

Business Plan + Subcontracting Plan

This document contains:

1. A business plan template to help you prepare to operate as a successful business and allow you to communicate your plan to others including partnering businesses, financing institutions and for yearly evaluation internally to plan effectively for coming challenges and growth periods.
2. A SBSP or general contracting plan and accompanying document preparation to make your bidding process as efficient as possible and help you to always be ready to prepare a bid for available opportunities.

Business Plan

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What is a business plan?

A written outline that evaluates all aspects of the economic viability of a business venture. Starting a business without a business plan is like leaving for a road trip without a map. You need to know where you are going and HOW you plan to get there. Your business plan is your road map to success. It is a detailed road map of your business venture written to ensure strategic success

Things to consider as you build your business plan:

Writing a business plan answers the “5 W’s and H” questions for the reader.

Your business plan should address:

- WHO you are as a business.
- WHO will guide the company through its growth stages?
- WHAT your company does.
- WHAT sets your company apart from the competition?
- WHERE does your business operate?
- WHERE do you find your clients?
- WHEN you will open, hire, expand, and advertise. Every business needs a timeline.
- WHY your business is better than your competitors are.
- WHY customers will choose your business.
- HOW you operate, advertise, and most importantly, HOW you will succeed.

Strong Business Plans Have:

- A sound business concept
- An understanding of your business’ target market
- A healthy, growing and stable industry
- Capable management
- Able financial control
- A consistent business focus

Weak Business plans have:

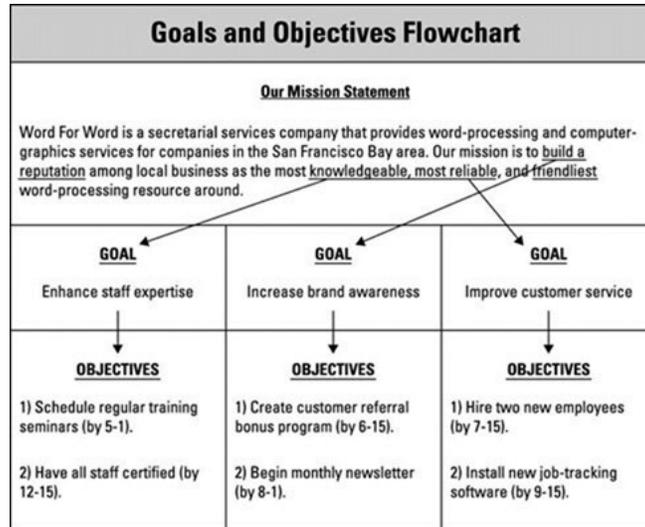
- High focus on the product and/or services
- Little familiarity with target market
- Financial projections beyond industry norms
- Unrealistic growth projections
- High reliance on specialty engineering, one large client, or one supplier

Business or Company Description

Mission Statement

Usually 30 words or fewer; explains your reason for being and some guiding principles.

Goals and Objectives



Goals are where you want your business to be in 1, 2, 3 -5 years. This is a “WHAT” question. Objectives are progress markers along the way to goal achievement. This is a “HOW” question.

Business Philosophy

What are the core values for your business? What fuels your journey and motivates you to build this business? This is often a statement of passion. This is a “WHY” question.

Industry Scope

Briefly describe the industry you operate in and the customer you serve (you will do this more thoroughly in the marketing section). This is a “WHO” question.

Strengths

Describe your most important company strengths and what differentiates your company from your competition. What is your competitive advantage over the competitors? How does your product/service do a better job of meeting your customer’s needs than others?

This is a “WHAT” question.

Business Formation

Describe your legal form of ownership. This is a “WHAT” question.

Products and Services

Product Description

Describe in depth the products you offer (leave technical specifications, documents, drawings, photos, sales brochures, or other bulky items in the supplemental documentation). This is a WHAT question.

Service Description

Describe in depth the services you offer (leave technical specifications, documents, drawings, photos, sales brochures, or other bulky items in the supplemental documentation). This is a WHAT question.

Pricing

What is your pricing model? What does it cost someone to be a customer or client? Pricing, fee, or leasing structures.

Competitive Advantages

Does your product/service solve a problem for your customer? How does your solution to that problem meet the needs of your customer better than others? Detail what factors will give you competitive advantages or disadvantages. This is a good place to describe anything that makes your product/service unique; things like level of quality or proprietary information. If you have identified a direct competitor this is a great place to describe how you will overcome this challenge.

Market Analysis

Target Market

Describe your target customer. What industries will you be serving?

