

# SMALL BUSINESS OVERVIEW FOR VENDORS

## STEPS TO SUCCESS DOING BUSINESS WITH THE DEFENSE LOGISTICS AGENCY



August 2018

## TABLE OF CONTENTS

- Step 1: The Defense Logistics Agency - Understand Who We Are and What We Do
- Step 2: Getting Started
- Step 3: Find Current DLA and Federal Opportunities
- Step 4: Seek Assistance – Procurement Technical Assistance Centers and More
- Step 5: Consider Subcontracting
- Step 6: Post Award

# Step 1 - The Defense Logistics Agency Understand Who We Are and What We Do



## Learning About the DLA Enterprise

The Defense Logistics Agency (DLA) has provided the nation's military services with logistics support for over 50 years. We provide full spectrum support for the warfighter. Whether the warfighter is engaged in combat, peacekeeping or humanitarian assistance activities, DLA provides the support needed to achieve success in assigned missions. We reach back to industry for partners then lean forward to the front line whether it is the warfighter, or storeroom of a ship, or the skin of an aircraft. Demand is linked with supply.

### ***Organization***

As the nation's combat logistics support agency, DLA manages the global supply chain – from raw materials to end user to disposition – for the Army, Navy, Air Force, Marine Corps, Coast Guard, 10 combatant commands, other federal agencies, and partner and allied nations. DLA sources and provides nearly all the consumable items America's military forces need to operate, from food, fuel and energy to uniforms, medical supplies and construction material.

DLA also supplies 86 percent of the military's spare parts and nearly 100 percent of fuel, manages the reutilization of military equipment, provides catalogs and other logistics information products, and offers document automation and production services to a host of military and federal agencies.

Headquartered at Fort Belvoir, Virginia, DLA is a global enterprise – wherever the Nation has a significant military presence, DLA is there to support.

DLA's major responsibilities are to (1) buy or contract, (2) warehouse when needed, and (3) distribute about 5 million distinct consumable, expendable and repairable items.

DLA acquires items from manufacturers and suppliers that it then provides to DoD and other federal and regional customers, often with supplementary services such as warehousing, packaging and transportation. DLA also contracts for items that are provided directly by the manufacturer to DLA customers.

Our customers determine their requirements for materiel and supplies. DLA Supply Chains consolidate requirements and procure the supplies in sufficient quantities, or link demand to sources of supply to meet our customers' projected needs.



#### DLA Quick Facts:

- Provides more than \$35 billion in goods and services annually.
- Employs about 25,000 civilians and military.
- Supports more than 2,300 weapon systems.
- Manages nine supply chains and about 5 million items.
- Administers the storage and disposal of strategic and critical materials to support national defense.
- Operates in most states and 28 countries.
- DLA manages the reutilization and disposition of military equipment and operates a global network of distribution centers.
- Supports disaster response and humanitarian relief efforts at home and abroad.
- Supports other federal agencies, state and local governments with items such as uniforms, food and fuel. Customers include the Federal Emergency Management Agency, Department of the Interior, Health and Human Services, Forestry Service, and the Department of Agriculture School Lunch Program.

[DLA web pages](#) or the [DLA Facebook page](#) – DLA's official public information sources.

[DLA Procurement Regulations](#) - DLA's official source for all procurement related regulations.

#### [DLA Office of Small Business Programs](#)

The Office provides training, advice, guidance and strategies to maximize opportunities for small businesses to participate in DLA's acquisition program, both as prime contractors and subcontractors. Through this office, DLA administers the DoD Procurement Technical Assistance Program.

Local Offices of Small Business Programs (OSBPs) at each DLA procuring activity advise and assist contracting, program manager, and requirements personnel on all matters affecting small businesses. Local OSBPs are assistants to their Commanders in developing and implementing strategies that broaden business opportunities for Small Business (SB), Small Disadvantaged Business (SDB) and 8(a), Historically Underutilized Business Zone (HUBZone), Women-Owned Small Business (WOSB), Veteran-Owned (VOSB), and Service-Disabled Veteran-Owned Small Business (SDVOSB). The procuring activity small business professional is the primary focal point for interface with the public and the Small Business Administration (SBA).

## What can the OSBP Office do for you?

- Explain government procurement terminology, [procedures and regulations](#)
- Identify points of contact
- Provide Free Training through [Training, Knowledge & Opportunities \(TKO\) Seminars and Webinars](#)
- Facilitate communication with agency small business and contracting personnel
- Assist in identifying [Federal Supply Classes](#) for items and services your business provides
- Direct you to useful resources and websites
- Act as an Ombudsman for small businesses

## Other DLA Vendor Resource - [Supplier Information Resource Center](#)

Our suppliers are integral to the success of our Enterprise Business System. You are key players in meeting our customers' requirements. By being informed and aware of changes, we can work together to ensure that the Soldiers, Sailors, Airmen, and Marines, have the right item at the right time and the right place.

## Tracking DLA Purchasing Activities and What They Buy

DLA is comprised six Major Subordinate Commands (MSCs) that manage nine supply chains responsible for purchasing commodities and services common to all military services and some federal civilian agencies.

### Major Subordinate Commands

#### [DLA Aviation](#)

DLA Aviation is DLA's combat logistics and aviation demand and supply chain manager. The activity supports more than 1.2 million national stock number items, industrial retail supply and depot-level repairable acquisitions. Its primary mission is to procure repair parts for both fixed- and rotary-wing aircraft; procure bottled gases and cylinders; and oversee DLA's green products initiative, harnessing and recycling elements that would be hazardous to the environment.

DLA Aviation manages the DoD map repository of aeronautical, digital, hydrographic, and topographic map products and operates the federal government's only industrial plant equipment facility providing a full range of maintenance services to include repair,

rebuilding and acquisition of all types of industrial machinery, including lathes and milling machines.

**Aviation** – Engine components, bearings, air frames, helicopter components, cargo aviation items, cable assemblies, instrumentation and gages, aviation life support items, aircraft landing gear components, aircraft ground servicing equipment, chain and wire rope, guided missile maintenance and repair equipment, lugs, terminals, terminal strips, electrical motors, non-rotating electrical converters, electrical control equipment, generators, chemical products, industrial gases and cylinders, rings, shims, and spacers which support most major weapons systems.

