

FEDERAL GOVERNMENT CONTRACTING: What You Need To Know

Authored by

JOHN MILLER,

USAF Retired Inventory Manager and Logistics Planner, Retired Civil Service Contract Specialist/ Contracting and Grants Officer for the US Navy

Business Advisor and Procurement Specialist Florida Veterans Business Outreach Center

And

JAMIE SHEPARD

Business Analyst and Instructor Florida Veterans Business Outreach Center

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What is the first question that must be answered?

Does any Federal Government Agency need the supplies, services, or equipment that you plan to provide? If so, which ones and how do you know?

Answering this question requires some basic market research and feasibility assessment of how well your business fits into the buying patterns of a particular federal government agency — the same holds true, by the way, for state and local government contracting. For example, if you want to open a gift shop or you sell real estate, government contracts are not a good direction to pursue. Gift shops are commercial enterprises better located in retail centers, airports or base exchange malls. In the case of airports and military base exchanges, those contracts are coordinated with local airport authorities and each post or base exchange manager, not the federal government. Nor does the federal government need a realtor. The General Service Administration is the government's landlord and property manager. https://www.gsa.gov/

Often people want to be brokers for the government and bid on contracts while planning to hire personnel and obtain facilities, materials and equipment to perform after contract award. The Government has thousands of Buyers, Contract Specialists, Contracting Officers and legal staff to serve as brokers to screen and award government contracts in every federal agency.

The goal of this presentation is to help you research <u>free of charge</u> what federal agencies buy and determine if your business can fulfill an agency's need. We will show you how to do this research and navigate the federal procurement process to get on a bidders list at the agency and for subcontract work with the prime contractors who are competing for and/or who have won those contracts.

Registering to do business with the federal government is free but requires that you have an established business with a separate business banking account. You also need to list the North American Industry Classification Codes (NAICS) applicable to your business' products and/or services. NAICS codes are free at https://www.census.gov/naics/ You will need all of this information before you attempt to register at the federal government's System for Award Management or "SAM".

By reviewing the training found at Florida Veterans Business Outreach Center https://vboc.org, all of the websites listed in this presentation, and additional guidance through the US Small Business Administration (SBA) https://www.sba.gov/federal-contracting and its resources partners like the free SCORE mentorship program https://www.scorg across the US and its Territories. You can access not only the bulk of information necessary to get into government contracting but also a wealth of general business information FREE OF CHARGE.

Again, nothing covered in this presentation will you cost anything but time.

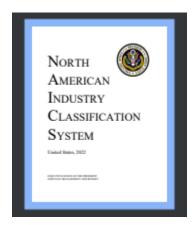
MARKETING TO THE FEDERAL GOVERNMENT

The Federal Government's primary contacts for marketing efforts are the Small Business Representatives in the Offices of Small & Disadvantaged Business Utilization (OSDBU). Every federal agency has one. They are hired to assist you and advocate for you. They can meet with you, have coffee with you, and share your Capabilities Statement to their agency's endusers. They are also responsible for their government department/agency achieving their procurement diversity goals and are often beating the bushes trying to find Service-Disabled Veteran, Woman-Owned, HUB Zone, and 8(a) Socially and Economically Disadvantaged small businesses. They are also the ones who can make set-asides for these special interest groups.

Someone may have told you to contact Government Contracting Officers in your marketing efforts. That is <u>not</u> the process. Contracting Officers are on the production end of the procurement cycle, not the marketing end. They get involved in the procurement process when a funded package with specifications or Statement of Work (SOW) is ready to solicit offers and/or be advertised. Contracting Officers are <u>not</u> allowed to help one offeror unless they help all offerors. Competitors have a legitimate complaint if one offeror is helped and gets a contract as a result of that help. That's why Contracting Officers keep potential offerors at arm's length and are required to publish questions and answers about specific procurements during the solicitation phase.

YOUR ROADMAP TO REGISTERING TO DO BUSINESS WITH THE FEDERAL GOVERNMENT

By going through the following steps and investigating these websites, you should be able to get registered to do business with the federal government, locate procurement opportunities, and understand how to market to the federal government.



