

U.S. DEPARTMENT OF THE TREASURY



Scorecard Action Plan

Fiscal Year 2009

Secretary Henry M. Paulson, Jr.

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Department of the Treasury FY2009 Scorecard Action Plan

1. A. OBJECTIVE: Implement strategic plan to increase the value of competitively awarded contracts to small businesses during the period

B. STRATEGIES:

1. Advanced Acquisition Planning

- a. Develop a Treasury contractor past performance database to be used by all Treasury acquisition personnel for market research.
- b. Automate the Small Business Review Form to ensure that the Bureau Small Business Specialists are included in Advanced Acquisition Planning.
- c. Develop a template of contractor's capabilities, to include questions developed by the Bureau Chief Procurement Officers.
- d. Include OSDBU and/or Bureau Small Business Specialists on technical evaluation teams to ensure small businesses are adequately represented on respective contracts.
- e. Develop Small Business Action Plans for each Bureau to increase small business opportunities.

2. Annual Forecasts

- a. Revise annual Forecast of Contract Opportunities, to include points of contact for prime contractor incumbents. The Forecast will then be posted on Treasury's website.
- b. Post upcoming opportunities for small businesses on each Bureau's respective website.

3. Best Practices

Develop and provide Bureau Heads, Bureau Chief Procurement Officers and Small Business Specialists with a list of Department-wide best practices.

4. Goal Reporting

- a. Report goal achievements to the Secretary, Deputy Secretary, Chief of Staff, Assistant Secretary of Management, Bureau Heads, as discussed under Objective #2
- b. Forward goal achievements to the SBA Procurement Center Representative on a monthly basis.



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- c. Track goal achievement as part of the Department's procurement metrics program and provide regular updates during the monthly Bureau Heads and Treasury Acquisition Council meetings.
- d. Disseminate the goal achievements to the Bureau Chief Procurement Officers, Chief Information Officers and Contracting Officer's Technical Representatives (COTRs) on a monthly basis.

5. Marketing and Outreach

- a. Create and post on the Treasury website the FY2009 list of Vendor Outreach Sessions. Twelve sessions will be sponsored; four in specifically for (1) Service-Disabled Veteran-Owned Small Businesses (SDVOSBs), (1) HUBZone; (1) Women-Owned Small Businesses; and (1) HUBZone/SDVOSBs
- b. Review Central Contractor Registration/Dynamic Small Business Search profiles of each small business prior to each Vendor Outreach Session and make recommendations on how the firm may improve this important marketing tool.
- c. Develop marketing strategies using the Treasury "Top 25 NAICS" Report based on Department and Bureau achievements.
- d. Attend and/or participate in preference group trade fairs and match-making events.
- e. Update the "Resource Checklist" with useful links, including links for websites for past performance and access to VETBiz.gov.
- f. Publish the Treasury Small Business quarterly newsletter on the Treasury website.
- g. Incorporate small business data in the COTR newsletter.
- h. Host weekly vendor meetings with firms that solicit the Bureaus directly.

6. Performance Plans

Include Small Business goals as an element of Department acquisition staff Fiscal Year 2009 performance plans.

7. Policies and Procedures

- a. Update relevant Department of the Treasury Acquisition Regulation small business clauses.
- b. Update the Treasury Small Business Handbook.



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8. Small Business Assessment

Incorporate recommendations from the Fiscal Year 2008 Small Business Assessment.

9. Small Business Databases

- a. Enhance current Small Business registration database for participation in the Vendor Outreach Sessions.
- b. Develop a Treasury contractor past performance database to be used by all Treasury acquisition personnel for market research.

10. Small Business Websites

- a. Update Treasury Small Business website.
- b. Update Bureaus' websites with upcoming opportunities for small businesses.

11. Staff Motivational Incentives

Develop motivational incentives for acquisition personnel that increase awards to small businesses.

12. Working Groups/Round-tables

- a. Conduct a Small Business Roundtable with the Chief Information Officer and small businesses.
- b. Establish procurement working groups/procurement strategy groups that include the Bureau's Small Business Specialist.
- c. Facilitate monthly Treasury Acquisition Council meetings to review the Department and Bureaus' goal achievements, provide small business training and develop initiatives to overcome barriers to achieving small business goals.



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2. A. OBJECTIVE: Demonstrate top-level commitment to small business contracting during the period.

B. STRATEGIES:

Senior Management has provided full support to the Department of the Treasury's Small Business Programs.

1. Secretary

a. Receive weekly updates on the Small Business Program (SBP) during the Senior Management meetings.

b. Issue a Small Business Acquisition Policy Letter.