**Environmental Products** – Aircraft cleaning components, alternative refrigerants, antifreeze, aqueous cleaners/degreasers, cold climate applications, firefighting equipment, hydrocarbon-based and other cleaners/degreaser, integrated pest management products, marine cleaning compounds, petroleum, oils and lubricants, remanufactured/recycled ink jet cartridges, remanufactured/recycled laser printer toner cartridges, reusable batteries and battery accessories, semi-aqueous cleaners/degreasers, spill control products, support equipment/recycling products, vehicular wet battery program.

**Industrial Plant Equipment** – Lathes, milling machines, grinders, vertical turret lathes, horizontal boring mills, presses, machining centers, bending machines and other equipment primarily used in maintenance, production, and research and development facilities within DoD activities worldwide, both afloat and ashore.

### **[DLA Energy](#)**

DLA Energy is the DoD Executive Agent for all bulk petroleum resources used by the military. DLA Energy also buys and sells deregulated electricity and natural gas to DoD and other Federal Agency customers.

**Bulk Fuels** – Jet fuel, distillate fuel, residual fuel, automotive gasoline (for overseas locations only), specified bulk lubricating oil, aircraft engine oil, fuel additives such as fuel system icing inhibitor, and crude oil in support of the Department of Energy Strategic Petroleum Reserve Program.

**Direct Delivery Fuels** – Ground vehicle fuel, ship propulsion fuel, commercial airport fuel, and installation heating oil.

**Aerospace Energy** – Missile fuels, propellants, and various chemicals and gases largely in support of the United States Air Force and the National Aeronautics and Space Administration's (NASA) space launch and satellite program. Also buys specialized petroleum products used primarily by Department of Defense customers.

**Installation Energy** – Natural gas, electricity, and coal for DoD and federal civilian agencies in the continental United States, Germany, and Alaska.

**Energy Enterprise** – Utility system privatization and energy savings performance contracts.

### **DLA Land and Maritime**

DLA Land and Maritime manages global land and maritime supply chains, which comprises of consumable repair parts items and depot-level repairable procurement operations for nearly 2,000 land-based and maritime weapon systems.

**Land Supply Chain Key Commodities** – Tires, small arms, wheeled & tracked vehicle spares, armored components, wheel & tire assembly, track, engines, transmissions, armaments, containers, navigation/GPS, radars, sensors, ground & satellite communication, power generation.

**Maritime Supply Chain Key Commodities** – Hoses, fittings, valves, pumps, wire/cable, electronics (microcircuits, antennas, connectors), hull, mechanical and electrical (HM&E) communication/surveillance, and combat systems.

### **DLA Troop Support**

DLA Troop Support provides U.S. service members with food, clothing, textiles, medicines, medical equipment, construction supplies and equipment, and repair parts for major weapons systems. They also support other federal agencies, and humanitarian and disaster relief efforts around the world.

**Clothing & Textiles** – Uniforms, outerwear, undergarments, tents, cloth hats, handwear, footwear, individual clothing and equipment, flags, and heraldic and ecclesiastical items.

**Subsistence** – The Food Service Division provides total dining hall support worldwide to military and other authorized Federal customers. Through the Subsistence Prime Vendor (SPV) program and direct vendor delivery, customers can receive their food 48 hours after placing an order. Items include fresh, chill and freeze, semi-perishable and market-ready items; and operational rations, war readiness, humanitarian and emergency relief items for peacetime and contingency requirements. The Produce Division provides fresh fruits and vegetables to the military services, military exchanges, Morale, Welfare, and Recreation (MWR) facilities, Job Corps Centers, Veteran's Affairs hospitals, and federal prisons. Produce is also provided to schools and Native American reservations in partnership with the U.S. Department of Agriculture, National School



Lunch Program and related food and nutrition services programs. This supply chain also provides food service equipment for dining facilities and field feeding equipment.

**Medical** – Pharmaceuticals, biomedical and hospital equipment, and medical/surgical supplies.

**Construction Equipment** – Building materials, containers, fire emergency service equipment, ground support, heavy equipment, imaging, lighting, maintenance repair operations, metals, miscellaneous parts and accessories, miscellaneous products, plumbing, rope and rigging, Automatic Data Processing (ADP) and information products, special operational equipment - marine lifesaving and diving, telecommunications, ventilation and A/C, wood products, and barriers.

**Industrial Hardware** – Industrial items such as screws, bolts, studs, nuts, washers, nails, pins, rivets, locks, keys, clamps, brackets, springs, gaskets, o-rings, knobs, other fastening devices and miscellaneous hardware, typically called bench stock.

### [DLA Distribution](#)

DLA Distribution supply centers manage materiel and offer services including storage, distribution, custom kitting, specialized packaging as well as transportation support and technology development—all aimed at increasing warfighter readiness.

### [DLA Disposition Services](#)

DLA Disposition Services provides DoD with worldwide reuse, recycling and disposal services. Disposition Services disposes of excess property received from the military services. Inventory changes daily and includes thousands of items from air conditioners to vehicles, clothing to computers, and much more. Property is first offered for reutilization within the Department of Defense, transfer to other federal agencies, or donation to state and local governments and other qualified organizations. Excess property not reutilized, transferred or donated may be sold to the public as surplus if it is appropriate and safe for sale to the general public. DLA Disposition Services also manages the disposal of hazardous property for DoD activities.

## **Other Purchasing Activities**

While the Major Subordinate Commands are DLA's main contracting offices, there are other DLA purchasing activities. These include strategic and critical materials, document solutions, and an enterprise support component.



[DLA Contracting Services Office \(DCSO\)](#) manages DLA enterprise-wide requirements including major Information Technology (IT) systems and programs, IT products and services, business and facilities services, and other enterprise services for DLA worldwide.

DCSO is also DoD's full-service [document solutions provider](#). They provide a full portfolio of document services ranging from traditional offset printing to on-line document services, and manages more than 150 service facilities primarily located on U.S. military bases worldwide in seven countries. The organization outsources nearly 64 percent of the DoD's document requirements through more than 400 commercial service contracts, some of which are through the Government Printing Office.

[DLA Strategic Materials](#) provides safe, secure and environmentally sound stewardship for strategic and critical materials in the United States National Defense Stockpile (NDS). Commodities range from base metals such as zinc, lead, cobalt, and chromium to the more precious metals such as platinum, palladium, and industrial diamonds. There is no private sector company in the world that is responsible for environmentally sound acquisition, storage, upgrade, and sale of such a wide range of commodities and materials.

