

Business Development Plan Workbook: Federal Government Contracting

Prepared by

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Federal Procurement Data Reports, Inc.

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This workbook is designed to help you create a Business Development Plan for driving company growth in the federal contracting markets. The U.S. government procurement market is the largest in the world. Successful government contracting requires responding to Synopsis Notices and establishing a relationship with agency decision makers.

These markets comprise a mix of large and small businesses, including manufacturers, distributors, and prime contractors that want to sell their products and services to government entities throughout the United States.

To be successful in government contracting, you must respond to agency notices and build relationships with key agency decision makers. The goal is to keep the company “Top of Mind” for agency procurement staff.

The information reported in this workbook will help participants develop a strategic business development plan to win government contracts. The formula for winning government contracts includes bidding on target agency contract opportunities and developing relationships with key stakeholders.

This workshop consists of three two-hour in-person classroom sessions. Additional hours outside the classroom may be needed to complete the tasks. TEAMS conference calls are encouraged.

This workbook requires completion of all task functions described below.

Company Information Form	CMMC Self-Assessment Questionnaire/Score
Review and Update of the SAM Registration	Complete Past Performance Summary
Review and Update of the SBA Profile	Complete Business Development Plan
Review and Update Capability Statement	Conduct an Accounting System Audit
Complete Market Research study on Target Agency's Procurement Transactions.	The appropriate federal contracting regulations and reference documents are with each task function. Some documents can also be downloaded from Resources – FPDR

1. Company Information Form

Date	
Company Legal Name	
Doing Business As (DBA)	
Business Phone #	
Business address:	
Website address:	
LinkedIn address:	
Date started:	
Point of contact:	
POC email address:	
POC phone number:	
Cage code:	
Primary NAICS code:	
Primary Federal Supply Code:	
Socio-Economic Certifications:	
CMMC Score:	

2. The CMMC Self-Assessment Questionnaire

Download and complete the [CMMC-Self-Assessment.xlsx](#)

On September 10, 2025, the Department of Defense (DoD) published its final Cybersecurity Maturity Model Certification (CMMC) rule in the Federal Register, which takes effect on November 10, 2025 – officially launching a three-year rollout of cybersecurity requirements across DoD contracts.

The rule that establishes these new contract requirements is known as the Cybersecurity Maturity Model Certification Program and is implemented by the Defense Federal Acquisition Regulation Supplement (DFARS), which is part of Title 48 of the Code of Federal Regulations (CFR). This differs from the separate 32 CFR rule, so please don't confuse them. The two crucial DFARS clauses that will now appear in DoD contracts are 252.204-7021 and 252.204-7025.

The DoD is rolling out the new CMMC requirements over three years, but by the fourth year, every contractor will have to be fully compliant. At the same time, the CMMC program itself is governed by 32 CFR Part 170, which was finalized in late 2024 and works in conjunction with the 48 CFR acquisition rules.

Whether you are new to the Department of War (DOW) contracting or need a refresher on this issue, **the DoD Office of Small Business Programs (OSBP) and [Project Spectrum](#) have you covered.**

What Is CMMC and Why Does It Matter?

The DoD introduced Cybersecurity Maturity Model Certification (CMMC) in 2020 to ensure companies protect sensitive information when working on government contracts. The program requires contractors handling Federal Contract Information (FCI) and Controlled Unclassified Information (CUI) to implement adequate cybersecurity practices to protect the defense industrial base.

What Happens Starting November 10: The Three-Year Rollout

On September 10, 2025, the DoD moved to the implementation stage by publishing the final Defense Federal Acquisition Regulation Supplement (DFARS) rule that formally integrates CMMC 2.0 into defense contracts. DFARS is essential to DoD contractors because it supplements the federal government's primary purchasing regulations. The new DFARS 252.204-7021 clause inserts CMMC requirements directly into contracts, making cybersecurity an essential part of doing business with the Department.

Timeline:

Phase 1 begins November 10, 2025.

Contracting officers will include CMMC Level 1 and 2 in new contracts.

Companies must self-assess and submit scores in the Supplier Performance Risk System (SPRS). CMMC will eventually be mandatory after the three-year phase-in.

Compliance Steps

252.204-7020 NIST SP 800-171-DoD Assessment Requirements.

