to subcontract with SDVOSBs. Use the data and techniques developed above as model to negotiate subcontracting goals with all prime contractors.

Goal#5: Focus on SDVOSB firms that can bring innovative technology to meet the needs of the warfighter

Collaborate with military Departments and defense agencies to initiate focus on SDVOSBs in innovative technologies that serve the future needs of the warfighter. Increasing outstanding SDVOSBs that fill a critical DoD niche will create "halo" effects for other SDVOSBs.

Goal#6: Encourage and develop Teaming, Joint Venture, and Niche Markets to enhance capabilities and contract awards for SDVOSBs

Encourage the use of teaming and joint venture agreements to increase capacity and enhance capabilities of SDVOSBs to successfully bid on larger contracts for prime contracting and subcontracting. Provide acquisition community and SDVOSBs teaming models with increased capacity and enhanced capabilities to allow SDVOSBs to compete for larger prime contracts and subcontracts.

Implementation of Specific Objectives

The following tables illustrate our plan of action to achieve our goals and objectives. Progress will be gauged during formal management reviews to be held during the course of the year. Timing with the A&T and AT&L management reviews will be coordinated to make sure our plan remains aligned with broader organizational goals. This year's strategic plan is in a new format and, therefore, the historical goals, objectives, and actions from the previous three years are captured in the tables.

Goal #1: Effective use of data and databases for market research for potential SDVOSB prime contractors and subcontractors and also progress metrics.

Specific Objective	FY05	FY06	FY07	FY08	FY09	FY10	Actions
1.1 Increase SDVOSB registration in the CCR database.	√	√	√				1.1.1. **FY 05** Increase from 5,006 SDVOSBs in CCR in July, 2004 to more than 9,600 in January of 2007
	√						1.1.2. **June 05** Supported on-site registration of SDVOSBs in CCR at National Veterans Small Business Conference
			√				1.1.3. **June 07** Encourage registration of SDVOSBs in CCR at 3rd Annual Veterans and SDVOSBs Conference on June 26-28, 2007
			√	√			1.1.4. **FY 07** Continue to encourage registration of SDVOSBs in CCR at conferences and through counseling
1.2 Support internal and external data sharing relationships with DoD agencies, other federal agencies, and Veteran Support Organizations.	√	√	√	√			1.2.1. **FY 05** DoD continues to work on *ad hoc* basis to share information and establish working relationships with other federal agencies and VSOs
			√				1.2.2. **June 07** Coordinate data sharing strategies with federal agencies and VSOs with existing databases (VetBizVIP, Dynamic Small Business Search, TVC business directory and vetbiznetwork)
			√				1.2.3. **June 07** Encourage military departments, other defense agencies (ODAs), and VSOs to develop strategies on use of databases for market research on SDVOSBs
			√	√			1.2.4. **FY 07 and out years** Continue coordinated data sharing with other federal agencies and VSOs
			√	√			1.2.5. **FY 07** Continue to encourage VSOs and other federal agencies to assist in market research on SDVOSBs
1.3 Perform data analyses for progress matrix, trends, potential niche markets, and impediments		√					1.3.1. **FY 06** Performed preliminary analysis of CCR, with 30% in IT, 15% in construction and 15% in manufacturing
			√				1.3.2. **FY 07** Perform annual analysis and review of all SDVOSBs in databases by industry and NAICS
1.4 Support registration and training on the VA, CVE's VetBiz Vender Information Pages (VIP) database. Collaborated effort between DoD OSBP, CVE VetBiz, and DAU.				√			1.4.1. **FY08** Identified the VIP database as a supported database for market research
				√			1.4.2. **FY08** Work with VIP database managers for updates targeted for DoD requirements
				√			1.4.3. **FY08** Create a DAU Web Cast for DoD acquisition training on the VIP database
				√			1.4.4. **FY08** Conduct VIP database training at the FY08 DoD Small Businesses training conference
				√			1.4.5. **FY08** Continue to promote enrollment in the VIP database at conferences and through counseling
				√			1.4.6. **FY08** The VA CVE began validating veteran and Service Disabled Veteran status in the VIP database
							1.4.7 **FY09** Coordinate with VA CVE and CCR to explore capabilities to update CCR after VIP verification

Goal #2: Training of acquisition community to include Program Managers and Contracting Officers to increase use of restricted competition and sole source awards for SDVOSB.