## **Review - Nine Supply Chains and Supply Classes at a Glance:**

DLA's major responsibilities are to (1) buy or contract, (2) warehouse when needed, and (3) distribute about 5 million distinct consumable, expendable and repairable items. DLA contracts for high-volume, commercially available items, such as food and medical supplies, based on military service requirements and delivers these items directly to the requesting customer. Repairable items, similar to repair parts, are eventually consumed, but may be repaired some number of times before they must be discarded. DLA has nine supply chains that contract for material across the supply classes of food, textiles, energy products, medical material and equipment, construction material, industrial hardware, personal demand items, major end items and repair parts;

- Class I: Subsistence (DLA Troop Support)
  - Food Service
  - Produce
  - Operational Rations
  
- Class II: Clothing & Textile (DLA Troop Support)
  - Heraldic
  - Individual Equipment/Organizational Clothing
  - Warfighter Uniforms/Dress Clothing

- Class III: Energy (DLA Energy)
  - DoD Executive Agent for all Bulk Petroleum
  - Natural Gas, Coal, Electricity
  - Aerospace Energy
- Class IV/VII: Construction & Equipment (DLA Troop Support)
  - Facilities Maintenance Equipment
  - Construction Equipment
  - Wood Products
  - Safety & Rescue Equipment
- Class VIII: Medical (DLA Troop Support)
  - Pharmaceutical
  - Medical Equipment
  - Medical/Surgical Supplies
- Class IX: Aviation (DLA Aviation)
  - Engine Components
  - Air Frames
  - Flight Safety Equipment
  - Environmental Products
- Class IX: Maritime (DLA Land and Maritime)
  - Parts for Ships, Submarines
- Class IX: Land (DLA Land and Maritime)
  - Parts for Vehicles, U.S. Marine Corps, and Army Equipment
- Class IX: Industrial Hardware (DLA Troop Support)
  - Industrial Items such as Screws, Bolts, Studs, Nuts, Washers, Nails, etc.
  - Fastening Devices
  - Miscellaneous Hardware

## **Understand Who We Buy For - DLA Customers – the Military Services**

### **Military Services' Office of Small Business Programs (OSBP)**

[Office of the Secretary of the Army, Office of Small Business Programs](#)

[Office of the Secretary of the Navy, Office of Small Business Programs](#)

[Office of the Secretary of the Air Force, Office of Small Business Programs](#)

## [Other Defense Agency's \(ODAs\) Small Business Offices](#)

### **Non-Appropriated Fund Customers**

Although small business program requirements do not apply to non-appropriated fund expenditures, you should not overlook these potential customers. Non-appropriated fund customers operate similar to non-profit organizations and include commissaries, exchanges, recreation and fitness centers, dining at officer/enlisted/civilian clubs, and barber/beauty services, just to name a few. Visit the following websites for more information.

- [Army & Air Force Exchange Service](#)
- [Coast Guard Exchange Systems](#)
- [Marine Corps Community Services](#)
- [Navy Exchange](#)

## **Step 2 –Getting Started**

### **Understand How DLA, DoD, and the Federal Government Buys Goods and Services**

- The Government buys from suppliers who meet certain qualifications
- Standardized buying procedures and rules are outlined in the [Federal Acquisition Regulations \(FAR\)](#) and the [Defense Federal Acquisition Regulation Supplement \(DFARS\)](#).
- Each U.S. federal agency has slightly different individual procurement regulations, but all must follow a set of core laws and regulations (the FAR). You can gain access to other Federal Agency FAR supplements at their websites via the [Acquisition.gov website](#).
- Several contracting methods are employed
  - Micro-purchases ([See Class Deviation 2018-O0013](#) for exceptions)
    - At or below \$5,000
    - Not advertised
  - Simplified acquisition procedures ([See Class Deviation 2018-O0013](#))
    - Exceeding \$5,000 and not exceeding \$250,000
    - Advertised in FBO if over \$25,000
  - Purchases exceeding \$150,000
    - Advertised in FBO
  - Consolidated purchasing programs (GSA schedules, GWACs, etc.)



## Get Registered



### Data Universal Numbering System (DUNS) Registration

A DUNS number is a unique nine-digit identification number for each physical location of your business.

- DUNS Number assignment is free for all businesses required to register with the U.S. federal government for contracts or grants.
- Your DUNS Number is an important “identifier” used for a multitude of purposes by the government in the contracting arena.
- You must have a DUNS to register in the System for Award Management (SAM)
- Provided by [Dun & Bradstreet \(D&B\) – no charge](#)

### System for Award Management (SAM)



All vendors wanting to do business with the federal government must [register in the SAM](#). The Central Contractor Registration (CCR), the Federal Agency Registration (Fedreg), the Online Representations and Certifications Application (ORCA), and the Excluded Parties List System (EPLS) have migrated to SAM.

Detailed instructions for the SAM application process are provided on the website. SAM holds information relevant to procurement and financial transactions. SAM affords you the opportunity for fast electronic payment of your invoices.

- You must be registered in SAM to be awarded a federal contract.
- Mandatory to receive DoD prime contract
- Allows electronic payment
- *Must renew your registration annually or it expires*
- Assigns a Commercial & Government Entity (CAGE) Code once your registration is complete
- Automatically assigns a Marketing Partner ID (MPIN) to access other government applications such as the Past Performance Information Retrieval System (PPIRS)
- To register in SAM, a firm must have a DUNS number.

## Small Business Administration (SBA) Dynamic Small Business Search



The [Dynamic Small Business Search \(DSBS\)](#) is an SBA sponsored database of small firms that includes those certified by SBA under the 8(a) Business Development, HUBZone, and WOSB programs. The DSBS is available through the SAM website. When registering in SAM, select "small business" and a sub-set of your SAM data will be sent to SBA for size validation and inclusion in DSBS.

- Keep your profile updated and provide comprehensive information that describes your business.
- The government uses DSBS to perform market research and verify basic small business information.
- DLA supply chains use DSBS to locate sources, verify vendor size, and make set-aside decisions.
- Industry uses DSBS to locate potential subcontractors/ teaming partners.

## Wide Area Workflow (WAWF) e-Business Suite – Invoicing, Receipt, Acceptance, and Property Transfer (iRAPT)



WAWF's [iRAPT](#) is a secure web-based system for electronically processing invoices, receipts, and acceptance documents being deployed DoD-wide.

[Web-based training](#) for vendors is available. It provides an overview of the WAWF system.