Market Trends

Discuss trends in the target market – growth trends, customer preferences, and trends in product development.

Describe current demand and discuss growth potential and opportunity.

Discuss barriers to entry and how you will overcome those.

Detail your competition by listing your major competitors, how and what they will compete with you on, indirect competitors, and how your product or service will compare.

Bidding Plan

List descriptions and explanations of the channels you will use detailing why they will be most effective.

Management and Personnel

Applicable Experience

Discuss the personal history of the principals including business background, past experiences with tracking success, responsibilities, and capabilities, educational background, and identifying information. Focus on how the principals' experience is the right fit for building and leading the company.

Personnel

Number of employees, type of labors, enlisting labor, pay structure, training methods and requirements, onboarding, policies, and procedures, job descriptions. Explain your process for any additional hiring or planning that will need to be done for larger contracts.

Duties and Responsibilities

Organizational chart; list who will do what and why. This can be a description of how you will function during year and then how you would like to grow in the future. You can use this opportunity to create a timeline for the growth of your staff.

Salary and Benefits

Now that you have outlined which employee you will focus on hiring first, you will need to know what the type of talent you will need will cost. This can direct your timeline planning in your financials. Knowing the salary and benefit ranges for future hires will allow you know when you can afford to hire them. It is important to understand the true costs involved in hiring so that you can best judge when you are able to hire.

Resources

List any existing resources that you have in place and available to your business.

Operational Plan

Production: Production techniques and costs, quality control, customer service, inventory control, product development.

Location: Amount of space, type of building, zoning, power and other utilities, requirements for access.

Legal environment: Licensing and bonding requirements, permits, health, workplace, or environmental regulations, industry or profession specific regulations, zoning or building code requirements, trademarks, copyrights, or patents.

Suppliers

Names and addresses, type and amount of inventory furnished, credit and delivery policies, history and reliability.

Executive Summary

When completed this section should be 1-2 pages in length. This is an objective overview and needs to be written last. Think of this section as a short sales presentation that tells the reader what you are doing, why and how you are doing it, why you are qualified, and what sets you apart in the marketplace.

Business concept: Describe the product and the market it will serve.

Financial features: Summarize information from financial statements and forms that document the viability of your business and its soundness as an investment.

Financial requirements: Indicate the cost of the entire project (investment and working capital) and how you plan to finance the business. This can include statements about prior investments made to build the business foundation.

Address the current state of your business and its history. Where are you currently in the process of forming or building your business? What steps have you taken to arrive at this moment?

Market: Describe how you will operate in the market and what your competitive advantages are. How will your business meet the needs of your consumer better or differently than other existing businesses? What is your 'secret sauce' that keeps bringing customers back to you?

Management: Include qualifying information about management and key personnel. If you will be hiring persons to supplement your knowledge of the market or consumer (IE someone that has helped to manage a similar business) you should clearly state these intentions.

Detail your road to success by projecting growth. Sum up your numbers here. Use your projections or existing sales data to tell a story to the read of HOW your business will strategically grow and sustain for the next 1 -3 years.

Financial Data

You will need to complete and attached to your final draft:

1. Personal financial statement
2. Three years of financial projections or statements
(profit and loss, balance sheet, statement of cash flows)
3. Break-even analysis

Supplemental Documentation to be attached to final draft:

- Resume or CV
- Industry studies
- Blueprints and plans
- Maps and photos of location
- Marketing materials
- Quotes or estimates
- Legal documents relevant to the business
- Letters of intent
- Lease agreements
- Contracting Plan

Small Business Contracting Plan

Know your Numbers

There are a lot of numbers and acronyms involved with the contracting process. A solicitation may require a few or all of the numbers listed below. Some numbers you will have to apply for (TIN) while others you will lookup (SIC) and others are assigned (CAGE).

| ID | Description | Your Number: |
|--------------------|--|--------------|
| TIN / EIN | Taxpayer Identification Number (TIN) aka Employer Identification Number (EIN). If you have not done so already, request by visiting irs.gov . It is free and easy. | |
| NAICS / SIC | North American Industrial Classification (NAICS) Standard Industry Classification (SIC) Buyers use the NAICS and SIC codes to search for potential vendors in a specific industry. Include these numbers in your company profiles when registering in vendor databases. naics.com / siccode.com | |
| PSC / FSC | Products and Services Codes Federal Supply Codes Look up the PSCs (also known as FSCs) that are associated with your products or services. everyspec.com/FSC-CODE/ | |
| D & B DUNS | Data Universal Numbering System (D&B D-U-N-S Number) | |
| CAGE / MPIN / TPIN | Commercial And Government Entity (CAGE) Marketing Personal Identification Number (MPIN) Trading Partner Identification Number (TPIN) These codes are generated when you register in the System for Award Management (SAM). The CAGE is primarily used by the Department of Defense. | |