Specific Objective	FY05	FY06	FY07	FY08	FY09	FY10	Actions
2.1 Create workforce that is knowledgeable about FAR 19.14, and will increase use of restricted competition where appropriate to increase awards to SDVOSBs	√						2.1.1. **FY 05** Final rule on sole-source and set-asides published
			√				2.1.2. **FY 07** Establish outreach strategy with military Departments and other defense agencies and DPAP
			√				2.1.3. **FY 07** OSBP Places 42 Power Point training modules on website from Veterans Doing Business with DoD Conference
			√				2.1.4. **FY 07** Directors of DPAP and OSBP issue memos on use of set-aside authorities
			√				2.1.5. **FY 07** GSA and Army present GSA Vets GWAC training at SBT Conference
			√				2.1.6. **FY 07** DoD Introduces video streaming training modules
			√	√			2.1.7. **FY 07 and out years**. DoD will provide training at conferences, including annual Mentor-Protégé conference, Annual Veterans Conference, SDVOSB Small Business Conference, and DoD Small Business Training Conference
			√				2.1.8. **June 07** Monitor DoD participation in Veterans and SDVOSB conferences in coming year
			√				2.1.9. **July 07** Participate in planning of National Veterans Business Conference as appropriate
			√				2.1.10. **FY 07** Continue to post power point training modules and video streaming modules on website for distance learning opportunities
			√				2.1.11. **June 07** Present 3rd year of 5 year plan to all conferences
			√				2.1.12. **June 07** Present 3rd year of 5 year plan to 3rd Annual Veterans and SDVOSB Small Business Conference
2.2 Collaborate with DAU to update existing courses.		√					2.2.1. **FY 06** DAU updates SDVOSB online SDVOSB training module
			√				2.2.2. **FY 07 and out years** Update DAU training module for next FY with DAU and incorporate into relevant electronic training modules
				√			2.2.3. **FY 08** Coordinate pre-planning update for CON260A, CON260B, CLC009
							2.2.4. **FY09** Update CON260A
							2.2.5. **FY09** Update CON260B
							2.2.6. **FY09** Update CLC009
2.3 Collaborate with DOD OSBP and DAU to update/create training for Program Managers, Contracting Officers, and Small Business Specialist. **AT&L Strategic Implementation Plan v3.0 - 2.1.7.**							2.3.2. **FY09 Identify** the target audience and determine what training is currently being offered.
							2.3.3. **FY09 Identify** best opportunities for pushing training to target audience.
							2.3.4. **FY09 Create** plan and identify resources.
							2.3.5. **FY09** Develop training content.
2.4 Improve acquisition workforce awareness of small business capabilities and opportunities. **AT&L Strategic Implementation Plan v3.0 - 2.1.7.**							[To be determined -- TBD]
							[TBD]
							[TBD]
							[TBD]
							[TBD]

Goal #3: Improve Communications Internally and Externally with DoD Customers and Stakeholders.

Specific Objective	FY05	FY06	FY07	FY08	FY09	FY10	Actions
3.1 Update and improve the DOD OSBP SDVOSB website				√			3.1.1. Annual review website links for accuracy and update to coincide with publication of Strategic Plan.
							3.1.2. **FY09** Review current website design to identify improvements
							3.1.3. **FY09** Update with latest Policies and Legislation pertaining to SDVOSB
							3.1.4.**FY09** Create an events calendar to include schedule of conferences, training, and outreach events
							3.1.5. **FY09** Post teaming and joint venture information and coordination
							3.1.6. **FY09** Post Veteran Entrepreneur and VSO related information and links
3.2 Improve acquisition workforce awareness of small business capabilities and opportunities. **AT&L Strategic Implementation Plan v3.0 - 2.1.7.**	√	√	√	√			3.2.1. Annual review of outreach events to maximize awareness and influence for SDVOSB concerns to coincide with publication of Strategic Plan.
	√	√	√	√			3.2.2. Decide on which outreach events to participate to coincide with the Strategic Plan.
							3.2.3. **FY09** Create and publish a schedule for outreach events on the website
							3.2.4. **FY09** Participate in at least four Acquisition Conferences.
							3.2.5. **FY09 Participate** in the DPAP Acquisition Conference.
				√	√		3.2.6. **FY09** Continue to sponsor SDVOSB, Golden Talon and Large Firm Subcontractor Awards Ceremony at Pentagon Conference Center. .
3.3 Improve relations with OSBP Directors				√			3.3.1. **FY08** Obtain collaborative feedback from DoD OSBP Directors on program impediments within their respective agencies
				√			3.3.2. **FY08** Obtain collaborative feedback from DoD OSBP Directors on DoD SDVOSB Strategic Plan
							3.3.3. **FY09** Schedule site visits with DoD OSBP Directors & review activities and initiatives were appropriate
3.4 Improve relationships with SBA							3.4.1 **FY09** Coordinate efforts with DoD OSBP to improve relations with SBA
							3.4.2. **FY09** Invite SBA to participate in meeting(s) with DoD Directors - Information sharing
							3.4.3. **FY09** Ask SBA to participate in Training Conference
							3.4.4. **FY09** Engage SBA to work on Task Force to resolve the "most difficult" areas for DoD
							3.4.5. **FY09** Informal luncheons - engage senior SBA and DoD Directors in working lunch to discuss issues
							3.4.6. **FY09** Engage SBA in working with DoD to develop training aides and informational guides with topics and areas of common interest

Goal #3: Improve Communications Internally and Externally with DoD Customers and Stakeholders (continued).