Note: Please review the CLAUSES INCORPORATED BY REFERENCE in all agency solicitations. Register in PIEE and Upload Score in SPRS: <https://www.sprs.csd.disa.mil/>

- Plan of Action and Milestones (POAMS).
- System Security Plan (SSP) <https://www.sysarc.com/cyber-security/how-to-create-a-system-security-plan-ssp-for-nist-800-171/>
- Incident Response Plan and Reporting Contractors have 72 hours of discovery to report to the *DIBNet portal*- <https://dibnet.dod.mil/portal/intranet>
- Subcontractor Flow Down Requirements

The Contractor shall—

(1) insert the substance of this clause, including this paragraph (g), in all subcontracts and other contractual instruments, including subcontracts for the acquisition of commercial items (excluding COTS items).

The Federal Acquisition Regulation (FAR) and Defense FAR Supplement (DFARS) prescribe contract clauses intended to protect the following types of unclassified information within the supply chain:

- **Federal Contract Information (FCI).** FCI is information not intended for public release, that is provided by or generated for the Government under contract to develop or deliver a product or service to the Government, but not including information provided by the Government to the public (such as that on public websites) or simple transactional information, such as that necessary to process payments.
- **Controlled Unclassified Information (CUI).** CUI is information that the Government creates or possesses, or that an entity creates or possesses for or on behalf of the Government, that a law, regulation, or Government-wide policy requires or permits an agency to handle using safeguarding or dissemination controls.

“Controlled Technical Information” (CTI) means technical information with military or space application that is subject to controls on the access, use, reproduction, modification, performance, display, release, disclosure, or dissemination. Controlled technical information would meet the criteria, if disseminated, for distribution statements B through F using the criteria outlined in DoD Instruction 5230.24, Distribution Statements on Technical Documents. The term does not include information that is lawfully publicly available without restrictions.

The Contractor shall not award a subcontract or other contractual instrument unless the subcontractor has completed, within the last 3 years, at least a Basic NIST SP 800-171 Assessment posted in SPRS.

CMMC Family of Controls

Access Control: 22 sections	Media Protection: 9 sections
Awareness and Training: 3 sections	Personnel Security: 2 sections
Audit and Accountability: 9 sections	Physical Protection: 6 sections
Audit and Accountability: 9 sections	Risk Assessment: 3 sections
Identification and Authentication: 11 sections	Security Assessment: 4 sections
Incident Response: 3 sections	System and Communications Protection: 16 sections
Maintenance: 6 sections	System and Information Integrity: 7 sections

CMMC Certification Levels

LEVEL 3	134 requirements (110 from NIST SP 800-171-r2 plus 24 from 800-172)	Defense Industrial Base Cybersecurity Assessment Center (DIBCAC) assessment every 3 years. Annual Affirmation. Score not required.
Level 2	110 requirements aligned with SP-171 r2	Cybersecurity Maturity Model Certification Third Party Assessment Organization (C3PAO) assessment every 3 years or Self-assessment every 3 years for select programs. Annual Affirmation. Passing score of 88.
Level 1	15 requirements aligned with FAR 52.204-21	Annual self-assignment Affirmation. All requirements are valued 1 point with maximum score of 24. Requires level 2 score of 110.

3. Review and update the SAM Registration <https://sam.gov/>

Complete this form

Section	Status
Company Name	
CAGE/NCAGE	
Expiration Date	
Business Types	
Entity Start Date	
Socio-Economic Types	
Accepts Credit Card Payments	
Points of Contact	
Doing Business as	
NAICS Codes	
Product and Service Codes	
CMMC Score/POAM	

Refer to the link below for SAM registration instructions, if needed.

<https://myfpdr.com/wp-content/uploads/2025/09/Myfpdr.SAM-Presentation-9202025.pdf>

[Renew/Update Your SAM Registration: How To, When, and Why](#)

4. Review and Update the SBA Profile

https://dsbs.sba.gov/search/dsp_dsbs.cfm

Section	Status
Company Name	
Capabilities Statement Link:	
Trade Name ("Doing Business As ..."):	
E-mail Address:	
E-Commerce Website:	
Contact Person:	
CAGE Code:	
Year Established:	
Accepts Government Credit Card?	
GSA Advantage Contract(s):	
Ownership and Self-Certifications:	
SBA Federal Certifications:	
Other Certifications:	
Capabilities Narrative:	
Special Equipment/Materials:	
Bonding Levels:	
NAICS Codes with Size Determinations:	
Keywords:	
Miscellaneous:	
Export Profile (Trade Mission Online):	
Miscellaneous:	
Export Profile (Trade Mission Online):	
Past Performance References:	

[How to Update your SBA SBS \(DSBS\) Profile in the NEW Portal - Summer 2025 Update](#)

5. Review and Update the Capability Statement

Insert current Capability Statement.