Company Overview: Document your company overview so the details can be inserted into future proposals.

| Company Overview | |
|---|--|
| What is the legal name of your company? | |
| Do you have a DBA (Doing Business As) name? List your DBA name. | |
| Which state is your business registered in? | |
| What is the legal structure of your business? | |
| List the names and titles of the company's founders. | |
| Who are the owners and what is their percentage of ownership? | |
| Re-write your answers into a 3-6 sentence paragraph that can be easily copied and pasted into future documents: | |
| | |

Building a Business Resume:

This will help you show up in more search results because you are highlighting the adjectives, nouns, numbers and outcomes that may resonate with a buyer. You can also use these bullet points in your sales pitch.

Choose one of the past projects that your company has completed and describe what you did as if you were writing a resume. Use words such as saved, developed, reduced, increased, etc. to show your impact on the bottom line for the client. Use common industry or career descriptors such as janitorial services, building construction, child development, mental health services, etc. to identify keywords. For your first case study, select a client project that is similar to the types of contracts you are bidding on. For example, "we saved our client \$25,000 by training 50 employees how to use an upgraded software package."

| Business Resume | |
|--|-----------|
| Client name: | |
| City, State: | |
| Project Name: | |
| Duration: Start date: | End date: |
| Write bullets to describe what you did for this project. For example, a mental health service provider may say "Instilled employee confidence by facilitating weekly onsite group forum for grief counseling." | |
| <ul style="list-style-type: none">•••••• | |
| | |
| Client name: | |
| City, State: | |
| Project Name: | |
| Duration: Start date: | End date: |
| Write bullets to describe what you did for this project. For example, a mental health service provider may say "Instilled employee confidence by facilitating weekly onsite group forum for grief counseling." | |
| <ul style="list-style-type: none">•••••• | |

| | |
|---|-----------|
| | |
| Client name: | |
| City, State: | |
| Project Name: | |
| Duration: Start date: | End date: |
| Write bullets to describe what you did for this project. For example, a mental health service provider may say "Instilled employee confidence by facilitating weekly onsite group forum for grief counseling." <ul style="list-style-type: none">•••••• | |

Proposal Content: The bulk of your proposal explains what you do and how it is relevant to the buyer. An Invitation For Bid may contain a detailed description of what is needed and the buyer may just look to you to nod to say that you are ready and able. A Request For Proposal (RFP) or Quote (RFQ) may be broad and require that you describe how you will provide a solution in your own words. Use this exercise to streamline the proposal development by answering standard questions that may be requested in multiple bids.

Take a moment to brainstorm notes for the questions that are relevant to you. Use formal business writing to build content blocks for future bids. Edit, proofread and modify on an as needed basis. You want to remove any doubt that you are a risky business by creating a visual picture of your operational and technical capabilities. This section essentially describes how you will complete the work requested-- your Statement of Work. The objective is to have the content ready for when an opportunity presents itself. Update your Proposal Content file as you create content for proposals.

| General Statements of Work | |
|---|--|
| Write a narrative for each; 2-6 sentences. | |
| Where do you operate? List the city, state or country for all offices and factories. | |
| What type of insurance do you carry? Do you perform background checks? | |
| What environmental concerns do you need to address? How do you reduce your impact? How do you incorporate green business practices? | |
| What procedures are in place for business disruption (e.g. data storage, cloud computing, and back-up personnel)? | |
| Statements of Work for a Product | |
| Write a narrative for each; 2-6 sentences. | |
| Where are your suppliers located? What are the requirements for your suppliers? | |
| How do you assemble your products? What type of machinery and equipment | |

| | |
|---|--|
| is used? Is any of it proprietary? | |
| How do you inspect your products? What type of product sampling or testing is in place? | |
| What is your inventory control management process? | |
| How do you address monitoring your equipment for proper calibration? | |
| How do you reduce production errors or defects? What are your acceptance/rejection standards? | |

Supporting Documents: Assembling required documents could put a dent in your momentum when you are in the middle of submitting a bid. Get what you need ahead of time. If you are certified, then you may already have the information that a government or commercial buyer may request.

