



# **5 Step Guide To Increasing Sales to Government Agencies**

~~~

## **An Introduction to Business Development for the Federal Government Market**

**Gloria Berthold Larkin, Instructor**

President of TargetGov

[www.targetgov.com](http://www.targetgov.com)

866-579-1346

For more information visit [www.TargetGov.com](http://www.TargetGov.com) or call toll-free 1-866-579-1346.  
Look for our complimentary tools, teleconferences and resources.

Sign up for our free bi-weekly newsletter full of information about the  
business of successful government contracting.

## **Step 1**

### **Identify the Benefits of Doing Business With Your Company**

#### ***What is Your Differentiation Strategy?***

Doing business with the government is competitive. From many perspectives. As a contractor you have the burden of dealing with this competitive market and rising above the other contractors. Many companies who are trying to increase sales to the government market do not have a clear value statement detailing what makes them different from their competitors. A succinct, clear statement that relates to the specific needs of the agency is what will help the procurement and purchasing people, the program managers and end users understand why they should pick you over other competitors.

What is it about your company that best suits the needs of one agency over another? What is it about your services that makes you stand out from the rest? What is it about your people that give you the advantage over your competitors? Why are your products better solutions than the others that are available? If you cannot clearly state these benefits then how could the people making purchasing decisions make a clear recommendation for your company over one of your competitors?

Many companies fail to take this first step. And they wonder why they are missing out on contracts.

#### ***What are your Core Competencies?***

This is NOT everything you can do, but the core expertise of your firm, specifically related to the agency you are targeting, its mission and identified opportunities. You should write it as a short introduction statement relating the company's core competencies to the agency's specific needs followed by key-word heavy bullet points.

#### ***What is your Past Performance?***

List past customers for whom you have done *similar* work that the agency or prime contractor is looking to provide. Prioritize by related agency, to all federal to other government to commercial contracts. If the past project do not relate to the targeted agency's needs, do not list it.

Ideally, have specific contact information available for immediate references. Include name, title, email, phone. Use this information when meeting with decision-makers.

## Step 2

### Target the Agencies Who Are Buying Your Services and Products.

#### Where do you go to identify the agency budgets and what they are buying?

You can use the Office of Management's web site at [www.omb.gov](http://www.omb.gov) or go to the individual agency's web site and search for budget numbers. It is a good idea to research past expenditures as well as current budgets to get a better understanding of the trends for that agency.

Of course you do want to be receiving the notices of bids and contracts through FedBizOpps as well so you are aware of what is happening on **“the radar screen.”**

Angela Styles, former Administrator for Federal Procurement Policy within the Office of Management and Budget (OMB) at the White House was recently quoted as saying that **60% of federal procurement opportunities never go through FedBizOpps.**

Doesn't everything over \$25,000 have to go through FedBizOpps? The short answer is no. And according to Ms. Styles, billions of dollars in contracts are awarded every year because the companies that win those contracts know how to use the system, make the contacts and build the relationships that are necessary to doing business legally.

#### Find the Specific Offices in Your Targeted Agencies That are Most Likely to Purchase Your Products and Services

1. Do you want to target the agencies that are **geographically convenient** to you?  
Ex: Do you have service, shipping or delivery issues that demand a local presence to your customers?
2. Can you effectively offer **regional or national coverage**?
3. If your market is nation-wide, now is the time to **prioritize** the agencies and offices to target.
4. What **purchasing vehicles** are appropriate for the specific agency and contracts?
5. Could your prospects also include **prime contractors**?

## Step 3

### **Identify the Specific PEOPLE in Those Targeted Offices and Build the Relationships That Are Critical to Your Success**

Because they are your best connections to getting the business you want. They are THE KEY to your success. Finding the right people and taking the time and effort to building solid relationships will guarantee your long-term success.

**You know that finding the agencies, program managers and end-users who buy what you sell is one of the most difficult aspects of government sales.** And yet it is one of the most important because finding the people who buy your product or service is the most critical step in a successful targeted marketing and sales program.

Within the agency, thousands of program managers, program professionals, operating supervisors, engineers, and scientists participate in deciding what to purchase and from whom. **These are the end-users you want to take the time to introduce yourself to.**

The more specific a product/service is, the easier it is to pinpoint potential customers. **Firefighting equipment**, for example, is specific. Thousands of firefighting agencies nationwide buy this equipment, and it doesn't take long to figure out which agencies in your area are involved in firefighting.

