

SCORECARD II

How Federal Agencies Continue to Fail America's Small Businesses

A Report by the Committee on Small Business Democrats
Rep. Nydia M. Velázquez, Ranking Democratic Member
United States House of Representatives
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Prepared by:

**U.S. House of Representatives
Committee on Small Business
Democratic Staff**

for

**Nydia M. Velázquez, Ranking Democratic
Member**

and

**Democratic Members
of the
House Committee on Small Business**

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INTRODUCTION

Now more than ever, small businesses play a critical role in the U.S. economy. In fact, small businesses contribute over 47 percent of the total retail sales and account for approximately 40 percent of the nearly two trillion dollars in federal tax revenues that the government collects each year. With more than 25 million small businesses across the U.S. – owned and operated by people that reflect the diversity of our nation – the revenue these businesses generate accounts for more than 51 percent of the nation's GDP. Small businesses employ more than 58 percent of the private workforce, and they are the principal source of new jobs. It is crucial, then, that small businesses are able to compete, survive and prosper.

One of the best ways for a small business to grow is to have the federal government as a customer. The federal government is the largest buyer of goods and services in the world, with \$200 billion in purchases for FY 2000 alone. That represents an 8 percent increase over the dollars spent on federal purchasing in FY 1999.

But as the purchasing power of the government is on the rise, there appears to be a downward trend showing small businesses losing ground in – and access to – the federal marketplace. As a result of streamlining the federal contracting process, fewer small businesses are able to compete for these contracts. The fallout from this limited competition includes lower quality products at a higher price. The end result: Taxpayer dollars contributing to a flawed system that fails to yield the best market value.

The American taxpayer is not the only one losing money to the federal government. Last year, Democratic members of the Committee on Small Business released their first report, *Failing to Meet the Grade*, to better understand and evaluate small business participation in the federal marketplace. This first Scorecard showed that federal agencies have a poor track record of finding opportunities for small businesses, with an overall grade performance of a C-. The billions of dollars small businesses lose each year can be directly linked to federal procurement practices. This is not a strong showing for a government that routinely touts the importance of small business enterprise in keeping America's economy strong.

In this year's study, the federal government's overall grade was, once again, a below average C-, with the mark closely approaching a failing one. In Scorecard II, the federal government did not achieve any of its agency-wide small business goals. Since the government was unable to meet its goals, small businesses lost billions in revenue. The federal government's relationship with small businesses has been a long and complicated one, with the government as a buyer of goods and services from the private sector, including from small businesses, for decades. The federal procurement process has helped to fuel this nation's economy and the revenue of small business owners in times of peace and in times of crisis. The importance of small enterprise to the U.S. government reflects their interdependence and the need for small businesses to be key players in the federal procurement process.

The critical role small businesses play in American procurement policy dates back to World War II, when small businesses were called upon to aid the war effort. Small businesses provided a diverse industrial base and were adept at providing goods and services for the changing needs of the wartime production effort. Federal agencies often found that corporate America was too large to react quickly and efficiently, and the ventures were insufficiently profitable for large businesses. This unique niche that small business filled has allowed for a competitive contracting process providing for much of the government's needs.

Over the next fifty years, our nation's procurement system evolved in reaction to both the changing federal marketplace and a growing economy. However, by the early 1990s, the government's contracting policy had become so antiquated and complicated the result was, in many instances, a procurement system that yielded lower quality products at a higher price.

The Federal Acquisition Streamlining Act (FASA) was enacted in 1994, and in 1996 the Federal Acquisition Reform Act became law. These two statutes fundamentally altered the way the federal government purchased products and services. Both these laws were predicated on the concept of "faster, better, cheaper," and seen as a way to prevent the infamous \$600 hammer. Streamlining is only the means to a specific end – providing the federal government with quality products and services at a fair market price. Streamlining for the sake of streamlining benefits no one. There is no evidence – empirical or statistical – to show that the government has saved even \$1 by streamlining its contracting services. Moreover, these practices ultimately cost the government *more*. When procurement policy was restructured, the role small business played to ensure fair market competition and the best value for the taxpayer dollar was overlooked.

This procurement practice failure is most apparent when examining the issue of contract bundling. Contract bundling is defined by P.L. 105-135, enacted in 1997, as the consolidation of two or more contracts for goods or services previously performed by small businesses as prime contractors, into one contract that is too large for a small business to participate in as a prime contractor. Small businesses are excluded for reasons of diversity, size or specialization of work, the dollar value of the anticipated award, or the geographical dispersion of the contract performance sites. Increasingly, contract bundling has become the vehicle of choice for many federal agencies. Contract bundling has a significant detrimental effect on the ability of a government agency to meet its small business goals.

Contracting officers' reliance on bundling has not only created mega contracts too large for small businesses, but it has also fostered an anti-small business environment, full of barriers that hinder their participation in the federal marketplace. As more federal contracts are bundled, the number and size of these contracts continue to grow exponentially.

Currently, there is no effective mechanism in place to disassemble contracts that have become too large. Though the Small Business Administration has some authority to divide big contracts into smaller ones, the ultimate authority rests with the buying agency. The problem that is then created

is similar to the one identified in last year's Scorecard examination involving SBA's ability to challenge the practice of contract bundling. By having the federal agency involved with SBA over a disputed contract particular to their entity, a scenario is created where the agency is both judge and jury. This rigged process rarely results in an equitable solution. Very few contracts are ever successfully separated from a larger contract and given to small businesses that most likely could deliver a higher quality product at a reasonable cost.

As if this obstacle was not enough, small businesses that choose to team with other firms and bid for these mega contracts must compete with large corporations in a race against the clock. A small business has to determine competitiveness for a contract, find and assemble a diverse industry team, assign roles to each team member, and formalize an agreement – all within one month, the standard time federal agencies allow for bid preparation. This is nothing more than a facade to give the appearance of an open and fair process. In reality, the contracting process is like entering a labyrinth of intricate passageways and blind alleys that no small business can navigate in such a short period of time.

Congress has acknowledged these problems in federal procurement and has established goals to evaluate contracting opportunities afforded to small business. These goals also ensure that small firms continue to play a role in maintaining a diverse industrial base with high quality products at reasonable costs. But goals alone cannot create a fair federal procurement system. If a goaling system is to be successful, there must be an aggressive practice of goal setting and an equally aggressive monitoring and follow-up process in place to ensure agency compliance. When this structured policy of goal setting, monitoring and follow-up fails to exist, the entire process is little more than an exercise.

As highlighted in last year's Scorecard, the Small Business Administration has, in many cases, negotiated low and unrealistic goals that have largely contributed to many agencies' poor performance. This year the SBA established a biennial goaling process. In effect, this new process has delayed goal setting, rendering it too late to truly impact an agency's procurement strategies for the first year and too early to reach agency shortfalls or procurement shifts the next. This biennial timeline was a contributing factor in the government's failure to meet its small business goals, and may have already doomed the chance of these agencies to accomplish their goals for the following year.

Because goals alone have been ineffective and past legislative solutions have yet to be realized, the Scorecard was created in 1999 to assess the performance of the federal government as it relates to small business. In order to continue monitoring small business participation in the federal procurement process, the Democratic Members of the House Small Business Committee are releasing this second annual Scorecard.

Scorecard Methodology

The data for this study were obtained from the General Services Administration's Federal Procurement Data System. The methodology was designed to provide the most objective scoring possible. It involved the following four phases:

- Phase I:** Calculation of the percentage of goal achieved: If the percentage achieved was between 90 and 100, the grade was "A," if the percentage was between 80 and 90, the grade was "B," etc.
- Phase II:** Determination of goal reasonableness: The average goal achievements over the last three completed fiscal years (1996, 1997, and 1998) were compared to average goals over that same period. If an agency's goal was more than two percentage points below its average achievement, the goal was considered unreasonably low, and the agency was downgraded one full letter grade.
- Phase III:** Comparison of current goal with mandated goals: Three of the four goals (small business, small disadvantaged business, and women-owned business) are statutorily set government-wide as follows: 23% for small business, 5% for small disadvantaged businesses, and 5% for women-owned businesses. Many of the larger agencies have exceptionally low goals, therefore smaller agencies make up the difference. All agencies with goals below the mandated ones were downgraded one full letter grade. Further, if an agency had either an unreasonably low goal or a goal below the statutory requirement for the last two years, it was downgraded an additional letter grade as a result of poor performance.
- Phase IV:** Assignment of a cumulative grade: After grades in all four categories were established for an agency, a cumulative grade was assigned. The grades in all categories were given the following points: Four points for an "A," three points for a "B," two points for a "C," and one point for a "D". All points were totaled and then divided by the four grades for an average. If the average was four, the cumulative grade was an "A"; if the average was between three and four, the cumulative grade was a "B"; if the average was between two and three, the cumulative grade was a "C"; if the average was between one and two, the cumulative grade was a "D"; and if the average was below one, the grade was an "F". Grades with a minus, i.e., "C-," were assigned if the average of the four goals was less than 50 percent.

Small Business Program

Congress has passed several laws and created numerous programs to help small business federal contractors. Among those is P.L. 100-656, enacted in 1988, which set a federal small business goal of 20 percent. The Small Business Reauthorization Act of 1997 increased this to 23 percent.

For FY 2000, the government-wide goal of 23 percent of prime contracting dollars to small businesses was not achieved, falling below for the first time since 1994 to 22.26 percent.

Congress knows that small businesses drive America's economic prosperity. Recent figures provided by the Small Business Administration reveal that seven of the ten industries which created the most jobs were, in fact, dominated by small businesses. More importantly, small firms nationwide saw their income in 1998 alone surpass \$548 billion, an increase of almost 6.3 percent over 1997. Despite these numbers, large companies – which represent less than 5 percent of all businesses – consistently receive more than 60 percent of all federal procurement dollars.

To address this disparity, P.L. 95-507, enacted in 1978, required each federal agency to establish an Office of Small and Disadvantaged Business Utilization (OSDBU) to promote the use of small, small disadvantaged, and women-owned businesses, and to help such firms obtain an agency's prime and subcontracts.

Small Disadvantaged Business Program (SDB)

Three million small disadvantaged businesses (SDBs) created more than 520,000 jobs between 1987 and 1997, a 111 percent increase. Hispanic-owned businesses represented the fastest-growing job creator with a 232 percent increase in the number of jobs and revenues soaring 529 percent to \$160 billion.

The intent of the SDB Program is to help socially and economically disadvantaged enterprises obtain federal contracting opportunities as prime contractors or subcontractors in industries where they have historically been underrepresented. P.L. 100-656 requires that SDBs receive 5 percent of federal contracts.

For FY 2000, the government-wide goal of 5 percent of prime contracting dollars to small disadvantaged businesses was not achieved. The achievement for 2000 was 3.61 percent. In fact, the government-wide goal was virtually glossed over considering that statistics clearly show minority-owned businesses growing substantially in revenue.

A small disadvantaged business is defined as one that is small, based upon its industry code, and at least 51 percent owned and controlled by individuals considered to be socially and economically disadvantaged. Social disadvantage is determined by an analysis of the individual's employment, education and business history. Economic disadvantage is defined as having a personal net worth of less than \$750,000, not including equity in the individual's business and primary residence.

The SBA began certifying firms as SDBs in 1998, and that certification is necessary for an agency to count such a business toward its goal. The fact that a firm is certified does not guarantee it federal prime contracts, and there is no business development assistance associated with certification.

8(a) Program

Congress has recognized that minority-owned businesses are an increasing force in the nation's economy, and established the 8(a) Program to meet this new demand. Since its inception in 1969, this program has become the primary means for minority-owned firms to gain access to the federal marketplace. About 60 percent of federal procurement for minority-owned firms is due to the 8(a) Program.

The 8(a) Program is a business development program for firms that are small, as defined by their industry code, and are at least 51 percent owned and controlled by individuals who are considered socially and economically disadvantaged. Individuals who are ethnic minorities are presumed to be socially disadvantaged; individuals who are not ethnic minorities must make a case to the SBA for social disadvantage. Economic disadvantage is defined as having a personal net worth of less than \$250,000, not including equity in the individual's business and primary residence.

According to the SBA, there are approximately 5,500 firms participating in the 8(a) Program. Throughout its 32 year history, nearly 16,000 firms have participated in the program and have received over \$82 billion in federal prime contracts. To be approved for the 8(a) Program, a firm must first show that it is owned and controlled by socially and economically disadvantaged individuals. It must also prove that it has prospects for success, meaning that it is capable of financing and performing federal contracts.

Firms may take part in the program for nine years. During the first four years, they are in the developmental phase. During the last five years, they are considered to be in a transitional phase.

On October 6, 2001, President Clinton signed Executive Order 13170. This Executive Order required that each agency establish a goal for doing business with the 8(a) Program. To date, all agencies have complied with the Executive Order except the Department of Defense.

Women-Owned Business

Women-owned businesses grew by 209 percent between 1987 and 1997 to 9.1 million and employed 18 percent of the nation's total workforce.

SBA recognized the growing force of women-owned businesses in 1979 when it created the Office of Women's Business Ownership to support their growth and expansion. Congress also gave priority to women-owned small businesses in federal procurement with the passage of the 1994 Federal Acquisition Streamlining Act (FASA). In order to measure the effectiveness of federal agencies in doing business with women-owned companies, FASA implemented a 5 percent women-owned federal procurement goal.

For FY 2000, the government-wide goal of 5 percent of prime contracting dollars to small disadvantaged businesses was not achieved. The achievement for 2000 was 2.28 percent.

A woman-owned business is defined as one that is small, based upon its industry code, and at least 51 percent owned and controlled by women. Businesses certify themselves as women-owned, and they may also certify themselves as small disadvantaged businesses, or participate in the 8(a) Program if they meet the requirements.

With the enactment of P.L. 106-554, the Small Business Reauthorization Act of 2000, a new program was established to increase federal prime contract awards to women-owned businesses. This program will become effective at the end of this calendar year. Currently, a study is being done to determine what industries are, in fact, underrepresented by women-owned businesses. After the completion of this study, contracting officers will be able to restrict competition on contracts in these industries to women-owned businesses.

The Small Business Committee Democrats designed this second annual study to evaluate federal agencies' achievement of mandated small business procurement goals. This report duplicated last year's methodology by analyzing 21 federal agencies in their contracting with small, small disadvantaged, 8(a), and women-owned businesses. The agencies were selected because they cover the spectrum in terms of procurement volume, and account for over 96 percent of federal procurement from FY 1998 through FY 2000.

Almost uniformly, the federal agencies profiled failed to meet their contracting goals. Overall the federal government received a C-. This represents an increase in bundling, which means larger contracts producing lower quality goods at higher prices. It indicates the federal government is not getting the best value for its money, as it would if it sought more small businesses for contracts. And perhaps most importantly, it cost competitive small businesses billions of dollars in revenue. These conclusions are examined in-depth in this report.

EXECUTIVE SUMMARY

In FY 2000, the federal government contracted for more than \$200 billion in goods and services, which is an 8 percent increase over FY 1999. But small businesses saw no benefit from this increase in government spending.

In Scorecard II, overall grades for eighteen of the twenty-one agencies were a C or below. This indicates that performance was down compared to Scorecard I, when twelve grades were a C or below. Overall, federal agencies received a grade of C- in Scorecard II, and rapidly approaching a D. There were no agencies that received an A in either Scorecard II or Scorecard I. Below is a summary of the grade categories and agency performance related to each small business goal.

The “B” Agencies

In Scorecard II, three agencies received an overall grade of B, two of which were B minuses. The B agencies were: the Department of the Interior with a B, the Department of Labor with a B-, and the Office of Personnel Management with a B-.

In Scorecard I, eight agencies received a B, six of which were B minuses. The B agencies for Scorecard I were: the General Services Administration with a B, the Department of the Interior with a B, the Department of Commerce with a B-, NASA with a B-, the Department of the Treasury with a B-, the Department of Veterans Affairs with a B-, the Office of Personnel Management with a B-, and the Department of Transportation with a B-.

The “C” Agencies

In Scorecard II, thirteen agencies received a C, seven of which were C minuses. The C agencies were: the Department of Commerce with a C, the Department of Agriculture with a C, the Department of Housing and Urban Development with a C, NASA with a C, the Small Business Administration with a C, the Department of Veterans Affairs with a C, the Environmental Protection Agency with a C-, the General Services Administration with a C-, the Social Security Administration with a C-, the Department of State with a C-, the Department of Transportation with a C-, the Department of Justice with a C-, and the Department of the Treasury with a C-.

In Scorecard I, eight agencies received a C, three of which were C minuses. The C agencies for Scorecard I were: the Department of Transportation with a C, the Department of Housing and Urban Development with a C, the Small Business Administration with a C, the Social Security Administration with a C, the Department of Justice with a C, the Department of State with a C, the Department of Health and Human Services with a C-, the Department of Agriculture with a C-, and the Environmental Protection Agency with a C-.

The “D” Agencies

In Scorecard II, five agencies received a D, two of which were D minuses. The D agencies were: the Department of Energy with a D, the Department of Health and Human Services with a D, the U.S. Agency for International Development with a D, the Department of Education with a D-, and the Department of Defense with a D-.

In Scorecard I, four agencies received a D, one of which was a D-. The D agencies for Scorecard I were: the Department of Defense with a D, the U.S. Agency for International Development with a D, the Department of Labor with a D, and the Department of Education with a D-.

The “F” Agencies

In Scorecard II, no agencies received an F. In Scorecard I, the Department of Energy received the only F.

Small Business Goal

In FY 2000, the small business goal of 23 percent was not achieved. The government-wide achievement for all agencies was 22.26 percent. While this appears to be only a slightly lower percentage, in reality, small businesses lost more than \$2 billion in contracts. It also represents a decline from the 23.14 percent goal achieved in FY 1999. Except for FY 2000, in every year of this review since 1994 the small business goal was met.

In this year’s Scorecard, above-average grades of As and Bs in this category were down compared to last year. More than one-third of the agencies received average or below-average grades in Scorecard II. The U.S. Agency for International Development, the Department of Education and the Department of Energy all received failing grades.

Small Disadvantaged Business Goal

Although the federally mandated small disadvantaged business goal is 5 percent, the overall achievement for all agencies in Scorecard II was only 3.61 percent. By not meeting the 5 percent goal, federal agencies cost small disadvantaged businesses more than \$3 billion in contracts.

Many agencies were likely to be downgraded in the small disadvantaged business goal. All but one of the downgrades in this category were due to two consecutive years of either negotiated goals below the statutory goal or unreasonably low goals.

In Scorecard I, almost two-thirds of the agencies scored above-average in this category, but in Scorecard II, almost two-thirds of agencies received below-average or failing grades. The Department of the Treasury, the Department of Education, and the U.S. Agency for International Development received Ds. The Department of Defense and the Environmental Protection Agency received Fs.

Women-Owned Business Goal

The 5 percent government-wide mandated contracting goal for women-owned business was not even met by half in FY 2000. The 2.28 percent achieved this year cost women-owned businesses nearly \$4 billion in contracts. This is another decline from the FY 1999 rate of 2.47 percent.

In the women-owned business goal last year, almost two-thirds of the agencies were given As or Bs. This year, that figure declined by more than a third, and thirteen agencies received average or below average marks. The Environmental Protection Agency received a D, and the Department of Defense, the Department of Education, the Department of Health and Human Services, and the Department of Agriculture all received Fs.

8(a) Program Achievement

The FY 2000 8(a) Program achievement was 2.88 percent compared to 3.39 percent in FY 1999. From FY 1999 to FY 2000, dollars to the 8(a) Program dropped by over \$500 million, from \$6.3 billion to \$5.8 billion. Three agencies – the Department of Health and Human Services, the Department of the Treasury, and the General Services Administration – accounted for nearly 60 percent of this volume decline.

For the second year in a row, agencies were most likely to do poorly in the 8(a) Program achievement category. One of the reasons for this may be the lack of a statutory goal for doing business with 8(a) firms. There were more Fs given in this category than in any of the other ones. Only one-third of the agencies reviewed got either an A or a B. The Department of Defense, the U.S. Agency for International Development, the Department of Justice, the Department of Commerce, and the Department of Housing and Urban Development, among others, received Fs. In this category, some agencies that had received above-average grades in meeting their other goals received low marks in doing business with 8(a) firms.

Goal Setting and Achievement

After reviewing the final goals, it appears that SBA was not vigilant enough in its goal negotiations with larger agencies such as the Department of Defense, NASA, and the Department of Energy. The smaller agencies generally had much higher SBA negotiated goals than the larger agencies, when compared to previous years' achievements. There are several examples in Scorecard II of SBA setting unreasonably low goals. In eleven cases (over 13 percent of all cases reviewed), SBA negotiated unreasonably low goals. In eighteen cases (over 21 percent of all cases reviewed), SBA negotiated a goal with an agency that was lower than the statutory goal.

Contract bundling is another obstacle to goal achievement, and the practice is growing. Federal contracting dollars have increased over the past three years while the numbers of contracts, particularly to small businesses, small disadvantaged businesses, and women-owned businesses have dropped significantly. Despite a slight increase in the number of contracts to small businesses and women-owned businesses government-wide, the trend is still down.

When reviewing the contracting practices of the Department of Defense, which accounts for 65 percent of all federal contracts, it is clear that small businesses have fewer opportunities. From FY 1998 to FY 2000, the number of contracts awarded to small business by the Department of Defense has decreased by more than 24 percent. Over the same period, the number of contracts to small disadvantaged businesses decreased by more than 52 percent; the number of contracts to 8(a) firms decreased by over 29 percent; and the number of contracts to women-owned businesses decreased by 20 percent.

Like last year, federal agencies received high grades when they did well in all categories. This strongly suggests that goals are achieved only when they are given priority by the agency's top leadership. Low goal achievement is indicative of a lack of commitment at the highest levels of an agency to achieve their small business goals. Both the 1999 and 2000 Scorecards demonstrate that little progress is being made within agencies to lend importance to, and provide support in, meeting their small business goals. In fact, Scorecard II highlights that small businesses have fewer opportunities for participation in the federal marketplace than ever before. With an overall grade of a C-, it is clear the federal government continues to shut out small, small disadvantaged, 8(a), and women-owned businesses.

Until agencies are held accountable for their poor performance, there is no expectation that their small business goals will be met. At the present time, the goaling system is a "best effort" process without enforcement. Unless the goals are viewed as a priority within an agency at the Secretary or Administrator level, they will not be achieved. Furthermore, the statutory goals are currently viewed as the highest point on the achievement scale. There is no incentive to surpass these goals, and there is no punishment or sanction for failing to achieve them – the goals are seen as a suggestion rather than as a requirement. Without appropriate measures in place to help those agencies that are not meeting their small business goals, the system will remain flawed, unfair for small businesses, and costly for the federal government and the American taxpayer.

CONCLUSION

This study reflects the federal government's continuing reliance on procurement practices that severely restrict the participation of small businesses. In 1994, the first year evaluated in this study, the federal government met its small business program goal. For each year after 1994, the government consistently met this same goal. But since 1994, the government has failed to meet the small disadvantaged business goal, the women-owned business goal, and the 8(a) Program achievement. This year, the House Small Business Committee faced its worst-case scenario – the government failed to meet any of its goals. Federal agencies even failed to meet the small business program goal for the first time since 1994.

The federal government as a whole continues to have a poor small business track record, despite a few slightly improved grades given to particular agencies in Scorecard II. Seven grades stayed the same from the first Scorecard and twelve grades fell below what they were last year. Small disadvantaged and women-owned businesses fared the worst in this year's review. In Scorecard I, thirteen agencies received above-average grades for the small disadvantaged business and the women-owned business categories. In Scorecard II, only eight agencies – a drop of more than one-third – received a grade of either an A or a B in these categories.

Since the small business goal was not met by the federal government in Scorecard II, small firms suffered the loss of more than \$2 billion in contracts. By not meeting the small disadvantaged business goal, the women-owned business goal, and the 8(a) Program achievement, another \$7 billion in government contracts that should have gone to small business was routed elsewhere.