Place a checkmark next to each of the items you have or think you may need for the bidding process and for certification requirements. The asterisk column represents items that may only be requested for more involved contracts.

| Supporting Documents List | | | | | |
|---|------------------------------|--------------------------|--------------------------------------|--------------------------|-----------------------------|
| Check the boxes for the items that you have gathered. | | | | | |
| <input type="checkbox"/> | Buyer's Application | <input type="checkbox"/> | Tax returns | <input type="checkbox"/> | Franchise agreements |
| <input type="checkbox"/> | Resumes | <input type="checkbox"/> | Profit & Loss Statements | <input type="checkbox"/> | SBA Forms (912) |
| <input type="checkbox"/> | Business property | <input type="checkbox"/> | Cash Flow | <input type="checkbox"/> | Awarded contracts |
| <input type="checkbox"/> | Insurance Policies | <input type="checkbox"/> | Balance Sheets | <input type="checkbox"/> | List of suppliers |
| <input type="checkbox"/> | Business Licenses | <input type="checkbox"/> | Bank Routing Number | <input type="checkbox"/> | Subcontractors Info |
| <input type="checkbox"/> | Business Permits | <input type="checkbox"/> | Financial institution | <input type="checkbox"/> | Operations manual |
| <input type="checkbox"/> | Business filings | <input type="checkbox"/> | ABA routing number | <input type="checkbox"/> | Marketing Plan |
| <input type="checkbox"/> | Equipment records | <input type="checkbox"/> | Bank Address | <input type="checkbox"/> | Bonding / Surety |
| <input type="checkbox"/> | Other deeds | <input type="checkbox"/> | Remittance address | <input type="checkbox"/> | Guarantees |
| <input type="checkbox"/> | Key People Salaries | <input type="checkbox"/> | Ownership proof | <input type="checkbox"/> | Notarized affidavits |
| <input type="checkbox"/> | Vehicle registrations | <input type="checkbox"/> | Loan Agreements | <input type="checkbox"/> | Corp. or LLC Docs |
| <input type="checkbox"/> | Passport / Driver's License | <input type="checkbox"/> | Asset transfers | <input type="checkbox"/> | Partnership agreements |
| <input type="checkbox"/> | Personal financial statement | <input type="checkbox"/> | Bank authorization / signatory cards | <input type="checkbox"/> | Administrative Requirements |
| <input type="checkbox"/> | Other: | <input type="checkbox"/> | Other: | <input type="checkbox"/> | Other: |
| | | | | | |

One Sheeter: This is a fast way to provide essential company goal and focus information.

| |
|--|
| Business Summary: Use one sentence to describe your business; what sets you apart from your competitors? |
| |
| Problem Solved: What is the problem and what is the solution that you are providing to that problem? |
| |
| Who are your target customer groups and how do you describe them? |
| |
| Who are your founders and what are their qualifications? Who else is on your management team, what strengths do they bring to your team? |
| |
| Who has committed to your advisory board or board of directors? |
| |
| Who are your competitors and what are their strengths / weaknesses? |
| |
| What makes you better than your competitors? |
| |
| What makes your business outstanding? |
| |
| What are your company goals for the next 6 months, 1 year, 3 years? |
| |

Preparing to Bid:

An ideal contract to bid on is a combination of:

- 1.) Your desired target market
- 2.) Your workload capacity
- 3.) The project impact

You should identify and know what types of buyers you would like to work with, where they are located, and how they are viewed in their community.

You should know how much time you want to commit to a project and the level of intensity.

You should know how you want to feel after you complete the project and the impression you want to make on various stakeholders.

Your ideal bid is not always what you actually receive. A project that fits 100% of your requirements is rare, but if you know what your ultimate bid looks like, you will know which want ads to apply to.

| Your company's preferred role: | | | |
|--|---|--|---|
| Primary Contractor <input type="checkbox"/> | Subcontractor <input type="checkbox"/> | Either <input type="checkbox"/> | |
| What type of contracts will be a good fit for your company? | | | |
| Federal <input type="checkbox"/> | City <input type="checkbox"/> | Educational <input type="checkbox"/> | Private Small Company <input type="checkbox"/> |
| State <input type="checkbox"/> | Military <input type="checkbox"/> | Not for Profit <input type="checkbox"/> | Private Large Company <input type="checkbox"/> |
| County <input type="checkbox"/> | Corrections <input type="checkbox"/> | Unions <input type="checkbox"/> | Other <input type="checkbox"/> |
| How many employees do you want to work with? | | | |
| Less than 1,000 <input type="checkbox"/> | 1,000 – 5,000 <input type="checkbox"/> | 5,000 – 10,000 <input type="checkbox"/> | More than 10,000 <input type="checkbox"/> |
| Where do you want to fulfill the contract? How far will you travel? | | | |
| Local City <input type="checkbox"/> | Local State <input type="checkbox"/> | National <input type="checkbox"/> | International <input type="checkbox"/> |
| Would you prefer to work with businesses that seek out certified businesses? | | | |
| Yes <input type="checkbox"/> | No <input type="checkbox"/> | No preference <input type="checkbox"/> | |
| Are there types of contracts that are typical for your business model, but you would prefer not to focus on those types? Please explain. | | | |
| | | | |