2. Deputy Secretary

a. Receive weekly updates on the Small Business Program (SBP) during the Senior Management meetings and quarterly updates during one-on-one meetings with the OSDBU.

b. Host the monthly Bureau Heads meetings. Include small business status and initiatives on the agenda.

c. Address attendees during the annual Department of the Treasury Small Business Award Program. Express senior leadership's commitment to the Small Business Program.

d. Provide advice and guidance to the OSDBU.

3. Chief of Staff

a. Receive weekly updates on the Small Business Program (SBP) during the Senior Management meetings and monthly updates during one-on-one meetings with the OSDBU.

b. Engage Bureau Heads on the inclusion of small businesses in the Department of the Treasury's Small Business Program and their small business goal achievements.

c. Provide advice and guidance to the OSDBU.



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4. Assistant Secretary of Management

- a. Host the monthly Treasury Acquisition Council (TAC) meeting. One of TAC's primary focus is to improve the competitive environment and to increase small business participation.
- b. Receive weekly updates on the Small Business Program (SBP) during the Senior Management meetings and during one-on-one meetings with the OSDBU.
- c. Provide advice and guidance to the OSDBU.

5. Bureau Heads

- a. Receive monthly updates on the status of their respective Bureau and Treasury's goal achievements during the Bureau Heads meetings.
- b. Provide guidance and commitment to Bureau personnel on Bureau's Small Business Program.
- c. Ensure Bureau personnel are trained on the Small Business Program requirements.
- d. Instruct managers to seek small businesses during their market research.

6. Procurement Executive

- a. Coordinate monthly Treasury Acquisition Council Meetings.
- b. Verify and validate small business contract reporting in FPDS-ng.
- c. Issue Acquisition Bulletins that result in an increase of small business contract awards.
- d. Publish and maintain Department of the Treasury Acquisition Regulations.

7. Office of Small and Disadvantaged Business Utilization

- a. Provide oversight of the Department of the Treasury's Small Business Program.
- b. Monitor Department and Bureau goal achievements
- c. Provide briefings and electronic status updates on the Small Business Program to senior management on a regular basis, as discussed in other strategies of Objective 2.
- d. Provide guidance to the Bureaus Small Business Specialists on the statutory and regulatory requirements of the Small Business Act.



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- e. Provide training to or facilitate training for Department of the Treasury acquisition personnel on the statutory and regulatory requirements of the Small Business Act.
- f. Recognize Department of the Treasury acquisition personnel and contractor partners on their efforts toward achieving small business goal accomplishments.
- g. Serve as Department Liaison with the U.S. Small Business Administration.
- h. Conduct compliance reviews to assess the extent to which small businesses are receiving a fair share of Department of the Treasury's procurements.
- i. Facilitate monthly Vendor Outreach Sessions.
- j. Publish brochures and documents on how to do business with the Department of the Treasury.
- k. Provide oversight of the Department of the Treasury Subcontracting Program.
- l. Update the relevant Department of the Treasury Acquisition Regulations clauses and issue guidance on the statutory and regulatory requirements of the Small Business Act.
- m. Oversee the Department of the Treasury Mentor/Protégé Program.
- n. Host monthly meetings with the Bureau Small Business Specialists.
- o. Provide a transitional briefing to the new Administration.

8. Bureau Chief Procurement Officers

- a. Provide guidance to acquisition personnel, including program managers on the requirements of the Small Business Program.
- b. Provide Bureau Head and other senior managers with a small business plan to achieve small business goal requirements.
- c. Provide Bureau Head and other senior managers with status updates on small business goal achievements, at least quarterly.
- d. Develop motivational incentives for acquisition personnel that meet or exceed their small business goals.
- e. Provide advice, guidance and best practices on increasing small business awards while participating in the Treasury Acquisition Council.



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- f. Assure that small business goal achievements are an evaluation factor for all acquisition personnel.
- g. Provide advice and guidance to the Bureau Small Business Specialists.
- h. Collaborate with Bureau CIOs to increase awards to small businesses.

9. Small Business Specialists

- a. Develop the Bureaus' annual Small Business Action Plan.
- b. Participate in the Advanced Acquisition Process to ensure small businesses are being considered for all Department of the Treasury contracts.
- c. Communicate Department and Bureau small business goals to Bureau personnel.
- d. Coordinate with Bureau Chief Procurement Officer, Bureau acquisition personnel, Bureau program managers and Bureau competition advocate to ensure that the Small Business Program objectives are being met.
- e. Review subcontracting plans to make recommendations for subcontracting opportunities.
- f. Coordinate Bureau small business protests with contracting officer, OSDBU, and SBA.
- g. Coordinate with OSDBU on small business initiatives.
- h. Validate contract actions in FPDS-ng to ensure that small business data has been accurately reported.