However, it would not make sense to try and sell this equipment to people who are responsible for purchasing telephones or computers. **But this is what many unsuccessful companies do regularly – they try to market themselves to people who will never buy what they sell.**

**The point is to identify both the end-users and the people involved in the actual procurement process.** Market your abilities, solutions and products to the end-users so that they recommend your products and service specifications to the procurement personnel, so that yours is the company the bid “was written for.”

Usually if you were selling in the private sector, you would not think about your **competition at this point.** But that is another major difference with government sales – your competitor may actually become a great source of business or even a sub-contractor when you need one. So it is important that while you are identifying your best prospects at the **government agencies and prime contractors**, you also want to have accurate information and good relationships with your competitors as well.

## **Step 4**

### **Market Aggressively**

Now that you know how to identify your target market, you can determine the processes you want to use as a marketing and sales campaign. Are you focusing on 10 or 100 agencies or offices? Once you know what materials you will need and the processes planned such as in-person meetings, emails and phone calls, you will have the basic information needed to plan a realistic campaign and the related budgets.

Remember to consider these options:

**Web site** (this is the #1 research tool end-users and contracting offices use)

Does it fully list your certifications, contracting vehicles, benefits, advantages, etc?

**All web-related marketing: search engines, etc.**

Collateral materials

Brochures

Business cards

Sales sheets

Line cards

CD's

Audio/video tools

Prospects and sales management software

Contact management software

Email process to satisfy CAN-SPAM laws

Fax processes (remember to get permission first)

Sales Training

Buying cycles

**Conferences and Networking events**

**Association memberships**

Sponsorships

TV or radio advertising

Personnel issues (who is going to do what)

Timeline (what is a reasonable timeline from beginning contact to contract?)

## Step 5 Avoid These Mistakes

1. **Don't try to market to every federal agency** that MAY be a potential customer. Instead, target your market to the top 5 or 10 agencies.
2. **Don't bid on every contract.** Pick and choose those that you can effectively manage. Companies have gone out of business "winning" contracts they cannot perform.
3. **Do not try to be all things to all people.** If you go outside your core competency be prepared to lose focus and confuse your buyers and program managers.
4. **Do not rely on electronic communications 100% of the time.** It is impossible to give a warm handshake in an email. The people you want to do business with want to get to know you. Personally.
5. **Pay attention to the associations and organizations** in which your market participates. Become a member. Be seen where they are seen. Do everything you can to build relationships.
6. **Make absolutely positive that your web site is 100% government contact and contract-friendly.** Government procurement personnel, program managers and end users should be able to see that you are ready to do business on their terms right from the home page. And it goes without saying – your email should reflect your web site, never use a free or non-professional domain name. You may have a multimillion-dollar company, but if you are using something like doug123@yahoo.com or anything@aol.com, you will be perceived as a non-professional.
7. **Realize that turnover in government procurement exceeds 40% a year.** The people you knew last year may not be there this year. You have to maintain regular contact and take the time to build new relationships when needed.
8. **Go out of your way to make their job as easy as possible.** Do your research and be totally prepared at each point of contact – claiming ignorance is a huge turnoff to doing business.
9. **It takes time.** You may be lucky enough to pick some low hanging fruit, but don't bet the farm on it. Plan for a 12 to 18 or even 24-month cycle.
10. **Pleasant persistence pays.** Be in touch regularly. Take the time to touch base. If you don't your competition will.

**Build Valuable Relationships Through  
Persistence + Persistence + Persistence  
+ Targeted Market  
= Increased Sales to Your Targeted Market**

# Industry Lingo -- Glossary

## The **TargetGov** Glossary of Government Contracting Terms

### **8(a) Program**

The Program was created in 1974 to help minority and other small disadvantaged businesses (SDBs) to grow through a program of federal contracting preferences and set-asides. Through the 8(a) Program, eligible firms can be awarded government contracts on a sole-source, non-competitive basis. The program is named for the section of the Small Business Act that authorizes its policies and procedures.

### **Accounting**

The recording, classifying, summarizing and interpreting in a significant manner and in terms of money, transactions and events of a financial character.

### **Acquisition**

The acquiring of supplies or services by the federal government with appropriated funds through purchase or lease.