Bidding IS Sales

Bidding on a contracts is a sales process. You will need to identify the person or business who sees the value in what your company has to offer. How do you hone in on what can make your target customer's job easier or more enjoyable. Then, how do you get their attention to ensure that they see your company as the solution to their problems.

Identify your Buyer

You should know which industry or company you want to work with.
Who are you selling to? Click or tap here to enter text.

Research companies that your desired buyer has awarded contracts to.
Find primary contractors who may have listed your desired buyer on their client list. Narrow your search by including keywords such as "industry" or product or service type.

Search for the phrase "past clients include [insert your main buyer's name]" + your industry
Obtain the individual buyer's name.

Locate the job title and/or name of the person who may hire you. If it is a large company, they may have a supplier diversity department. Smaller organizations may hire through their facilities or operations departments depending on what you are selling.

Go to Linked In.com and look for the Company Page of the companies you found in the last step. Look at the job title of the employees listed to see the ones that match what you are looking for. If it is a long list, perform an advance search and use keywords such as procurement or contracts.
Find the person's contact information.

Use your sales skills to determine the best way to reach out to a potential buyer/prime.
Search for their phone and email.

Know what the buyer wants

Large companies with a supplier program may post a FAQ section on their website. The ones we found unanimously had the same message: "tell us how you are different and what value you bring to the table." To better understand how a private company may assess your business, look at the evaluation section of a bid solicitation. It may list the expectations that the buyer looks for in general. Fortunately, by completing the steps in the GUIDED Sub-Contracting Plan™, you have contemplated your differentiators with your Capability Statement, SWOT, Business Resume, Fan Page, etc. so you are ready to share how you add value.

When seeking a contract with a corporation keep the following in mind:

- Research their needs to know why they should choose your company
- Follow their process which is usually posted on their website (register in their database, submit an application, send requested information, etc.)
- Know what makes your company a good fit within their company culture
- Create personal relationships with one of the company's representatives by attending their procurement outreach events such as pre-bid proposal meetings

Getting a contract is a fancy way to say a sale was made. When you find an opportunity that matches your company's skillset and capacity, you have to hone the sales strategies that have built your established business. Our guided approach will help you streamline the process to reduce the stress and time commitment; however, it is up to you to focus on the marketing and sales that is part of the ASK phase. Apply your selling skills to obtain higher value or more prestigious contracts.

GOVERNMENT SBSP - SMALL BUSINESS SUBCONTRACTING PLAN

**Are you planning to bid on FEDERAL GOVERNMENT contract?
If so you'll need to complete this SBSP for each bid.**

(Model Outline* – Template Revised 10/2020)

** This template is a **suggested** model for use when formulating a subcontracting plan pursuant to the requirements at FAR 52.219-9(d). While this model plan has been designed to be consistent with FAR 52.219-9, other formats may be acceptable. However, failure to include the essential information as set forth in this model may be cause for either a delay in acceptance or the rejection of an offer where the clause is applicable. Further, the use of this model is not intended to waive other requirements that may be applicable under FAR 52.219-9 or that may appear in the Government's solicitation. "SUBCONTRACT," as used in 52.219-9, **refers to your external company spend**, meaning any agreement (other than one involving an employer-employee relationship) entered into by a federal government prime contractor or subcontractor calling for supplies or services required for performance of the contract or subcontract.*

A Small Business Subcontracting Plan (SBSP or Plan) is desirable for all federal contracts and subcontracts and is REQUIRED for awards over \$700,000 total costs, inclusive of all budget years, in accordance with FAR 52.219-9 (Jan 2017).

The SBA approved categories include: small business (SB), veteran-owned small business (VOSB), service-disabled veteran-owned small business (SVOSB), Historically Underutilized Business Zones (HUBZone), small disadvantaged business (SDB) and women-owned small business (WOSB) entities (collectively, such eligible business will be referred to as "Small Businesses").