Specific Objective	FY05	FY06	FY07	FY08	FY09	FY10	Actions
3.5 Create and distribute an information pamphlet for the DoD SDVOSB Program							3.5.1. **FY09** Research potential information gaps - and then develop DoD materials to address
							3.5.2. **FY09** Create information pamphlet to introduce SDVOSB to internal and external
							3.5.3. **FY09** Identify best marketing strategy and distribution then distribute pamphlets.
3.6 Establish a web based SDVOSB Communities of Practice (CoPs) **AT&L Strategic Implementation Plan v3.0 - 6.1**				√			3.6.1 **FY08** Accessed a need for a SDVOSB Best Practice website
				√			3.6.2. **FY08** Discussed with DAU to utilize their recourses
							3.6.3. **FY09** Identify best tool participation for Best Practice website
							3.6.4. **FY09** Establish the SDVOSB CoPs web site
							3.6.5. **FY09** Market the SDVOSB CoPs website to within DoD acquisition community and advocates
							3.6.6. **FY09** Utilize data, metrics, and tools to support capability-based acquisition discussions
3.7 Review and update the Community of Practice websites							3.7.1. **FY09** Initiate periodic meetings to review & share items of interest on Community of Practice website.
							3.7.2. **FY09** Determine areas critical and necessary for the Community of Practice website. Initiate actions to insure that they are adequately covered.

Goal #4: Increase prime contractor subcontracting with SDVOSBs.

Specific Objective	FY05	FY06	FY07	FY08	FY09	FY10	Actions
4.1 Collaborate with Defense Contract Management Agency (DCMA) as it negotiates increased SDVOSB subcontracting goals with the select prime contractors		√					4.1.1. **FY 06** OSBP and DCMA initiate action plan to increase subcontracting with DoD prime contractors by sharing data that each prime had for SDVOSB subcontractors
			√				4.1.2. **FY 07** DCMA reviewed prime contractor action plan against actual subcontracting dollars awarded by select primes
			√				4.1.3. **FY 07** DoD presents Objectives to large prime conference on SDVOSB subcontracting
			√				4.1.4. **FY 07** DoD includes panel with 3 prime contractors which subcontract with SDVOSBs at SDVOSB conference and posts power point presentations on website
			√				4.1.5. **FY 07** DCMA continues lead responsibility for this objective
			√				4.1.6. **FY 07 and out years.** DCMA to negotiate increased SDVOSB subcontracting goals with select DoD prime contractors as part of the annual subcontracting plan negotiations
			√				4.1.7. **FY 07 and out years** DCMA will provide annual evaluations and progress on SDVOSB subcontracting
			√				4.1.8. **July 07** DoD will inform large buying commands of 3% goal for subcontracting with SDVOSBs and encourage increase in subcontracting with SDVOSBs
			√				4.1.9. **July 07** DoD will establish plan to monitor progress and past performance of prime contractors as an evaluation factor
			√				4.1.10. **Sep 07** DCMA to analyze subcontracting dollars with SDVOSBs of select prime contractors to identify opportunities for SDVOSBs
							4.1.11. **FY09** Initiate review and re-execution of the FY07 action items listed above
							4.1.12. **FY09** Evaluate effectiveness of DCMA to monitor and support contract compliance of SDVOSB subcontracting
4.2 Initiate an aggressive outreach campaign to Major Prime Contractors							4.2.1. **FY09** Identify Prime contractors for personal visits
							4.2.2. **FY09** Initiate meetings with Major Prime Contractors to advocate for SDVOSB subcontracting
							4.2.3. **FY09** Initiate supplier diversification outreach to Major Prime Contractors
							4.2.4. **FY09** Develop outreach material targeting Major Prime Contractors
							4.2.5. **FY09** Send outreach campaign material to Major Prime Contractors

Goal #4: Increase prime contractor subcontracting with SDVOSBs (continued).