Download [Sample-Capability-Statement-template.-10282024.pdf](#)

Compare the sample with the current Capability Statement. Make revisions.

Create new Capability Statement (s)

Download WRG [Capability-Statement-Training-and-Instructional-Support-Services-040120251.pdf](#)

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6. Complete Contractor's Past Performance Summary

Company _____ Contact _____ Date _____

Job Start Date _____ Job End Date _____ Estimated Value \$ _____

Work Description:

References:

Complete Contractor Past Performance Summary

Company _____ Contact _____ Date _____

Job Start Date _____ Job End Date _____ Estimated Value \$ _____

Work Description:

References:

Contractor Performance Assessment Reporting

<https://www.cpars.gov/cparsweb/assets/documents/CPARS-Guidance.pdf>

The Federal Acquisition Regulation (FAR) requires that contractor performance information be collected (FAR Part 42.15) and used in source selection evaluations (FAR Part 15). Source selection officials rely on clear and timely contractor performance evaluations to make informed business decisions when awarding government contracts and orders. This information is crucial to ensure that the Federal government only conducts business with companies that provide high-quality products and services in support of the agency's mission. The OMB released the memorandum, "Improving the Collection and Use of Information about Contractor Performance and Integrity," dated March 6, 2013.

The purpose of this memorandum was to establish a baseline for reporting compliance, set aggressive performance targets to monitor and measure compliance, and ensure the workforce is trained to report and use this information correctly. The government-wide past performance process establishes procedures for collecting and using Past Performance Information (PPI) for all contracts/orders exceeding the thresholds listed in Table 1, "Business Sector, Dollar Threshold and Reviewing Official." CPARS-generated PPI is one of the tools used to communicate contractor strengths and weaknesses to source selection officials and Contracting Officers.

Communication between the Government and the contractor during the performance period is encouraged. The contractor performance evaluation is a method of recording contractor performance and is not the primary method for reporting performance information to the contractor.

Evaluations should be objective performance reports that assess performance during a specified period against the contract/order requirements. The information in the evaluation represents the contractor's performance appraisal; therefore, the information supporting the evaluation (including the rating and narrative explaining the rating) should accurately depict and correspond to the contractor's performance. Utilizing the automated performance collection capability aims to reduce reliance on paper, enhance business processes, and increase efficiency.

For additional assistance, please contact the Customer Support Desk at cpars-helpdesk@us.navy.mil. All past performance information is treated as "For Official Use Only/Source Selection Information" in accordance with FAR 2.101, 3.104, and 42.1503; this information is considered source selection information because it supports ongoing source selections.

All evaluations have the unique characteristic of always being pre-decisional. Access to the system and other performance information is restricted to individuals with an official need-to-know basis. The best practice guidance provided in this document is based on the authorities prescribed by the FAR and agency supplements. This guidance is non-regulatory and intended to provide helpful information and best practices for the workforce.

However, the guide includes a consistent process and procedures for agencies to use when reporting on past performance information. It should be read in conjunction with FAR Part 42.15 and other FAR Parts related to past performance information.

The respective agency's policies may provide additional guidance but should not conflict with the FAR or this guide. If any inconsistencies are found between this document and the FAR or agency FAR supplements, the FAR and the agency's supplements, in that order, take precedence. 3 4
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7. Conduct the Accounting System Audit

FAR 16.301-3 states that a cost-reimbursement type contract may be used only when the contractor's accounting system is adequate for determining costs applicable to the agreement. If no information is available in the files to make this determination, a Preaward Survey of Prospective Contractor's Accounting System (SF1408) can be requested from DCAA. Before requesting an audit, it is a good idea to send this checklist to prospective contractors for completion, ensuring they understand the requirements of the SF1408 and are prepared for DCAA to conduct an audit.