The goal of this requirement is to ensure that Small Businesses have the maximum practicable opportunity to participate in federal contract performance.

SUBCONTRACTING PLAN PERIOD:

to

Individual plans should cover the entire period of performance, and commercial plans should coincide with the company's fiscal year. In the event your company's fiscal year is for a period that will end before the contract periods of any federal contracts you hold which include the requirement to have a small business subcontracting plan, **you will be required to submit a new subcontracting plan for approval thirty (30) days prior to expiration of the existing subcontracting plan.** In the event an acceptable plan cannot be negotiated prior to expiration of the existing subcontracting plan, your contract(s) may be terminated.

DATE SUBMITTED: [Enter date submitted. If plan has been revised, enter revision date]

NAME OF PLANHOLDER:

SUBSIDIARIES INCLUDED: [Enter "None" or specific names of included subsidiaries]

ADDRESS:

ITEM/SERVICE TYPE: [Enter product/service type, not contract number, schedule, or SIN]

1. TYPE OF PLAN

Select only one of the following plan types (a or b), listing the total estimated dollar value of all planned subcontracting (to all types of business concerns, both **large and small**).

Per 13 CFR 125.3(a)(1)(iii), **the following categories should not be included in the total subcontracting spend base in #1, the proposed goals in #2, nor in the categories of spend listed in #3:**

- internally generated costs such as salaries and wages
- employee insurance or other employee benefits
- payments for petty cash
- depreciation or interest
- income taxes or property taxes
- lease payments
- bank fees; fines, claims, and dues

- Original Equipment Manufacturer relationships during warranty periods (negotiated up front with product)
- utilities such as electricity, water, sewer, and other services purchased from a municipality or solely authorized by the municipality to provide those services in a particular geographical region
- philanthropic contributions

*Utility companies may be eligible for additional exclusions unique to their industry, which may be approved by the contracting officer on a case-by-case basis.

a) Individual Plan (This Contract Only)

Contract Number or Solicitation Number:

Total value of projected subcontracts (both **large and small** businesses):

Base Period \$

5-Year Option \$

Total Contract Value (including options) \$

*Separate goals **must** be included for each option period.

b) Commercial Plan (select one of the following plan types):

Company-wide or **Division-wide**

Total value of projected subcontracts (both **large and small** businesses):

\$

Total projected sales (Subcontracts Represent % of Total Annual Sales):

\$

State separate dollar and percentage goals, expressed in terms of **percentages of the total available subcontracting dollars** listed in the previous section in #1.

Commercial plans must complete 2a below with 1-year goals, and individual plans must complete 2b below with two separate 5-year goals. Round percentage goals to one decimal place (X.x%).

Complete only 2a OR 2b, as applicable.

2a. GOALS FOR COMMERCIAL PLANS (1-Year Goals)

- a) Total estimated dollar value and percent of planned subcontracting with **small businesses (SB)** (including ANCs and Indian tribes), veteran-owned small, service-disabled veteran-owned small, HUBZone small, small disadvantaged (including ANCs and Indian tribes), and women-owned small business concerns:

\$ _____ and %

- b) Total estimated dollar value and percent of planned subcontracting with **veteran-owned small businesses (VO)**:
 \$ _____ and %
- c) Total estimated dollar value and percent of planned subcontracting with **service-disabled veteran-owned small businesses (SDVO)** (Note: This is a subset of veteran-owned):
 \$ _____ and %
- d) Total estimated dollar value and percent of planned subcontracting with **small disadvantaged businesses (SDB)** (including ANCs and Indian tribes):
 \$ _____ and %
- e) Total estimated dollar value and percent of planned subcontracting with **women-owned small businesses (WO)**:
 \$ _____ and %
- f) Total estimated dollar value and percent of planned subcontracting **with HUBZone small businesses (HUB)**:
 \$ _____ and %

2b. GOALS FOR INDIVIDUAL PLANS (Two, Five-Year Goals)

- a) Total estimated dollar value and percent of planned subcontracting with **small businesses (SB)** (including ANCs and Indian tribes), veteran-owned small, service-disabled veteran-owned small, HUBZone small, small disadvantaged (including ANCs and Indian tribes), and women-owned small business concerns:
 Base (5-years): \$ _____ & %
 & 5-Year Option: \$ _____ & %
- b) Total estimated dollar value and percent of planned subcontracting with **veteran-owned small businesses (VO)**:
 Base (5-years): \$ _____ & %
 & 5-Year Option: \$ _____ & %
- c) Total estimated dollar value and percent of planned subcontracting with **service-disabled veteran-owned small businesses (SDVO)** (Note: This is a subset of veteran-owned):
 Base (5-years): \$ _____ & %
 & 5-Year Option: \$ _____ & %