Specific Objective	FY05	FY06	FY07	FY08	FY09	FY10	Actions
4.3 Analyze eSRS data							4.3.1. **FY09** Learn how to effectively retrieve pertinent data from eSRS
							4.3.2. **FY09** Analyze eSRS data for an analytical picture of Major Prime Contractor subcontracting to SDVOSB
							4.3.3. **FY09** Investigate capability of eSRS to capture tiered subcontracting data of Prime awarded to SDVOSB to measure Prime Contractor Subcontracting
							4.3.4. **FY09** Investigate capability and feasibility to capture and report against SDVOSB goals all awards from subcontracting tiers
							4.3.5. **FY09** Investigate capability and feasibility to capture and report by Major DoD Contracting
				√	√		4.3.6. **FY09** Continue DEPSECDEF Awards Ceremony recognizing SDVOSB, Golden Talon and Large Firm Subcontractor Awards at Pentagon Conference Center. .

Goal #5: Focus on SDVOSB firms that can bring innovative technology to meet the needs of the warfighter.

Specific Objective	FY05	FY06	FY07	FY08	FY09	FY10	Actions
5.1 Increase SDVOSB participation in the Mentor Protégés program 1. **FY 07** Encourage major commands to seek SDVOSBs in their strategic sourcing decisions			√				6.1.1. **FY 07** First 2 years of participation saw increase in SDVOSB protégés from 0 to 24
			√				6.1.2. **FY 07** Two SDVOSB protégés receive Nunn-Perry Award at Annual MPP Conference
			√				6.1.3. **FY 07** Previous objective 3 was successful by increasing SDVOSBs in Mentor-Protégé Program and now is time to change focus to broader objective of innovative technologies
			√				6.1.4. **June 07** Analyze the 24 SDVOSBs that became protégés and ascertain aggregate increase in gross revenues since becoming protégés by industry and NAICS
			√				6.1.5. **June 07** Present new Objective 3 of FY07 Strategic Plan at Third Annual Veterans Small Business Conference, June 26-28, 2007
							6.1.6. **FY09** Coordinate with DoD Mentor Protégés Program Manager for SDVOSB opportunities
5.2 Increase SDVOSB participation in the SBIR Program			√				6.2.1. **FY 07** Identify SDVOSBs in technologically innovative industries like robotics, IED Defeat, etc.
			√				6.2.2. **July 07 Established** DoD internal working group to develop strategy for focusing innovative technologies for SDVOSB in contracting and subcontracting.
							6.2.3. **FY09** Coordinate with DoD SBIR Program Manager for SDVOSB opportunities
5.3 Affected SDVOSB participation in DoD's new DoD Techipedia initiative for IT merging technology and collaboration				√			6.3.1. **FY08** Invited by DoD Techipedia working group to participated in planning for the new IT merging technology and collaboration
				√			6.3.2. **FY08** Advised DoD Techipedia on how to market research for small business and SDVOSB concerns
				√			6.3.3. **FY08** Provided DoD Techipedia with DoD OSBP website for how to do business with DoD training
				√			6.3.4. **FY08** Provided DoD Techipedia with the list of SDVOSB on GSA GWAC
					√		6.3.5. **FY09** Attended the DoD Techipedia kickoff conference in Crystal City
					√		6.3.6. **FY09** Two SDVOSB were selected by DoD Techipedia to participation in the DoD Techipedia kickoff conference
					√		6.3.7. **FY09** Increase awareness of DoD Techipedia to SDVOSB during conferences and other venues of outreach
							6.3.8. **FY09** Continue to collaborate and partner with DoD Techipedia to increase SDVOSB opportunities and participation

Goal #6: Encourage and develop Teaming, Joint Venture, and Niche Markets to enhance capabilities and contract awards for SDVOSBs.							
Specific Objective	FY05	FY06	FY07	FY08	FY09	FY10	Actions
6.1 Increase awareness or reluctance of acquisition community to accept small business teaming and joint venture agreements for use in federal contracting and subcontracting	√						7.1.1 **FY 05** Presentation on teaming and joint venture agreements for federal contracting and subcontracting at National Veterans Small Business Conference
		√					7.1.2. **FY 06** Presented teaming and joint venture agreement panel at SBT Conference
		√					7.1.3. **FY 06** Presented teaming and joint venture panel at Veterans Doing Business with DoD in December 2006
			√				7.1.4. **FY 07** Post SDVOSB teaming and joint venture training modules on OSBP website for acquisition community distance learning
			√				7.1.5. **June 07** Attend and monitor Teaming and Joint Venture Breakout workshop at 3rd National Veterans Small Business Conference for future training of DoD personnel
			√				7.1.6. **June 07** Present Teaming and Joint Venture Objective on panel at Veterans Small Business conference on June 26-28, 2007
			√				7.1.7. **FY 07** Present SDVOSB Teaming training module to Small Business Training Conferences
			√				7.1.8. **FY07 and out years** Continue presenting SDVOSB teaming and joint venture training modules to acquisition community
6.2 Increase participation with the GSA GWAC			√				7.2.1. **FY 07** Under Secretary for AT & L urges DoD to participate in GSA Information Technology GWAC
			√				7.2.2. **FY 07** GSA and Army trained acquisition officials on the GSA GWAC at SBT Training Conference in May, 2007
			√				7.2.3. **June 07** Post Krieg Memorandum on GSA GWAC on OSD website
							7.2.4. **FY09** Analyze DoD participation and promote continued support in GSA GWAC
							[TBD]
							[TBD]