## Determine Your Small Business and Socioeconomic Status

### SOCIO-ECONOMIC PROGRAMS

#### Required Sources of Supply

DLA procures items and services from required sources under the AbilityOne umbrella (National Industries for the Blind [NIB] and Creating Employment Opportunities for People with Severe Disabilities [SourceAmerica]), and Federal Prison Industries (FPI), now operating under the trade name UNICOR. AbilityOne products can be identified at the [AbilityOne website](#), and FPI products can be identified at the [UNICOR website](#).

## **Small Business (SB) Program**

A small business concern must satisfy the eligibility requirements below:

### **Eligibility Requirements:**

- Meet the [SBA's numerical size standards](#) for small
- Be a for-profit business of any legal structure
- Be independently owned and operated
- Not be nationally dominant in its field
- Be physically located and operate in the U.S. or its outlying areas and makes a significant contribution to the U.S. economy through payment of taxes and/or use of American products, material and/or labor.

You can self-certify as a small business in the [System for Award Management \(SAM\)](#) database. Visit the Small Business Administration's [how to certify as a small business webpage](#) for more information.

## **8(a) Program**

The [8\(a\) program](#) refers to section 8(a) of the Small Business Act. It is a program developed to help small disadvantaged businesses\*\* compete in the marketplace. It also helps these companies gain access to Federal and private procurement markets. Companies are certified into the 8(a) program for nine years.

### **Eligibility Requirements:**

- Must be a small business by SBA standards
- Be at least 51 percent unconditionally owned and controlled by one or more U.S. citizens who are economically and socially disadvantaged
- Be of good character
- Reside in the United States
- Demonstrates potential for success

Before you can participate in the 8(a) Business Development Program, you must be certified.

To get certified as an 8(a) business, simply use the [certify.SBA.gov](#) website. You'll need to have a profile at [SAM.gov](#) before you can use the certification website.



After you successfully complete your certification process through [certify.SBA.gov](https://certify.SBA.gov), you should update your business profile at [SAM.gov](https://SAM.gov) to show contracting officers that your business is in the 8(a) program.

For further information, review the [Office of 8\(a\) Business Development](#) webpage or contact the [Small Business Administration](#).

**\*\*Small Disadvantaged Business (SDB) – Can self-certify as a SDB and means a small business concern under the size standard applicable to the acquisition that is at least 51% unconditionally and directly owned by one or more socially disadvantaged and economically disadvantaged individuals who are U.S. citizens. Each individual claiming economic disadvantage has a net worth not exceeding \$750,000 after taking into account the applicable exclusions set forth at [13 CFR 124.104\(c\)\(2\)](#) and the management and daily business operations of which are controlled (as defined at [13 CFR 124.106](#) by individuals who meet this definition.**

## **Women-Owned Small Business (WOSB) Program**

Section 8(m) of the Small Business Act (15 U.S.C. 637(m)) created the [Women-Owned Small Business \(WOSB\) Program](#). This program provides for a Women-Owned set-aside and is aimed at expanding Federal contracting opportunities for WOSBs. The WOSB Federal Contract Program authorizes contracting officers to set-aside certain federal contracts for Women-Owned Small Businesses (WOSB) or Economically-Disadvantaged Women-Owned Small Businesses (EDWOSB).

There are [6-Digit NAICS](#) designated for EDWOSB set-asides, and for WOSB set-asides under the WOSB Program.

### **Eligibility Requirements:**

- Must be a small business by SBA standards
- Be at least 51% unconditionally and directly owned and controlled by one or more women
- Primarily managed by one or more women
- The women who own and control the firm must be U.S. citizens
- To be deemed an EDWOSB, owners must demonstrate economic disadvantage

WOSBs/EDWOSBs must meet the eligibility requirements for set-asides under this program and either:

1. **Self-certify their business** – must register their WOSB in [SAM](#) as well as upload required documents to the [WOSB Program Repository](#).

OR

**2. Be certified by an SBA-approved Third Party Certifier (TPC). There are currently four SBA-approved TBCs. They are the following:**

- El Paso Hispanic Chamber of Commerce
- National Women Business Owners Corporation
- U.S. Women's Chamber of Commerce
- Women's Business Enterprise National Council (WBENC)

For further information review the [Women-Owned Small Business Federal Contracting program](#) webpage or contact the [Small Business Administration](#).

## **Historically Underutilized Business Zones (HUBZone) Program**

The [Historically Underutilized Business Zone \(HUBZone\) program](#) establishes regions within the country that are defined as underutilized business zones. This program is intended to encourage the award of contracts to small business concerns located in historically underutilized business zones in an effort to increase employment opportunities, investment, and economic development in those areas.

### **Eligibility Requirements**

- Must be small business by SBA standards and certified by the SBA
- Be at least 51% owned and controlled at least 51% by U.S. citizens, or a Community Development Corporation, an agricultural cooperative, or an Indian tribe
- Have the "principle office" located within a designated HUBZone
- Have at least 35% of the company's employees residing in a HUBZone
- The firm's headquarters does not have to be its "[principal office](#)." This is an important distinction. A firm can have multiple locations that it leases or owns and still meet the principal office requirement if the office that is located in a HUBZone has the greatest number of its employees performing their work there.

Before you can participate in the HUBZone program, you must be certified by the SBA. For further information review and the steps to take to get certified visit the [HUBZone program](#) webpage or contact the [Small Business Administration](#).

## **Veteran-Owned Small Business (VOSB) Programs**

All veteran-owned companies should register their company with the U.S. Department of Veterans Affairs (VA) Office of Small and Disadvantaged Business Utilization's (OSDBU) through the [Vets First Verification Program](#). The [Vendor Information Pages \(VIP\) database](#), referred to as VetBiz, is free and available to any veteran-owned business. Purchasing officials use this database for market research purposes when looking for veteran-owned companies.

The SBA's [Office of Veterans Business Development](#) provides additional resources and information for Veteran-Owned businesses.

## **Service-Disabled Veteran-Owned Small Business (SDVOSB) Program**

The [SDVOSB Program](#) offers opportunities to Service-Disabled Veterans by providing set-asides reserved exclusively for SDVOSBs.

### **Eligibility Requirements:**

- Must be a small business by SBA standards
- Be at least 51% unconditionally and directly owned and controlled by one or more service-disabled veterans
- At time of contract award, must be an SDVOSB SBC under the North American Industry Classification System (NAICS) code assigned to the contract.

You can self-represent your business to the federal government as being owned by a service-disabled veteran. Simply update the socio-economic status section of your business profile at [SAM.gov](#).