STEP 1: Find the North American Industry Classification System (NAICS) Codes for Your Products and/or Services https://www.census.gov/naics/

The North American Industry Classification System code or NAICS code is a six-digit number used by the federal government to identify all supplies, services, and equipment for federal procurement and marketing purposes. Contracting Officers look for suppliers by NAICS codes, so it is very important to look up all of the codes applicable to your business. Use them in your registration on the federal System Award Management (SAM) and in your marketing efforts.

What exactly do you do and what can you do?

Think broadly but also realistically. A specific product line or service or both? If you produce or manufacture something, could you also be a reseller/supply source for the parts you use or be a consultant in plant layout for process efficiency? Also check https://www.naics.com/

NAICS CODE LIST: Click Any Two Digit NAICS Code to Drill Down Further

Code	<u>Industry Title</u>	Number of Business Establishments
11	Agriculture, Forestry, Fishing and Hunting	367,824
21	Mining	32,268
22	Utilities	48,626
23	Construction	1,514,282
31-33	Manufacturing	657,322
42	Wholesale Trade	697,201
44-45	Retail Trade	1,818,112
48-49	Transportation and Warehousing	656,665
51	Information	370,887
52	Finance and Insurance	772,239
53	Real Estate Rental and Leasing	894,079
54	Professional, Scientific, and Technical Services	2,412,470
55	Management of Companies and Enterprises	79,114
56	Administrative and Support and Waste Management and Remediation Services	1,654,782
61	Educational Services	428,331
62	Health Care and Social Assistance	1,698,635
71	Arts, Entertainment, and Recreation	380,467
72	Accommodation and Food Services	899,728
81	Other Services (except Public Administration)	1,923,739
92	Public Administration	259,259
	Total Business Establishments	17,566,030

Keep a list of your NAICS codes and descriptions handy and updated, as you will need them frequently and will not have time to look them up on an as needed basis.

While you are on this website, make a list of the NAICS codes applicable to your potential customers. You will find this list to be critical to your marketing efforts.



THINK BROADLY. Let's say you are an electrical contractor. The NAICS code for electrical and wiring contractor is 23810.

NAICS/SIC SEARCH RESULTS If you also have a retail NAICS Search Q Electrical supply whlesale electrical supply store, you can also register as SIC Search Q Enter Keyword(s) 44190. NAICS NAICS Title Common Keywords Crosswalk 221330 Steam and Air-Conditioning Supply If you are also an 221310 Water Supply and Irrigation Systems Water supply systems electric components or 812331 Linen Supply Linen supply services supply wholesaler, add 444220 Nursery, Garden Center, and Farm Supply Stores Farm supply stores 42610 to your NAICS Electrical Contractors and Other Wiring Installation | Electrical, electrical wiring, and low voltage 238210 codes. 811118 Other Automotive Mechanical and Electrical Repair Electrical repair shops, automotive and Maintenance Instrument Manufacturing for Measuring and Energy measuring equipment, electrical, Based on your expanded **Testing Electricity and Electrical Signals** manufacturing Electrical Apparatus and Equipment, Wiring Conduits and raceways, electrical, merchant NAICS codes, you can 423610 Supplies, and Related Equipment Merchant wholesalers Wholesalers increase your ability to All Other Miscellaneous Electrical Equipment and Mercury arc rectifiers (i.e., electrical apparatus) bid and subcontract to manufacturing Component Manufacturing View SIC the prime contractors Manufacturing that bid government 335210 Small Electrical Appliance Manufacturing Electrically heated bed coverings manufacturing Drycleaning and Laundry Services (except Coin-Laundry services (except coin-operated, linen work. supply, uniform supply)

STEP 2: SAM and Federal Government Contractor Registration Procedures https://sam.gov/content/home and https://sam.gov/content/entity-registration

444190 Other Building Material Dealers

System Award Management (SAM) is the portal for doing business with the federal government. **Registration is free.** You must have an established business, a separate business bank account, and the list of your business' NAICS code that you looked up in Step 1.