FY01-09 DoD SB Goaling Report Results

(Dollars in Billions – Data as of 12 December 2008)

Data Source: FPDS-NG Small Business Goaling Reports

		SB			SDB			HUBZone			WOSB			SDVOSB		
FY	SB-Elig $ *	SB $	SB %	SB Goal	SDB $	SDB %	SDB Goal	HUB $	HUB %	HUB Goal	WOSB $	WOSB %	WOSB Goal	SD-VOSB $	SD-VOSB %	SD-VOSB Goal
2009	$36.8	$6.5	17.7%	22.375%	$2.4	6.5%	5.8%	$0.6	1.7%	3.0%	$1.1	2.9%	5.0%	$0.4	1.2%	3.0%
2008	$313.3	$59.2	18.9%	22.375%	$17.5	5.6%	5.8%	$6.9	2.2%	3.0%	$8.7	2.8%	5.0%	$3.0	1.0%	3.0%
2007	$269.3	$55.0	20.4%	23.0%	$15.5	5.7%	5.8%	$6.0	2.2%	3.0%	$7.7	2.9%	5.0%	$1.9	0.7%	3.0%
2006	$235.0	$51.3	21.8%	23.0%	$14.7	6.3%	5.8%	$4.7	2.0%	3.0%	$6.9	2.9%	5.0%	$1.6	0.7%	3.0%
2005	$222.6	$50.3	22.6%	23.0%	$14.1	6.3%	5.7%	$4.3	1.9%	3.0%	$6.3	2.8%	5.0%	$1.1	0.5%	3.0%
2004	$210.7	$46.9	22.3%	23.0%	$11.9	5.7%	5.7%	$3.1	1.5%	3.0%	$5.6	2.7%	5.0%	$0.7	0.3%	3.0%
2003	$191.5	$42.8	22.4%	23.0%	$12.0	6.3%	5.2%	$2.2	1.1%	3.0%	$4.9	2.5%	5.0%	$0.3	0.2%	3.0%
2002	$155.8	$29.9	19.2%	23.0%	$8.5	5.5%	5.9%	$1.6	1.0%	3.0%	$3.9	2.5%	5.0%	$0.3	0.2%	3.0%
2001	$132.9	$25.2	18.9%	23.0%	$7.5	5.6%	5.0%	$1.1	0.8%	3.0%	$2.9	2.2%	5.0%	$0.2	0.2%	NA

FYs 2008 & 2009 are preliminary / unofficial data and reflect data as shown in the dynamic Small Business Goaling Reports

FYs 2007 and earlier are as reflected on the "static" Small Business Goaling Reports for those years

*** SB-eligible dollars are the dollars remaining in the denominator after SB goaling criteria have been applied**

Acronyms

- AT&L – Acquisition, Technology and Logistics
- CCR – Central Contractor Registration
- COE – Army Corps of Engineers
- DAU – Defense Acquisition University
- DLA – Defense Logistics Agency
- DoD – Department of Defense
- DFARS – Defense Federal Acquisition Regulation Supplement
- DPAP – Defense Procurement and Acquisition Policy
- E.O. – Executive Order
- FAR – Federal Acquisition Regulation
- GPO – Government Printing Office
- MPP – DoD Mentor Protégé Program
- NAICS – North American Industry Classification System
- ODA – Other Defense Agencies
- OSBP – Office of Small Business Programs
- OUSD – Office of the Under Secretary of Defense
- PTAC – Procurement Technical Assistant Center
- SBA – Small Business Administration
- SBLO – Small Business Liaison Officer
- SDVOSB – Service-Disabled Veteran-Owned Small Business
- SECDEF– Secretary of Defense
- VA – U.S. Department of Veteran's Affairs
- VSO – Veteran Service Organization