### **Affiliates**

Business concerns, organizations, or individuals that control each other or that are

### **Auction**

A public sale of goods to the highest bidder.

### **Best and Final Offer**

For negotiated procurements, a contractor's final offer following the conclusion of discussions.

### **Business Information Centers (BICs)**

One-stop locations for information, education, and training designed to help entrepreneurs start, operate, and grow their businesses. The centers provide free on-site counseling, training courses, and workshops and have resources for addressing a broad variety of business startup and development issues.

### **Businesses**

Businesses are companies, individuals, or partnerships organized for profit, including small businesses as defined by the SBA.

### **Catalog of Federal Domestic Assistance (CFDA):**

The Catalog of Federal Domestic Assistance (CFDA) Program is a database maintained by the General Services Administration that classifies all federal programs that provide funding to local government agencies, private institutions, and individuals. Each program is assigned a number and name. See the CFDA website for more information.

**CAGE Code**

The Commercial And Government Entity, CAGE code, is a five-character ID number that identifies government contractors. Although originated by the Department of Defense, CAGE codes are now also used by the Department of Transportation and NASA, among other federal government agencies.

**Capability Statement**

A one or two page document summarizing a company's background, certifications, experience, capabilities, expertise, past performance and pertinent codes such as DUNS, CAGE, etc.

**Center for Veterans Enterprise (CVE)**

OSDBU office within the VA tasked with assisting VOBs and SDVOBs to find government contracts.

**Central Contractor Registration (CCR)**

CCR is the primary vendor database for the U.S. Federal Government. Every company wishing to do business with the federal government MUST be registered in CCR. The CCR validates stores and disseminates data in support of agency acquisition missions. Both current and potential government vendors are required to register in CCR in order to do be awarded contracts and paid by the government. It is a "virtual" one-stop procurement shop. The database offers an electronic search engine for contracting officers and serves as a marketing tool for small businesses that register with the system. It contains the profiles of thousands of small firms. [www.ccr.gov](http://www.ccr.gov)

**Certificate of Competency**

A certificate issued by the Small Business Administration (SBA) stating that the holder is "responsible" (in terms of capability, competency, capacity, credit, integrity, perseverance, and tenacity) for the purpose of receiving and performing a specific government contract.

**Certified 8(a) Firm**

A firm owned and operated by socially and economically disadvantaged individuals and eligible to receive federal contracts under the Small Business Administration's 8(a) Business Development Program.

**Civil Functions**

Functions primarily associated with the Civil Works program of the Army Corps of Engineers. This program encompasses planning, programming, designing, constructing, and operating Federal Water resource projects for navigation, flood control, hydroelectric power production, water supply, recreation, and related activities. Also included are cemeterial work and conservation management.

**Commercial Marketing Representative (CMR)**

If you'd rather be a sub-contractor on government contracts, these are the people to talk to. They work with large prime contractors and help them find subcontractors.

**Competition Category:**

There are five data fields in FPDS that are useful for assessing the level of competition of a contract: the Extent Competed, Reason Not Competed, Number of Offers Received, Statutory Exception to Fair Opportunity, and Type of Set Aside. FedSpending.org has combined information from all five of these fields into one overall summation of the amount of competition for each transaction, called the competition category. More specific "transactions" are summed by these new competition categories in various tables.

**Contract**

A mutually binding legal relationship obligating the seller to furnish supplies or services (including construction) and the buyer to pay for them.

**Contracting**

Purchasing, renting, leasing, or otherwise obtaining supplies or services from nonfederal sources. Contracting includes the description of supplies and services required, the selection and solicitation of sources, the preparation and award of contracts, and all phases of contract administration. It does not include grants or cooperative agreements.

**Contracting Officer**

A person with the authority to enter into, administer, and/or terminate contracts and make related determinations and findings.

**Contractor Team Arrangement**

An arrangement in which (a) two or more companies form a partnership or joint venture to act as potential prime contractor; or (b) an agreement by a potential prime contractor with one or more other companies to have them act as its subcontractors under a specified government contract or acquisition program.

**Defense Acquisition Regulatory Council (DARC)**

A group composed of representatives from each Military department, the Defense Logistics Agency, and the National Aeronautics and Space Administration and that is in charge of the Federal Acquisition Regulation (FAR) on a joint basis with the Civilian Agency Acquisition Council (CAAC).