One of the main reasons the government was unable to meet its small business goals is due to contract bundling. Bundling is on the rise, and the primary defense of this practice – a more efficient system through streamlining – leads to the false notion that products are acquired more quickly and for less money through one prime source. This unwarranted belief is applied throughout the federal marketplace, yet no study has demonstrated any savings as a result of this streamlining. In fact, removing small business from federal procurement actually results in greater costs and more government waste for lower quality goods – a poor return for the American taxpayer. Small businesses ensure diversity in the market and fair competition leading to true cost savings and higher quality. In the end, the goals of streamlining, including efficiency, savings, and quality goods, have exactly the opposite effect. Given the present federal procurement system, small businesses lose, the government loses and, in turn, the U.S. taxpayer loses.

The current system that approves these bundled contracts, as pointed out in our first study, is also greatly flawed. In last year's Scorecard, federal legislation was recommended to provide a more equitable system to settle disputed cases involving bundled contracts. To correct this problem in the last Congress bipartisan legislation was introduced entitled, "The Small Business Contract Equity Act of 2000." It gained widespread support and was unanimously reported out of the House

Committee on Small Business. Unfortunately, the 106th Congress adjourned without taking up the bill. The legislation was reintroduced this spring as H.R. 1324, “The Small Business Contract Equity Act of 2001.” This bill should be acted upon without further delay. In addition, new federal legislation should be enacted that allows for the effective scaling back of bundled contracts.

Greater protections for small businesses must also be formulated for those agencies that continue to bundle contracts. One step would be to grant small businesses the time they need to compile competitive bids on bundled contracts. The current 30-day deadline is too short for small businesses to assemble partners for a competitive bid on a mega contract. The deadline should be extended to a 60-day minimum with a 90-day period being ideal.

To improve the federal government trend toward mega contracts, greater emphasis must be placed on goal attainment and agency accountability. The Small Business Administration should institute three important policies to achieve this: Improve their goal negotiating system, set more realistic small business goals, and provide greater agency oversight on reaching these goals.

Unfortunately, the SBA’s recent decision to proceed with a biennial goaling process goes directly against the need for greater oversight. By negotiating goals every *two* years, there is no ability to project contracting trends. And if goals are significantly miscalculated, adjustment will be difficult – or may come too late.

SBA should not only immediately abandon this practice and return to an annual goaling system that negotiates agency goals far enough in advance to ensure compliance, but it should also create a process for greater monitoring of problem agencies. We recommend instituting reviews at critical points in the contracting year. This will make realistic goals more likely and challenge agencies to provide small business with greater access to – and opportunity in – the federal marketplace.

But setting more realistic goals and providing stricter oversight will not result in higher goal achievement for the federal government. Many agencies lack commitment at the highest levels to meeting established small business goals. Contracting officers view them as a nuisance rather than as a tool to ensure a diverse and competitive marketplace guaranteeing better returns for the taxpayer. This attitude, so prevalent in federal agencies, can only be changed when small business becomes a priority for top agency officials. Agency heads must make it clear that achieving and even surpassing these goals is good for small business, their agency, and the taxpayer. We suggest demonstrating the critical nature of goal attainment by including measurements of small business goal achievement in the performance reviews of contracting officers. This would provide important reinforcement to those contracting officers who strive to meet these goals.

If these recommendations are enacted, great strides can be made to eliminate the inherent disparity in the federal government’s procurement system. In the end, it is these problems – a lack of consistent and realistic small business goal setting, SBA’s inability to dismantle mega contracts, the

misperception that bundling is easier and more efficient among procurement officers, and narrow deadlines that limit collective small business contracting bids – that ultimately cost small businesses more than \$9 billion dollars this year alone.

In our dedication to small business owners and the work they do, the quality products and services they produce, the hundreds of thousands of individuals they employ, and the way these firms have fueled the American economy for decades, it is critical that federal agencies fully understand that overlooking small businesses is an unfair and wasteful business practice.

Like last year's study, this Scorecard reviewed the procurement practices of 21 federal agencies and graded them according to their small business goal achievement. Last year's study showed that small business was being shut out of the federal marketplace and this year's Scorecard reveals little – if any – improvement. For the first time since 1994, the federal government was unable to meet its small business goal. It has also failed year after year to meet its small disadvantaged business goal, women-owned business goal, and 8(a) Program achievement. Measures must be taken, as suggested in this Scorecard, to fix a flawed federal procurement system that costs small businesses across the U.S. billions of dollars, and also shortchanges the federal government and the American taxpayer.

Department of Defense

Procurement Dollar Analysis

From 1994 to 1997, Department of Defense procurement dollars were declining, from a high in 1994 of \$117.7 billion, to a low of \$113.1 billion in 1997. Although there was a slight gain in 1998 to \$115.7 billion, 1999 figures showed an increase to \$119.7 billion. DoD has indicated that a data collection problem from 1998 attributed 1998 procurements to FY 1999, thereby inflating FY 1999 dollars. In fiscal year 2000, DoD's procurement volume increased to \$126.2 billion – nearly 65 percent of total federal procurements.

Numbers of Contracts

Small Business

From 1998 to 2000, the number of contracts awarded to small businesses by the Department of Defense has decreased from 2,943,108 in 1998 to 2,514,612 in 1999 to 2,225,019 in 2000. The total percentage decrease from 1998 to 2000 was over 24 percent.

Small Disadvantaged Business

From 1998 to 2000, the number of contracts awarded to small disadvantaged businesses by the Department of Defense has decreased from 174,843 in 1998 to 139,088 in 1999 to 83,286 in 2000. The total percentage decrease from 1998 to 2000 was over 52 percent.

8(a) Program

From 1998 to 2000, the number of contracts awarded to 8(a) firms by the Department of Defense has decreased from 55,878 in 1998 to 47,719 in 1999 to 39,311 in 2000. The total percentage decrease from 1998 to 2000 was nearly 30 percent.

Women-Owned Business

From 1998 to 2000, the number of contracts awarded to women-owned businesses by the Department of Defense has decreased from 165,873 in 1998 to 144,517 in 1999 to 132,840 in 2000. The total percentage decrease from 1998 to 2000 was nearly 20 percent.

Goal Achievement

Small Business Goal

The Department of Defense (DoD) achieved its goal for doing business with small businesses in both 1996 and 1997. In 1998, DoD fell short of its 22 percent goal, with 20.89 percent of its procurements going to small businesses. DoD achieved its 20.6 percent goal in 1999 with an achievement of 21.16 percent. For fiscal year 2000, DoD failed to meet its 23 percent goal, with an achievement of 21.41 percent. With an achievement of 93 percent of its goal, the grade will be an "A." For fiscal year 2001, DoD has a goal of 23 percent.

Small Disadvantaged Business Goal

The Department of Defense is the only federal agency that does not negotiate a separate 8(a) Program goal. Public Law 95-507, requires that small and small disadvantaged business goals be set. DoD contends that it is, by the letter of the law, not required to provide a separate 8(a) goal. DoD, therefore, combines procurements from 8(a) firms and procurements from small disadvantaged businesses into one goal.

	FY 1997	FY 1998	FY 1999	FY 2000
8(a) %	3.21	2.97	2.78	2.64
Plus				
SDB %	2.82	2.84	3.15	2.92
Equals				
Total SDB %	6.03	5.81	5.93	5.56

Based on the fact that DoD achieves its small disadvantaged business goal by combining the 8(a) Program achievements and the small disadvantaged business achievements, DoD will receive an "F" in this category.

8(a) Program Goal

As previously stated, the Department of Defense has interpreted P.L. 95-507 to require only a small disadvantaged business (SDBs) goal rather than separate goals for the 8(a) Program and SDBs. Executive Order 13170 signed by President Clinton on October 6, 2000, requires that all agencies set an 8(a) goal. DoD has not complied with this Executive Order. Therefore, for this category, DoD's grade will be an "F" for not setting a goal.

Women-owned Business Goal

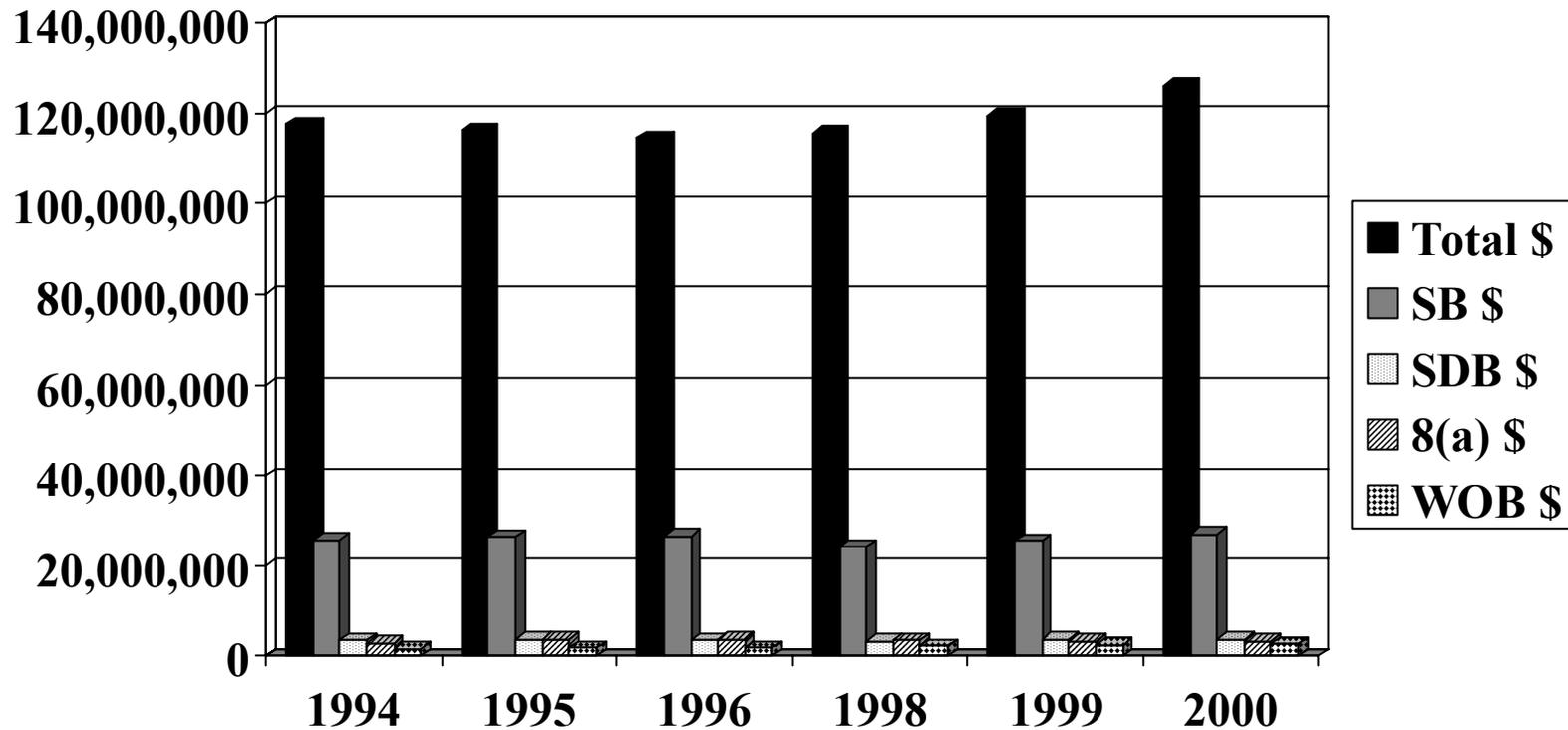
The Department of Defense did not meet its women-owned business goal from 1996 through 1999. Based on figures for 2000, DoD awarded 2.0 percent of its procurements to women-owned businesses. As DoD achieved only 40 percent of its 5 percent goal, the grade will be an "F." DoD's women-owned business goal for fiscal year 2001 is 5 percent.

Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	F 0 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	F 0 points
Average Grade	D- 1 points

With an "A" in the Small Business Goal, an "F" in the Small Disadvantaged Business Goal, an "F" in the 8(a) Program goal, and an "F" in the Women-Owned Business Goal, with all categories weighed equally, the Department of Defense has an overall point total of 1 point, for a grade of "D-."

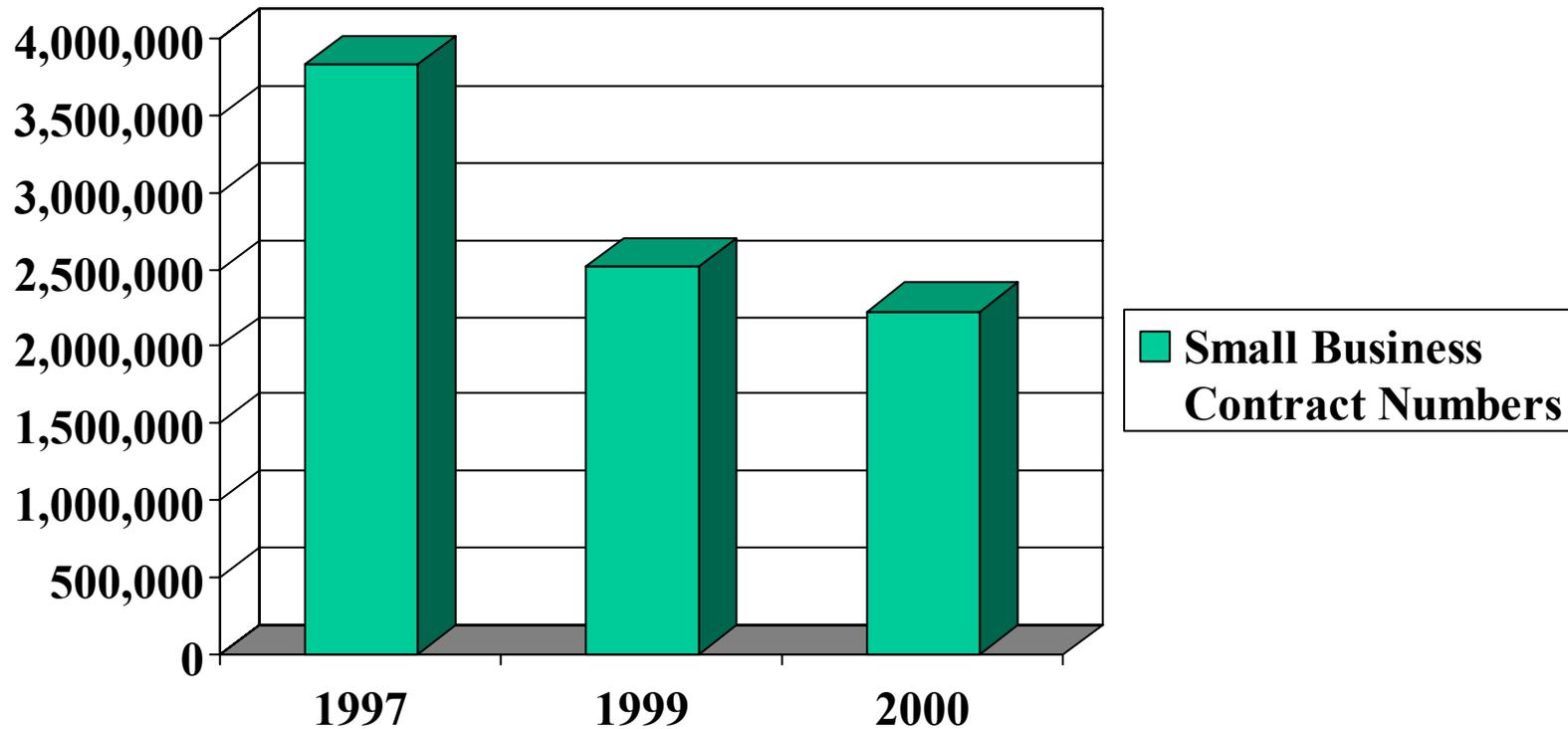
Department of Defense Procurement Dollars



Dollars are expressed in millions.