CAUTION: After you register in SAM, expect an onslaught of scam calls offering to find you grants, get you on GSA schedule, and/or get you "certified" as a Veteran-Owned Small Business.

Here's what you need to know:

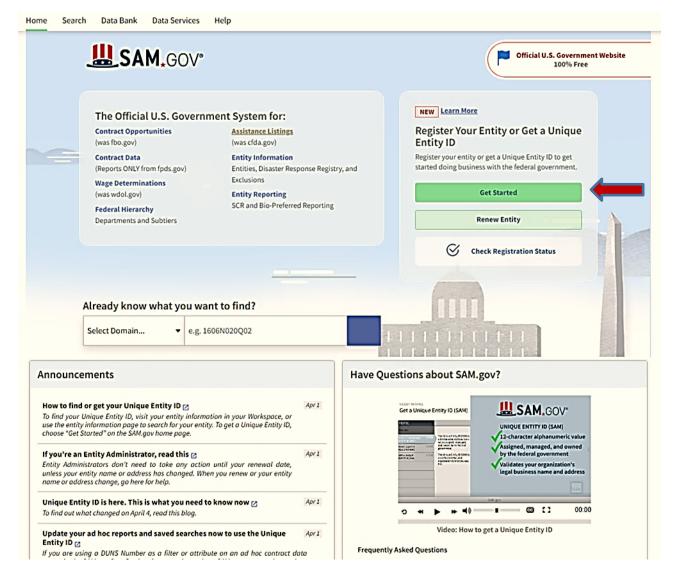
- 1. The <u>only</u> required registrations are with SAM and the VA, and you can do both for <u>free</u> online on your own. You do not need an intermediary.
- 2. To do business with the Veterans Administration, registration and/or Veteran status with the Veterans Administration is not required to participate in Veteran Administration procurements. However, registration is required for Veterans to participate in procurements set-asides specifically for Veterans and Service Connected Disabled Veterans. The VA won a Congressional exemption to the Competition in Contracting Act (CICA) that allows VA to give veterans first shot at VA procurements prior to releasing them to open competition. Learn more about this at https://www.va.gov/osdbu/library/dbwva.asp

Electrical supply stores



The **Vets First Verification Program** allows verified firms owned and controlled by Veterans and Service-Disabled Veterans the opportunity to compete for VA set asides. During Verification, the Center for Verification and Evaluation (CVE) verifies SDVOSBs/VOSBs according to the tenets found in Title 38 Code of Federal Regulations (CFR) Part 74 and 13 CFR Part 125 that address Veteran eligibility, ownership, and control. In order to qualify for participation in the Veterans First Contracting Program, eligible SDVOSBs/VOSBs must first be verified. Learn more about Vets First Verification at https://www.va.gov/osdbu/verification/

3. There is no cost or outside certificate needed to call yourself a "Veteran-owned Small Business" as long as 51% of the business is owned and controlled by veterans. If you have a service-related disability, your ability to claim "Service-Disabled Veteran" status is covered by your VA DD214 claim decision letter and can be verified through your SAM registration. Further certifications are not required for bidding on set-asides or for marketing.



Click on "Get Started" to enter the registration portal: https://sam.gov/content/entity-registration

SAM has added a comprehensive step-by-step "Entity Registration Checklist" that will walk you through the process: https://bit.ly/3uOHQFU



Entity Registration Checklist

Prepare for Entity Registration in SAM.gov



SAM.gov is an official website of the United States government. SAM.gov is FREE to use. There is no charge to get a Unique Entity ID, register your entity, and maintain your entity registration at SAM.gov.

What can you do with this guide?

The questionnaires and checklists here will help you gather the information you need and prepare to answer the questions in your entity registration.



All Awards registration allows you to bid on contracts and other procurements, as well as apply for financial assistance. Look for the icon on the left to submit an All Awards registration.