The Department of Veterans Affairs, which awards a large amount of contracts to veterans, [set-aside contracts](#) for veterans through their Veterans First Contracting Program. Their program is not the same as the SBA's program. To get access to set-aside Veterans Affairs contracts, your business must be verified through the [Vets First Verification Program](#).

The SBA's [Office of Veterans Business Development](#) provides additional resources and information for Veteran-Owned businesses.



## **Determine Your Company's Status**

### **Identify Your Product or Services - find the NAICS Codes for Your Company**

The [North American Industry Classification System \(NAICS\)](#) classifies business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. economy. The SBA uses NAICS as a basis for its size standards.

It is essential that you research the NAICS codes for administrative, contracting, and tax purposes. These codes classify the economic sector, industry, and country of your business. For Federal contracting purposes, you will need to identify in SAM all the NAICS codes (industries) applicable to your business.

For further explanation regarding NAICS, visit the [U.S. Census Bureau website](#). The site provides a helpful NAICS search function.

### **Understand Your Size Standards**

[Small business size standards](#) define the maximum size for a firm, including its subsidiaries and affiliates. A size standard is usually stated in number of employees for most manufacturing and mining industry NAICS or average annual receipts for service industry based NAICS.

To help you assess your small business status, SBA has established a [Table of Small Business Size Standards](#) matched to the NAICS codes and the [Size Standards Tool](#). On the SBA page, you will find the latest Table of Size Standards as well as further guidance on size standard issues. You may also want to look at SBA's Small Business Size Regulations.

The [Electronic Code of Federal Regulations \(e-CFR\)](#) contains information regarding the Small Business Size Regulations under Title 13, CFR, part 121 (13 CFR part 121).

## **Utilize the Abundance of Resources**

### **Federal Government Acquisition Information**

- [Acquisition.gov](#) provides one website for regulations, systems, resources, opportunities, and training.

- [Small Business Information and Resource section of USA.gov](#) provides legal and regulatory information.
- [Federal Acquisition Regulation](#)
- [Electronic Code of Federal Regulations](#) provides the electronic version of the CRF. Review 13 CFR for Small Business Size Regulations and more.

## **Understand Contract Types**

There is a wide selection of contract types available to DLA in order to provide needed flexibility in acquiring the large variety and volume of supplies and services required by the military services.

### **Contract types vary according to:**

- The degree and timing of the responsibility assumed by the contractor for the costs of performance; and
- The amount and nature of the profit incentive offered to the contractor for achieving or exceeding specified standards or goals.

### **Contract types are grouped into two broad categories:**

- Fixed-Price contracts
- Cost-Reimbursement contracts

The specific contract types range from firm-fixed-price, in which the contractor has full responsibility for the performance costs and resulting profit (or loss), to cost-plus-fixed-fee, in which the contractor has minimal responsibility for the performance costs, and the negotiated fee (profit) is fixed. In between are the various incentive contracts where the contractor's responsibility for the performance costs and the profit or fee incentives offered are tailored to the uncertainties involved in contract performance. For more information, visit FAR Part 16. Also look at [SBA's Government Contracting Classroom 101](#).

## **Department of Defense (DoD) Resources**

### **Department of Defense**

The following information is helpful for doing business with DLA, DoD, and the military services.

[Office of the Secretary of Defense \(OSD\), Office of Small Business Programs \(OSBP\)](#)

The Office advises the Secretary of Defense on all matters related to small business and is committed to maximizing the contributions of small business in DoD acquisitions. The office provides leadership and governance to the military departments and defense agencies to meet the needs of the nation's Warfighters, and create opportunities for small businesses while ensuring each tax dollar is spent responsibly.

[Guide to Marketing to the Department of Defense](#)

[DoD Subcontracting Program: The Basics of Subcontracting](#)

[Safeguarding Covered Defense Information – The Basics](#)

## **SBA Resources**

### **Small Business Administration**

The [U.S. Small Business Administration \(SBA\)](#) was created by Congress in 1953 to help America's entrepreneurs form successful small enterprises. Today, SBA's program offices in every state offer financing, training and advocacy for small firms. These programs are delivered by SBA offices in every state, the District of Columbia, the Virgin Islands, and Puerto Rico. In addition, the SBA works with thousands of lending, educational and training institutions nationwide. View the [list of SBA Offices](#).

For helpful training information go to the [SBA Small Business Learning Center](#). Also look at the [SBA's Government Contracting Classroom](#).

## **GSA Resources**

### **General Services Administration (GSA)**

[GSA](#) is the federal government's business manager, buyer, real estate developer, telecommunications manager, and IT solutions provider. GSA contracts for billions of dollars of products and services for federal agencies. Examples of items managed by GSA are the following: environmental products; furniture and furnishings; IT/telecom products, services and products; office, imaging and document solutions, products and services; travel and transportation; and vehicles.

GSA manages Multiple Award Schedules (MAS) contracts, also known as Federal Supply Schedule (FSS) contracts. Under MAS/FSS, contracts are awarded to multiple companies supplying comparable products and services at pre-negotiated prices, terms and conditions. Once GSA awards the contracts, federal contracting officers and other

authorized users order directly from the schedule contractor. Many federal purchases are, in fact, orders on MAS/FSS contracts. [Contact the GSA](#) for information on how to obtain a MAS/FSS contract.

## Step 3 - Find Current DLA and Federal Opportunities

### Utilizing Federal Business Opportunities (FEDBIZOPPS)

Most DoD and federal government procurements over \$25,000 are publicized in [FedBizOpps](#). Federal government agencies publish their solicitations on FedBizOpps and provide detailed information on how and when vendors should respond.

FedBizOpps offers a variety of searches; solicitation number, place of performance, set-aside, key words, selected agencies, etc. Additionally, FedBizOpps lists Sources Sought and Requests for Information (RFIs). The government uses Sources Sought notices and RFIs to find small firms. **It is important to respond to these notices!**

### Marketing to the DLA and DoD

#### What DLA Buys & DLA Small Business Programs Office Contacts

DLA is responsible for nearly every consumable item used by our military forces worldwide. These include aviation, land and maritime weapon systems parts, fuel, and critical troop-support items involving food, clothing and textiles, medical, and construction equipment and material. DLA also procures depot-level repairables.

**DLA ENERGY**, Fort Belvoir, Virginia – Manages all petroleum resources used by the military; also buys and sells deregulated electricity and natural gas.