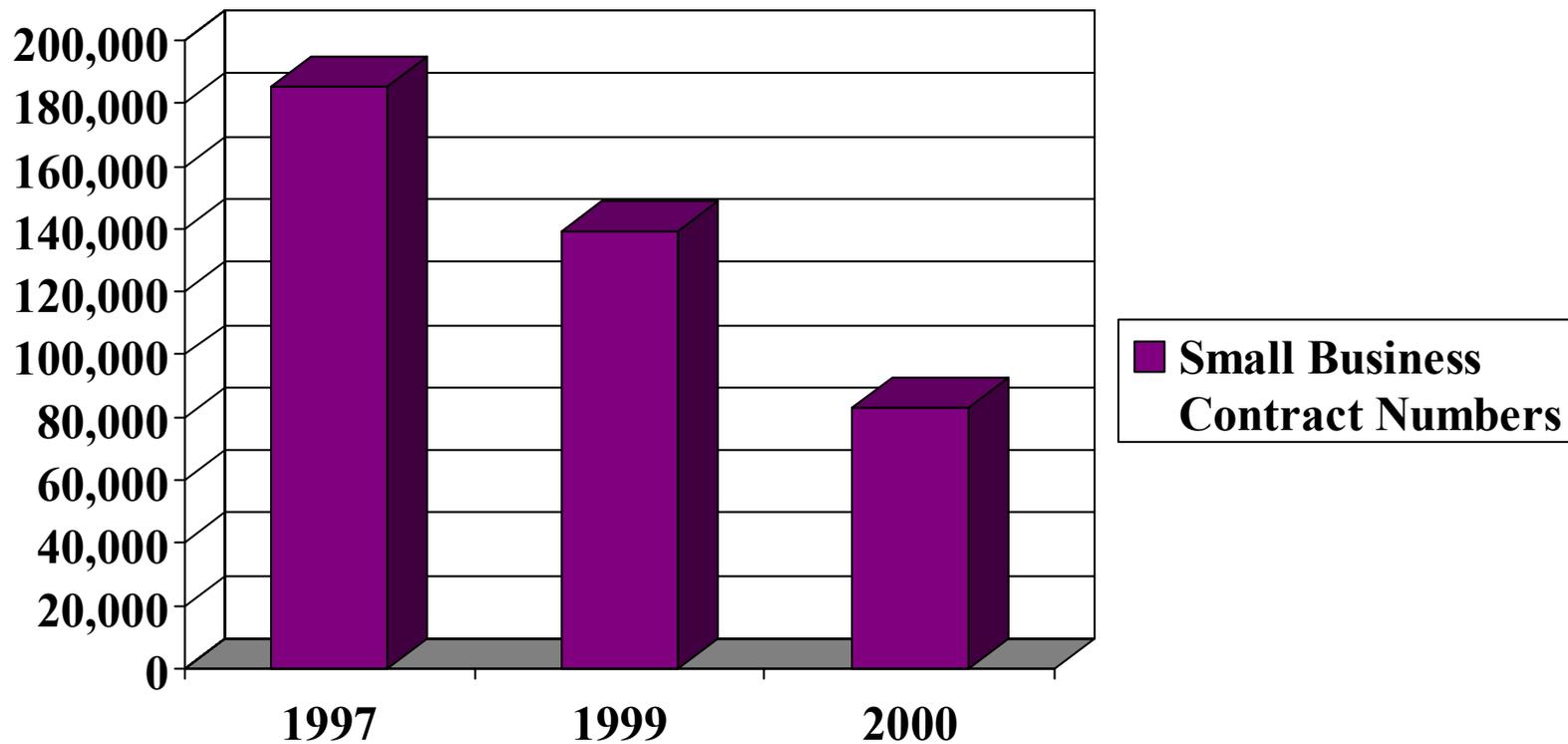
U.S. Department of Defense

Number of Contracts to Small Businesses



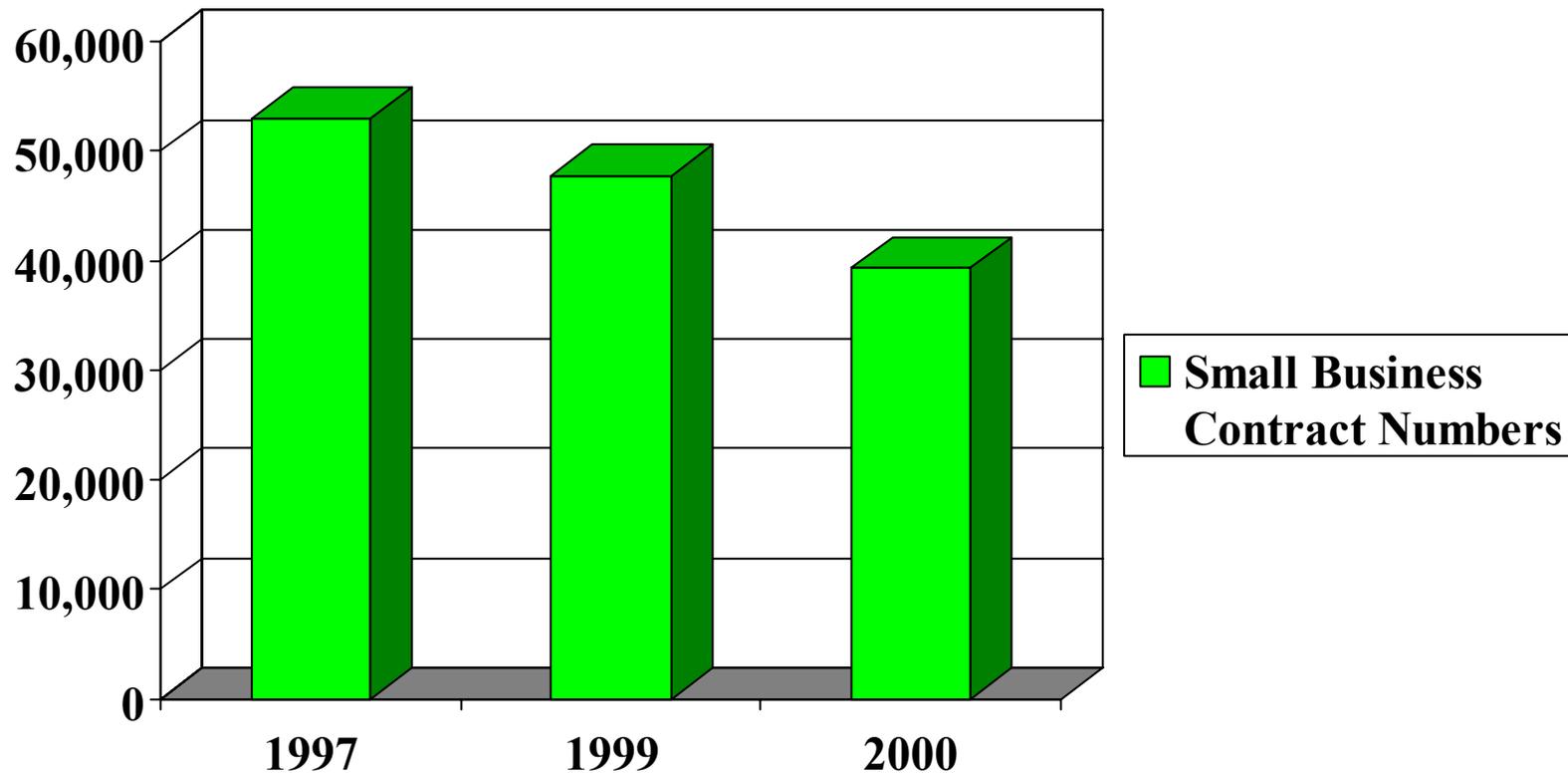
U.S. Department of Defense

Number of Contracts to Small Disadvantaged Businesses



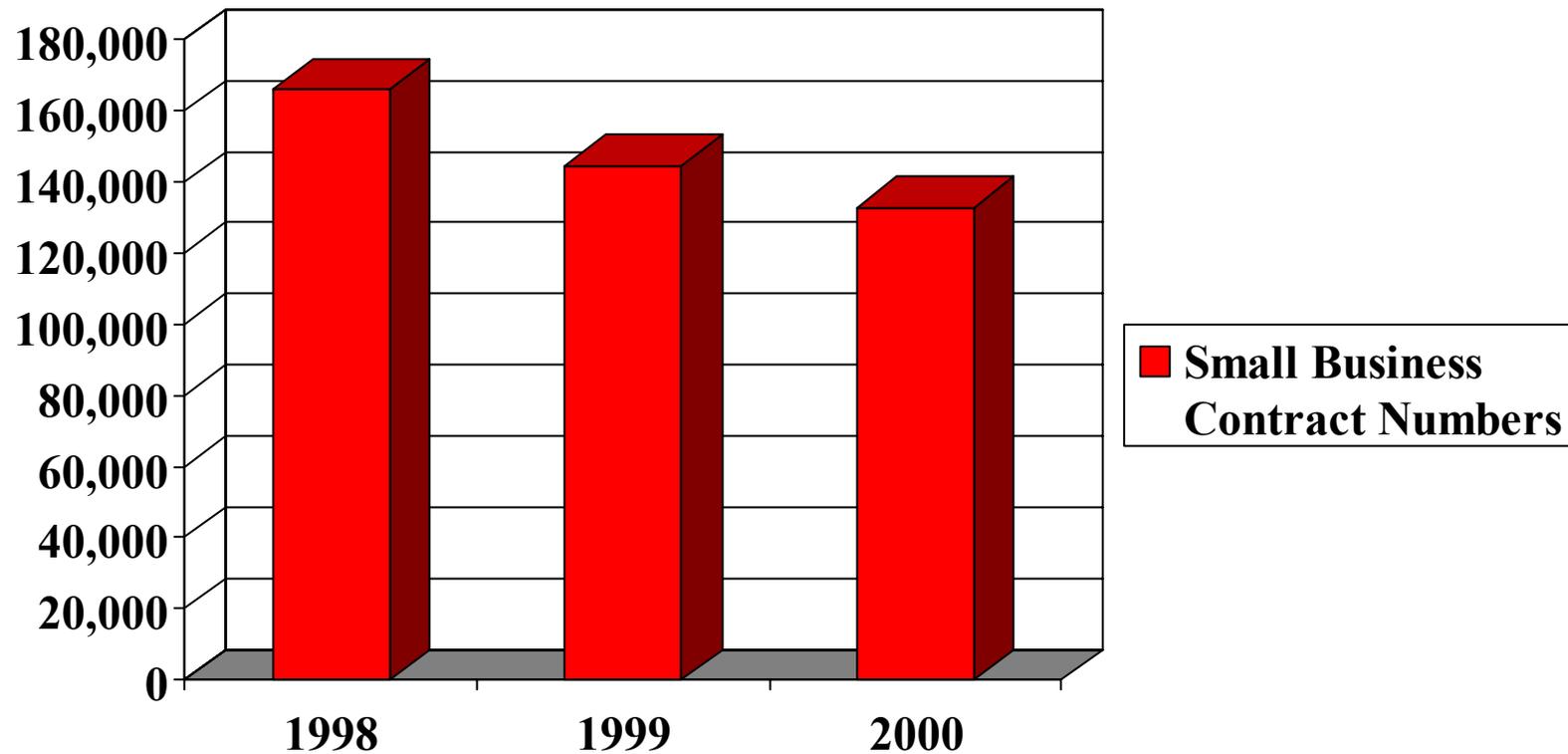
U.S. Department of Defense

Number of Contracts to 8(a) Firms

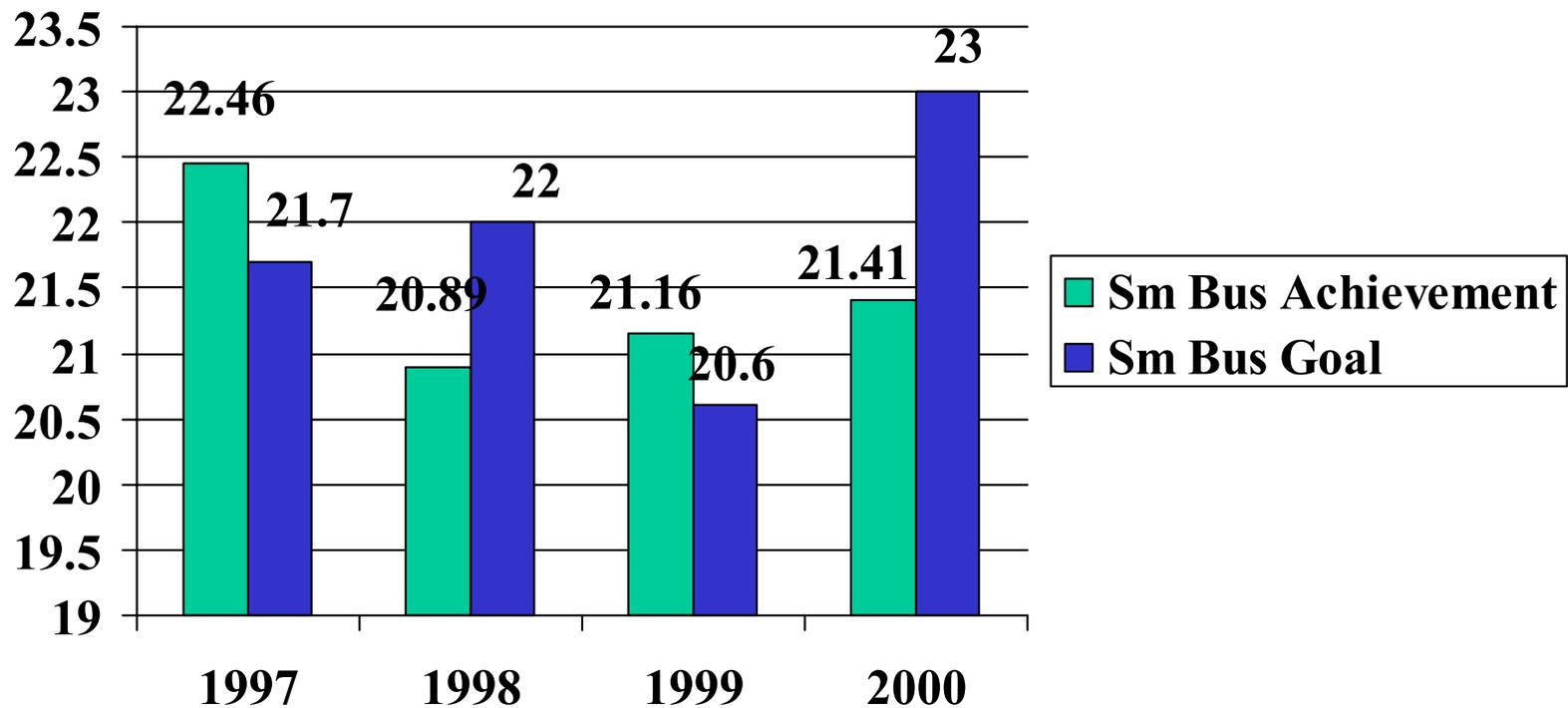


U.S. Department of Defense

Number of Contracts to Women-Owned Businesses

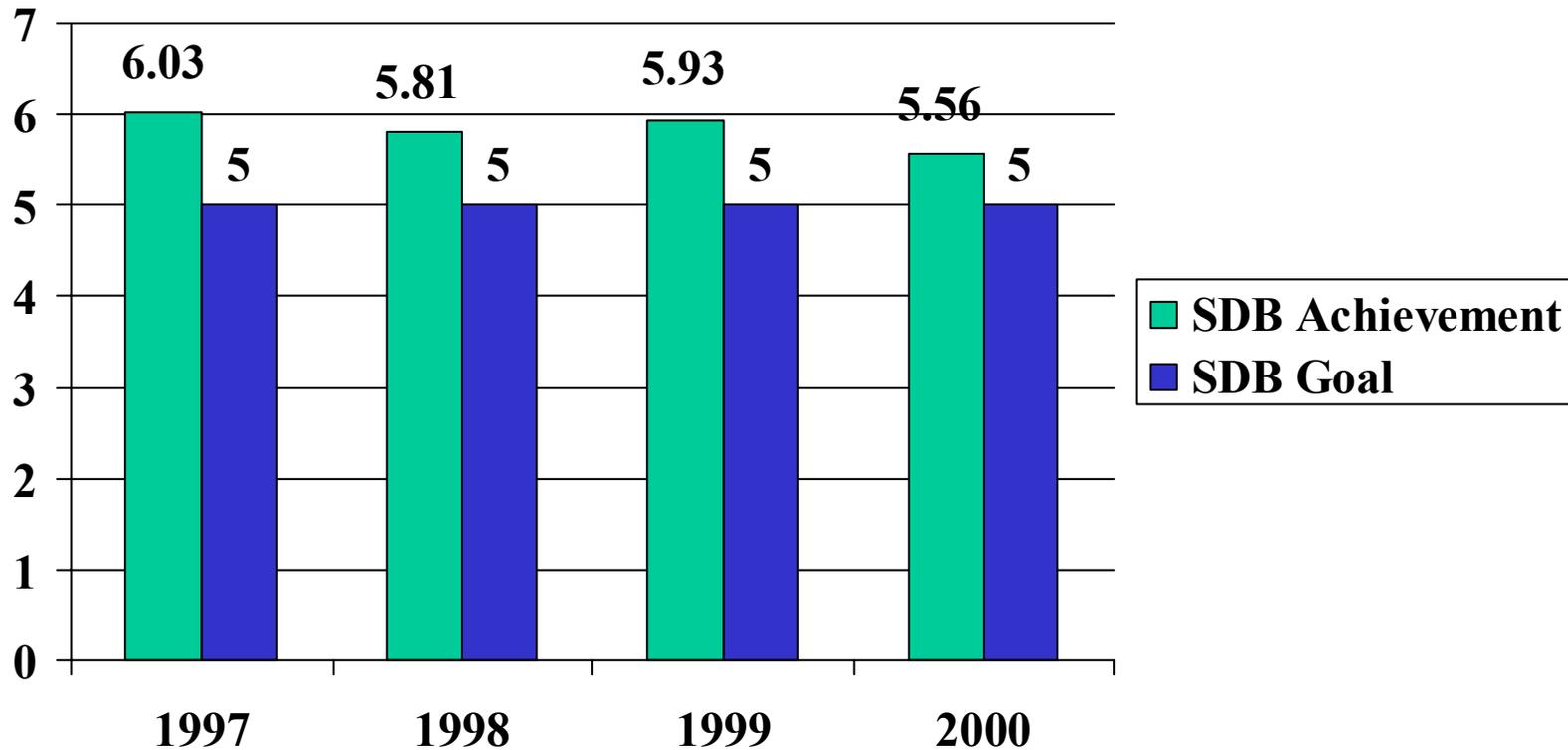


Department of Defense Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Defense SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

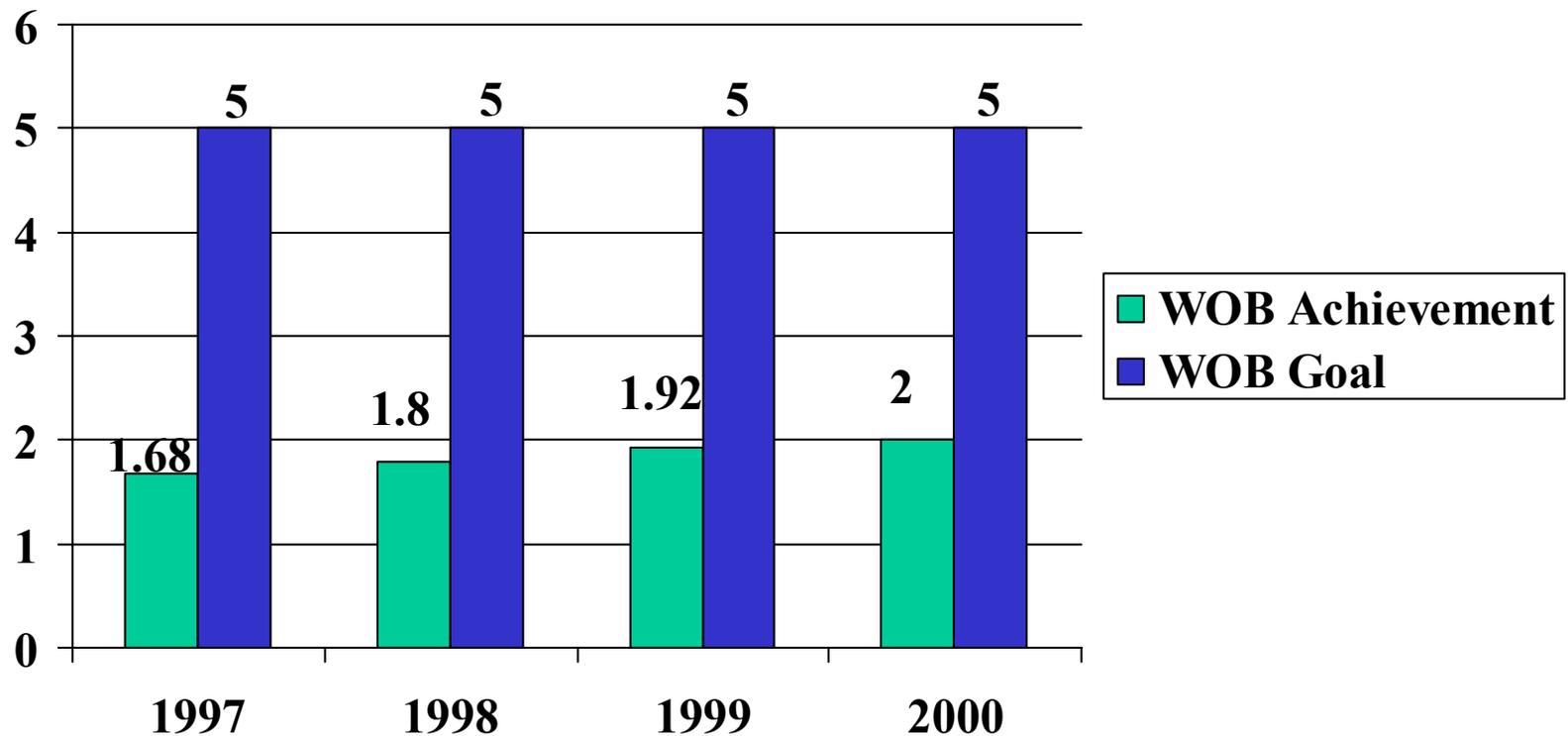
Department of Defense

8(a) Goal Achievement

- 15 USC 644 requires that, “The head of each Federal agency shall...establish goals for the participation by small business concerns, and by small business concerns owned and controlled by socially and economically disadvantaged individuals, in procurement contracts of such agency having values of \$10,000 or more.”
- The Department of Defense, unlike any other agency, has read this to mean that they do not have to set separate goals for 8(a) firms. Instead, they combine the 8(a) goal into the Small Disadvantaged Business (SDB) goal.

Department of Defense

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Energy

Procurement Dollar Analysis

The Department of Energy is second to the Department of Defense in terms of procurement activity. From 1994 through 1996, Department of Energy procurement dollars declined, from a high in 1994 of \$17.9 billion to a low of \$15.9 billion in 1996. There was a slight increase in 1997 to \$16.2 billion, but 1998 started another declining trend, with \$15.1 billion. Another slight increase in 1999 figures occurred with procurement volume of \$15.7 billion. Figures for 2000 show an increase to \$16.9 billion.

Numbers of Contracts

Although a complete analysis of trends is not available for the past three years due to DOE's inflated contract numbers in previous years, 2000 data is shown below:

Small Business

In 2000, DOE awarded 8,824 contracts to small businesses.

Small Disadvantaged Businesses

In 2000, DOE awarded 565 contracts to small disadvantaged businesses.

8(a) Program

In 2000, DOE awarded 919 contracts to 8(a) Program participants.

Women-Owned Businesses

In 2000, DOE awarded 581 contracts to women-owned businesses.

Goal Achievement

In 1998 and 1999, DOE included subcontracting dollars with prime contract dollars to offset their inability to meet their prime contracting goals. This is clearly improper, as only prime contracts should be attributable to prime contract goals. Therefore, for 1999, DOE received an AF@ in all categories for not achieving its prime contracting goals solely through the use of prime contracts.

Small Business Goal

The Department of Energy did not meet its small business goal in 2000. DOE achieved 2.96 percent. DOE's goal was 5 percent. As DOE achieved 59.2 percent of its goal, the grade will be an "F." If it were possible, DOE's grade would be reduced by one letter grade due to its goal of 5 percent being below the mandated goal of 23 percent. For fiscal year 2001, DOE has a goal of 5 percent.

Small Disadvantaged Business Goal

The Department of Energy exceeded its small business goal in 2000. DOE achieved 0.35 percent. DOE's goal was 0.3 percent. As DOE exceeded its goal, the grade would normally be an "A." However, As DOE had a goal less than the mandated goal of 5 percent, DOE will be downgraded to a "B." For fiscal year 2001, DOE has a goal of 0.3 percent.

8(a) Program Goal

The Department of Energy did not achieve its 8(a) Program goal in 2000. DOE achieved 0.75 percent. DOE's goal was 1 percent. As DOE achieved 75 percent of its goal, the grade will be a "C." For fiscal year 2001, DOE has a goal of 1 percent.

Women-Owned Business Goal

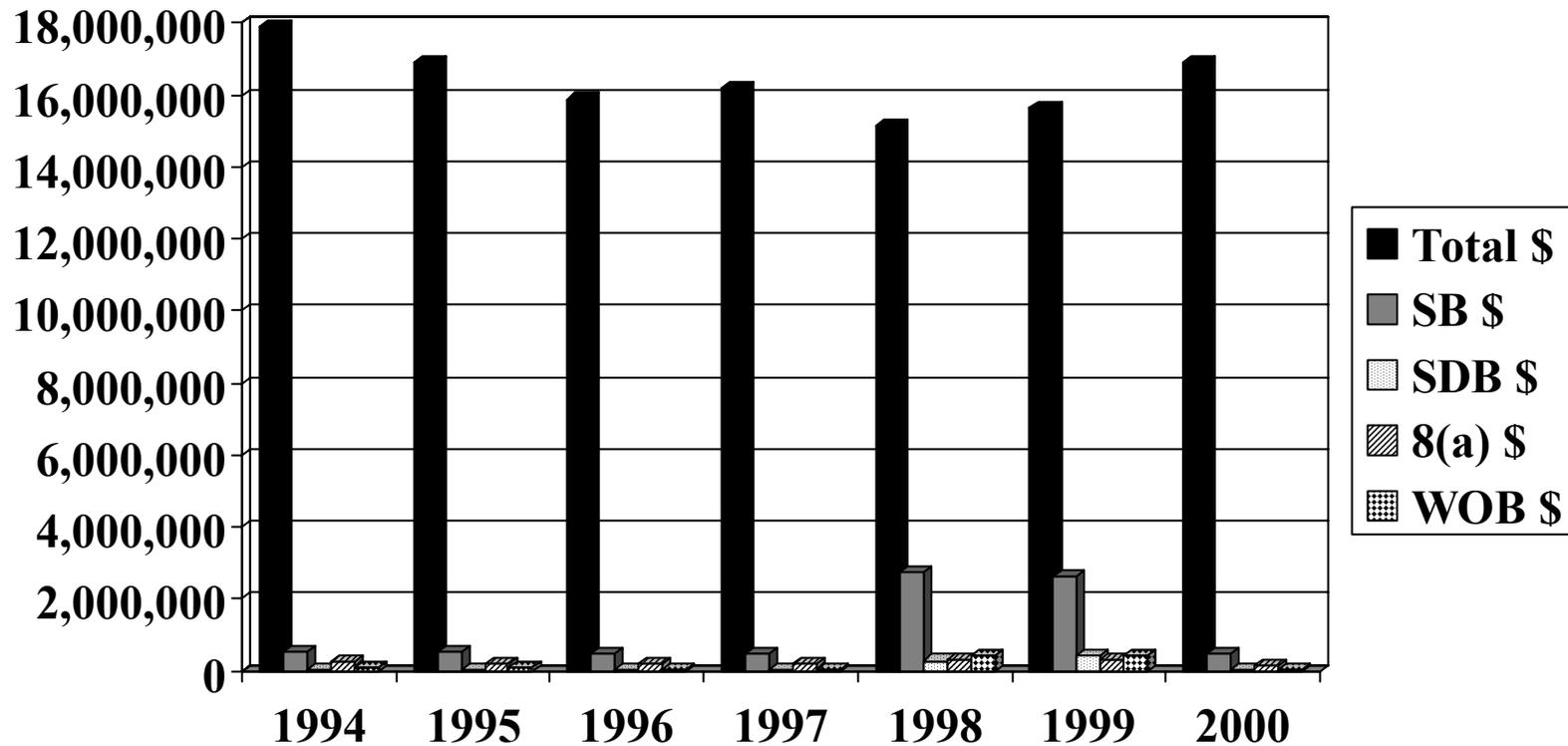
The Department of Energy did not achieve its women-owned business goal in 2000. DOE achieved 0.25 percent. DOE's goal was 0.3 percent. As DOE achieved 83.3 percent of its goal, the grade would normally be a "B." However, as DOE's goal of 0.3 percent is less than the mandated goal of 5 percent, DOE will be downgraded to a "C." For fiscal year 2001, DOE has a goal of 0.3 percent.

Overall Grade

Small Business Goal	F 0 points
Small Disadvantaged Business Goal	B 3 points
8(a) Program Goal	C 2 points
Women-Owned Business Goal	C 2 points
Average Grade	D 1.75 points

With an "F" in the Small Business Goal, a "B" in the Small Disadvantaged Business Goal, a "C" in the 8(a) Program goal, and a "C" in the Women-Owned Business Goal, with all categories weighed equally, the Department of Energy has an overall point total of 1.75 points, for a grade of "D."

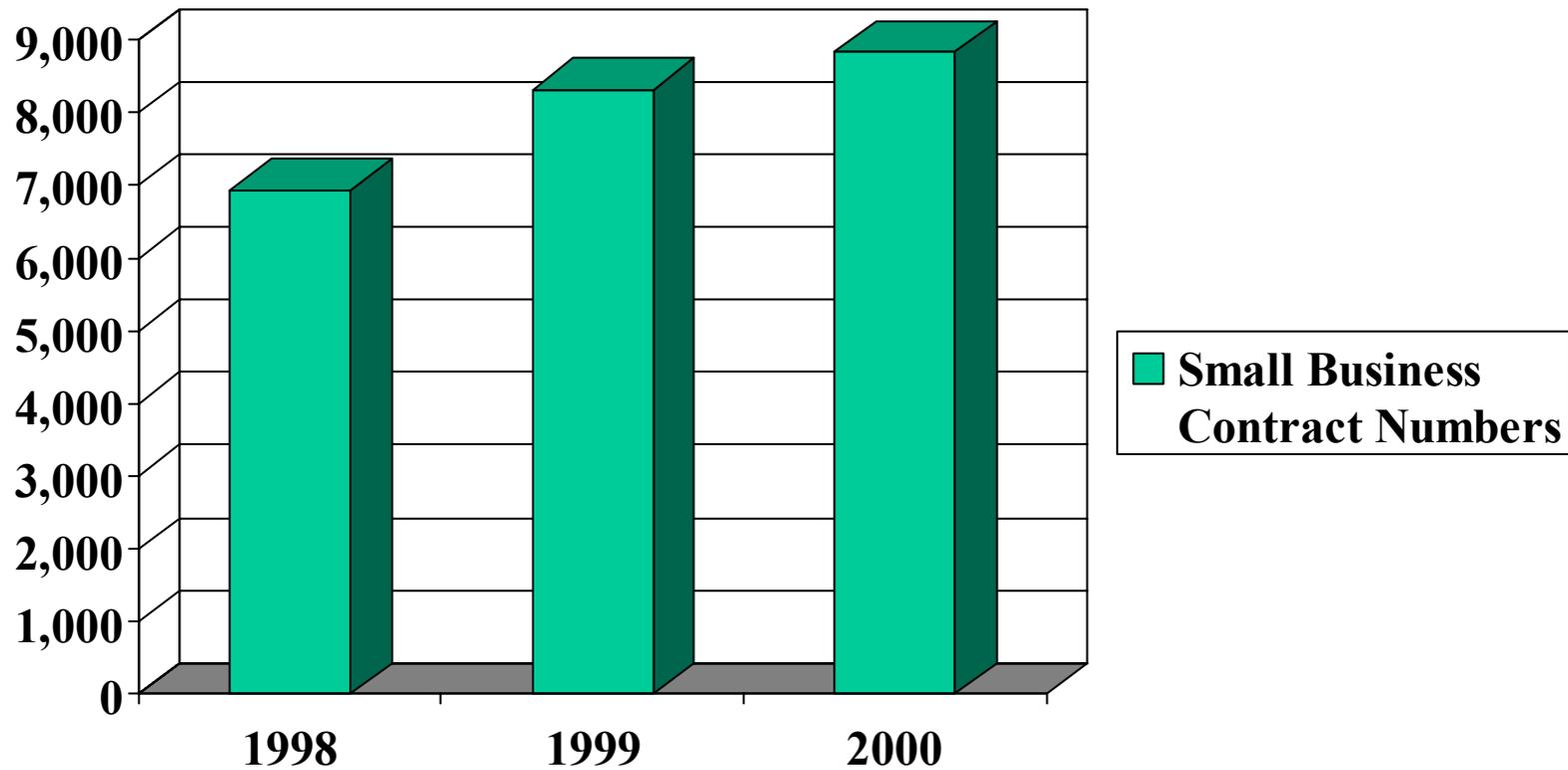
Department of Energy Procurement Dollars



Dollars are expressed in millions.