Jump to All Awards entity registration questionnaires and checklists



Financial Assistance Awards Only registration allows you to apply for financial assistance, or grants and loans, only. Look for the icon on the left to submit a Financial Assistance Only registration.

Jump to Financial Assistance Awards Only entity registration questionnaires and checklists

For All Awards registrations , prepare these sections:	For Financial Assistance Awards Only registrations, prepare these sections:	
 Unique Entity ID Core Data Assertions Reps & Certs Architect and Engineering Responses Defense FAR Supplement (DFARS) questionnaire (if applicable) Points of Contact (POCs) SBA supplemental page (If you are a small business) 	Unique Entity ID Core Data Reps & Certs Points of Contact (POCs)	

STEP 3. Finding Federal Procurement Opportunities on SAM.gov https://bit.ly/3x4w0dE

It's the law. Government contracting listings and awards are not a secret. Your reference is Part 5 of the Federal Acquisition Regulation (FAR) https://www.acquisition.gov/far/part-5#FAR_Subpart_5_2

- All federal government procurements of \$25,000 or more with the exception of about .5% for Security Classification or Urgency - <u>are required to be posted and can be viewed free of charge on</u> SAM.
- Procurements of \$15,000 to \$25,000 must also be advertised at a location or on a website as
 determined by the government agency/department including the name and contact point for the
 government entity announcing the procurement. All the information required to submit an offer must
 be included in the announcement.
- Contract awards of \$25,000 or more are also posted with complete contact information for the company that received the award.

Department of Defense Contract Summary: The Department of Defense (DoD) also posts all contracting awards exceeding \$7.5M online daily for all military agencies at

https://www.defense.gov/News/Contracts/

To find out where other Government entities advertise their procurement awards, contact their Small Business Representatives or their Office of Small & Disadvantaged Business Utilization (OSDBU). You can find them online by searching "OSDBU and the name of the agency". Also check https://bit.ly/3vKTF1

The Agency's OSDBU's job is to interface directly with small businesses that offer the products or services their agency needs. This is particularly important for Service-Disabled Veterans, Women-Owned and Minority-Owned Small Businesses, and those located in HUB zones as this is the person that makes set-asides for these diversity groups. In fact, Service-Disabled Veteran-Owned Small Businesses (SDVOSB) are designated in federal legislation to receive 3% of all federal government procurement funds. To make such a set-aside, the Small Business Representative or OSDBU must be reasonably confident of receiving two (2) or more competing offers from Service-Disabled Veteran-Owned Small Businesses.

STEP 4. Building an Effective Business Capabilities Statement

To do effective marketing to the federal government, it is essential that you have a dynamic and descriptive Business Capabilities Statement. Search online for "Business Capabilities Statement", followed by a description of your business (for example "General Contractor"). You can find numerous samples and actual Capability Statements to follow. The Veterans Business Outreach Center's BASIC TRAINING page also offers guidance and a sample template in the "Government Contracting" section at https://vboc.org/basic-training/

General rules for Capabilities Statements: No longer than two pages; the first half page must be clear but attention-getting. This is <u>not</u> a resume for the owner oremployees. It is a resume for your business and should highlight its unique capabilities, accomplishments, and past performance. NAICS codes for the products and/or services you offer are essential. If you are Veteran-Owned (VOSB), Service-Disabled Veteran-Owned (SDVOSB), a Woman (WOSB) or Minority-Owned Small Business or in a HUB Zone, say so! And don't forget your website and contact information.

Capability Statements should be mailed, not emailed, with a signed cover letter on company letterhead to the Small Business Representative or the agency's OSDBU. The minimum goal is to get added to the bidder's list. Emails and business cards are minimally effective. Emails can be deleted with a click and attachments often don't get printed. However, hard copy original signature cover letters with attached Capability Statements usually stay in an inbox until there is time to read them, and it's easy to hand them to someone to add to a bidders list. They are also easy to file since they are in hard copy.