**Defense Contract Audit Agency (DCAA)**

Responsible for performing all contract audits for the Department of Defense, and providing accounting and Financial advisory services regarding contracts and subcontracts to all DoD Components responsible for procurement and contract administration.

**Defense Contractor**

Any person who enters into a contract with the United States for the production of material or for the performance of services for the national defense.

**Disabled Veteran-owned Business Enterprise (DVBE)**

A small business that is at least 51% owned and controlled by a service-disabled veteran of the military. The service-connected disability can be 0% compensation. See SDVOB for Service-Disabled Veteran Owned Business.

**Data Universal Numbering System (DUNS)**

The Data Universal Numbering System (DUNS) number is a unique nine-character identification number provided to entities interested in contracting with the federal government. The numbers are distributed by the private company Dun & Bradstreet (D&B). Companies interested in contracting with the government must have a different 9-digit D-U-N-S number for each physical location and different address in the company, as well as each legally distinct division that may be co-housed at the same address or location. Contact Dun and Bradstreet for more information. You do NOT have to pay for a DUNS number as a government contractor.

**Educational and Nonprofit Institutions**

Any corporation, foundation, trust, or institution operating on a not-for-profit basis. Included are educational and scientific institutions, hospitals of a nonprofit nature, and state, local, and other non-Federal government agencies.

**Electronic Data Interchange**

Transmission of information between computers using highly standardized electronic versions of common business documents.

**Emerging Small Business**

A small business concern whose size is no greater than 50 percent of the numerical size standard applicable to the Standard Industrial Classification code assigned to a contracting opportunity.

**End-user**

See Program Manager.

**Equity**

An accounting term used to describe the net investment of owners or stockholders in a business. Under the accounting equation, equity also represents the result of assets less liabilities.

**Fair and Reasonable Price**

A price that is fair to both parties, considering the agreed-upon conditions, promised quality, and timeliness of contract performance. "Fair and reasonable" price is subject to statutory and regulatory limitations.

**FedBizOpps**

[www.FedBizOpps.gov](http://www.FedBizOpps.gov) is the single government point of entry for Federal government procurement opportunities over \$25,000. Government buyers are able to publicize their business opportunities by posting information directly to FedBizOpps via the Internet.

**Federal Acquisition Regulation (FAR)**

The body of regulations, which is the primary source of authority governing the government procurement process. The FAR, which is published as Chapter 1 of Title 48 of the Code of Federal Regulations, is prepared, issued, and maintained under the joint auspices of the Secretary of Defense, the Administrator of General Services Administration, and the Administrator of the National Aeronautics and Space Administration. Actual responsibility for maintenance and revision of the FAR is vested jointly in the Defense Acquisition Regulatory Council (DARC) and the Civilian Agency Acquisition Council (CAAC).

**Federal Acquisition Regulation Council**

Governing body that ultimately makes FAR interpretations and rulings.

**Federal Fiscal Year**

The federal government operates on a fiscal year that begins on October 1 and ends the following September 30. Fiscal years are notated with FYXXXX or FYXX. The year notates the calendar year when the fiscal year will end. For example, fiscal year 2007 (FY07) runs from October 1, 2006 through September 30, 2007.

**Federal Procurement Data Center (FPDC or FPDS)**

Part of the U.S. General Services Administration, operates and maintains the Federal Procurement Data System (FPDS). The FPDS is the central repository of statistical information on Federal contracting. The system contains detailed information on contract actions over \$25,000 and summary data on procurements of less than \$25,000.

<https://www.fpds.gov/>

**Federal Supply Service (FSS)**

The FSS provides federal customers with the products, services, and programs to meet their supply, service, procurement, vehicle purchasing and leasing, travel and transportation, and personal property management requirements. FSS is one of GSA's three Services. It provides a source for virtually every commercial product or service an agency might need.

**Full and Open Competition**

With respect to a contract action, "full and open" competition means that all responsible sources are permitted to compete.