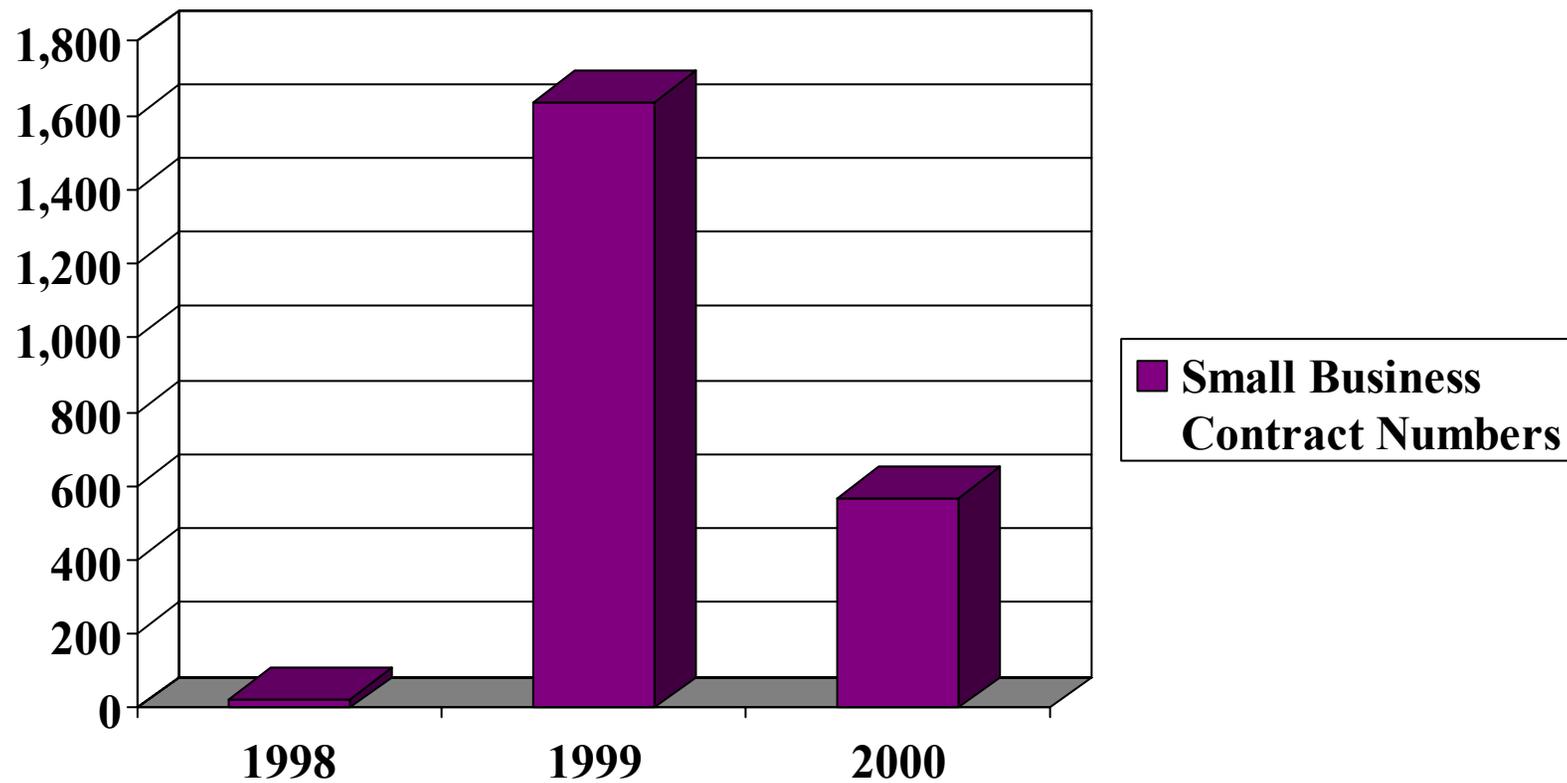
U.S. Department of Energy

Number of Contracts to Small Businesses



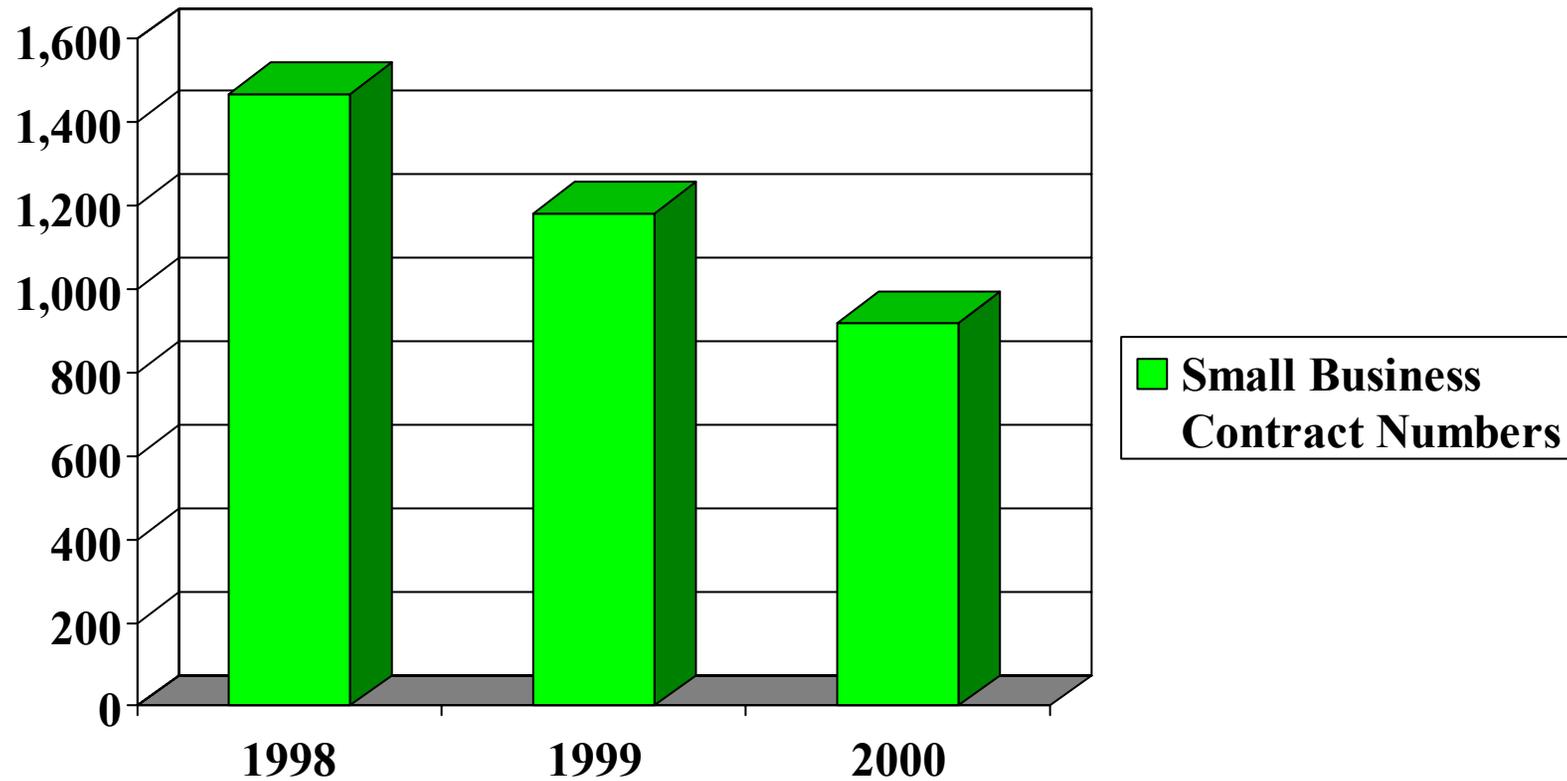
U.S. Department of Energy

Number of Contracts to Small Disadvantaged Businesses



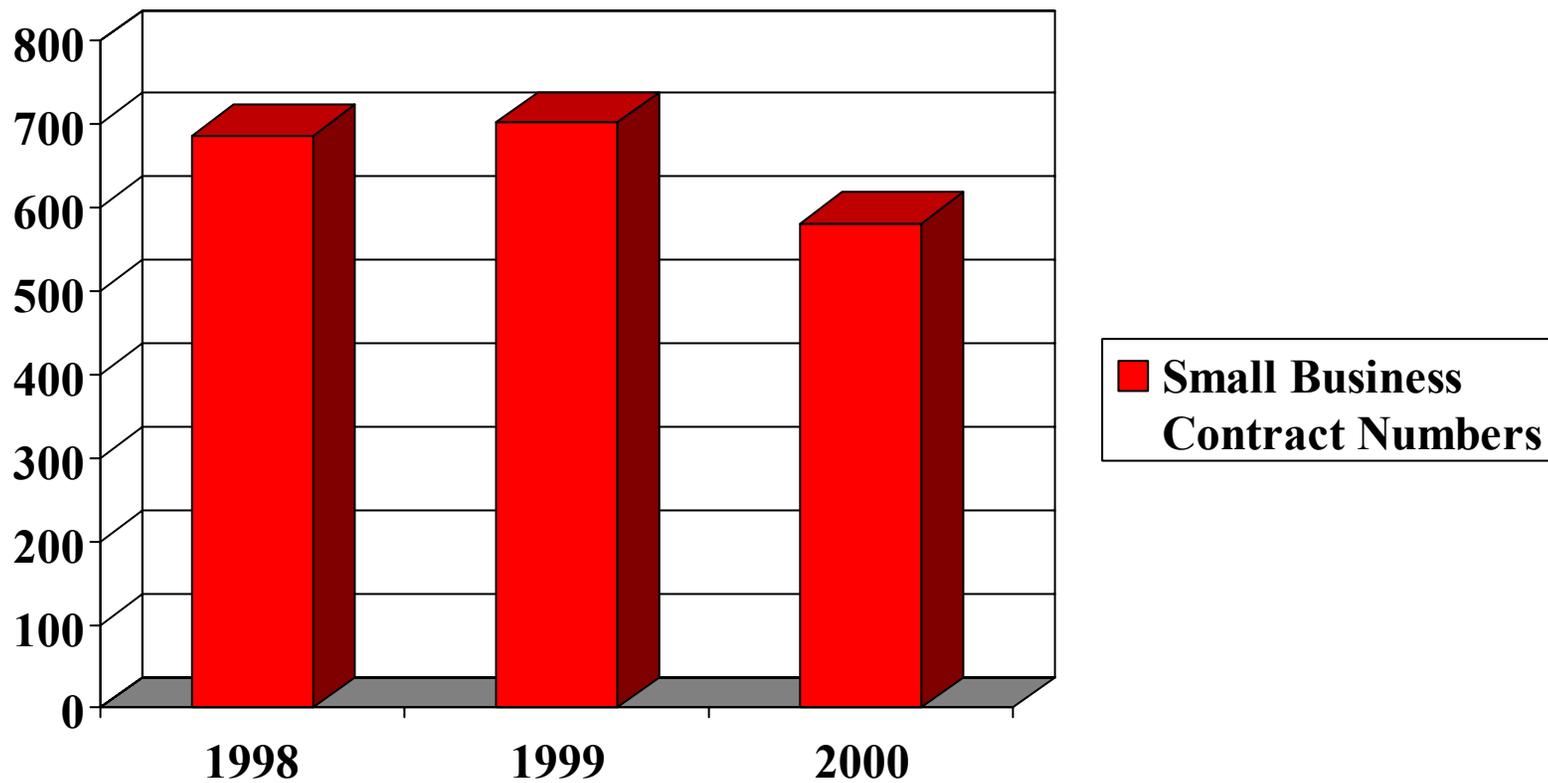
U.S. Department of Energy

Number of Contracts to 8(a) Firms



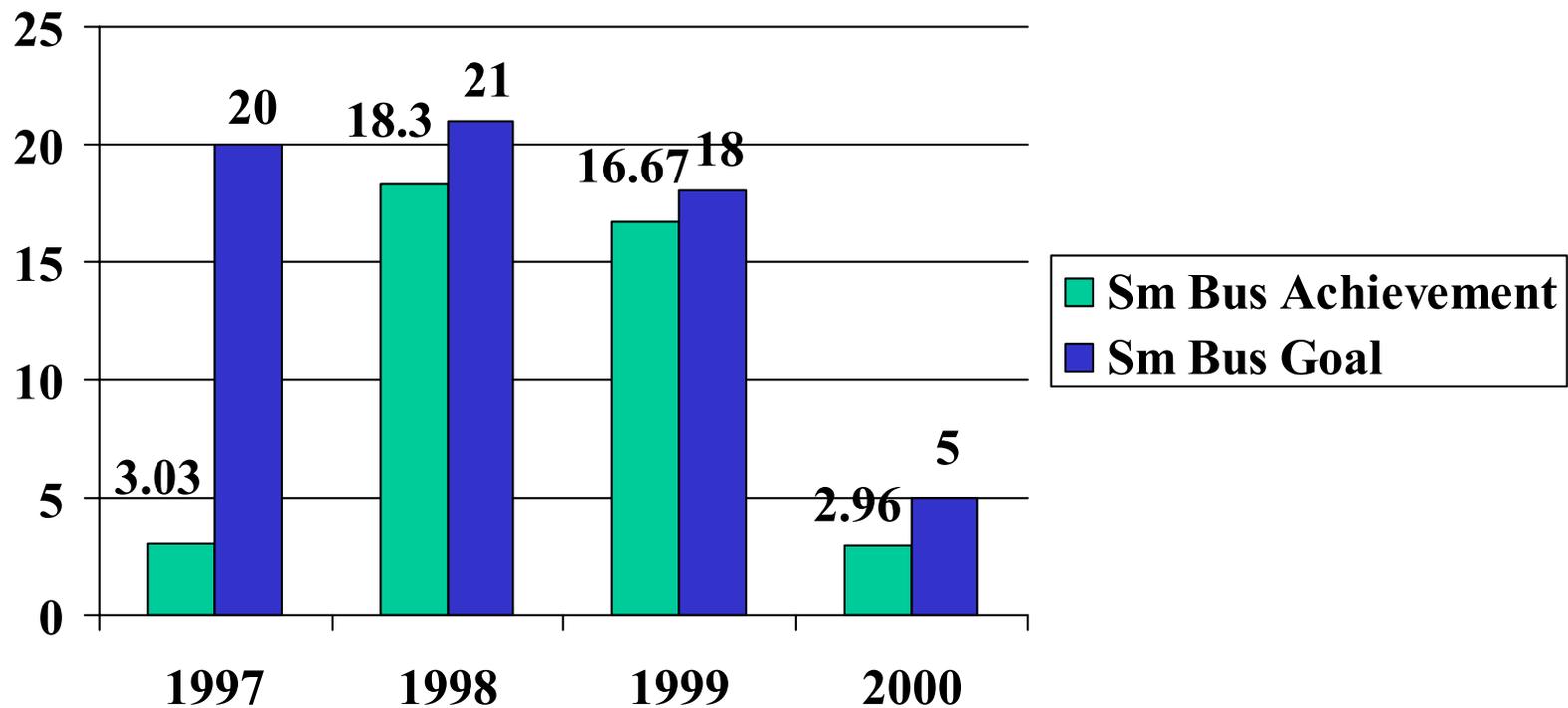
U.S. Department of Energy

Number of Contracts to Women-Owned Businesses



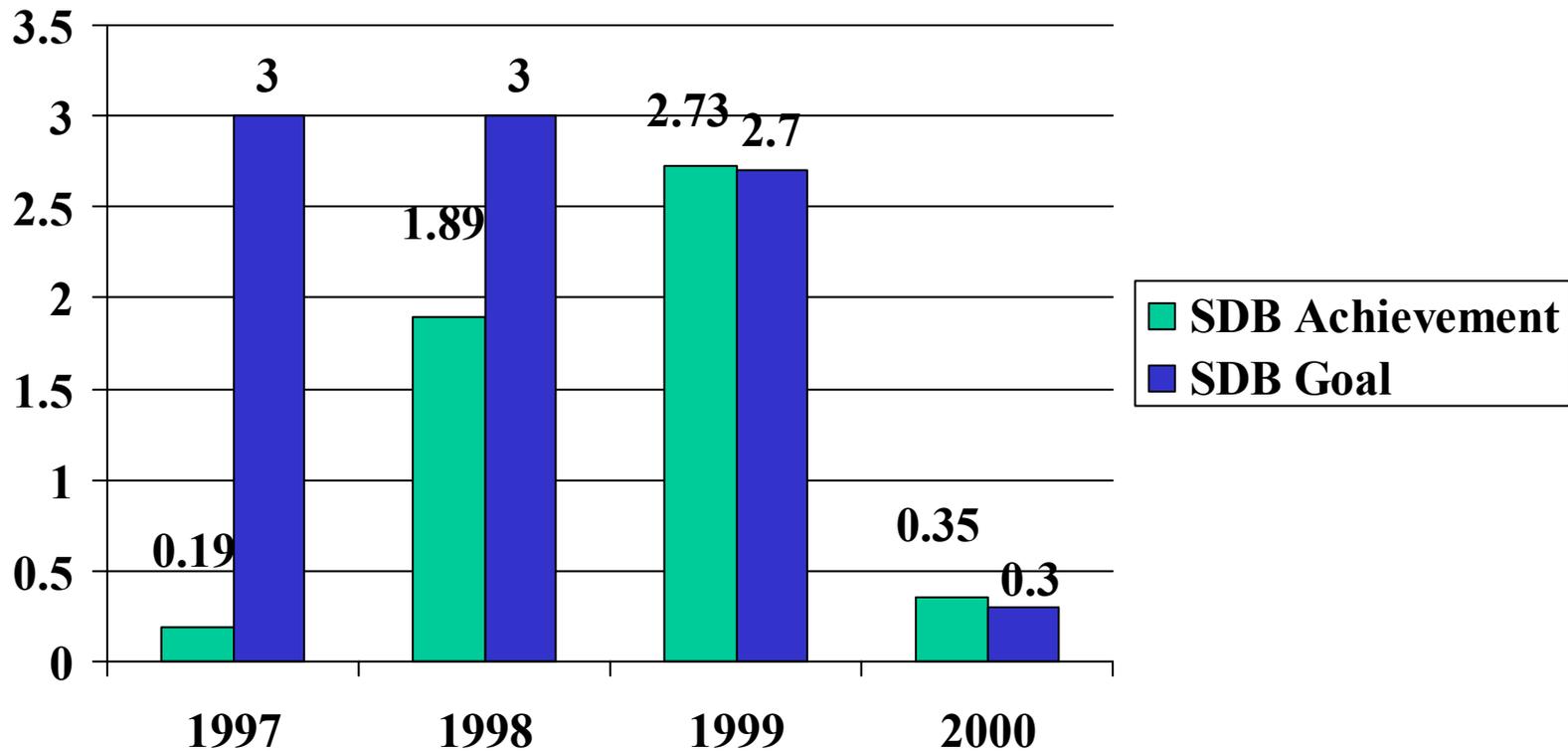
Department of Energy

Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

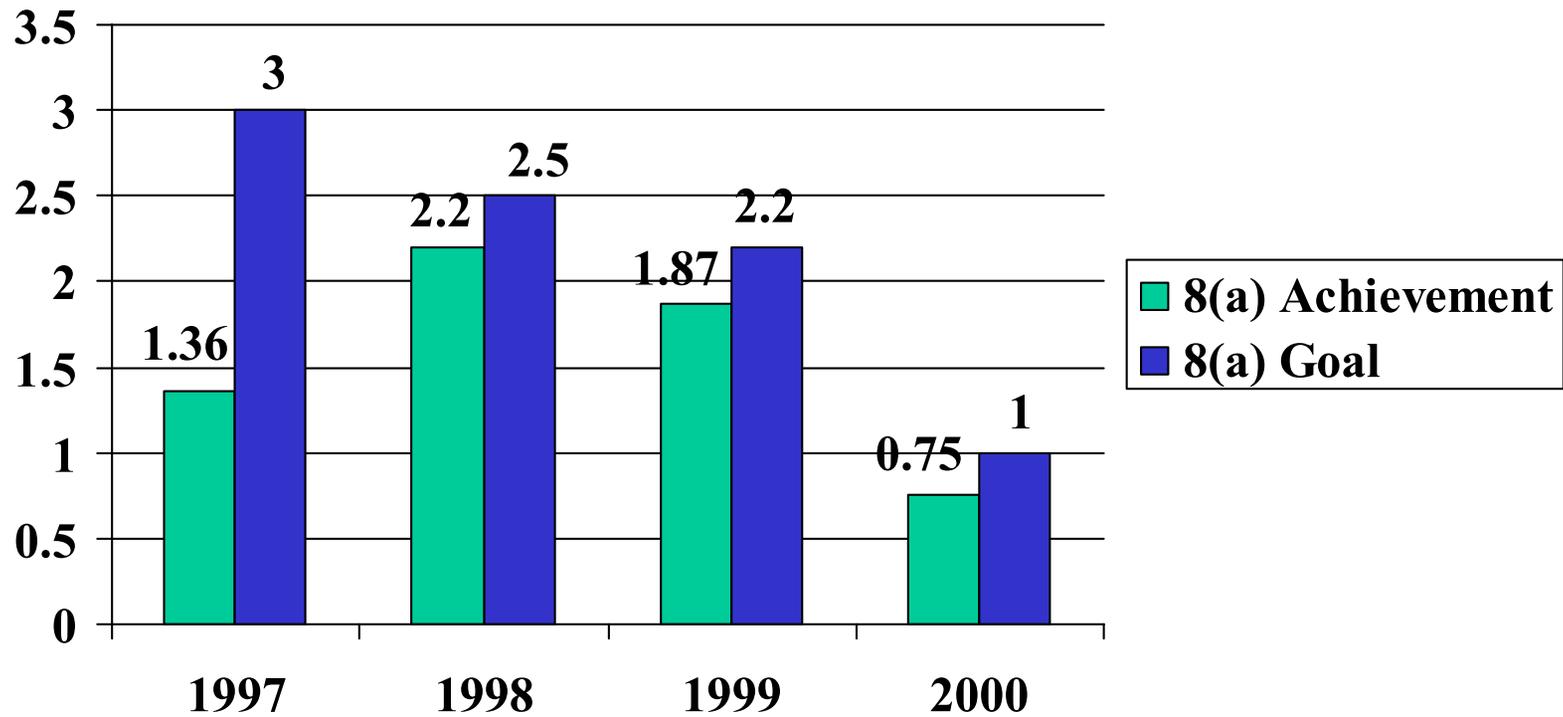
Department of Energy SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Energy