Instructions:

1. Mark "X" in the appropriate column.
2. On Page 2, provide a narrative describing how the current accounting system supports your response to each item. Be as descriptive as necessary

Contractor Name:				
Point of Contact (Name/Ph #/Email):				
CAGE Code:				
READY FOR AUDIT (YES) / (NO):				
	Yes	No	N/A	Note
1. Is the accounting system in accord with generally accepted accounting principles?				<u>1</u>
2. ACCOUNTING SYSTEM PROVIDES FOR:				
a. Proper segregation of direct costs from indirect costs.				<u>2</u>
b. Identification and accumulation of direct costs by contract.				<u>3</u>
c. A logical and consistent method for the allocation of indirect costs to intermediate and final cost objectives. (A contract is final cost objective.)				<u>4</u>
d. Accumulation of costs under general ledger control.				<u>5</u>
e. A timekeeping system that identifies employees' labor by intermediate or final cost objectives.				<u>6</u>
f. A labor distribution system that charges direct and indirect labor to the appropriate cost objectives.				<u>7</u>
g. Interim (at least monthly) determination of costs charged to a contract through routine posting of books of account.				<u>8</u>
h. Exclusion from costs charged to government contracts of amounts which are not allowable in terms of FAR 31, Contract Cost Principles and Procedures, or other contract provisions.				<u>9</u>
i. Identification of costs by contract line item and by units (as if each unit or line item were a separate contract) if required by the proposed contract.				<u>10</u>
j. Segregation of preproduction costs from production costs.				<u>11</u>

3. Accounting system provides financial information:				
a. Required by contract clauses concerning limitation of cost (FAR 52.232-20 and 21) or limitation on payments (FAR 52.216-16).				12
b. Required to support requests for progress payments.				13
4. Is the accounting system designed, and are the records maintained so that adequate, reliable data are developed for use in pricing follow-on acquisitions?				14
5. Is the accounting system currently in full operation? (If not, describe in Page 2 narrative which portions are (1) in operation, (2) set up, but not yet in operation, (3) anticipated, or (4) nonexistent.)				15

Instruction: Use this section to explain how the current accounting system supports your response to each item. If a response is N/A, provide further explanation. Use as much space as needed. Provide references to current policies and procedures if applicable.

Note	Narrative
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	

13	
14	
15	

>PLEASE ANSWER ALL QUESTIONS BELOW:

>

>ARE YOU PLANNING ON BIDDING ON COST TYPE CONTRACTS? (YES/NO)

>

>ARE YOU READY FOR A DCAA AUDIT? (YES/NO) _____

>

>HAVE YOU READ THE REQUIREMENTS IN THE SF1408? (YES/NO)

>

>HAVE YOU READ THE "Information for Contractors" DOCUMENT ON DCAA's WEBSITE (<http://www.dcaa.mil/>)? (YES/NO) _____

>PLEASE IDENTIFY THE DCAA OFFICE THAT IS COGNIZANT OVER YOUR COMPANY - >(Found on DCAA's website (<http://www.dcaa.mil/>))

>

>PLEASE IDENTIFY YOUR COMPANY'S POINT OF CONTACT (Name/ph #/ eMail)

> _____

If an Outside CPA/Consultant/Non DoD agency has reviewed your Accounting System, please provide a copy of the Report

>>[Insert name and title of individual responsible for design of the accounting system] Name: _____

_____ Signature: _____ Title: _____ Date: __ Contractor: _____

Government Accounting Standards (selected clauses)

252.242-7006 Accounting System Administration. As prescribed in 242.7503, use the following clause: ACCOUNTING SYSTEM ADMINISTRATION (JAN 2025) (a) Definitions. As used in this clause, “Acceptable accounting system” means a system that complies with the system criteria in paragraph (c) of this clause to provide reasonable assurance that—

- (1) Applicable laws and regulations are complied with;
- (2) The accounting system and cost data are reliable;
- (3) Risk of misallocations and mischarges are minimized; and
- (4) Contract allocations and charges are consistent with billing procedures. “Accounting system” means the Contractor’s system or systems for accounting methods, procedures, and controls established to gather, record, classify, analyze, summarize, interpret, and present accurate and timely financial data for reporting in compliance with applicable laws, regulations, and management decisions, and may include subsystems for specific areas such as indirect and other direct costs, compensation, billing, labor, and general information technology.