**Formula grant**

Allocations of money to States or their subdivisions in accordance with distribution formulas prescribed by law or administrative regulation, for activities of a continuing nature not confined to a specific project. (Examples of formula grant programs)

**General Services Administration (GSA)**

The GSA is a centralized federal procurement and property management agency created by Congress to improve government efficiency and help federal agencies better serve the public. It acquires, on behalf of federal agencies, office space, equipment, telecommunications, information technology, supplies and services. GSA is comprised of 4,000 associates and provides services and solutions for the office operations of over 1 million federal workers located in more than 8,000 government-owned and leased buildings in 2,000 US communities.

**Government Impact (Credit) Card**

Federal government credit card that cardholders may use to make purchases up to \$2,500.

**Governmentwide Acquisition Contracts (GWACs)**

GWACs are defined in the Federal Acquisition Regulation (FAR) as task orders or delivery order contracts for information technology (IT) established by one agency for governmentwide use.

**Government Agency**

When the contractor is a Federal/State/Local government agency of the United States and outlying areas (educational institutions are excluded).

**Grant**

An award of financial assistance in the form of money, or property in lieu of money, by a funding agency. The grant is usually advertised through an RFA. The grantee is required to account for spending the money in the manner specified by the grantor. A federal grant is also an authorized expenditure to a non-federal entity for a defined public or private purpose in which services are not rendered to the federal government. This classification of spending comes in two types - "formula grants" and "project grants."

**Grant Recipient**

Any non-federal entity, usually a state or local government, or a private, usually non-profit organization, such as an educational or religious institution, a relief agency, or an individual.

**GSA Schedule**

A GSA schedule is an unfunded, long-term contract that lists the prices the federal government has agreed to pay for a product or service provider's commercial goods and services. There are 62 categories of products and services from which GSA buys; those are known as "Schedules".

**Historically Underutilized Business Zone (HUBZone)**

The HUBZone Empowerment Contracting program provides federal contracting opportunities for qualified small businesses located in distressed areas.

**Indefinite Delivery Indefinite Quantity (IDIQ) Contracts**

Also known as multiple award Indefinite Delivery Indefinite Quantity (IDIQ) task order contracts provides a broad range of IT support services and resources for administrative, research, development and operational activities.

**Invitation For Bid (IFB)**

An IFB is the method used for the sealed bid process. Typically, an IFB includes a description of the product or service to be acquired, instructions for preparing a bid, the conditions for purchase, packaging, delivery, shipping and payment, contract clauses to be included and the deadline for submitting bids

**Intermediary Organization**

Organizations that play a fundamental role in encouraging, promoting, and facilitating business-to-business linkages and mentor-protégé partnerships. These can include both nonprofit and for-profit organizations: chambers of commerce; trade associations; local, civic, and community groups; state and local governments; academic institutions; and private corporations.

**Intragovernmental Order**

Orders written by a Military Department or Defense Agency purchasing office requesting that a non-Defense Federal Agency furnish supplies or services from its stocks, in-house manufacturing facilities, or contracts.

**Interagency Order**

Includes Intragovernmental and Federal Supply Schedule orders written by a Military Department or Defense Agency purchasing office.

**Joint Venture**

In the SBA Mentor-Protégé Program, an agreement between a certified 8(a) firm and a mentor firm to perform a specific federal contract. Joint ventures are also legal entities that have been formed to group individual companies together to perform on a contract.

**Location of Work**

The place where an item is to be manufactured, assembled, or otherwise supplied by the prime contractor; the place where the service is to be performed; or the site of a construction project.

**Mentor**

A business, usually large, or other organization that has created a specialized program to advance strategic relationships with small businesses.

**Military/Eligible Reservist**

A member of a reserve component of the Armed Forces ordered to active duty during a period of military conflict.

**Military Functions**

Activities normally associated with the support of the Uniformed Services.

**Negotiation**

Contracting through the use of either competitive or other-than-competitive proposals and discussions. Any contract awarded without using sealed bidding procedures is a negotiated contract.

**Net Value**

The net amount of debit and credit procurement actions recorded during the period.

**North American Industry Classification Code (NAICS code)**

The NAICS (pronounced Nakes) is a unique, all-new system for classifying business establishments. Adopted in 1997 to replace the old Standard Industrial Classification (SIC) system, it is the industry classification system used by the statistical agencies of the United States. The NAICS codes are used as a categorization system within contracting data to give a higher level of detail about the type of economic or industrial output being done under a contract. These codes were created jointly by the United States, Canada, and Mexico, and are assigned by the federal government according to the NAICS.