- DLA ENERGY SB Program Office can be reached by calling 571-767-9732 or via [email](mailto:DLA.Energy.OSBP@dla.mil) at [DLA.Energy.OSBP@dla.mil](mailto:DLA.Energy.OSBP@dla.mil).

**DLA LAND & MARITIME**, Columbus, Ohio – Manages consumable repair parts and depot-level reparable procurement operations for land-based and maritime weapon systems.

- DLA LAND & MARTIME SB Program Office can be reached by calling 800-262-3272 or via [email](mailto:SMBIZLandCOLS@dla.mil) at [SMBIZLandCOLS@dla.mil](mailto:SMBIZLandCOLS@dla.mil).



**DLA TROOP SUPPORT**, Philadelphia, Pennsylvania – Manages food, clothing and textiles, medical supplies, construction equipment and material, industrial hardware and support for humanitarian and disaster relief efforts at home or abroad.

- DLA TROOP SUPPORT SB Program Office can be reached by calling 800-831-1110 or via [email](mailto:DLATroopSupportsbo@dla.mil) at [DLATroopSupportsbo@dla.mil](mailto:DLATroopSupportsbo@dla.mil).

**DLA AVIATION**, Richmond, Virginia – Manages consumable repair parts and depot-level repairable procurement operations for aviation weapon systems and environmental products.

- DLA AVIATION SB Program Office can be reached by calling 800-227-3603 or via [email](mailto:DLAAVNSMALLBUS@dla.mil) at [DLAAVNSMALLBUS@dla.mil](mailto:DLAAVNSMALLBUS@dla.mil).

**DLA DISTRIBUTION**, New Cumberland, Pennsylvania – Lead center for network of distribution depots responsible for receipt, storage, issue, packing, preservation, and transportation of DLA-managed items.

- DLA DISTRIBUTION SB Program Office can be reached by calling 717-770-7246 or via [email](mailto:DLA.Distribution.OSBP@dla.mil) at [DLA.Distribution.OSBP@dla.mil](mailto:DLA.Distribution.OSBP@dla.mil).

**DLA CONTRACTING SERVICES OFFICE (DCSO)**, Philadelphia, Pennsylvania – Manages DLA enterprise-wide requirements including major IT systems and programs, IT products and services, business and facilities services, and the other enterprise services for DLA worldwide. DCSO manages DLA enterprise-wide requirements including major IT systems and programs, IT products and services, business and facilities services and the other enterprise services for DLA worldwide.

DCSO is also DoD's provider of document services, including conversion, digital warehousing, CD-ROM production, printing, duplicating, distributing and copier management.

- DLA DCSO SB Program Office can be reached by calling 215-737-8514 or via [email](mailto:DCSO.SmallBusiness@dla.mil) at [DCSO.SmallBusiness@dla.mil](mailto:DCSO.SmallBusiness@dla.mil).

**DLA DISPOSITION SERVICES**, Battle Creek, Michigan – Enables worldwide reutilization, recycling, and disposal services for excess property (including hazardous materials) received from the military services.

- DLA DISPOSITION SERVICES SB Program Office can be reached by calling 269-961-4071 or via [email](mailto:DLA.DispositionSvcs.OSBP@dla.mil) at [DLA.DispositionSvcs.OSBP@dla.mil](mailto:DLA.DispositionSvcs.OSBP@dla.mil).

**DLA STRATEGIC MATERIALS**, Fort Belvoir, Virginia – Plans, facilitates and acquires services and supplies to support the acquisition, upgrade, storage and sale of strategic and critical materials inventory.

- DLA STRATEGIC MATERIALS SB Program Office can be reached by calling 571-767-6500 or via [email](mailto:DLAStrategicMaterials@dla.mil) at [DLAStrategicMaterials@dla.mil](mailto:DLAStrategicMaterials@dla.mil).

### **What the Military Services Buy**

Research products and services bought by the [Department of Army](#).

Research products and services bought by the [Department of Navy](#).

Research products and services bought by the [Department of Air Force](#).

Marketing within DoD for smaller dollar value requirements (products which may be used by any command) can be done on a local basis. Identify your market geographically and then contact small business professionals at the individual DoD activities within your region.

You can identify the small business program offices at each activity by accessing the [DoD Small Business Office listing](#). You may call these offices and request information or arrange for an appointment. They can provide helpful information on how to market your product/service within their activity.

### **Using the DLA Internet Bid Board System (DIBBS)**

[DIBBS](#) is a web-based bid board that allows vendors to search for, view, and submit secure quotes. DLA solicitations under the simplified acquisition threshold are posted on the DIBBS bid board.

- DLA DIBBS registration is required to receive a login account and password to conduct transactions over restricted portions of DLA DIBBS and to register email addresses for solicitations and award notifications. Detailed system requirements and instructions for registration can be found on the DLA DIBBS home page.
- DLA DIBBS registration contains an optional Vendor Directed Solicitation Notification feature. This allows vendors to request e-mail notification of new solicitations that match selections for Federal Stock Class (FSC), National Stock Number (NSN), and Approved Manufacturer CAGE in their profile. Vendors are encouraged to use this feature for specific NSNs or FSCs that may be of interest to them.

- Award/Modification Notification: DIBBS sends an email notification with a web link for all awards/modifications posted on DIBBS unless the CAGE received a delivery order via Electronic Data Interchange (EDI).

### **Request for Quotation (RFQ) Set-Aside Searches**

RFQ solicitation searches can be performed several ways via [DIBBS](#). Small businesses are encouraged to use the “SHOW ONLY” search to locate Small Business Set-asides as well as 8(a), HUBZone, SDVOSB, WOSB, and Combined Set-asides. Pick a SEARCH CATEGORY and SEARCH VALUE prior to using the SHOW ONLY option.

### **Request for Proposal (RFP) Set-Aside Searches**

RFP searches are more limited in DIBBS than RFQ searches, with a “Show Only” search for bid sets. It does not allow for “Show Only” searches for set-asides. The RFP search website is at [DIBBS](#).

### **DLA Requirements Forecast –Supplier Requirements Visibility Application (SRVA)**

SRVA contains information on up to 24 months of DLA’s anticipated requirements. SRVA provides users the ability to search by FSC or National Item Identification Number (NIIN). The SRVA is part of the DIBBS website. Access to SRVA requires a DIBBS user account. After logging in, users can gain access using one of the hyperlinks located on DIBBS.