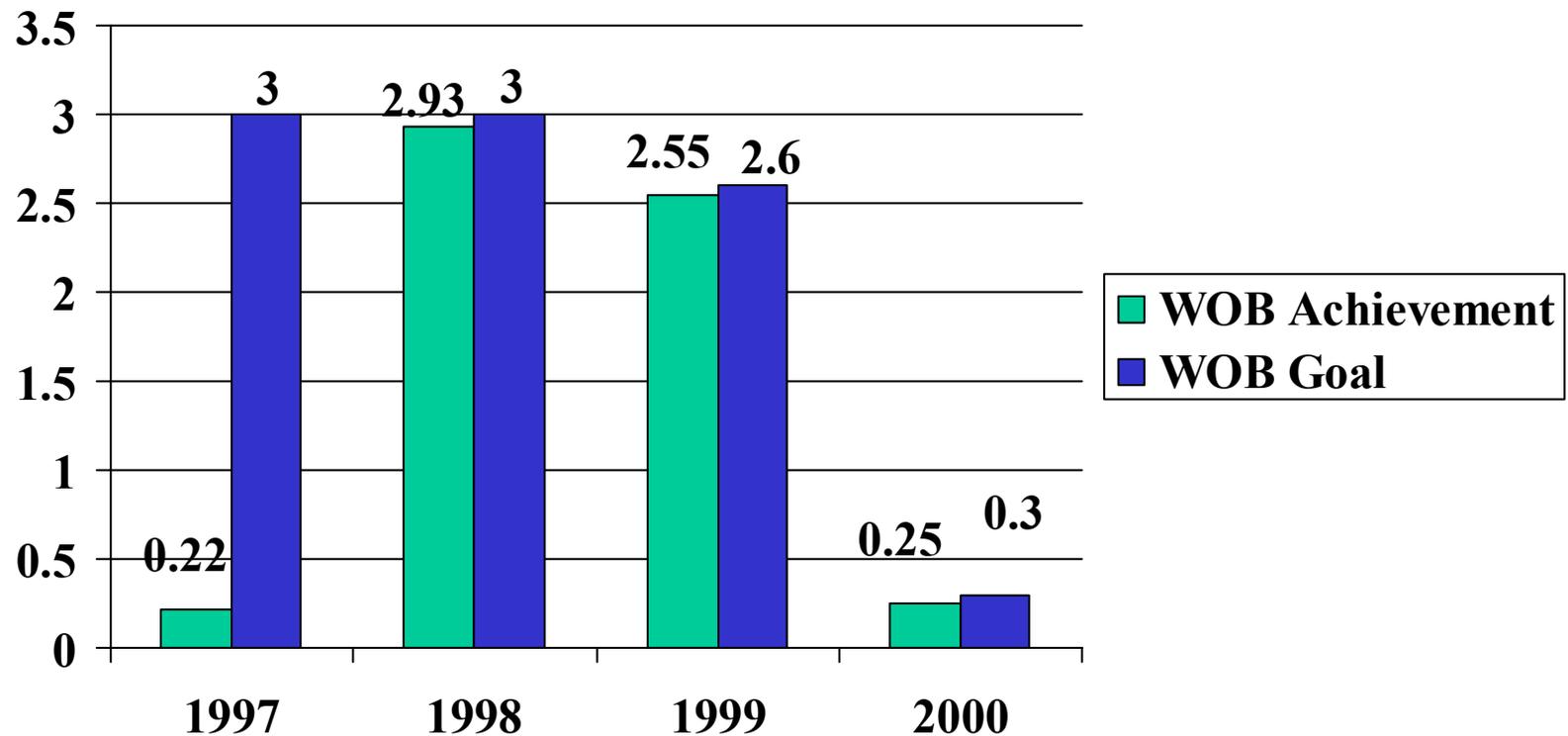
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Energy

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

General Services Administration

Procurement Dollar Analysis

The fourth-largest federal agency, as far as procurement activity, is the General Services Administration (GSA). Beginning in 1994, GSA had activity of \$7.7 billion. An increase occurred in 1995 to nearly \$9 billion. In 1996, activity decreased to nearly \$8 billion, while activity increased again in 1997 to \$8.3 billion. Finally, 1998 showed another decrease to \$8 billion. In 1999, GSA showed a decrease in procurement activity to \$7.4 billion. Figures for 2000 show an increase to nearly \$11.1 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by the GSA decreased from 513,283 in 1998 to 378,295 in 1999. In 2000, GSA awarded 372,503 contracts to small businesses. The total percentage decrease from 1998 to 2000 was over 27 percent.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by the GSA increased from 17,016 in 1998 to 20,256 in 1999. In 2000, GSA awarded 19,219 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by the GSA decreased from 12,659 in 1998 to 8,228 in 1999. In 2000, GSA awarded 4,579 contracts to 8(a) firms. The total percentage decrease from 1998 to 2000 was nearly 64 percent.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by the GSA increased from 28,527 in 1998 to 39,502 in 1999. In 2000, GSA awarded 45,656 contracts to women-owned businesses.

Goal Achievement

Small Business Goal

GSA did not achieve its goal for doing business with small businesses in 1997, but exceeded its goal in 1998 and 1999. Based on figures for 2000, GSA exceeded its goal of 38 percent with an achievement of 40.03 percent. Therefore, the grade would normally be an "A."

	1997	1998	1999	2000
SB Goal	40	35	36	38
SB Achievement	37.5	39.34	41.53	39.97

Based on the first three years of this study, the average achievement was over 39 percent. The average goal, however, was 37 percent. Therefore, the letter grade will be dropped to a "B." For 2001, GSA has a small business goal of 38 percent.

Small Disadvantaged Business Goal

GSA exceeded its small disadvantaged business goal from 1997 through 1999. Based on 2000 figures, GSA again exceeded its goal with an achievement of 11.30 percent. GSA's goal was 5.6 percent. As GSA exceeded its goal, the grade will be an "A." For 2001, GSA has a small disadvantaged business goal of 5.6 percent.

8(a) Program Goal

GSA did not achieve its goal in 1997 and 1998, but exceeded its goal in 1999. Based on figures for 2000, GSA did not achieve its goal. GSA achieved 3.72 percent. GSA's goal was 7.2 percent. As GSA achieved 51.7 percent of its goal, the grade will be an "F." GSA has an 8(a) Program goal for fiscal year 2001 of 7.2 percent.

Women-owned Business Goal

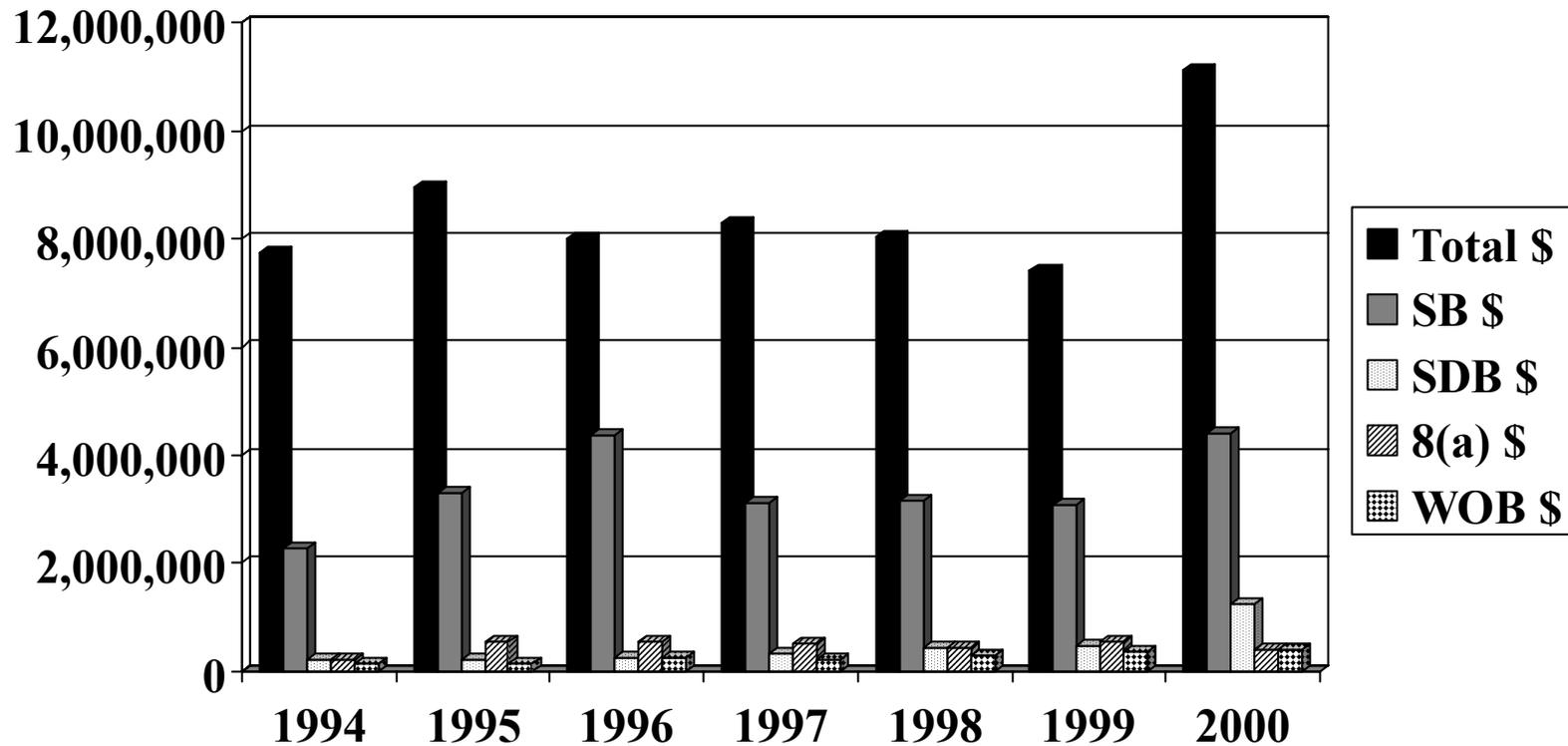
GSA did not meet its women-owned business goal from 1997 through 1999. Based on figures for 2000, GSA did not achieve its goal. GSA achieved 3.66 percent. GSA's goal was 5 percent. As GSA achieved 73.2 percent of its goal, the grade will be a "C." GSA has a women-owned business goal of 5 percent for fiscal year 2001.

Overall Grade

Small Business Goal	B 3 points
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	C 2 points
Average Grade	C- 2.25 points

With a “B” in the Small Business Goal, an “A” in the Small Disadvantaged Business Goal, an “F” in the 8(a) Program Goal, and a “C” in the Women-Owned Business Goal, with all categories weighed equally, GSA has an overall point total of 2.25 points, for a grade of “C-.”

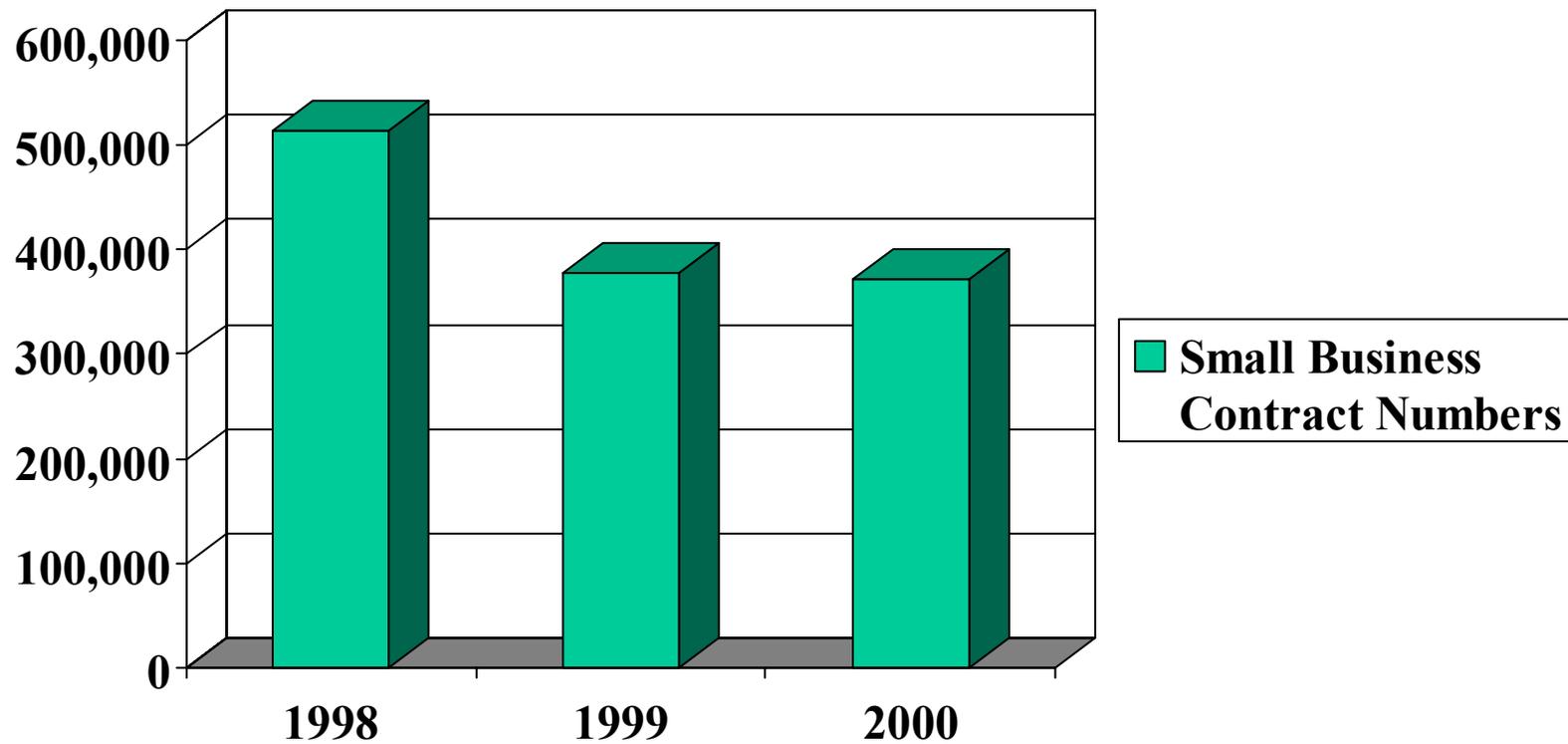
General Services Administration Procurement Dollars



Dollars are expressed in millions.