**Office of Small and Disadvantaged Business Utilization (OSDBU)**

Office at all federal agencies that serve as small business advocates within the agency.

**One-Stop Capital Shops**

OSCSs are the SBA's contribution to the Empowerment Zones/Enterprise Communities Program, an interagency initiative that provides resources to economically distressed communities. The shops provide a full range of SBA lending and technical assistance programs.

**Partnering**

A mutually beneficial business-to-business relationship based on trust and commitment and that enhances the capabilities of both parties.

**Period of Military Conflict**

A period of war or national emergency declared by the Congress or the President or a period of a contingency operations.

**Place of Performance and Contractor/Recipient Locations**

The Place of Performance shows the geographic area where the majority of the work was done under the award or contract. The Place of Performance location is not necessarily the same as the address of the contractor/recipient.

**Price Competition**

Two or more bids or offers were received under formal advertising or negotiated methods of procurement and award was made to the lowest responsive and responsible bidder or offeror.

**Prime Contract**

A contract awarded directly by the Federal government.

**Prime Contract Award**

A legally binding agreement executed by a Department or an Agency to obtain supplies or services.

**Procurement Action**

An action involving the obligation or de-obligation of funds which officially awards or changes a prime contract. This may include the award of a new prime contract, a debit or credit change to an existing prime contract, or an order written against an indefinite delivery-type contract or basic ordering agreement.

**Procurement Center Representative (PCR)**

These people are employees of the Small Business Administration (SBA) and are assigned to larger government buying offices.

**Procurement Technical Assistance Office (PTAC)**

The PTAC mission is to generate employment and improve the general economy of its geographic area. The PTAC will assist businesses seeking to do business with the Department of Defense (DoD), and State and local governments.

**Program Manager**

The Program Manager is usually not involved in contracting, but they are typically the “end-user”. They are the people who use your products or services in the process of doing their job. They are the scientists, technical staff, commissary staff, first-responders and any and all people involved in pursuing the agency’s mission. While they do not buy the products and services they do influence the specifications and choices. You do want to get to know your key “end-users”.

**Project Grants**

The funding, for fixed or known periods, of specific projects. Project grants can include fellowships, scholarships, research grants, training grants, traineeships, experimental and demonstration grants, evaluation grants, planning grants, technical assistance grants, survey grants, and construction grants. (Examples of project grant programs)

**Protégé**

A firm in a developmental stage that aspires to increasing its capabilities through a mutually beneficial business-to-business relationship.

### **Public Law 10650 (PL 106-50)**

Also know the Veterans Entrepreneurship Act, a federal law passed in 1999 that sets as a goal that 3% of the value of all federal contracts and subcontracts shall be awarded to service-disabled, veteran-owned small businesses. This law also created the Veterans Corporation.

### **Public Law 108-183 (PL 108-183)**

The Veterans Benefit Act of 2003, signed by President Bush December 16, 2003. The new Public Law enables SDVOBs to receive sole source and restricted competition contracts for goods and services used by the US government. Congress enacted this statute after data collected from more than 60 federal departments and agencies over a period of three years showed that half of them reported no procurement dollars expanded with SDVOB companies.

### **Qualified Borrower**

An individual who is an eligible reservist and who has an outstanding direct 7(a) loan or a 7(b) disaster assistance loan which he or she received before being ordered to active duty; or a small business that has an outstanding direct 7(a) loan or a 7(b) disaster assistance loan which he or she received before becoming an eligible reservist who is an essential employee and who has been ordered to active duty.

### **Request for Application (RFA)**

It is a formal announcement of an opportunity to apply for a grant. An RFA specifies the requirements for applying for the grant. RFAs are issued by governments and foundations.

### **Request for Proposal (RFP)**

A document outlining a government agency's requirements and the criteria for the evaluation of offers. When the value of a government contract exceeds \$100,000 and when it necessitates a highly technical product or service, the government may issue a Request for Proposal (RFP). In a typical RFP, the government will request a product or service it needs, and solicit proposals from prospective contractors on how they intend to carry out that request, and at what price. Proposals in response to an RFP can be subject to negotiation after they have been submitted.