- d) Total estimated dollar value and percent of planned subcontracting with **small disadvantaged businesses (SDB)** (including ANCs and Indian tribes):
 Base (5-years): \$ _____ & %
 & 5-Year Option: \$ _____ %
- e) Total estimated dollar value and percent of planned subcontracting with **women-owned small businesses (WO)**:
 Base (5-years): \$ _____ & %
 & 5-Year Option: \$ _____ & %
- f) Total estimated dollar value and percent of planned subcontracting **with HUBZone small businesses (HUB)**:
 Base (5-years): \$ _____ & %
 & 5-Year Option: \$ _____ & %

3. PRODUCTS AND/OR SERVICES

The types of products and/or services to be subcontracted are:

LB (Large Business):

SB (Small Business):

VO (Veteran Owned):

SDVO (Service Disabled Veteran Owned):

SDB (Small Disadvantaged Business):

WO (Woman Owned):

HUB (Historically Underutilized Business):

4. GOAL DEVELOPMENT

The following method was used in developing the subcontracting goals:

5. IDENTIFYING POTENTIAL SOURCES

The following methods were used to identify potential sources for solicitation purposes (See FAR 52.219-9(d)(5) for examples of methods that may be used.):

6. INDIRECT COSTS

Indirect costs have have not been included in the dollar and percentage subcontracting goals stated above. (Check one.)

If "have been" is checked (and you are proposing an individual plan), explain the method used in determining the proportionate share of indirect costs to be incurred with small business (including Alaska Native Corporations and Indian tribes), veteran-owned small business, service-

disabled veteran-owned small business, small disadvantaged business (including ANCs and Indian tribes), women-owned small business, and HUBZone small business concerns. *Note: Commercial planholders who choose to include indirect costs will not need to provide the aforementioned explanation because the costs will be applied at 100%.*

Click or tap here to enter text.

7. PROGRAM ADMINISTRATOR

The following individual will administer the subcontracting program:

NAME:

TITLE:

ADDRESS:

TELEPHONE:

E-MAIL:

This individual's specific duties, as they relate to the firm's subcontracting program, are as follows:

8. EQUITABLE OPPORTUNITY

The following good faith efforts (internal and external) will be taken to assure that small business, veteran-owned small business, service-disabled veteran-owned small business, small disadvantaged business, women-owned small business, and HUBZone small business concerns will have an equitable opportunity to compete for subcontracts:

9. FLOW-DOWN CLAUSE

The offeror agrees that the FAR clause of this contract entitled "Utilization of Small Business Concerns" (52.219-8) will be included in all subcontracts that offer further subcontracting opportunities, and that the Offeror will require all subcontractors (except small business concerns) that receive subcontracts in excess of the applicable threshold specified in FAR 19.702(a) on the date of subcontract award, with further subcontracting possibilities to adopt a subcontracting plan that complies with the requirements of FAR clause 52.219-9 Small Business Subcontracting Plan.

NOTE: See exceptions listed in FAR 52.219-9(j).

10. REPORTING & COOPERATION

The offeror agrees to

- (i) Cooperate in any studies or surveys as may be required;
- (ii) Submit periodic reports so that the Government can determine the extent of compliance by the offeror with the subcontracting plan;
- (iii) After November 30, 2017, include subcontracting data for each order when reporting subcontracting achievements for indefinite-delivery, indefinite-quantity contracts with individual subcontracting plans where the contract is intended for use by multiple agencies;

(iv) Submit the Individual Subcontract Report (ISR) and/or the Summary Subcontract Report (SSR), in accordance with paragraph (I) of FAR 52.219-9 using the Electronic Subcontracting Reporting System (eSRS) at <http://www.esrs.gov>. The reports shall provide information on subcontract awards to small business concerns (including ANCs and Indian tribes that are not small businesses), veteran-owned small business concerns, service-disabled veteran-owned small business concerns, HUBZone small business concerns, small disadvantaged business concerns (including ANCs and Indian tribes that have not been certified by SBA as small disadvantaged businesses), women-owned small business concerns, and for NASA only, Historically Black Colleges and Universities and Minority Institutions. Reporting shall be in accordance with 52.219-9, or as provided in agency regulations;

(v) Ensure that its subcontractors with subcontracting plans agree to submit the ISR and/or the SSR using eSRS;

(vi) Provide its prime contract number, its unique identity identifier, and the e-mail address of the Offeror's official responsible for acknowledging receipt of or rejecting the ISRs, to all first-tier subcontractors with subcontracting plans so they can enter this information into the eSRS when submitting their ISRs; and

(vii) Require that each subcontractor with a subcontracting plan provide the prime contract number, its own unique identity identifier, and the e-mail address of the subcontractor's official responsible for acknowledging receipt of or rejecting the ISRs, to its subcontractors with subcontracting plans.