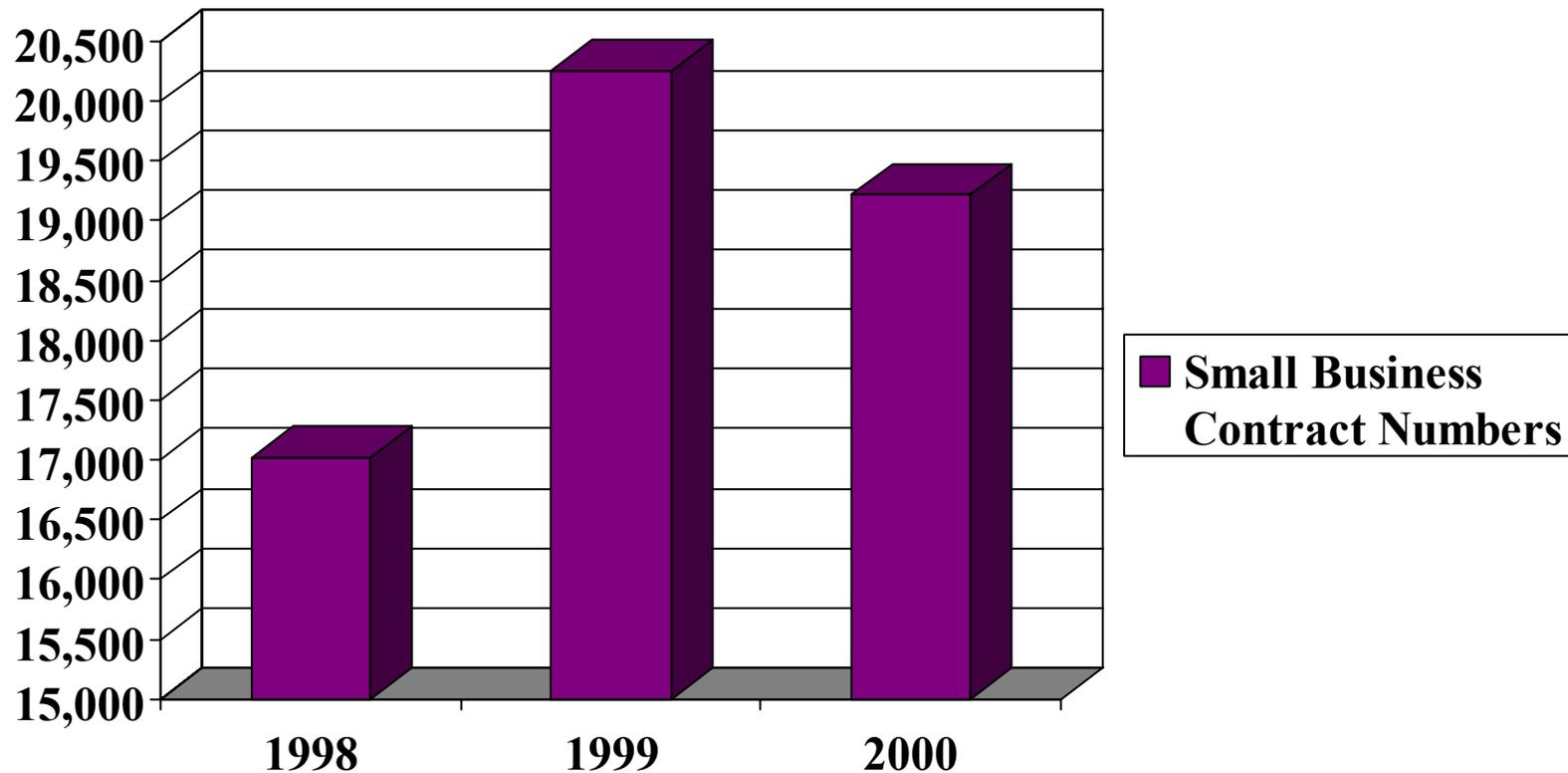
General Services Administration

Number of Contracts to Small Businesses



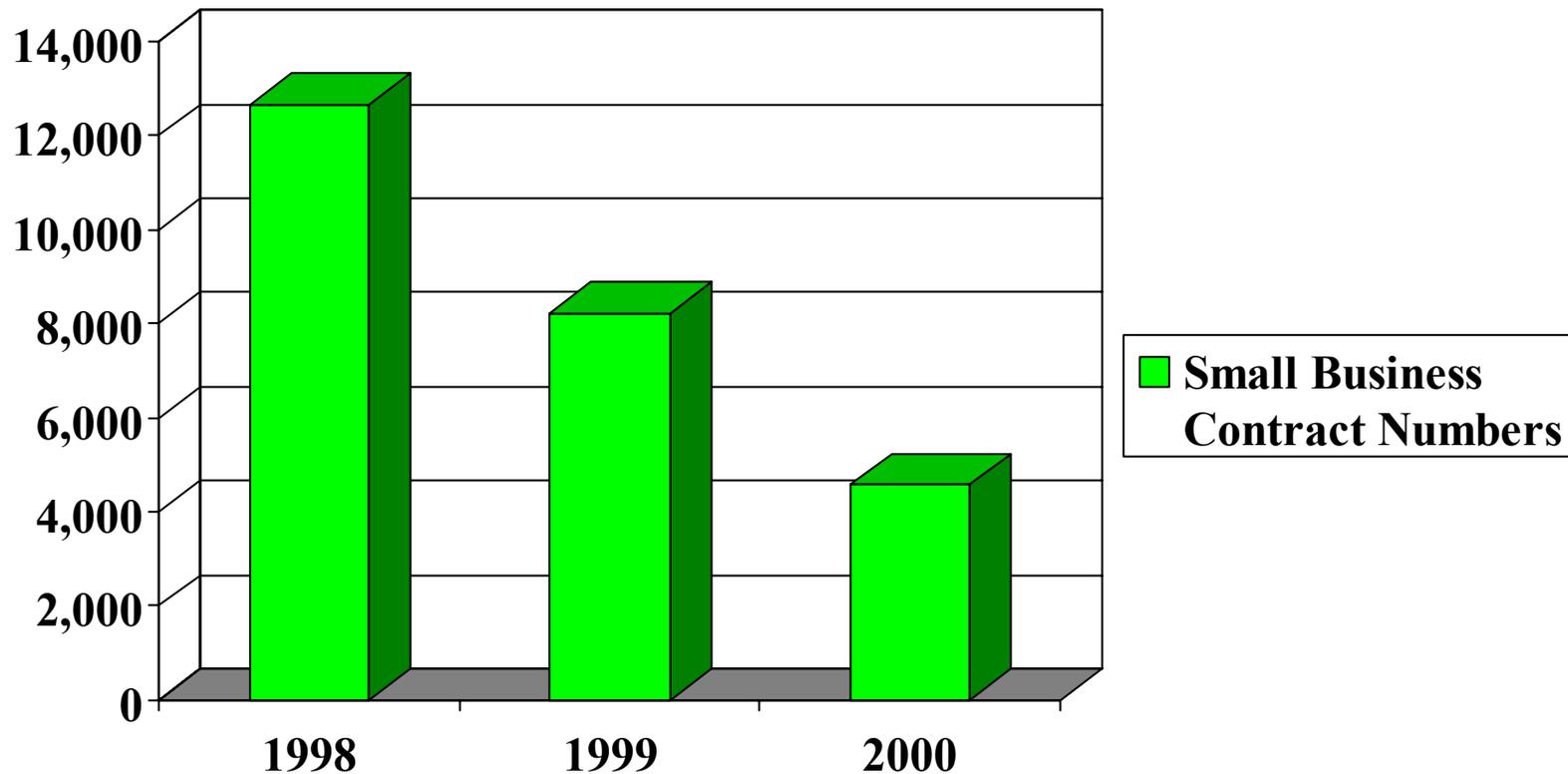
General Services Administration

Number of Contracts to Small Disadvantaged Businesses



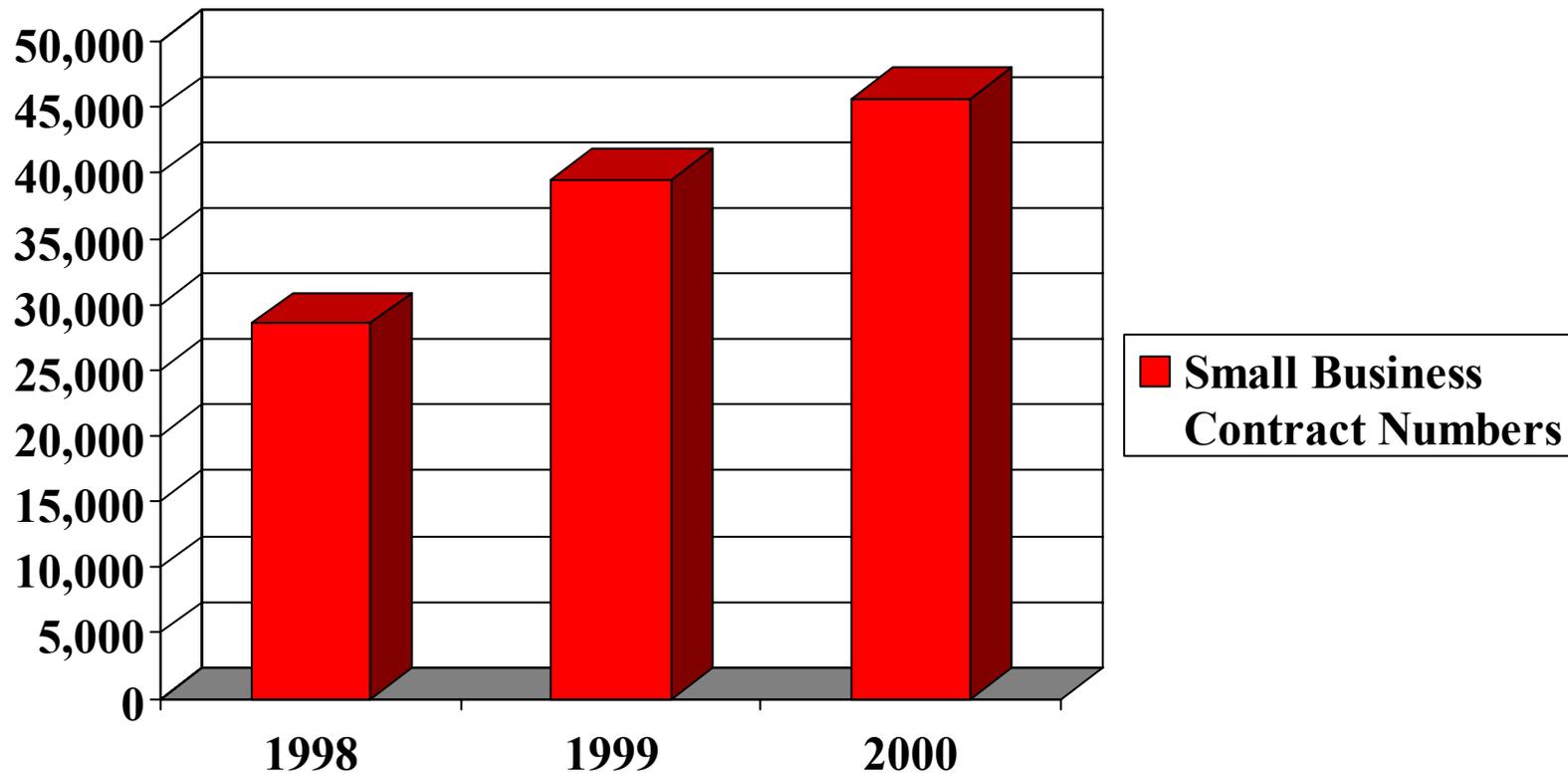
General Services Administration

Number of Contracts to 8(a) Firms

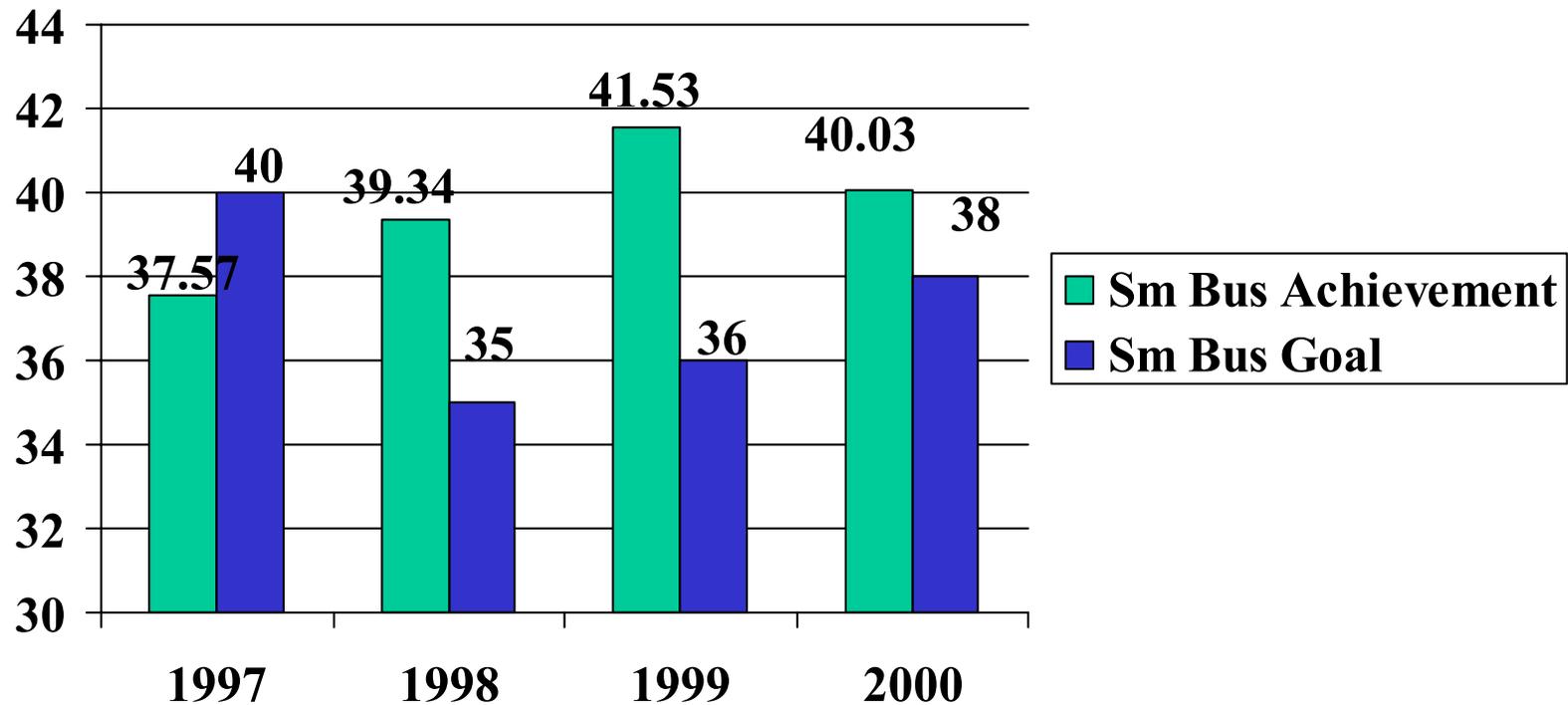


General Services Administration

Number of Contracts to Women-Owned Businesses

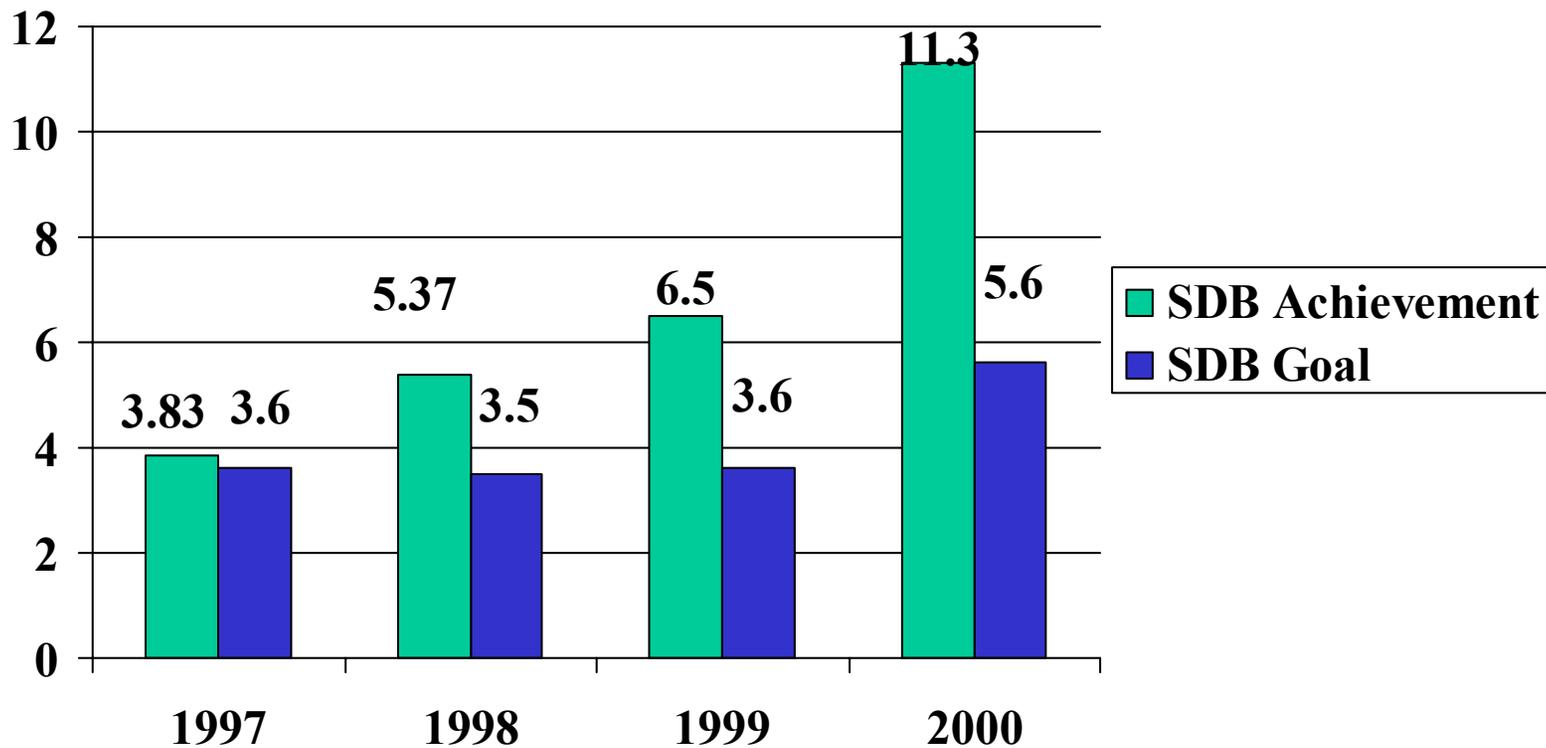


General Services Administration Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

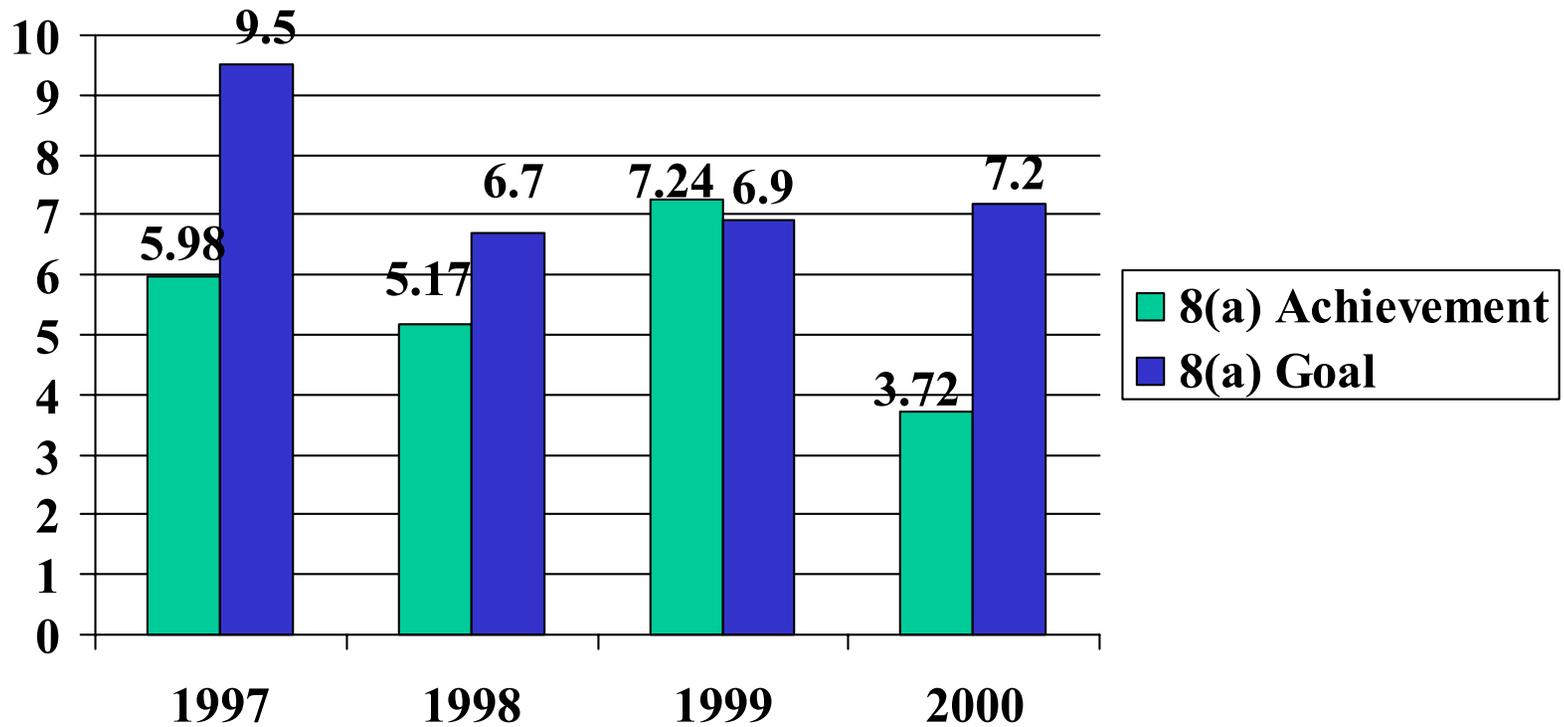
General Services Administration SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

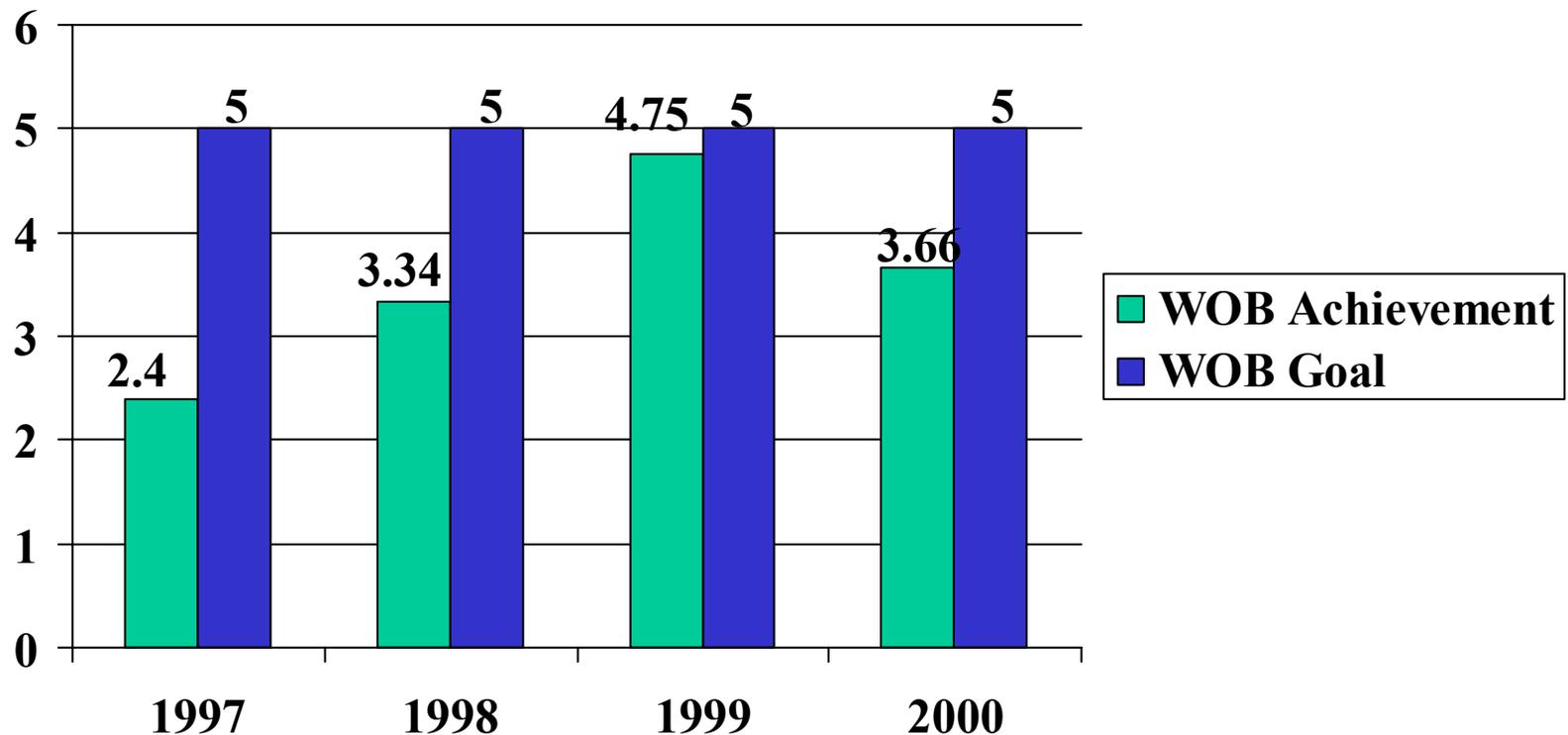
General Services Administration

8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

General Services Administration Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

National Aeronautics and Space Administration

Procurement Dollar Analysis

The National Aeronautics and Space Administration (NASA) is the third-largest federal agency as far as procurement dollars. Procurement dollars increased from 1994 to 1995, from a low in 1994 of \$11.5 billion, to a high in 1995 of \$11.8 billion. Activity in 1996 decreased to \$11.3 billion, 1997 showed a decrease to \$11.2 billion, and 1998 showed a decrease to \$10.8 billion. In 1999, NASA showed a slight increase in procurement activity to \$11 billion. Figures for 2000 show a slight increase to \$11.1 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by the National Aeronautics and Space Administration decreased from 39,174 in 1998 to 29,759 in 1999. In 2000, NASA awarded 23,202 contracts to small businesses. The total percentage decrease from 1998 to 2000 was over 40 percent.

Small Disadvantaged Business

From 1999 to 2000, the number of contracts awarded to small disadvantaged businesses by the National Aeronautics and Space Administration increased from 482 in 1999 to 1,269 in 2000. [Note: Due to a NASA reporting error, the number of contracts awarded to small disadvantaged businesses in 1998 was reported as a negative number.]

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by the National Aeronautics and Space Administration increased from 2,758 in 1998 to 3,241 in 1999. In 2000, NASA awarded 2,365 contracts to 8(a) firms.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by the National Aeronautics and Space Administration increased from 1,615 in 1998 to 1,774 in 1999. In 2000, NASA awarded 1,394 contracts to women-owned businesses. From 1998 to 2000, the number of contracts awarded to women-owned businesses decreased by nearly 14 percent.

Goal Achievement

Small Business Goal

NASA exceeded its goal for doing business with small businesses from 1997 through 1999. Based on 1999 figures, NASA exceeded its goal with an achievement of 13.54 percent. NASA's goal was 12.4 percent. Therefore, the grade would normally be an "A." However, as NASA had a goal less than the mandated 23 percent, NASA would normally be downgraded to a "B." As NASA has set a goal below the statutory goal for the past two years, NASA will be further down-graded to a "C." For fiscal year 2001, NASA has a goal of 12.4 percent.

Small Disadvantaged Business Goal

NASA exceeded its small disadvantaged business goal from 1997 through 1999. Based on 2000 figures, NASA exceeded its goal with an achievement of 3.48 percent. NASA's goal was 2 percent. Therefore, the grade would normally be an "A." Based on the fact that NASA had a goal of 2 percent which is lower than the mandated 5 percent goal, NASA would normally be downgraded to a "B." As NASA has set a goal below the statutory goal for the past two years, NASA will be further down-graded to a "C." For fiscal year 2001, NASA has a goal of 2 percent.

8(a) Program Goal

NASA did not achieve its 8(a) Program goal in 1997 and 1998. NASA exceeded its goal in 1999. Based on 2000 figures, NASA exceeded its goal with an achievement of 3.05 percent. The goal was 2.9 percent. Therefore, the grade will be an "A." NASA's 8(a) Program goal for fiscal year 2001 is 2.9 percent.

Women-owned Business Goal

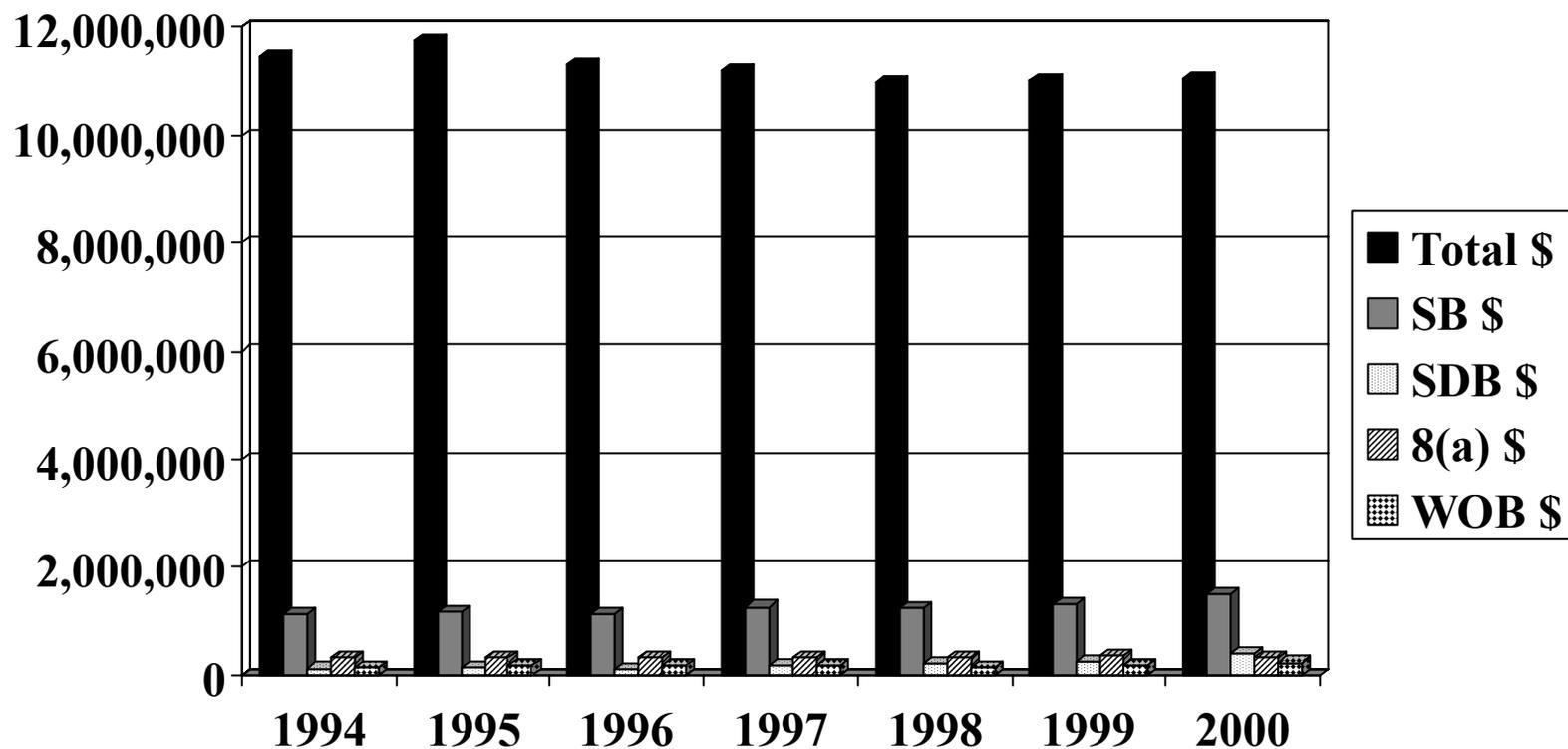
NASA exceeded its women-owned business goal from 1997 through 1999. Based on 2000 figures, NASA exceeded its goal with an achievement of 2.07 percent. NASA's goal was 1.4 percent. Therefore, the grade would normally be an "A." However, based on the fact that NASA had a women-owned business goal less than the 5 percent mandated goal, NASA would normally be downgraded to a "B." As NASA has set a goal below the statutory goal for the past two years, NASA will be further down-graded to a "C." For fiscal year 2001, NASA has a goal of 1.4 percent.

Overall Grade

Small Business Goal	C 2 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	C 2 points
Average Grade	C 2.5 points

With a “C” in the Small Business Goal, a “C” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program Goal, and a “C” in the Women-Owned Business Goal, with all categories weighed equally, NASA has an overall point total of 2.5 points, for a grade of “C.”