The goal of sending out any Capability Statement is to present your business as capable, effective, professional, and successful at doing the work you're trying to win. Use it to draw attention to your capabilities, specialized equipment and certifications, past performance, etc. Go online and look for capability statements from the best-known businesses in your field. If they have been successful in the contracting arena, model yours around theirs...and market to them for subcontract work!

There are three types of Capability Statements:

MOST EFFECTIVE: Targeted Capability Statement

This is the most effective Capability Statement you can craft but it is also the most time consuming. This version will be customized to speak specifically to an opportunity, anagency, or prime contractor. To that end, tailoring your Capability Statement specifically to the agency or prime contractor is an excellent way to showcase how different your company is from everyone who sent out a general statement.

GENERALLY EFFECTIVE: General Capability Statement

Think of this is an all-purpose document with general information about your company, its products or services with applicable NAICS codes, equipment, certifications and/or expertise, past performance/clients by industry sector, and your contact information. This is something you could send to any agency or to a broad spectrum of agencies or prime contractors.

However, the General Capability Statement has limited uses; it isn't going to be as effective as a Targeted Capability Statement when reaching out to specific federal agencies or prime contractors. Do your homework and customize your communication.

VERY SPECIFIC: Sources Sought Capability Statement

This Capability Statement doesn't look anything like the other Capability Statements in this list. In fact, the only thing it has in common with the other types of Capability Statements is the name. This can be a confusing exercise for contractors because they've become so familiar with the Capability Statements as a marketing document.

When the federal government asks for a Capability Statement for a "Sources Sought Notice", they are looking for is actually an answer to the notice itself. The Contracting Office will outline exactly what information they want you to provide and in what format. It is very important that you DO NOT send your normal Capability Statement, even as a secondary attachment. It will not help, and may even hinder your ability to market to that agency or decision maker because they will think you are not following their specific directions.

STEP 5: Marketing Cover Letters to Accompany Capability Statement

In general, you write a cover letter on your company letterhead - *create one if you have to* - to accompany your Capabilities Statement. As previously stated, <u>mail</u> this packet to the agency's OSDBU or Small Business Representative for that military installation. They are your conduit to contract bidder lists.

COVER LETTER FOR THE GOVERNMENT SMALL BUSINESS REPRESENTATIVE:

This letterstates

"Please let me introduce our business. We are a [insert your designation, like veteran-owned, woman owned, 8a, or HUB zone small business, etc.] small business, located in [insert company location]. Please consider us for any current or future contract/set-aside opportunities in these areas: (list them with NAICS codes). Our Business Capabilities Statement is attached."

COVER LETTER TO A FEDERAL CONTRACT AWARD WINNER FOR SUBCONTRACT WORK: The goal of this cover letter is to market your business to the prime contractor – meaning the contract award winner - for subcontractor work. For example:

"We noted at SAM.gov that you were awarded contract XXXXXXXXXXX to perform XXXXXXXXXXX. We are a [insert your designation, like veteran-owned small business, woman owned, 8a, or HUB zone] small business, located in [insert company location]. Please consider us for any current or future subcontracting opportunities in these areas: (list them with your applicable NAICS codes). Our Business Capabilities Statement is attached."

COVER LETTER FOR GENERAL MARKETING TO OTHER BUSINESSES REGISTERED IN SAM: There are thousands of businesses registered in SAM to do business with the government. Their contact information can be obtained by searches on SAM using NAICS, zip codes, cities, states, or keywords.

This letter just states,

"Please let me introduce our business. We are a [insert your designation, like veteran-owned, woman owned, 8a, or HUB zone] small business, located in [insert company location]. Please consider us for any current or future subcontracting opportunities in these areas: (list them with your applicable NAICS codes). Our Business Capabilities Statement is attached."

STEP 6: Identifying Federal Contracting Diversity Goals/SBA SUBNET and Subcontracting Opportunities

The federal government establishes diversity goals in government procurements across all agencies and uses these designations to help these businesses win at least 23% of all federal contracting dollars each year. This translates to millions of dollars!