10. Treasury Chief Information Officer

- a. Provide guidance to Bureau Chief Information Officers on increasing awards to small businesses.
- b. Collaborate with Bureau Chief Procurement Officer to target and re-direct specific acquisitions for small businesses that are currently being performed by large businesses.



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3. A. OBJECTIVE: Plan significant events to increase small business participation in the procurement process during the period.

B. STRATEGIES:

1. *Compliance Reviews*

Conduct Small Business Compliance Reviews at each Bureau.

2. *Briefings and Presentations*

Provide briefings on "How to do Business with the Department of the Treasury" to trade associations and small business conferences, such as GovConnect and the National Business Promotions and Conferences.

3. *Industry Days*

Sponsor an Industry/Vendor Day so that program managers, COTRs, and technical personnel can meet with small businesses and discuss possible opportunities.

4. *Matchmaking*

a. Collaborate with SBA and other Federal agency-sponsored small business matchmaking events to include; but not limited to the National Center for American Indian Enterprises Development Reservation (RES), "Keeping the Promise" California Disabled Veterans Alliance, 19th Annual OSDBU Procurement Conference, Western Regional Business Matchmaking Event, and other Regional Business Matchmaking Workshops, the 8th Annual Alliance Mid-Atlantic Conference, National Small Business Conference, Women in Business Conference and the 5th Annual National Veteran Small Business Conference and Expo.

b. Host a Mentor/Protégé Matchmaking to increase subcontracting opportunities for small businesses.

5. *Treasury Acquisition Council*

Facilitate monthly Treasury Acquisition Council meetings to review the Department and Bureaus' goal achievements, provide small business training and develop initiatives to overcome barriers to achieving small business goals.

6. *Vendor Outreach Sessions*

a. Sponsor Vendor Outreach Sessions annually, at least 12; including 4 special emphasis preference groups.: (1) SDVOSB, (2) HUBZone, (3) WOSB, and (4)



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HUBZone/SDVOSB.

- b. Sponsor at least one small business event at each Bureau to market and outreach to small businesses.



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4. A. OBJECTIVE: Demonstrate that small business data is accurately reported in FPDS-NG during the period.

B. STRATEGIES:

1. Policies and Procedures

a. Provide the General Services Administration and Office of Federal Procurement Policy reasonable assurances of the accuracy of Treasury's FPDS-ng data.

b. Issue an acquisition bulletin requiring the necessary steps for Bureaus to verify and validate the accuracy of data in FPDS-ng in accordance with Office of Procurement Policy Memo, Improving Acquisition Data Quality – FY2008 FPDS Data, dated May 9, 2008.

c. Perform internal reviews of contract files to ensure compliancy with the respective acquisition bulletin; comparing data in FPDS-ng to the actual contract file to verify the accuracy of information reported.

d. Run the FPDS-ng Small Business Goaling Report for Treasury's appropriated Bureaus and the Funding Report for the non-appropriated Bureaus monthly to determine goal achievements.

e. Validate contract actions in FPDS-ng to ensure that small business data has been accurately reported.

2. Templates

Develop templates for Contracting Officers and Contract Specialists to explain how actions should be properly coded in FPDS-ng to enhance data accuracy.

3. Training

Provide FPDS-ng training to acquisition personnel.

4. Working Groups

Provide input and recommendations on acquisition systems, including the Integrated Acquisition Environment e-government systems through the Acquisition Systems Users Group, which is a chartered sub-group of the Treasury Acquisition Council.



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- 5. A. OBJECTIVE: Demonstrate that policies and procedures are in place to ensure compliance with subcontracting plans and attainment of subcontracting goals during the period.**

B. STRATEGIES:

1. Acquisition Planning

- a. Automate the Small Business Review Form to ensure that small businesses are being considered for all Department of the Treasury contracts and subcontracts.
- b. Develop subcontracting evaluation criteria for use in all Department of the Treasury contracts.

2. Annual Forecast/Subcontracting Directory

Revise Annual Forecast to include POCs for prime contractor incumbents.

3. Subcontracting Plan Reviews

Automate Subcontracting Plan Review Checklist to ensure consistency and efficiency for Contracting Officer and Small Business Specialist reviews.