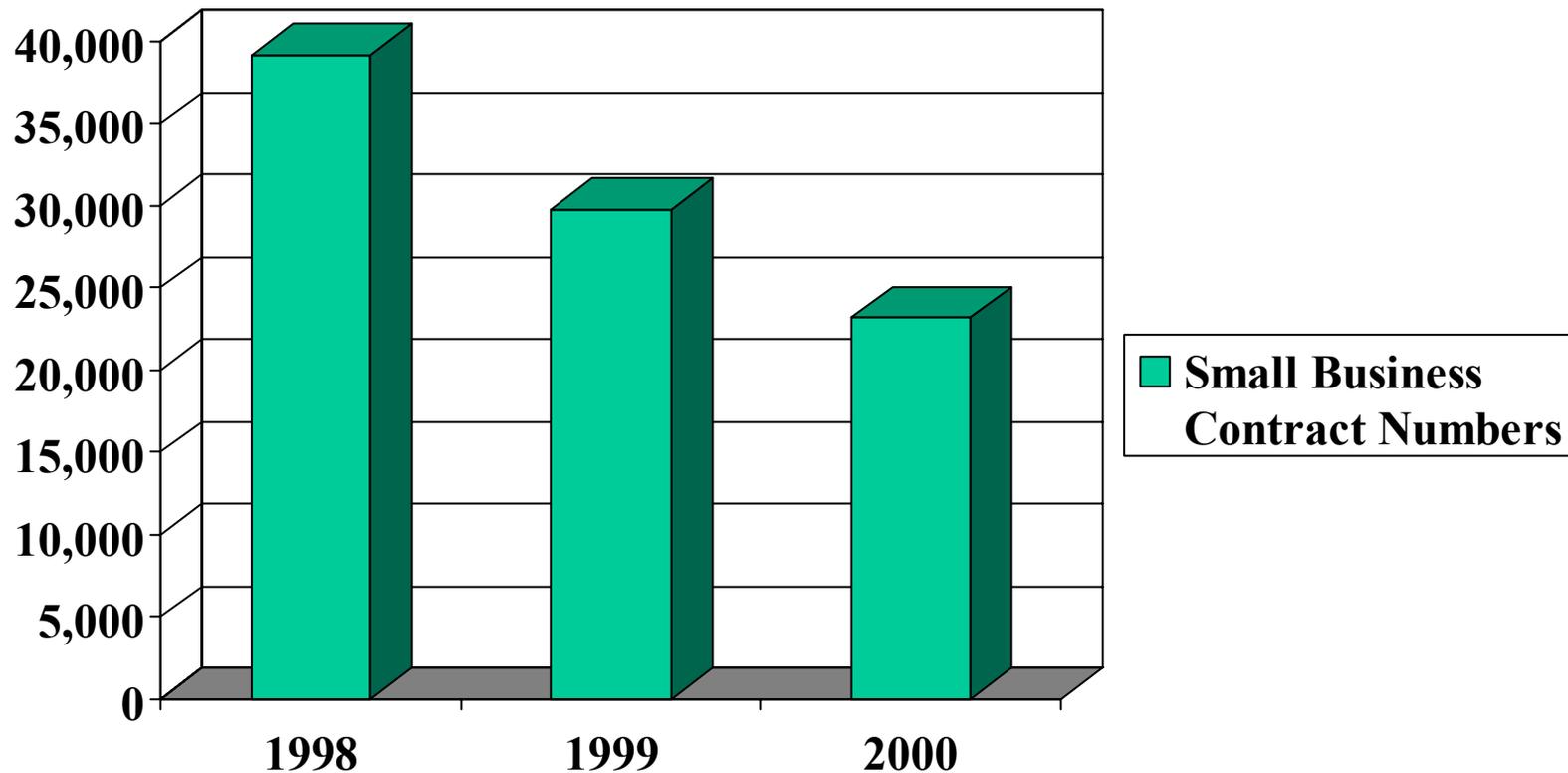
National Aeronautic and Space Administration Procurement Dollars



Dollars are expressed in millions.

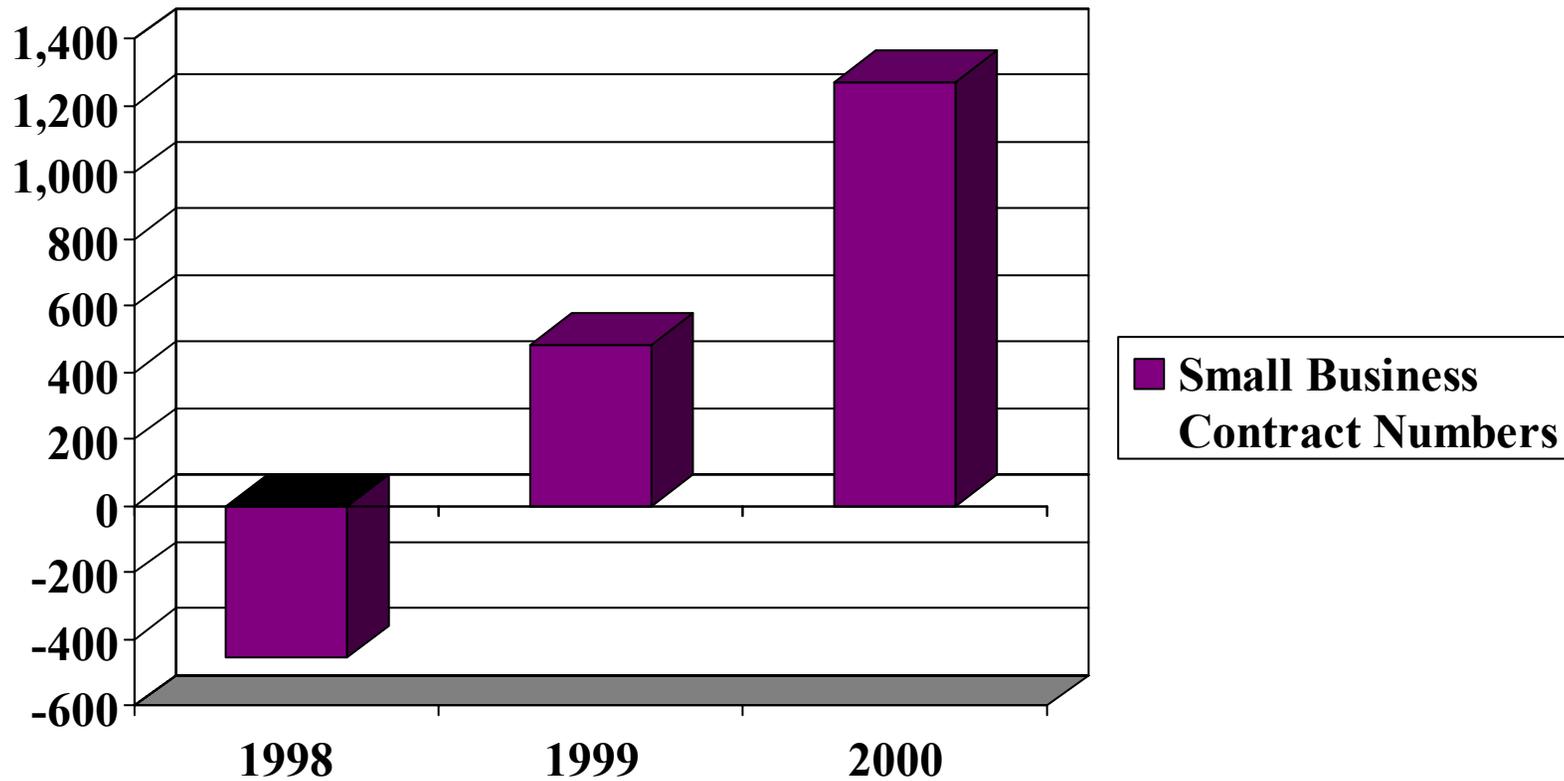
National Aeronautics and Space Administration

Number of Contracts to Small Businesses



National Aeronautics and Space Administration

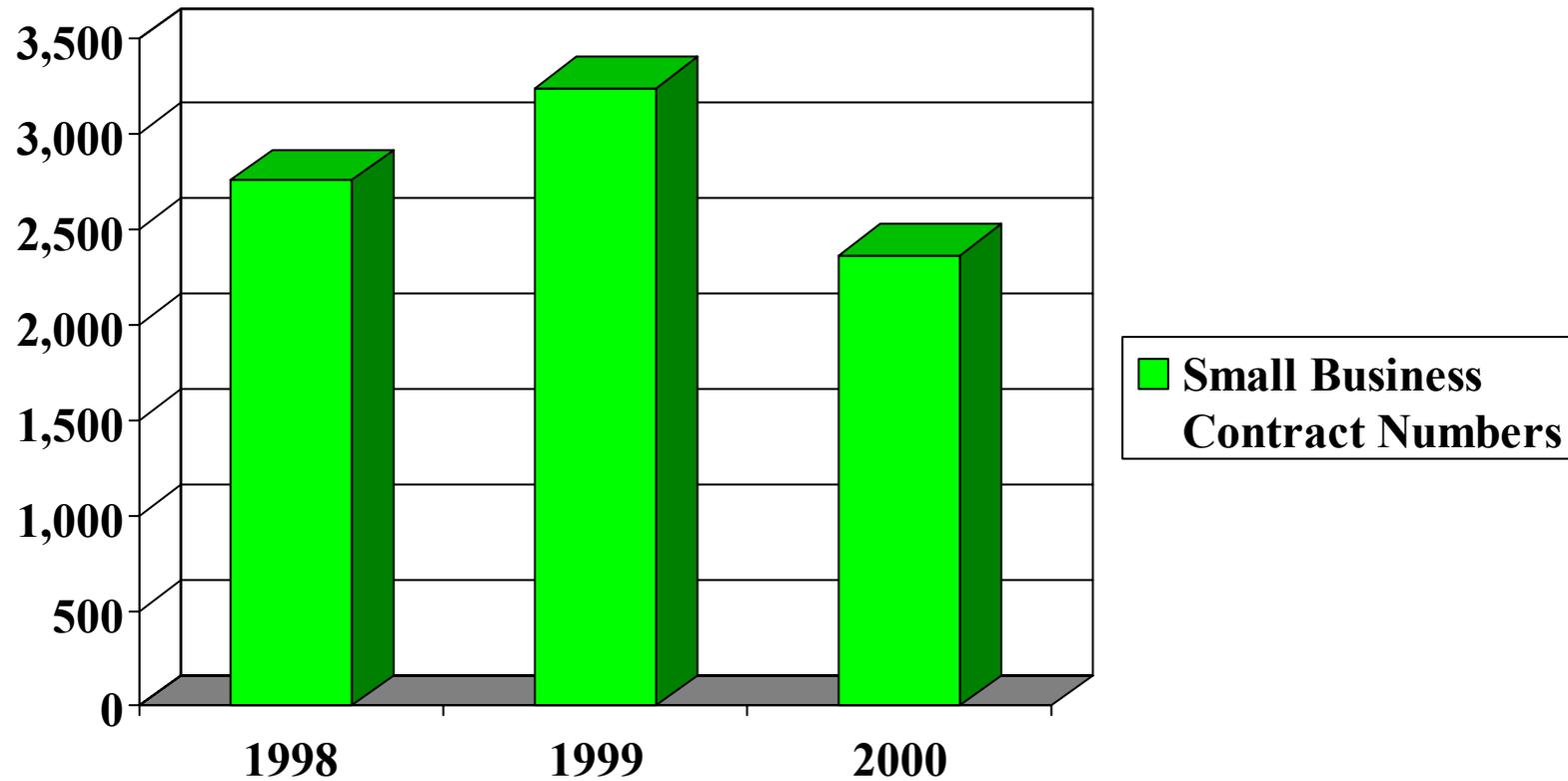
Number of Contracts to Small Disadvantaged Businesses



Note: Negative number of SDB contracts shown in 1998 due to NASA reporting error

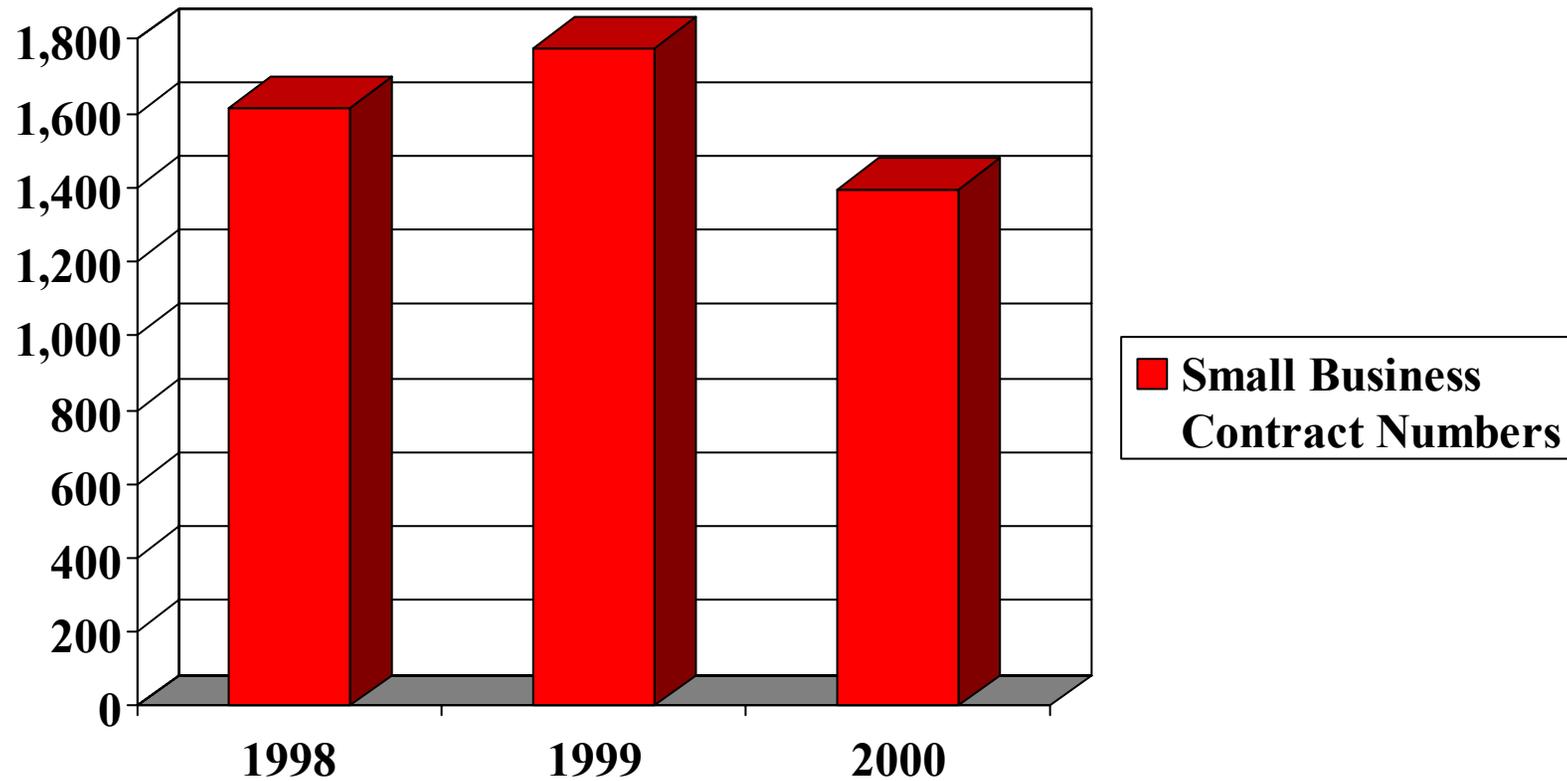
National Aeronautics and Space Administration

Number of Contracts to 8(a) Firms

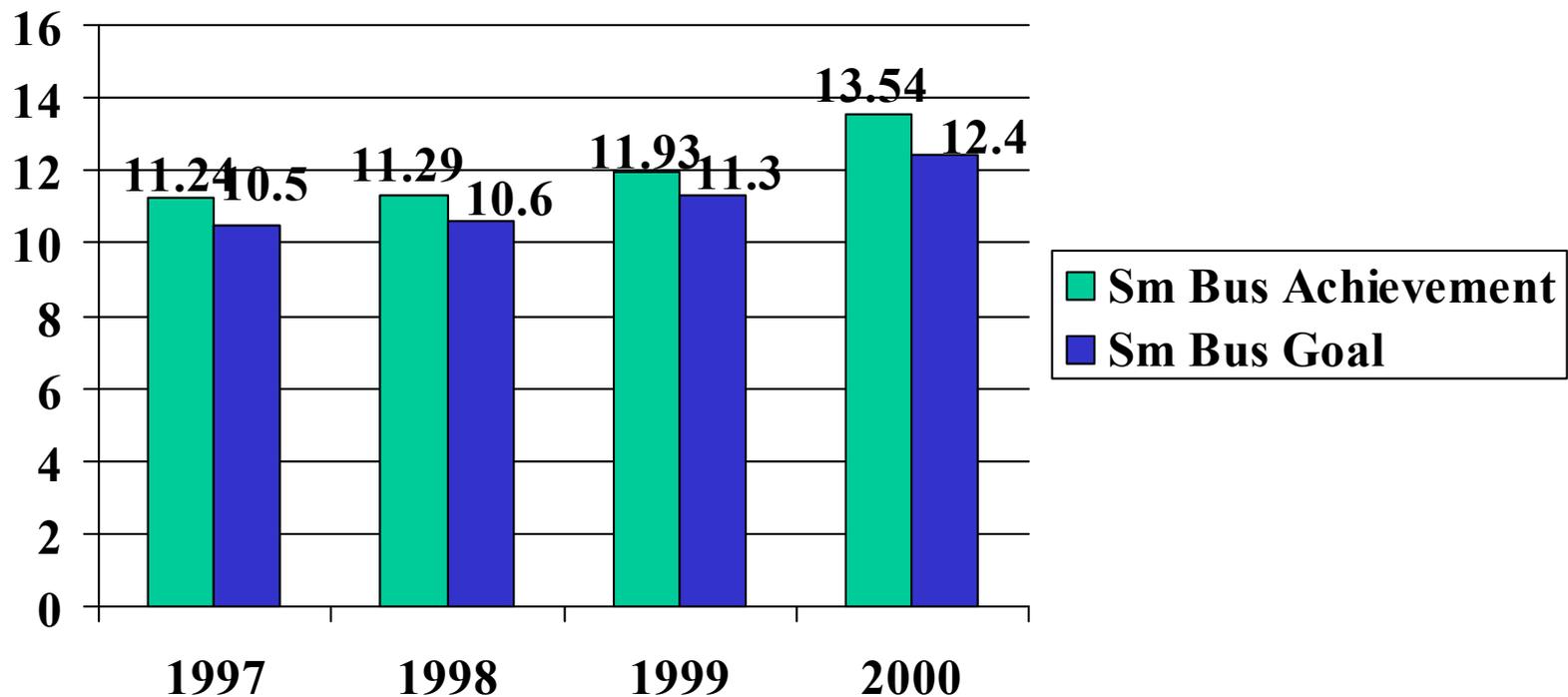


National Aeronautics and Space Administration

Number of Contracts to Women-Owned Businesses

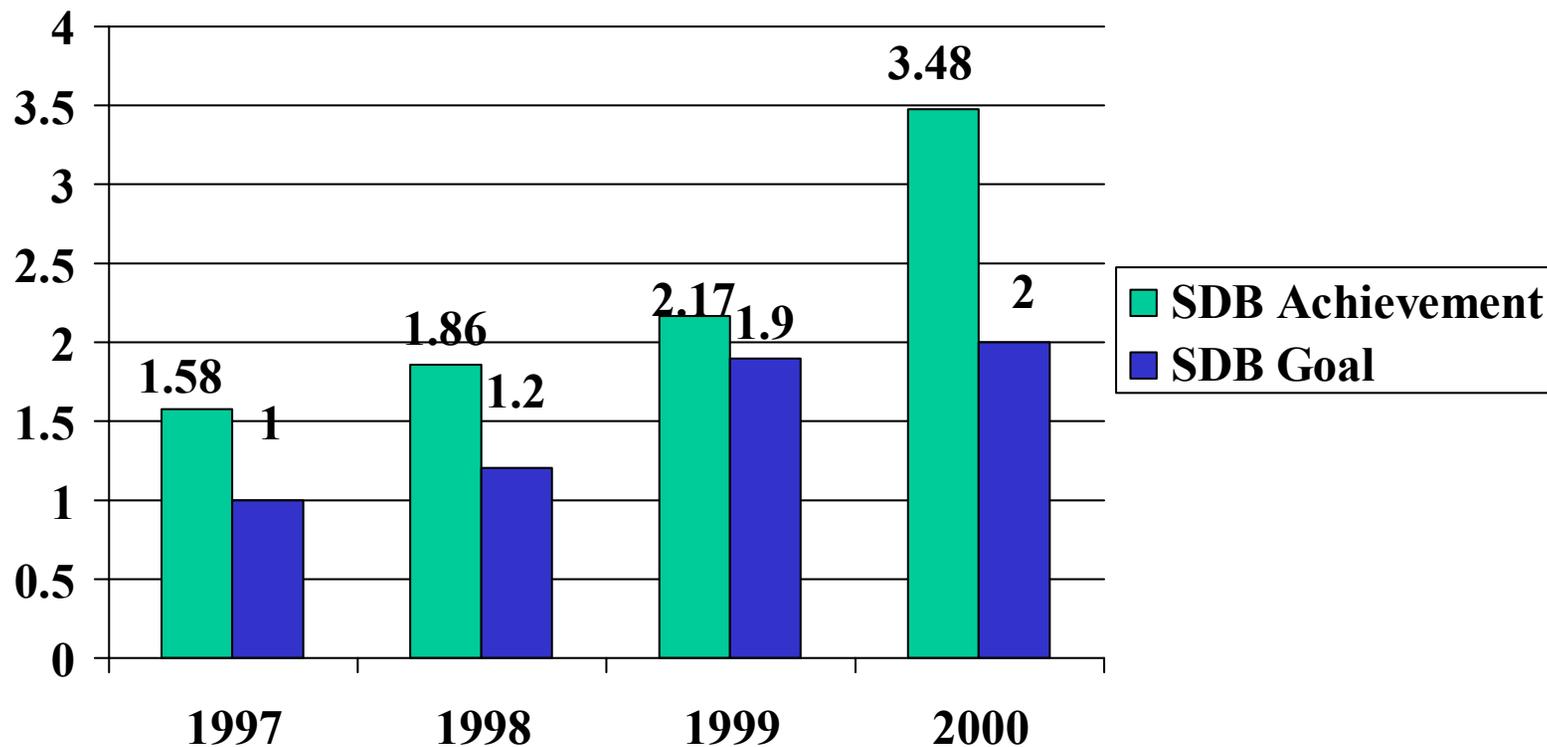


National Aeronautics and Space Administration Small Business Goal Achievement



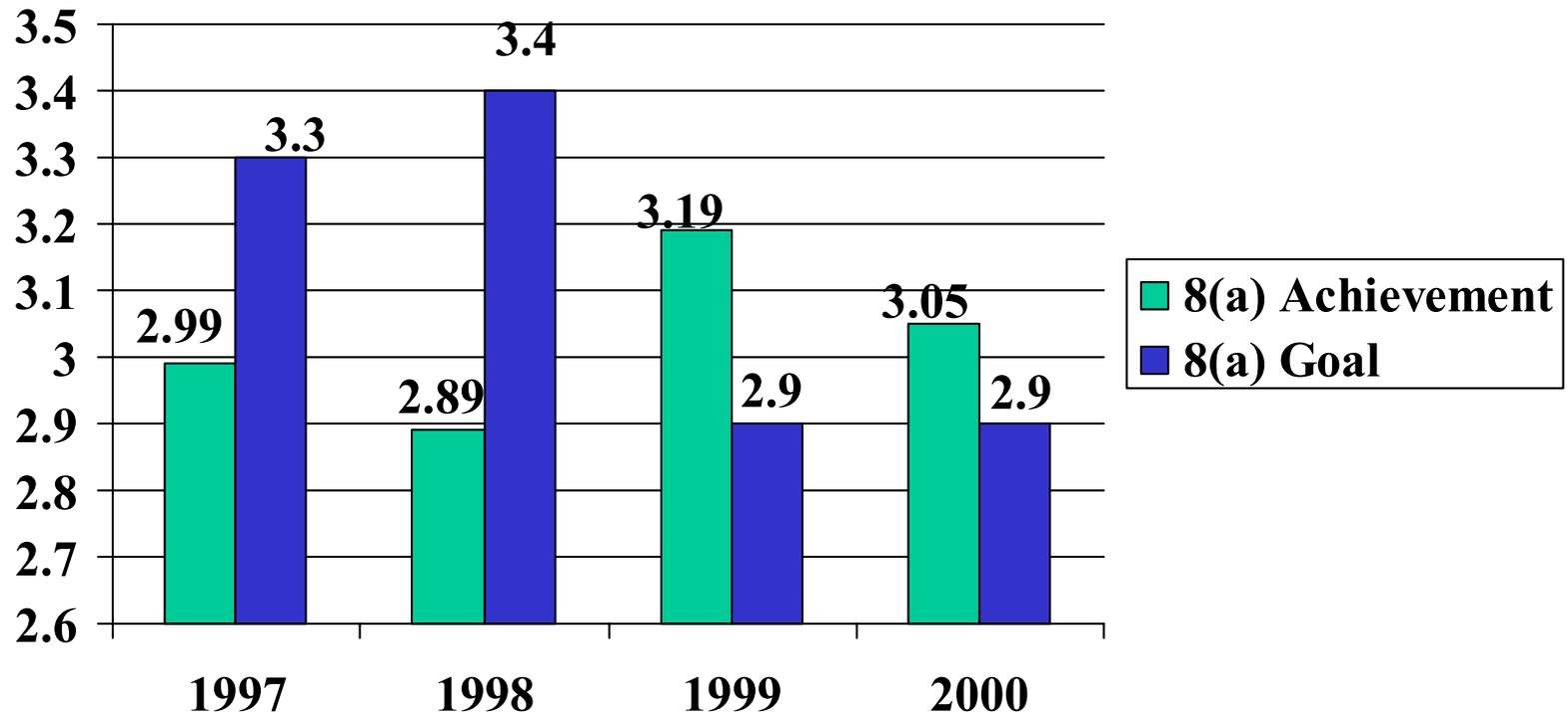
These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