A material weakness refers to a deficiency or combination of deficiencies in the internal control over information in a contractor's business systems, indicating a reasonable possibility that a material misstatement of such information will not be prevented, detected, or corrected promptly. A reasonable possibility exists when the likelihood of an event occurring is—

- (1) Probable; or
- (2) More than remote but less than likely (section 806 of Pub. L. 116-283). (b) General. The Contractor shall establish and maintain an acceptable accounting system. Failure to maintain an acceptable accounting system, as defined in this clause, shall result in the withholding of payments if the contract includes the clause at 252.242-7005, Contractor Business Systems, and may result in disapproval of the system.
- (c) System criteria. The Contractor’s accounting system shall provide for—
 - (1) A sound internal control environment, accounting framework, and organizational structure.
 - (2) Proper segregation of direct costs from indirect costs.
 - (3) Identification and accumulation of direct costs by contract.
 - (4) A logical and consistent method for the accumulation and allocation of indirect costs to intermediate and final cost objectives.
 - (5) Accumulation of costs under general ledger control.
 - (6) Reconciliation of subsidiary cost ledgers and cost objectives to the general ledger.
 - (7) Approval and documentation of adjusting entries.

- (8) Management reviews or internal audits of the system to ensure compliance with the Contractor's established policies, procedures, and accounting practices.
- (9) A timekeeping system that identifies employees' labor by intermediate or final cost objectives.
- (10) A labor distribution system that charges direct and indirect labor to the appropriate cost objectives.
- (11) Interim (at least monthly) determination of costs charged to a contract through routine posting of books of account.
- (12) Exclusion from costs charged to Government contracts of amounts which are not allowable in terms of Federal Acquisition Regulation (FAR) part 31, Contract Cost Principles and Procedures, and other contract provisions.
- (13) Identification of costs by contract line item and by units (as if each unit or line item were a separate contract), if required by the agreement.
- (14) Segregation of preproduction costs from production costs, as applicable.
- (15) Cost accounting information, as required (i) By contract clauses concerning limitation of cost (FAR 52.232-20), limitation of funds (FAR 52.232-22), or allowable cost and payment (FAR 52.216-7); and (ii) To calculate indirect cost rates from the books of accounts readily.
- (16) Billings that can be reconciled to the cost account for both current and cumulative amounts claimed and comply with contract terms.
- (17) Adequate, reliable data for use in pricing follow-on acquisitions; and
- (18) Accounting practices in accordance with standards promulgated by the Cost Accounting Standards Board, if applicable; otherwise, Generally Accepted Accounting Principles

8. Complete Market Research Study: Target Agency's Procurement Transactions.
Federal Procurement Data System - Next Generation

Download [FPDS-Search-Method.pdf](#)

All Federal Agency procurement FY 2024 by primary NAICS:

NAICS	\$

Top 5 Federal Agencies

Agency Name	Sub Agency	FY2024

Award Types

Delivery Order	FY 2024
Definitive Contract	
Purchase Order	
BPA Call	
Other	

NAICS All Agency Procurement Trend Review. Primary NAICS

	% to total
Total Agency	
Selected Agency	
Selected Contracting Offices of Subagency	

Top Competitors

Select the target agency you want to do business with:

--

Select Contracting Offices that have awarded agency contracts in your primary NAICS.

Name	

Key Contacts in the Contracting Offices:

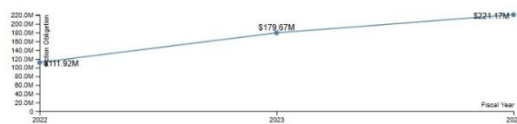
Office Name	Contact	Email	Phone Number

FPDS NAICS Analysis

NAICS 322311 — Prefabricated Metal Building and Component Manufacturing

Contracting History Fiscal Years 2022-2024

Federal Contracting Trend (2022-2024) Total: \$512.76M



Top Contracting Agencies (2022-2024)

Agency Name	Sub-Agency Name	Amount
DEPARTMENT OF DEFENSE	DEPARTMENT OF THE AIR FORCE	\$203.15M
DEPARTMENT OF DEFENSE	DEPARTMENT OF THE NAVY	\$65.23M
DEPARTMENT OF HOMELAND SECURITY	U.S. CUSTOMS AND BORDER PROTECTION	\$58.79M
DEPARTMENT OF DEFENSE	DEFENSE LOGISTICS AGENCY	\$54.75M
DEPARTMENT OF DEFENSE	DEPARTMENT OF THE ARMY	\$44.62M
GENERAL SERVICES ADMINISTRATION	FEDERAL ACQUISITION SERVICE	\$20.19M
DEPARTMENT OF STATE	DEPARTMENT OF STATE	\$6,075.43K
DEPARTMENT OF JUSTICE	FEDERAL PRISON SYSTEM / BUREAU OF PRISONS	\$7,254.04K
DEPARTMENT OF AGRICULTURE	FOREST SERVICE	\$7,081.07K
DEPARTMENT OF VETERANS AFFAIRS	DEPARTMENT OF VETERANS AFFAIRS	\$6,003.63K