4. electronic-Subcontracting Reporting System

- a. Conduct audit of electronic-Subcontracting Reporting System (e-SRS) reports submitted by Department of the Treasury prime contractors.
- b. Attend monthly e-SRS and quarterly Control Change Board meetings.
- c. Monitor eSRS to ensure that all subcontracting plans have been submitted.
- d. Develop template letter to notify Contracting Officers when prime contractors are not meeting their subcontracting goals as reported in e-SRS.

5. Outreach

- a. Sponsor annual conference with prime contractors.
- b. Review e-SRS reports prior to meeting with each prime contractor.



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6. Reports

- a. Revise subcontracting reporting format. The new format will incorporate a plan of action to achieve subcontracting goals and a list of contracts that exceed the required threshold, but a plan was not submitted.
- b. Submit quarterly subcontracting reports on the status of each Bureau's subcontracting plans.
- c. Forward subcontracting reports to the U.S. Small Business Administration semi-annually.

7. Policies and Procedures

- a. Update the Department of the Treasury Acquisition Regulation and
- b. Develop Department-wide guidance on the Contracting Officer's roles and responsibilities based upon statutory and regulatory requirements.



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6. A. OBJECTIVE: Demonstrate no unjustified bundling has taken place during the period.

B. STRATEGIES:

1. Submit annual Contract Bundling Report to the U.S. Small Business Administration.
2. Submit quarterly Contract Bundling Reports to determine if Bureaus have unjustifiably bundled (or consolidate) any contract requirements.
3. Evaluate Small Business Review Form to determine if bundling is being considered. If so, take the necessary actions to mitigate any unjustified bundling.



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7. A. OBJECTIVE: Plan to train contracting staff/managers in executing small small business/socioeconomic procurements during the period.

B. STRATEGIES:

1. Treasury-wide Training

- a. Facilitate training by GSA on how to award Federal Supply Schedule contracts and get credit.
- b. Provide Small Business training at the Bureaus.
- c. Provide annual small business training to all acquisition personnel.
- d. Update Treasury website to include PowerPoint presentations provided by the U.S. Small Business Administration (SBA) subject-matter experts.
- e. Sponsor annual Small Business Procurement Conference featuring guest speakers from OFPP, SBA, and GSA
- f. Provide FPDS-ng training to acquisition personnel.

2. Contracting Staff

- a. Provide training on the Small Business Program to all acquisition personnel.
- b. Provide SBA Procurement Center Representative training to acquisition personnel.

3. COTR Training

Provide training on the Small Business Program during the Contracting Officer's Technical Representative (COTR) courses.

4. New Hires

- a. Provide Small Business training for all new hires.
- b. Develop a Small Business hand-out to be provided to all new employees.

5. Office of Chief Information Officer

Provide training to Bureau Chief Information Officers on the statutory and regulatory requirements.



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6. Program Managers

Train program managers on the requirements of the Small Business Program and the available market research tools.

7. Small Businesses

- a. Provide training on "How to do Business with the Department of the Treasury" to the small businesses that attend monthly Vendor Outreach Sessions.
- b. Provide training to 8(a) Business Development Program participants on preparing cost and technical proposals, potential 8(a) opportunities, and marketing tips for both prime and subcontracts.
- c. Develop a similar training program for Service-Disabled Veteran-Owned and HUBZone small businesses.

8. Supervisors/Managers

Provide an overview of the Small Business Program during the quarterly "New Supervisors Training Sessions."



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8. A. OBJECTIVE: Plan to collaborate with SBA on formulation of small business procurement policy initiatives during the period.

B. STRATEGIES:

1. Collaborate with the U.S. Small Business Administration (SBA) to sponsor a Subcontracting Conference with the Department of the Treasury's prime contractors.
2. Collaborate with the SBA's Washington Metropolitan Area District Office and the resident SBA Procurement Center Representative to provide small business training.
3. Collaborate with the SBA to provide training on how to award contracts under the 8(a) Business Development Program.
4. Collaborate with SBA to participate in small business matchmaking events.
5. Update the Department of the Treasury website to include PowerPoint presentations provided by SBA subject-matter experts.
6. Participate in monthly Small Business Procurement Advisory Council meetings to discuss small business procurement issues.



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9. A. OBJECTIVE: Submit all strategic plans and reports that become due to SBA during the reporting period.

B. STRATEGIES:

Submit the following reports to SBA in a timely manner:

1. Contract Bundling Report
2. Progress Report on Increasing Opportunities for Women-Owned Small Businesses
3. Corrective Actions to Address Unmet Small Business goals.
4. Service-Disabled Veteran-Owned Small Business Strategic Plan
5. FY 2008 Scorecard Report
6. FY2009 Scorecard Action Plan
7. Subcontracting Report