FEDERAL CONTRACT AWARD GOALS ARE NOT MANDATED

Federal government contracting goals are for special interest groups within the small business community – usually within a 3% to 5% range but are subject to annual adjustment.

The <u>only goal</u> mandated in federal legislation is the 3% set-aside for Service-Disabled Veteran-Owned Small Businesses (SBVOSB). Other contracting goals are:

•	Service-Disabled Veteran-Owned Small Business (SDVOSB) mandated in federal legislation	3%
•	Federal contracting goals for Woman-Owned Small Business	5%
•	Federal contracting goals for Small Businesses located in a HUB	3%
•	Federal contracting goals for 8(a) Program Participants	5%

VETERAN-OWNED SMALL BUSINESS (VOSB) is self-certifying for all agencies except the Department of Veterans Administration (VA). Learn more about this program at https://www.va.gov/osdbu/verification/

The exception: VOSB VERIFICATION AND REGISTRATION TO DO BUSINESS WITH THE DEPARTMENT OF VETERANS AFFAIRS (VA) This <u>only</u> applies to doing business with the VA. *Also see page 4* https://www.va.gov/osdbu/verification/index.asp_

The VA has set a 7% goal of its procurement funds for Veteran-Owned Small Businesses, and the program is highly regulated. Registration is free but fairly involved and time consuming, so only register if you plan to participate in VA procurements.

FYI: Registration is in process of transferring from the VA to the SBA. The "Basic Training" page on the Florida Veterans Business Outreach Center website will be updated as these changes take place. Check back here: https://vboc.org/government-contracting/

SERVICE-DISABLED VETERAN OWNED SMALL BUSINESS (SDVOSB) is also self-certifying for all
agencies except the VA. Additionally, the VA can set aside contracts for SDVOSB. Registration is free
but fairly involved and time consuming, so only register if you plan to participate in VA
procurements. Learn more about this program at https://www.va.gov/osdbu/verification/

FYI: Registration is in process of transferring from the VA to the SBA. The Basic Training page on the Florida Veterans Business Outreach Center website will be updated as these changes take place. Check back here: https://vboc.org/government-contracting/

- WOMAN-OWNED SMALL BUSINESS (WOSB) and ECONOMICALLY DISADVANTAGED WOMAN-OWNED SMALL BUSINESSES (EDWOSB) status has been also self-certifying. Effective July 2020, the federal government required WOSBs and EDWOSBs to go through SBA's FREE online certification at www.certify.sba.gov or through third-party verification. Learn more about WOSBs at https://www.sba.gov/federal-contracting/contracting-assistance-programs/women-owned-small-business-federal-contracting-program
- SMALL BUSINESSES LOCATED IN A HISTORICALLY UNDER-UTILIZED BUSINESS (HUB) ZONE, a Labor Department-designated economically depressed area. To qualify for HUB Zone status, the small business must have its principal office located in a federal or state-designated HUB Zone, have 51% ownership and be controlled by U.S. citizens, a Community Development Corporation (CDC), an agricultural cooperative, a Native Hawaiian organization, or an Indian tribe. In addition, at least 35% of its employeesmust live in a HUB Zone but not necessarily the same HUB Zones as the business location. Learn more about HUB Zones at https://www.sba.gov/federal-contracting/contracting-assistance-programs/hubzone-program
- SBA's 8(a) PROGRAM was originally established to ensure that ethnic minority groups were treated fairly and received a proportionate share of government contract awards. The minority groups eligible were listed in the original legislation. Over time and with the success of the program, eligibility was established by being socially and economically disadvantaged due to ethnic background and/or related factors.