Award Types (2022-2024)

Award Type	Amount
DELIVERY ORDER	\$234.75M
PURCHASE ORDER	\$120.68M
DEFINITIVE CONTRACT	\$93.04M
BPA CALL	\$64.29M
OTHER	\$0

Top PSC (2022-2024)

PSC	Total Contracts	Amount
5410	1574	\$201.5M
5450	364	\$68.0M
W085	32	\$51.98M
5411	143	\$29.4M
B145	205	\$14.99M
W054	85	\$14.84M
3990	372	\$7,916.8K
E1AA	5	\$7,815.1K
Y1JZ	9	\$7,530.73K
4510	6	\$7,034.31K

Top Vendors (2022-2024)

Company	Total Contracts	Amount
MODULAR MANAGEMENT GROUP INC	62	\$57.41M
DEPLOYED RESOURCES LLC	25	\$52.78M
PCI SUPPORT SERVICES LLC	5	\$24.6M
EDL CONSTRUCTION INC	45	\$22.68M
GICHERN SYSTEMS GROUP, INC.	73	\$20.51M
HESCO BASTION LIMITED	41	\$16.18M
SANITZ ENTERPRISES, INC.	481	\$16.7M
MACCAFERRI, INC.	59	\$16.15M
SEA BOX, INC.	54	\$13.69M
ARMAG CORP	74	\$8,285.19K

Social Economic Status (2022-2024)

Status	Amount
Minority owned small business	\$148.00M
CBQ Program Participant	\$128.47M
Self-Certified small disadvantaged business	\$106.88M
Veteran Owned Business	\$99M
Veteran owned small business	\$96.52M
Small disadvantaged business	\$67.07M
Service Disabled Veteran Owned Business	\$38.91M
Service disabled veteran owned small business	\$36.52M
Historically Underutilized Business Zone HUBZone Firm	\$35.03M
Women Owned Small Business	\$28.12M

5410 — PREFABRICATED AND PORTABLE BUILDINGS
 5450 — MISCELLANEOUS PREFABRICATED STRUCTURES
 W085 — LEASE OR RENTAL OF EQUIPMENT- TOILETRIES
 5411 — RIGID WALL SHELTERS
 B145 — SPECIALIZED SHIPPING AND STORAGE CONTAINERS
 W054 — LEASE OR RENTAL OF EQUIPMENT- PREFABRICATED STRUCTURES AND SCAFFOLDING
 3990 — MISCELLANEOUS MATERIALS HANDLING EQUIPMENT
 E1AA — PURCHASE OF OFFICE BUILDINGS
 Y1JZ — CONSTRUCTION OF MISCELLANEOUS BUILDINGS
 4510 — PLUMBING FIXTURES AND ACCESSORIES

The data used in this report is taken from usaspending.gov

Key Contacts: U.S. Army Corps of Engineers Contracting Office

Adams	Chris	Chief of Construction Division	Norfolk District	757- 201- 7633	
Alonzo- Estrada	Carole	Deputy for Small Business	Chicago District	738- 9697 843-	carole.m.alonzo- estrada@usace.army.mil
Anderson	Jermaine	Deputy Commander	Charleston District	329- 8000 601-	
Baloue	Davita	Chief of Contracting	Vicksburg District	631- 5837 410-	davita.s.baloue@usace.army.mil
Beck	Paula	Chief of Contracting	Baltimore District	962- 0874 202-	paula.m.beck@usace.army.mil
Belk	Edward	Director of Civil Works Deputy for Small Business	Civil Works New York	761- 1878 917- 790-	edward.e.belk@usace.army.mil
Bernard	Zachery	Programs	District	8004 540-	zachery.a.bernard@usace.army.mil
Billman	Lisa	Chief of Contracting	Middle East District	665- 2994 502-	lisa.c.billman@usace.army.mil
Bock	Misty	Chief of Contracting	Louisville District	315- 6574 651-	misty.d.bock@usace.army.mil
Bowen	Chris	Chief of Construction	St. Paul District	290- 5303 916-	christian.o.bowen@usace.army.mil
Carrizales	Colette	Chief of Contracting	Sacramento District	557- 5266 917-	r.c.carrizales@usace.army.mil
Cashman	Francis	Chief of Contracting	New York District	790- 8173 912-	francis.cashman@usace.army.mil
Cavanagh	Jennifer	Chief, Office of Small Business Programs	Savannah District	652- 5539 409-	jennifer.s.cavanagh@usace.army.mil
Chapman	Shamekia	Chief of Contracting Deputy for Small Business	Galveston District Memphis	766- 3006 901- 544-	shamekia.m.chapman@usace.army. mil
Cordi	Sherrie	Programs	District	4520	sherrie.cordi@usace.army.mil