11. RECORDKEEPING

The following is a description of the types of records that will be maintained concerning procedures that have been adopted to comply with the requirements and goals in the plan, including establishing source lists; and a description of the offeror's efforts to locate small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns and award subcontracts to them. The records shall include at least the following (on a plant-wide or company-wide basis, unless otherwise indicated):

- (i) Source lists (e.g., SAM), guides, and other data that identify small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns.
- (ii) Organizations contacted in an attempt to locate sources that are small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, or women-owned small business concerns.

- (iii) Records on each subcontract solicitation resulting in an award of more than the simplified acquisition threshold, as defined in FAR 2.101 on the date of subcontract award, indicating—
 - (A) Whether small business concerns were solicited and, if not, why not;
 - (B) Whether veteran-owned small business concerns were solicited and, if not, why not;
 - (C) Whether service-disabled veteran-owned small business concerns were solicited and, if not, why not;
 - (D) Whether HUBZone small business concerns were solicited and, if not, why not;
 - (E) Whether small disadvantaged business concerns were solicited and, if not, why not;
 - (F) Whether women-owned small business concerns were solicited and, if not, why not; and
 - (G) If applicable, the reason award was not made to a small business concern.
- (iv) Records of any outreach efforts to contact—
 - (A) Trade associations;
 - (B) Business development organizations;
 - (C) Conferences and trade fairs to locate small, HUBZone small, small disadvantaged, service-disabled veteran-owned, and women-owned small business sources; and
 - (D) Veterans service organizations.
- (v) Records of internal guidance and encouragement provided to buyers through—
 - (A) Workshops, seminars, training, etc.; and
 - (B) Monitoring performance to evaluate compliance with the program's requirements.
- (vi) On a contract-by-contract basis, records to support award data submitted by the offeror to the Government, including the name, address, and business size of each subcontractor. Contractors having commercial plans need not comply with this requirement.

12 & 13. UTILIZATION OF SMALL BUSINESS CONCERNS USED IN BID/PROPOSAL

12. The offeror agrees to make a good faith effort to acquire articles, equipment, supplies, services, or materials, or obtain the performance of construction work from the small business concerns that it used in preparing the bid or proposal, in the same or greater scope, amount, and quality used in preparing and submitting the bid or proposal. Responding to a request for a quote does not constitute use in preparing a bid or proposal. The Offeror used a small business concern in preparing the bid or proposal if—

- (i) The Offeror identifies the small business concern as a subcontractor in the bid or proposal or associated small business subcontracting plan, to furnish certain supplies or perform a portion of the subcontract; or
- (ii) The Offeror used the small business concern's pricing or cost information or technical expertise in preparing the bid or proposal, where there is written evidence of an intent

or understanding that the small business concern will be awarded a subcontract for the related work if the Offeror is awarded the contract.

13. The Contractor agrees to provide the Contracting Officer with a written explanation if the Contractor fails to acquire articles, equipment, supplies, services or materials or obtain the performance of construction work as described in (12) above. This written explanation must be submitted to the Contracting Officer within 30 days of contract completion.

14. SUBCONTRACTOR DISCUSSIONS WITH CO

The Contractor agrees not to prohibit a subcontractor from discussing with the Contracting Officer any material matter pertaining to payment to or utilization of a subcontractor.

15. PROMPT PAYMENT OF SMALL BUSINESS SUBCONTRACTORS

The Contractor agrees to pay its small business subcontractors on time and in accordance with the terms and conditions of the underlying subcontract and notify the contracting officer when the prime contractor makes either a reduced or an untimely payment to a small business subcontractor (see FAR 52.242-5).

Signed: _____

Date Signed: _____

Typed Name:

Title:

Plan Approval Signature (Government Official):

Typed Name of Government Approver

Date Approved

Resources for documents and for further research:

VA Office of Procurement, Acquisition and Logistics (OPAL):

<https://www.va.gov/opal/nac/fss/sbsp.asp>

Guided Business Plan™ Books + E-Workbooks Packaged Training Content:

<https://guidedplans.com/>