## **Quick List for Doing Business with DLA**

Register on the [DLA Internet Bid Board System \(DIBBS\)](#)

**Search the Federal Stock Classes Purchased by DLA:** Visit [DIBBS](#) under References, FSCs and Supplier Visibility Requirements Application. This application provides DLA’s anticipated requirements based on monthly forecasts. Vendors can search by NSN or FSC. [WebFLIS](#), Federal Logistics Information System Web Search, allows public searches on NSNs for approved source CAGE codes and part numbers.

**Match your company’s capabilities to the Federal Supply Classes:** Identify which DLA supply chain buys your commodity on the [What We Buy](#) webpage.

**Perform a DIBBS or FedBizOpps Search to find opportunities:** Select [DIBBS](#) RFQ or RFP search under the heading “Solicitation” or use [FedBizOpps](#).

**Submit your quotes on the DLA Internet Bid Board System (DIBBS):** RFPs require submission of formal written proposals. RFQs can use DIBBs On-Line Quoting unless the solicitation states otherwise. **Be sure to submit your quote before the solicitation closing date!** There will also be a link to your order embedded in the notification. You can perform an awards search on the DIBBS homepage to determine the outcome if you do not receive an email response

#### **Research before Selling to Defense Logistics Agency:**

[Information on Military Packaging](#)

[Information on Product Verification Program Office \(PVP\) - Testing Options](#)

[Training Knowledge Opportunities](#)

[Information on Specifications](#)

[Federal Acquisition Regulations and Clauses](#)

Existing contracts can be found on the [Federal Procurement Data System \(FPDS\)](#) and [USASpending](#).

**Market your company.** Each supply chain has socio-economic goals for the following: Small Business, Small Disadvantaged Business - includes 8(a), HUBZone, Women-Owned Small Business and Service-Disabled Veteran-Owned Small Business. You should include these categories when marketing to the Federal Government. Include your CAGE code on all correspondence.

**Unsolicited Proposals.** Unsolicited proposals may be submitted to the small business office at the cognizant DLA command.

## **Step 4 – Seek Assistance – Procurement Technical Assistance Centers and More**

### **Procurement Technical Assistance Centers (PTACs)**

The Procurement Technical Assistance Program (PTAP) was established in an effort to expand the number of businesses capable of participating in government contracts. Under the program, PTACs serve as a local resource to assist businesses in pursuing



and performing under contracts with DoD, other federal agencies, and state and local governments. The PTACs' services are available at no or nominal cost.

The program helps small businesses that would probably consider themselves too small, or the red tape too thick, to bid on contracts with the government. The government does a great deal of business with small companies and although the process is not simple, its mysteries can be unraveled by your local PTAC. Visit the [PTAP website](#) for a list of PTACs and the areas they serve.

PTACs provide day-to-day assistance, along with training, to firms seeking to do business with federal agencies and state and local governments in the form of such services as:

- Identifying government agencies that purchase a firm's products or services
- Using the internet to sell to the government
- Prime & subcontracting opportunities
- Contracting fundamentals
- Helping to prepare bids/proposals
- Pre-award & post-award administration issues
- Locating military and other government specifications and drawings
- Small business programs and certifications
- Registration in various programs
- Setting up or improving quality assurance and accounting systems
- Resolving payment problems

PTACs make a concerted effort to seek out and assist small businesses, small disadvantaged businesses (SDB), women-owned small businesses (WOSB), Historically Underutilized Business Zone (HUBZone) small business concerns, Veteran-Owned, and Service-Disabled Veteran-Owned small businesses.

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

The SBA administers the [Small Business Development Centers Program](#) that provides management assistance to current and prospective small business owners. SBDCs offer one-stop assistance to small businesses by providing a wide variety of information and guidance in centralized, easily accessible branch locations.

In addition to the SBDC Program, the SBA has a variety of other available programs and services. They include training and education programs, advisory services, publications, financial programs and contract assistance. The agency also offers specialized programs for women business owners, minorities, veterans, international trade and rural development. The SBA has a nationwide network of District Offices that

are charged with assisting small businesses in doing business with the government. Find the [District Office](#) nearest you.

### **What is the difference between the PTACs and the Small Business Administration?**

The Small Business Administration helps businesses get started and write business plans that will attract investors. PTACs help established businesses that wish to market their products or services to Federal, State, and local entities. Both the SBA and PTACs work together and share resources and knowledge.

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

SCORE, “Counselors to America’s Small Business,” is an excellent source of free and confidential small business advice for entrepreneurs. Many local SCORE offices can assist with Federal procurement opportunities. Visit the [SCORE website](#) for more information.

### **Agency Specific Small Business Offices**

To help you find information on DoD and Executive Agency Small Business Offices, take a look at:

- [Other Defense Agencies Small Business Program Offices](#)
- [Executive Agency Small Business Offices](#)

## **Step 5 - Consider Subcontracting**

### **Research Subcontracting Opportunities and Teaming Arrangements**

The DoD offers two markets for small businesses seeking defense contracts, prime contracting opportunities and subcontracting opportunities. DoD encourages small businesses to enter the defense subcontracting market. Goods and services flowing into the market strengthen national security and expand the defense industrial base.

Subcontracting to prime vendors is a great way for small firms to “get a foot in the door” of government contracting. In these arrangements, small firms provide goods or services that support a large initiative while gaining valuable experience and past performance.

The intent of Congress is that a fair proportion of the government's procurements are awarded to small businesses. To promote this effort, Congress enacted Public Law 95-507 that requires all acquisitions exceeding \$700,000 (\$1,500,000 for construction) that have subcontracting possibilities, will provide subcontracting opportunities for small businesses. Subcontracting offers small firms an important means of participating in DLA or federal government procurements even though they may not be ready to bid as a prime contractor.

To be eligible as a subcontractor under the program, a concern must represent itself as a small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, or a woman-owned small business concern.

The [DoD Prime Contractor Directory](#) is designed for small businesses seeking opportunities with DoD prime contractors. The directory identifies large prime contractors that are required to establish subcontracting plans with goals. The directory is generated from data contained in Individual Subcontract Reports (ISRs) reported by prime contractors in the Electronic Subcontracting Reporting System (eSRS) as well from data contained in the Federal Procurement Data System (FPDS).

This DoD directory includes company names, prime contract numbers, contract periods of performance, NAICS codes, company points of contacts (POCs), POC phone numbers and POC email addresses. All contracts with "N/A" listed for periods of performance are indefinite-delivery-indefinite-quantity (IDIQ) contracts that have task orders with their own periods of performances; the task orders are not listed; only the IDIQ contract.