		Chief of	Louisville	502-315-6120	
Dailey	Kirk	Construction	District	904-577-3079	
		Deputy for		314-331-8181	
Daniel-Ray	Kimberly	Small Business Programs	Jacksonville District	577-3079	kimberly.s.danielray@usace.army.mil
		Deputy for		314-331-8181	
Daniels	Kelsey	Small Business Programs	St. Louis District	651-290-5723	kelsey.m.daniels@usace.army.mil
		Small Business Program	St. Paul District	312-846-5371	
Davis	Christine	Manager		716-879-4173	christine.davis@usace.army.mil
		Chief of	Chicago District	601-631-5951	
Dennison	Elizabeth	Contracting		402-995-2816	elizabeth.a.dennison@usace.army.mil
		Chief of	Buffalo District	843-329-8061	
Ernest	Jeffrey	Contracting		503-6554	jeffrey.g.ernest@usace.army.mil
		Deputy for		509-527-7434	
Erwin	Demetric	Small Business Programs	Vicksburg District	404-562-5059	demetric.erwin@usace.army.mil
		Chief of	Omaha District	256-895-1385	
Evans	Tracie	Contracting		410-962-2587	
		Chief of	Charleston District	910-251-4774	
Figgins	Charlene	Contracting			charlene.l.figgins@usace.army.mil
		Chief of	San Francisco District		
Fronck	Mary	Contracting			mary.fronck@usace.army.mil
		Deputy for			
Glynn	James	Small Business Programs	Walla Walla District		james.r.glynn@usace.army.mil
		Deputy for	South		
Goodman-Cooper	Lashone	Small Business Programs	Atlantic Division		antwinette.l.goodman-cooper@usace.army.mil
			US Army		
		Small Business Programs Chief	Engineering and Support Center		
Goodsell	Rebecca				rebecca.goodsell@usace.army.mil
		Deputy for	Baltimore District		
Gray	Tamika	Small Business Programs			tamika.gray@usace.army.mil
		Chief, Office of			
Green	Andrea	Small Business Programs	Wilmington District		andrea.m.green@usace.army.mil

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9. The Business Development Plan.

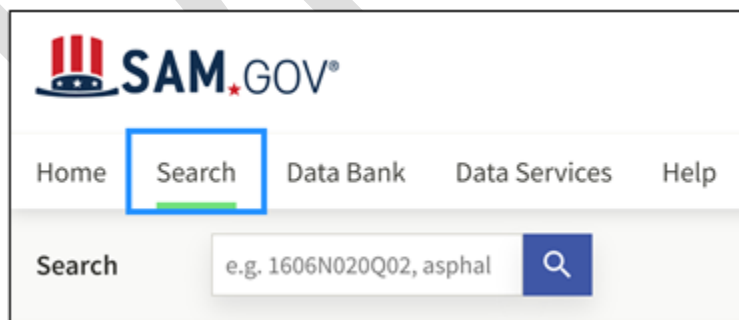
This Business Development Plan serves as a roadmap for the company's growth in federal contracting. The key components include market research, competitor analysis, target audience, capability statement (s), goals, objectives, action plan, and financial projections.

9.1 Recommendations:

- Ensure that the information in your SAM registration, SBA profile, and capability statement is consistent and accurate.
- Use CRM to track conversations and contract management. CRM Requirements: Accept Excel worksheet data to update CRM and Dashboard.
- Telemarketing: The goal is to ask for a debrief with selected CO and SBO in the selected agency.
- Develop call list from pages 23-28.
- Hire a telemarketing team to call and set up a capability briefing meeting.
- Development call script that asks for a capability briefing meeting and send an up-to-date capability statement. Ensure the capability statement content aligns with the agency's needs.
- Attend Networking Event. Use cardstock for business cards along with color capability statements.

9.2 Start bidding on contract opportunities. Determine how AI can help the proposal team prepare responses to the agency's "Synopsis Notice". When government agencies need to buy goods and services, they issue a Synopsis Notice on SAM.gov. and on their websites. The types of synopsis notices are Request for Information (RFI)/Sources Sought Notice (SSN), Request for Quote (RFQ), and Request for Proposals.