### **Request for Quote (RFQ)**

When the government is merely checking into the possibility of acquiring a product or service, it may issue a Request for Quotation (RFQ). A response to an RFQ by a prospective contractor is not considered an offer, and consequently, cannot be accepted by the government to form a binding contract. The order is an offer by the government to the supplier to buy certain supplies or services upon specified terms and conditions. A contract is established when a supplier accepts the offer.

**SCORE**

The Service Corps of Retired Executives (SCORE) is a 12,400-member volunteer association sponsored by the SBA. SCORE matches volunteer business-management counselors with present prospective small business owners in need of expert advice.

**Service-Connected**

Means that a disability or the resulting death was incurred or aggravated in the line of duty in the active military naval, or air service.

**Service Corps of Retired Executives (SCORE)**

SCORE Counselors to America's Small Business" s a nonprofit association dedicated to providing entrepreneurs with free, confidential face-to-face and email business counseling. Business counseling and workshops are offered at 389 chapter offices across the country.

**Service-Disabled Veteran**

Veteran with a disability that is service-connected.

**Service-Disabled, Veteran-owned Business (SDVOB)**

A small business that is at least 51% owned and controlled by a service-disabled veteran of the military. The service-connected disability can be 0% compensation.

**Simplified Acquisition Procedures (SAP)**

May be used for contracts up to \$100,000. Methods prescribed for making purchases of supplies or services using imprest funds, purchase orders, blanket purchase agreements, Government wide commercial purchase cards, or any other appropriate authorized methods.

**Small and Disadvantage Business Utilization (SADBU)**

A less-used term meaning the same thing as OSDDBU.

**Small Business**

A business smaller than a given size as measured by its employment, business receipts, or business assets.

**Small and Small Disadvantaged Businesses** include: Women Owned Businesses (WOBs), Service Disabled Veteran Owned Businesses (SDVOBs), Veteran Owned Businesses (VOBs), Historically Underutilized Business Zoned Businesses (HUB Zone), Historically Black Colleges and Universities (HBCUs) and other minority institutions (OMIs).

**Small Business Administration (SBA)**

The SBA is a federal government agency which has grown in terms of total assistance provided and its array of programs tailored to encourage small enterprises in all areas. SBA programs now include financial and federal contract procurement assistance,

management assistance, and specialized outreach to women, minorities and armed forces veterans.

### **Small Business Development Centers (SBDC)**

SBDCs offer a broad spectrum of business information and guidance as well as assistance in preparing loan applications.

### **Small Business Innovative Research (SBIR) Contract**

A type of contract designed to foster technological innovation by small businesses with 500 or fewer employees. The SBIR contract program provides for a three-phased approach to research and development projects: technological feasibility and concept development; the primary research effort; and the conversion of the technology to a commercial application.

### **Small Business Liaison Officer (SBLO)**

Person working in an agency or company tasked with assisting small businesses to do business with that agency or company.

### **Small Business Owned and Controlled by a Service-Disabled Veteran**

A business must qualify as small under the SBA rules and not less than 51-percent-owned by one or more service-disabled veterans or, in the case of any publicly owned business that is not less than 51 percent is owned by one or more service-disabled veterans; and whose management and daily business operations are controlled by one or more service-disabled veterans or, in the case of a veteran with permanent and severe disability, the spouse or caregiver of such veteran.

### **Small Business Owned and Controlled by a Veteran**

A small business that is not less than 51 percent owned by one or more veterans or, in the case of any publicly owned business, not less than 51 percent of the stock is owned by one or more veteran, and whose management and daily business operations of which are controlled by one or more veterans.

### **Small Business Specialist (SBS)**

He or she is an employee of the federal government buying office who will help you get bid opportunities. They know the ins and outs of the buying office and the people you may need to meet. If you have trouble getting the bid technical data package, they are the people to contact. Every federal buying office, civilian or Defense will have someone with that title.

### **Small Disadvantaged Business Concern**

A small business concern that is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged. This can include a publicly owned business that has at least 51 percent of its stock unconditionally owned by one or more socially and economically disadvantaged individuals and whose management and daily business is controlled by one or more such individuals.

**Sole Source**

A sole source procurement is a procurement where only one source is practically available for the goods or services required. Competition is not available in a sole source procurement thus distinguishing it from a proprietary procurement where the product is restricted to that of one manufacturer, but is sold through distributors and competition between them can be obtained.

**Special Item Number (SIN)**

A SIN means a group of generically similar (but not identical) supplies or services that are intended to serve the same general purpose or function.