Note: Businesses owned by women or Service-Disabled Veterans do <u>not</u> meet the eligibility requirements for the 8a program based on that status alone, as both groups have separate Congressionally established programs. They may also jointly hold status in other programs, i.e. Woman-Owned, Service-Disabled Veteran, and/or HUB Zones. Learn more about the 8(a) program at https://www.sba.gov/federal-contracting-assistance-programs/8a-business-development-program

SBA SUBNET AND SUBCONTRACTING OPPORTUNITIES

The federal government passes these goals on to large businesses when awarding contracts and incorporates the large business' plans for meeting these goals into awarded contracts. To assist these large businesses in meetingthese goals, the SBA established SUBNET, a subcontracting network website for large businesses to advertise these opportunities and search for subcontractors to meet established goals. Learn more about using SUBNET to identify or post subcontracting opportunities at https://eweb1.sba.gov/subnet/client/dsp_Landing.cfm

SBA and DEPARTMENT OF DEFENSE (DoD) MENTOR-PROTÉGÉ PROGRAMS (MPP)

The Small Business Administration oversees all federal Mentor-Protégé Programs with the exception of the Department of Defense (DoD). In this arrangement, an established, for profit small business or an agricultural cooperative (the Protégé) partners with a larger established business with government contracting experience (the Mentor).

FYI: SBA must determine that the mentor-provided assistance will promote real developmental gains for the protégé, not just act as a vehicle to receive federal small business set-asides AND the applicant protégé and its prospective mentor may not be affiliated at the time of application.

The DoD has numerous contractors that only work with DoD on programs that involve national security. As such, DOD was allowed to maintain supervision and oversight of the DOD Mentor Protégé program.

Learn more Mentor-Protégé Programs at https://www.sba.gov/federal-contracting/contracting-assistance-programs/sba-mentor-protege-program

SBA'S GENERAL INFORMATION AND TRAINING

Most of the procurement information necessary to get started in government contracting can be found on the **Florida VBOC's BASIC TRAINING page https://vboc.org/basic-training/**, in this document and at the following websites. Conduct a comprehensive review of these areas, and make note of any questions. A Veteran Business Outreach Center (VBOC) Counselor, a Small Business Development Center (SBDC) Counselor, SCORE.org or a Procurement Technical Assistance Center (PTAC) Counselor will answer most of your questions/concerns at <u>no cost to you</u>. Find them at https://www.sba.gov/local-assistance

SBA.gov's Federal Contracting Guides

https://www.sba.gov/federal-contracting/contracting-guide https://www.sba.gov/business-guide/grow-your-business/become-federal-contractor

SBA's Subcontracting Network (SUBNET)

https://eweb1.sba.gov/subnet/client/dsp_Landing.cfm

SBA.gov's Learning Center: Excellent entry-level, self-paced courses

https://www.sba.gov/sba-learning-platform

Florida's Procurement Technical Assistance Center (PTAC) serves civilians and veterans alike http://floridasbdc.org/services/government-contracting/

SCORE.org's Learning Library

https://www.score.org/content/browse-library?f%5B0%5D=im_field_topics%3A436

GENERAL INFORMATION FOR REVIEW

A review of these websites will help put the previously provided information in perspective.

Government Contracting Acronyms

https://defensestudies.net/pages/acronyms-used-in-government-contracting-p

SAMPLE FEDERAL AGENCY SMALL BUSINESS PROCUREMENT Page

Department of Labor Procurement Information Site:

https://www.dol.gov/oasam/programs/osdbu/regs/procurement.htm

THE FEDERAL AGENCIES' SMALLAND DISADVANTAGED BUSINESS UTILIZATION PROGRAM (OSDBU)

The list of departments is particularly useful for locating procurements of \$15K-\$25K and the sites where they are being advertised. https://www.dm.usda.gov/smallbus/fed_osdbus.htm

DoD Office of Small Business Programs https://business.defense.gov/

FREEDOM OF INFORMATION ACT (FOIA)

Under the Freedom of Information Act(FOIA), you can receive copies of awarded contracts that contain relevant, historical data including specifications, statements of work, terms, conditions, and prices. This information can be invaluable when preparing your proposal. Contact the specific agency's FOIA official to begin this process. https://www.foia.gov

LEGAL ISSUES FACING GOVERNMENT CONTRACTORS https://smallgovcon.com/

This is not an endorsement of this law firm but this website has a wealth of information.

VBOC Archive of Webinars

https://www.gotostage.com/channel/5551176187204481030



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