- Select **Search** located in the header menu, then select **Contracting** in the **Domain** header.



- Select **Contracting** on the home page, then select **Contract Opportunities** under **Select Domain**. You can enter keywords or a Notice ID in the search bar. For more filter options, select **Advanced Search**.

Contracting

SAM.gov is a free, centralized source for finding and bidding on U.S. government contract opportunities and publishing subcontract reports.

Visit the [Data Bank](#) to download or run reports on contract opportunities data and contract award data from [FPDS.gov](#).

Search Opportunities or Subcontract Reports [Advanced Search](#)

Select Domain... Program management services

Select Domain...

Contract Opportunities

Subcontract Reports

On the search landing page, you can use any of the filters listed to narrow your search. You can filter using the following criteria:

- **Keyword Search:** Enter a keyword or phrase for the type of contracts you want to locate (i.e. light bulbs, construction, etc.)
- **Federal Organizations:** Enter the code or name for the federal organization you want to search. For example, General Services Administration or 047. Select the (...) icon located next to the federal organization search bar to expand the filter and search by sub-tier within a department and/or independent agency. You can select multiple federal organizations to see the results from all those organizations in one search. For more information, see this [video](#).
- **Dates:** Filter using the dropdown arrow by either the response date/date offers are due or filter by the updated date.
- **Notice Type:** Filter using the dropdown arrow and select the type of notice you want to filter on. You can choose more than one type.
- **Product or Service Information:** Filter by entering a NAICS code, for example, 23 for construction. You can also filter by entering a product and service code, for

example, 51 for hand tools. You can select multiple NAICS codes and PSCs. For more information, see this [video](#).

- **Set Aside:** Filter using the dropdown arrow and select the set aside you want to find. You can choose more than one type.
- **Place of Performance:** Enter the ZIP code you want to filter on. Enter the state/province you want to filter on or use the dropdown arrow to select. You can select multiple states by selecting each one individually. For more information, see this [video](#).
- **Contract Awardee:** Enter the contractor awarded name by typing the name of the contractor into the search bar. Enter the DUNS (unique entity ID) to search for a specific entity. You can also filter on the entity name, ZIP code, and state/province.
- **Status:** Select the Active or Inactive option to search for either active or inactive contract opportunities.
- **More Filters:** To add more filters to your search, select **More Filters** and a pop-up box will appear. You can add or remove specific filters to narrow your search. Additional filters include published date, inactive date, authority, contract award details (contract award dollar amount, contract award number, task/delivery order number, and title), and contract office details (point of contact, ZIP code, state/province).

Reset: To reset all filters, select **Reset**.

Home Search Data Bank Data Services Help

Search All Words e.g. 1606N020Q02

Filter By

Contracting Contract Opportunities Subcontract Reports

Select a category above to view results.
Choose your filters and run your report to begin.

Keyword Search
For more information on how to use our keyword search, visit our help guide

Simple Search Search Editor

Any Words
 All Words
 Exact Phrase

e.g. W91QVN-17-R-008

Federal Organizations
Dates
Notice Type
Product or Service Information
Set Aside
Place of Performance
Contract Awardee
Status

Active
 Inactive

More Filters Reset



Ask for a Debrief

Unsuccessful offerors may request a debriefing from the contracting officer within three days of receiving **notice of exclusion from the competition**. **If the offeror does not submit a timely request, the offeror need not be given either a pre-award or a post-award debriefing. Offerors are entitled to no more than one debriefing for each proposal.**

Debriefings may be made orally, in writing, or by any other method acceptable to the contracting officer. The contracting officer should normally chair any debriefing session held. Individuals who conducted the evaluations shall provide support. At a minimum, pre-award debriefings shall include:

The agency evaluates significant elements in the offeror's proposal.

A summary of the rationale for eliminating the offeror from the competition.

Reasonable responses to relevant questions about whether source selection procedures contained in the solicitation, applicable regulations, and other applicable authorities were followed in the process of eliminating the offerors.

You NEVER argue with the contracting officer because it is too late at that point, even if you are going to file a protest. However, I strongly suggest that you consider everything before protesting after the award. I have never seen one turn around (not to say it hasn't been done). However, the time to protest is before the prize is awarded. You can ask questions for clarification and understanding. Be cautious not to ask questions that can be answered with a simple 'yes' or 'no'.

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