**Standard Industrial Classification (SIC) Code**

A code representing a category within the Standard Industrial Classification System administered by the Statistical Policy Division of the U.S. Office of Management and Budget. The system was established to classify all industries in the US economy. A two-digit code designates each major industry group, which is coupled with a second two-digit code representing subcategories.

**Subcontract**

A contract between a prime contractor and a subcontractor to furnish supplies or services for the performance of a prime contract or subcontract.

**Subcontract Commitment**

A legal agreement between contractors establishing the value of goods and services required to fulfill a contract. The goods or services are provided by one contractor (called the subcontractor) to the contractor with the major or prime contract.

**Subcontract Payment**

A cash payment made by one contractor to another for supplies, services, or construction required by a prime contract.

**Subcontractor**

Federal Acquisition Regulations define “subcontractor” as “any supplier, distributor, vendor or firm that furnishes supplies or services, to or for a prime contractor or another subcontractor.”

**Supplier Diversity**

Offices or departments within large companies tasked with ensuring supplier socio-economic class goals are met.

**Technical & Design Competition**

Two or more offers were received and award was made to the offeror with the best overall technical and design proposal. Cost is one of the factors in the evaluation. Sources for most major weapon systems resulted from initial competition in the design and development stage.

**Transactions**

The issuance, renewal, or modification of a single contract between a contractor and the federal government for the performance of designated tasks. The number of transactions is not equal to the total number of contracts. One contract could have hundreds or thousands of transactions during the course of the contract

**Unsolicited Proposal**

As defined in FAR 2.101, an unsolicited proposal is a written proposal for a new or innovative idea that is submitted to an agency on the initiative of the offering company (i.e. your company) for the purpose of obtaining a contract with the government, and that is not in response to an RFP, broad agency announcement, or any other government-initiated solicitation or program.

**United States**

The 50 states, the District of Columbia, and the outlying areas of the United States.

**Veteran**

Veterans who served on active duty and have a discharge other than dishonorable after a minimum of 90 days of service during wartime or a minimum of 181 continuous days during peacetime.

**Veteran-owned Business (VOB)**

A small business that is at least 51% owned and controlled by a veteran of the military.

**Woman-owned or Minority Business Enterprise (WMBE or WOSB)**

A small business that is at least 51% owned and controlled by a woman or minority. On a federal level Congress considers a minority owned business as generally anyone other than white. Specific criteria can be obtained through the SBA. The business must be owned and at least 51% controlled by one or more minorities. Women are not considered minorities.

**Work Inside the United States**

An award to a U.S. or foreign business, an educational or nonprofit institution, or a Government Agency with a place of performance inside the United States (see above).

**Work Outside the United States**

An award to a U.S. or foreign business, an educational or nonprofit institution, or a Government Agency with a place of performance outside of the United States (see above).

# Government Contracting Teleconference Series

*Attend the TargetGov Exclusive Government Business Development Teleconference Series for the Latest Contracting Updates and Training*

[www.TargetGov.com](http://www.TargetGov.com)

Choose the topics that will help you increase your bottom line! Attend directly from your own phone, using up-to-the-minute toolkits with detailed business development and contact information. No software to download and no wasted travel time.  
Plus a money-back guarantee.

## **Upcoming Teleconferences:**

- How to Write an Effective Capability Statement
- How to Use FedBizOpps to Find Great Prospects
- Accounting for Government Contractors
- How to Get a GSA Schedule and Other Purchase Vehicles
- Should You Get Certified as an 8(a) Company, HUB Zone or Service Disabled Veteran-Owned Firm?
- Department of Interior Business Opportunities
- BRAC Business Opportunities
- Veteran's Administration

*And much more.....*

## **CDs and Toolkits for past Teleconferences:**

- Powerful Sales Tools To Win Contracts
- Get 8(a) Certified to Build Government Business
- Department of Education Business Opportunities

*And much more.....*

## **TargetGov Commitment:**

We make every effort so that you find this teleconference informative and helpful to building your business. We guarantee our services and products 100%. To receive a free emailed newsletter with upcoming events, courses, teleconferences, books, etc., sign up at: [www.targetgov.com](http://www.targetgov.com) and click on the Newsletter tab at the bottom of the web site home page.