Review the [quick guide](#) that identifies the regulatory requirements for subcontracting plans.

### **SBA's SUB-Net**

[SUB-Net](#) is a valuable resource for obtaining information on subcontracting opportunities. Solicitations or notices are posted by prime contractors as well as other government, commercial, and educational entities.

This site offers a targeted approach to marketing the prime vendors. Instead of marketing blindly to hundreds of prime contractors with no certainty that any given company has a need for their products or services, small businesses can use their limited resources to identify concrete, tangible opportunities and bid on them.

## **Mentor-Protégé Program (MPP)**

The [DoD Mentor-Protégé Program](#) assists eligible Small Business firms (protégés) to successfully compete for prime contract and subcontract awards by partnering with major defense contractors (mentors) under individual, project-based agreements to help meet the DoD mission.

### **Mentor companies:**

- Provide developmental assistance and technology transfer to their protégés
- Are directly reimbursed for services provided to protégés

### **Protégés:**

- Establish relationships with major DLA contractors
- Develop necessary business and technical capabilities to perform significant work on DoD contracts
- Expand and diversify their customer base

### **How to Participate:**

A Step-by-Step Approach to Participation in the Department of Defense Mentor-Protégé Program

Below are the fundamental steps to participating in the DoD Mentor-Protégé Program (MPP). In addition to the simple outline provided here, detailed briefings are available in the DoD Offices of Small Business Programs (OSBP) and are encouraged.

- **Step 1: Establish a Counterpart**

Mentors and Protégés are solely responsible for finding their counterpart. Legislatively, the DLA and DoD Offices of Small Business Programs (OSBP) participation in the teaming of partnering Mentors and Protégés is prohibited. Therefore, we strongly encourage firms to explore existing business relationships in an effort to establish a Mentor-Protégé relationship.

A Mentor firm must be currently performing under at least one active approved subcontracting plan negotiated with DoD or another Federal agency pursuant to FAR 19.702, and be currently eligible for the award of Federal contracts. New Mentor Applications must be approved and may be submitted to and approved by the OSBP of DLA (if concurrently submitting a reimbursable Agreement) or to the DoD OSBP office prior to the submission of an Agreement.



A Protégé firm must be either a small disadvantaged business (SDB), a qualifying organization employing the severely disabled, a women-owned small business (WOSB), a service-disabled veteran-owned small business (SDVOSB), or located in a historically underutilized business zone (HUBZone).

- **Step 2: Determine the Type of Agreement**

There are two types of agreements: directly reimbursed or credit.

Direct Reimbursed: Directly reimbursed agreements are those in which a mentor receives reimbursement for allowable costs of developmental assistance provided to a protégé. These agreements are approved by the OSBP of the cognizant military service or defense agency as outlined in [DFARS Appendix I](#).

Credit: Credit agreements are those in which a mentor receives a multiple of credit toward their Small Disadvantaged Business (SDB) subcontracting goal based on the cost of developmental assistance provided to a protégé.

- **Step 3: Develop Agreement**

An assessment of the needs of a protégé, which includes measurable milestones, is recommended prior to the development of an agreement. Developmental assistance should align with the protégé's strategic vision.

- **Step 4: Submit Agreement Proposal**

Directly reimbursed agreement applications should be submitted to the defense agency's Office of Small Business Programs (OSBP).

Credit agreements should be submitted to the Defense Contract Management Agency (DCMA).

- **Step 5: Start Agreement**

Credit agreements start on the date they are approved. Directly reimbursed agreements start on the date funds are obligated to the contract.

- **Step 6: Reporting and DCMA Review Requirements**

Semi-annual reports, annual DCMA performance reviews and protégé two-year-out reports are required for each DoD MPP agreement. DCMA annual performance reviews are a major factor in determining the amount of reimbursement a mentor is eligible to receive in the remaining years of directly reimbursed agreements.

- **Step 7: Ask Questions**

If you have any questions about the program process, protocol, requirements or benefits, please [email](#) the DoD OSBP at [dodmpp@osd.mil](mailto:dodmpp@osd.mil). Detailed MPP briefings are available by appointment.

### **More Mentor-Protégé Resources**

- [DFARS Subpart 219.71](#)
- [DoD Prime Contractor Directory](#)
- [DoD OSBP MPP Resources](#)

## **Step 6 - Post Award**

### **CONTRACT ADMINISTRATION**

#### **Defense Contract Management Agency (DCMA)**

The [DCMA](#) is DoD's component that works directly with defense suppliers to help ensure DoD, federal, and allied government supplies and services are delivered on time, at projected cost, and meet all performance requirements. DCMA directly contributes to the military readiness of the United States and its allies and helps preserve the nation's freedom.

DCMA professionals serve as "information brokers" and in-plant representatives for military, federal, and allied government buying agencies – both during initial stages of the acquisition cycle and throughout the life of the resulting contracts.

#### **Before Contract Award**

If applicable, DCMA provides advice and services to help construct effective solicitations, identify potential risks, select the most capable contractors, and write contracts that meet the needs of our customers in DoD, federal, and allied government agencies.

## After Contract Award

If applicable, DCMA monitors contractors' performance and management systems to ensure that cost, product performance, and delivery schedules are in compliance with the terms and conditions of the contracts.

## Post-award Orientation

To ensure smooth contract performance, you may request a post-award orientation. This aids both the government and contractor personnel to:

- (1) Achieve a clear and mutual understanding of all contract requirements, and
- (2) Identify and resolve potential problems.

However, post-award orientation is not a substitute for the contractor's full understanding of the work requirements at the time offers are submitted. Additionally, it cannot be used to alter the final agreement arrived at during negotiations before contract award.

Post-award orientation is encouraged to assist small business concerns. The focus in a post-award orientation is usually on:

- Understanding the technical aspects of the contract
- Identifying and resolving oversights
- Preventing problems and avoiding misunderstandings
- Considering how to solve problems that may occur later
- Reaching agreement on common issues

## Defense Finance and Accounting Service (DFAS)

The [DFAS](#) is the financial and accounting organization for DoD. Through its centers and network of decentralized customer support facilities, DFAS provides all of DoD with finance and accounting services. Financial management services at DFAS include payment of contracts.

## SBA's Contract Responsibilities Resource

The [SBA's Governing Rules and Responsibilities webpage](#) provides useful information to guide you after award of a government contract.