National Aeronautics and Space Administration SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

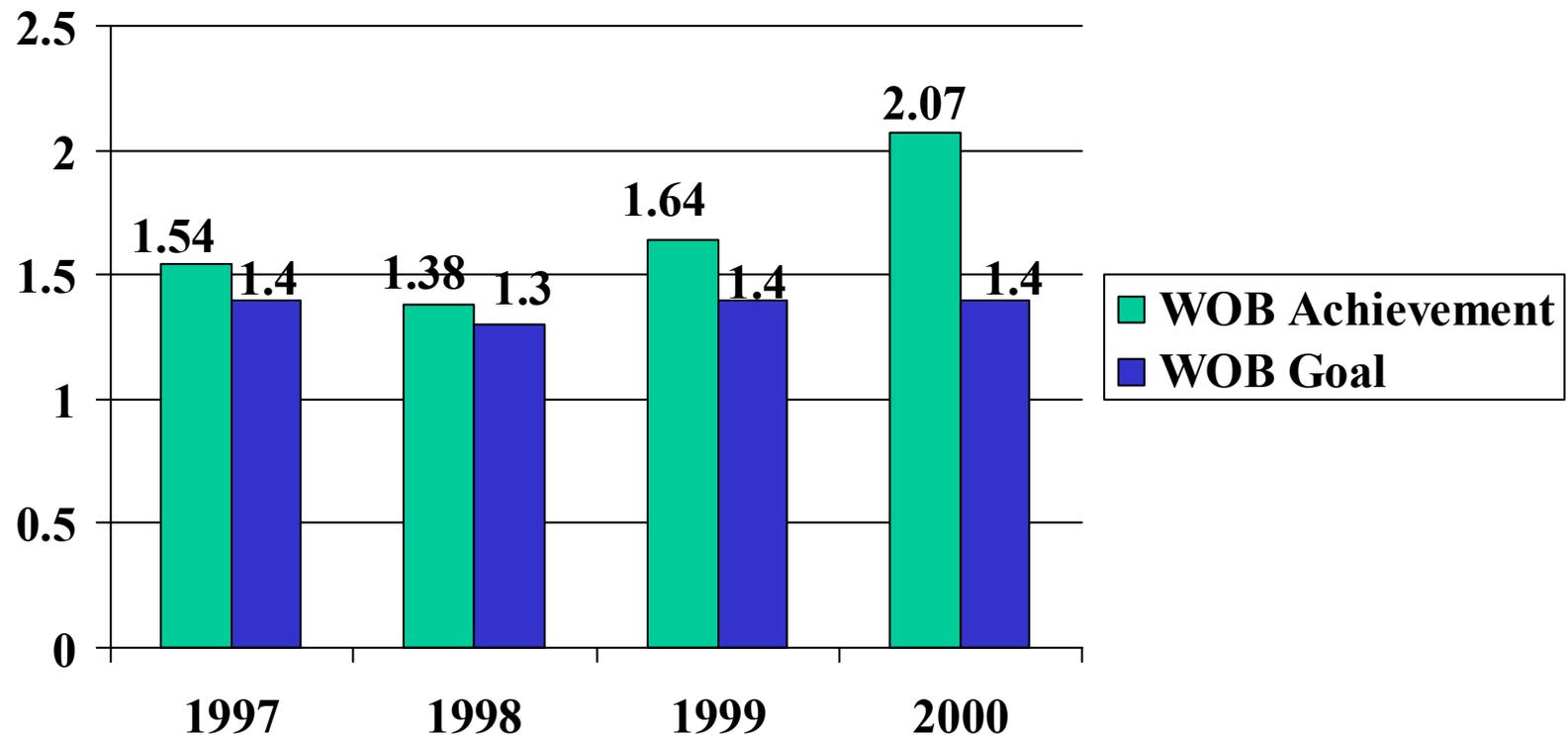
National Aeronautics and Space Administration 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

National Aeronautics and Space Administration

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Veterans Affairs

Procurement Dollar Analysis

The Department of Veterans Affairs (DVA) ended 1994 with \$3.7 billion in procurement activity. Activity for 1995 increased to \$4.7 billion, while 1996 showed a decrease to \$4.2 billion. An increase occurred again in 1997 with \$4.5 billion, and 1998 also showed a decrease to \$4.25 billion. Procurement activity in 1999 showed a decline to \$3.8 billion. Figures for 2000 show an increase in procurement activity to \$5.29 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by the DVA has increased from 909,693 in 1998 to 946,596 in 1999. In 2000, DVA awarded 1,364,970 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by the DVA decreased from 63,218 in 1998 to 51,917 in 1999. In 2000, DVA awarded 53,823 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by the DVA decreased from 7,093 in 1998 to 5,788 in 1999. In 2000, DVA awarded 6,593 contracts to 8(a) firms.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by the DVA decreased from 154,491 in 1998 to 147,488 in 1999. In 2000, DVA awarded 154,838 contracts to women-owned businesses.

Goal Achievement

Small Business Goal

DVA exceeded its goal for doing business with small businesses in 1997 and 1998, but did not achieve its goal in 1999. Based on figures for 2000, DVA did not meet its goal. DVA achieved 30.34 percent. DVA's goal was 35.5 percent. As DVA achieved 85.5 percent of its goal, the grade will be a "B." For fiscal year 2001, DVA's negotiated a goal is 35.5 percent.

Small Disadvantaged Business Goal

DVA exceeded its small disadvantaged business goal from 1997 through 1999. Based on 2000 figures, DVA again exceeded its goal of 2.5 percent with an achievement of 4.59 percent. As DVA exceeded its goal, the grade would normally be an "A." However, based on the fact that DVA had a goal lower than the 5 percent mandated goal, DVA would normally be downgraded to a "B." As DVA has set a goal below the statutory goal for the past two years, DVA will be further down-graded to a "C." For fiscal year 2001, the DVA has a goal of 2.5 percent.

8(a) Program Goal

DVA exceeded its 8(a) Program goal from 1997 through 1999. Based on figures for 2000, DVA exceeded its goal, with an achievement of 4.08 percent. DVA's goal was 3 percent. As DVA exceeded its goal, the grade would normally be an "A."

	1997	1998	1999	2000
8(a) Goal	2.5	2.5	3	3
8(a) Achievement	6.35	7.09	5.33	4.08

Based on the first three years of this study, the average achievement was over 6.25 percent. The average goal, however, was not quite 2.67 percent. Therefore, the letter grade would normally be dropped to a "B." However, as DVA has set an unreasonably low goal for the past two years, DVA will be further down-graded to a "C." For fiscal year 2001, the DVA has a goal of 3 percent.

Women-owned Business Goal

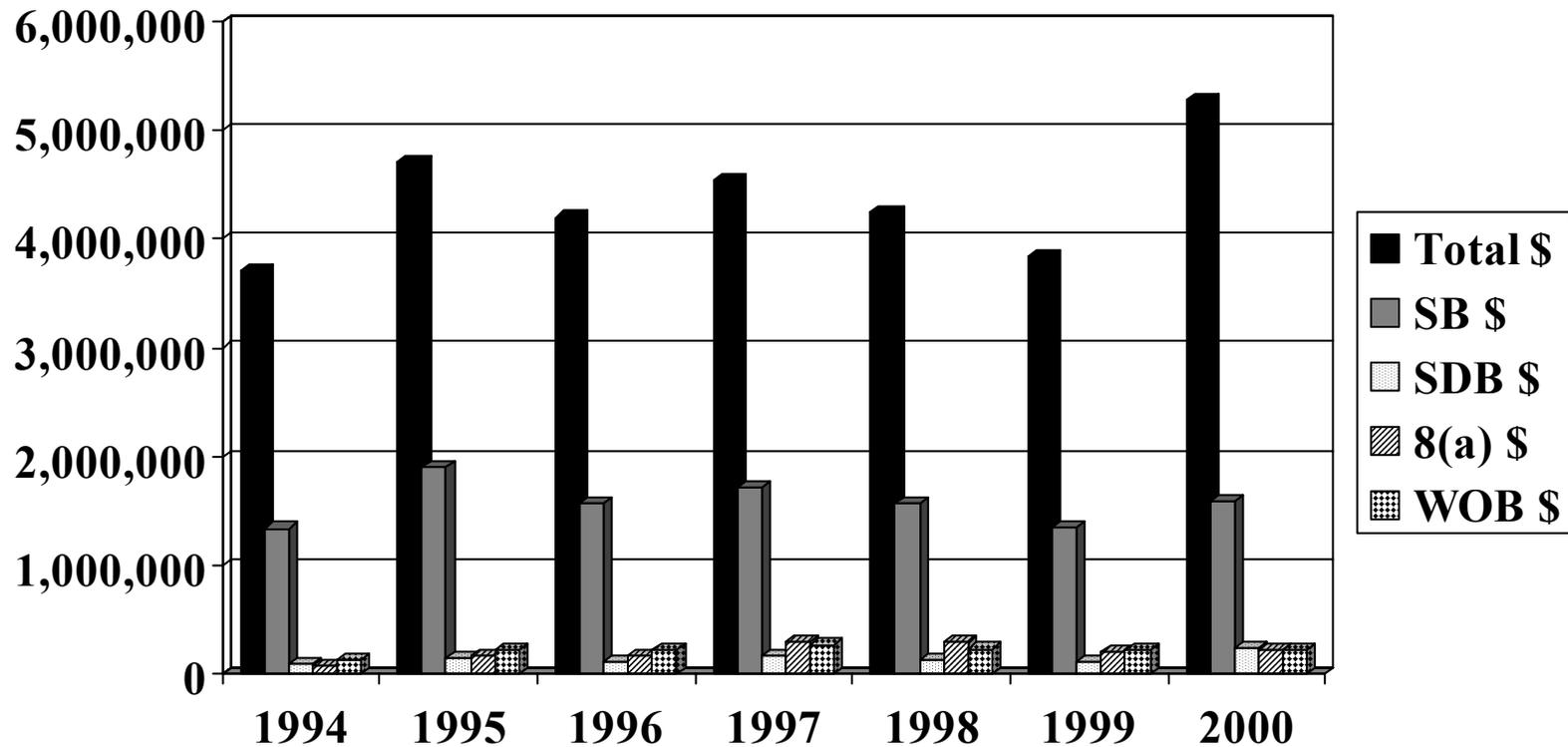
The DVA exceeded its women-owned business goal from 1997 through 1999. Based upon 2000 figures, the DVA again exceeded its goal with an achievement percentage of 4.26. DVA's goal was 4 percent. As DVA exceeded its goal, the grade would normally be an "A." However, because DVA had a goal that is below the 5 percent mandated goal, the grade will be a "B." DVA has a women-owned business goal of 4 percent for fiscal year 2001.

Overall Grade

Small Business Goal	B 3 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	C 2 points
Women-Owned Business Goal	B 3 points
Average Grade	C 2.5 points

With a "B" in the Small Business Goal, a "C" in the Small Disadvantaged Business Goal, a "C" in the 8(a) Program Goal, and a "B" in the Women-Owned Business Goal, with all categories weighed equally, the Department of Veterans Affairs has an overall point total of 2.5 points, for grade of "C."

Department of Veterans Affairs Procurement Dollars

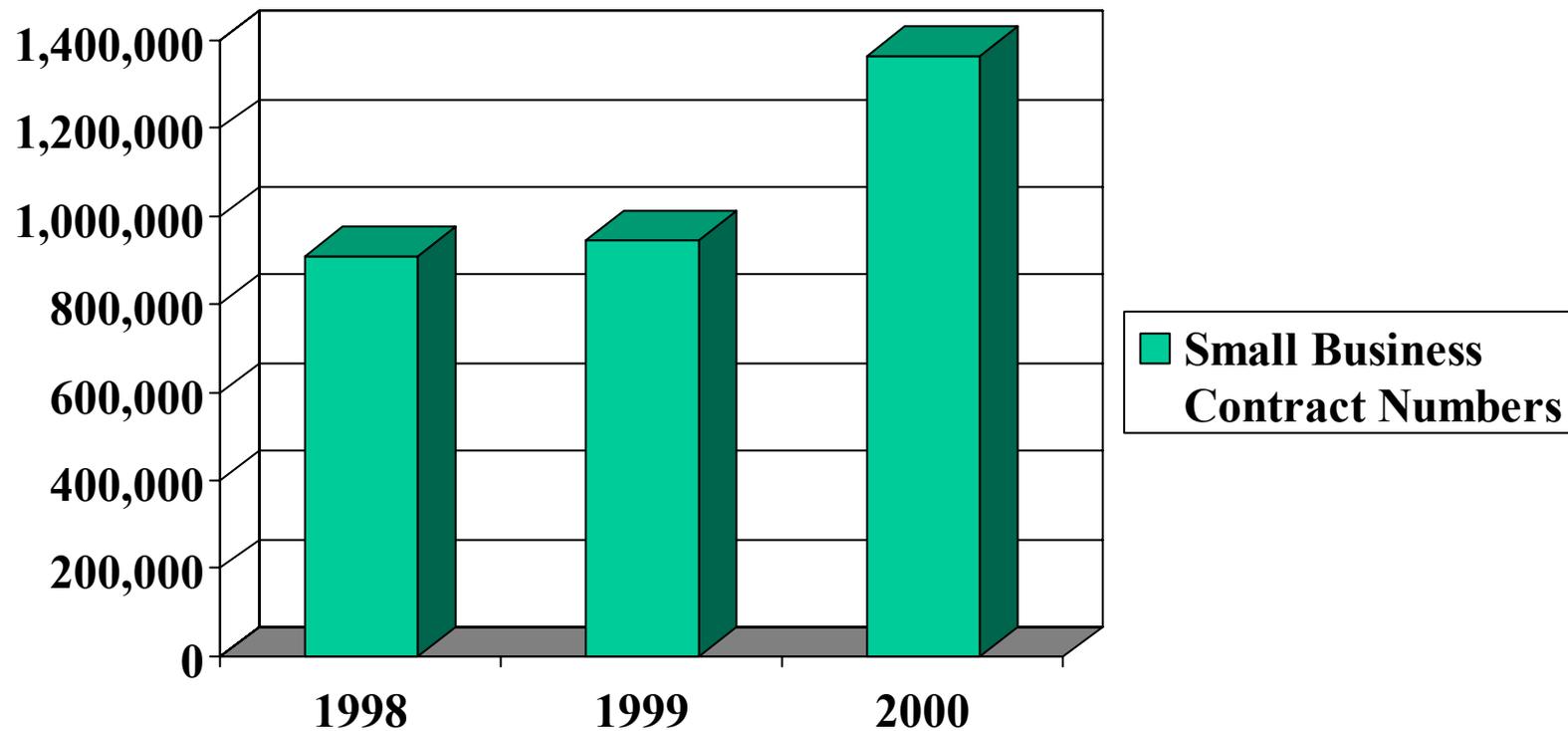


Dollars are expressed in millions.

U.S. Department of Veterans Affairs

Affairs

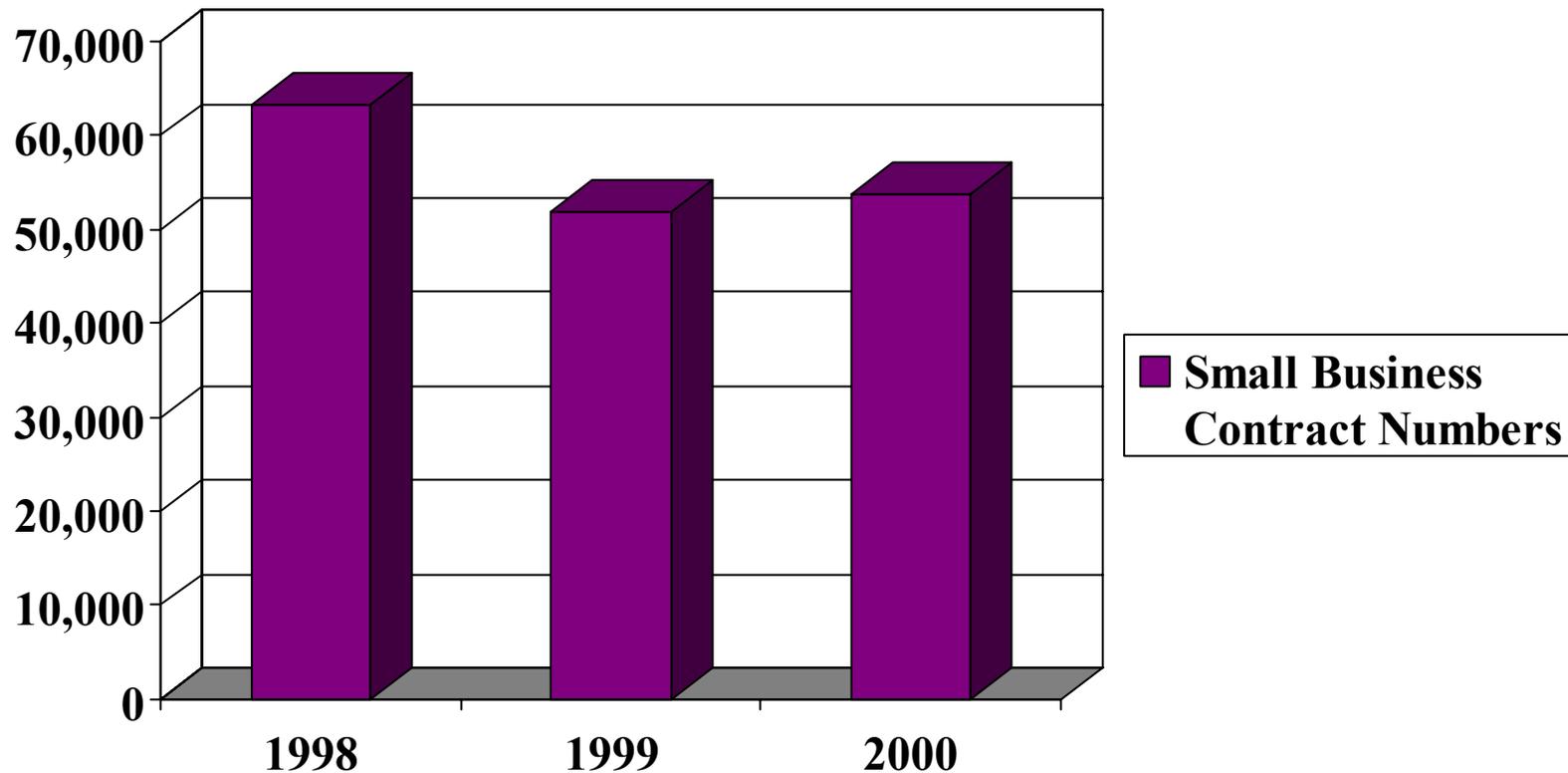
Number of Contracts to Small Businesses



U.S. Department of Veterans Affairs

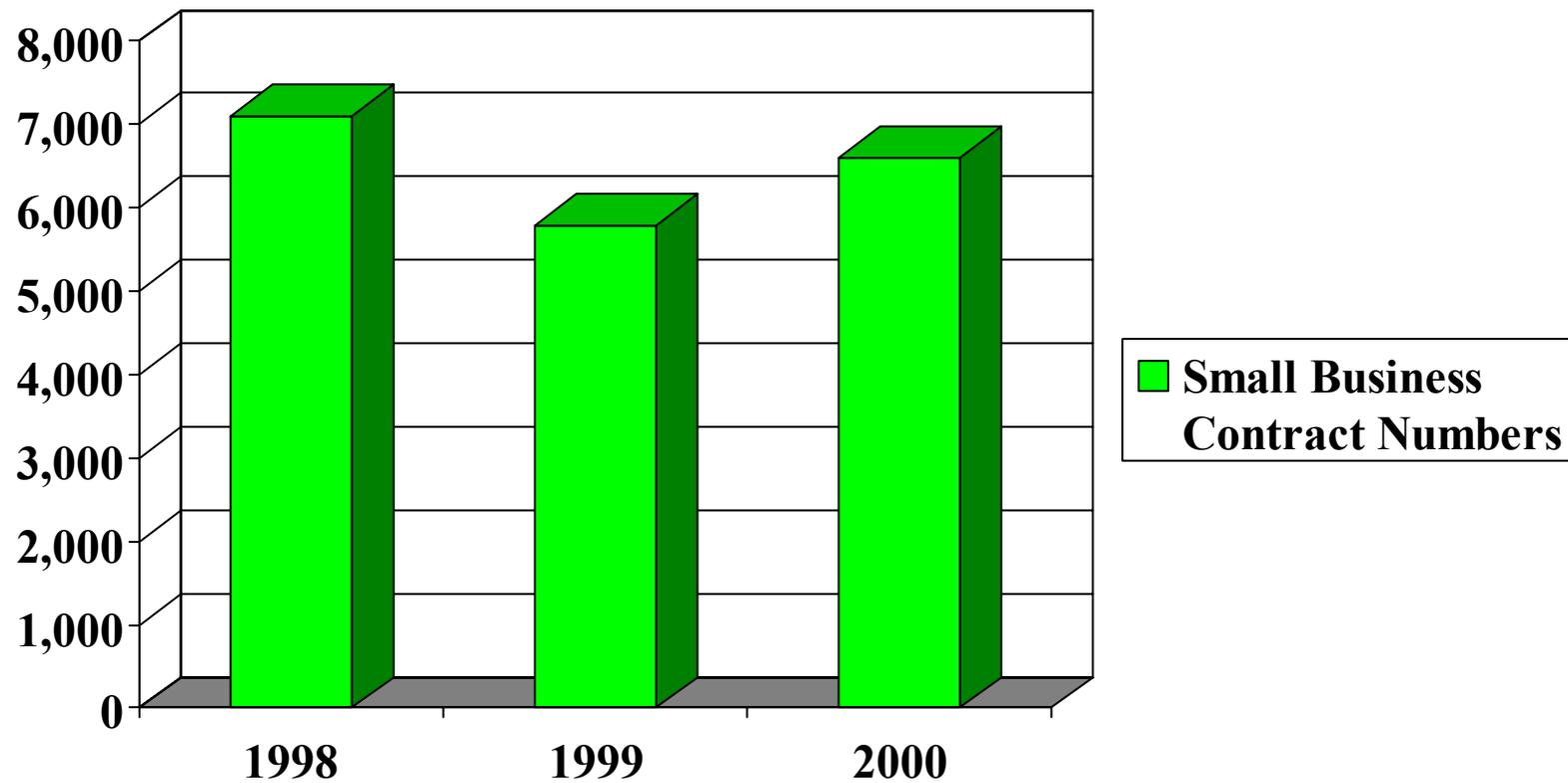
Affairs

Number of Contracts to Small Disadvantaged Businesses



U.S. Department of Veterans Affairs

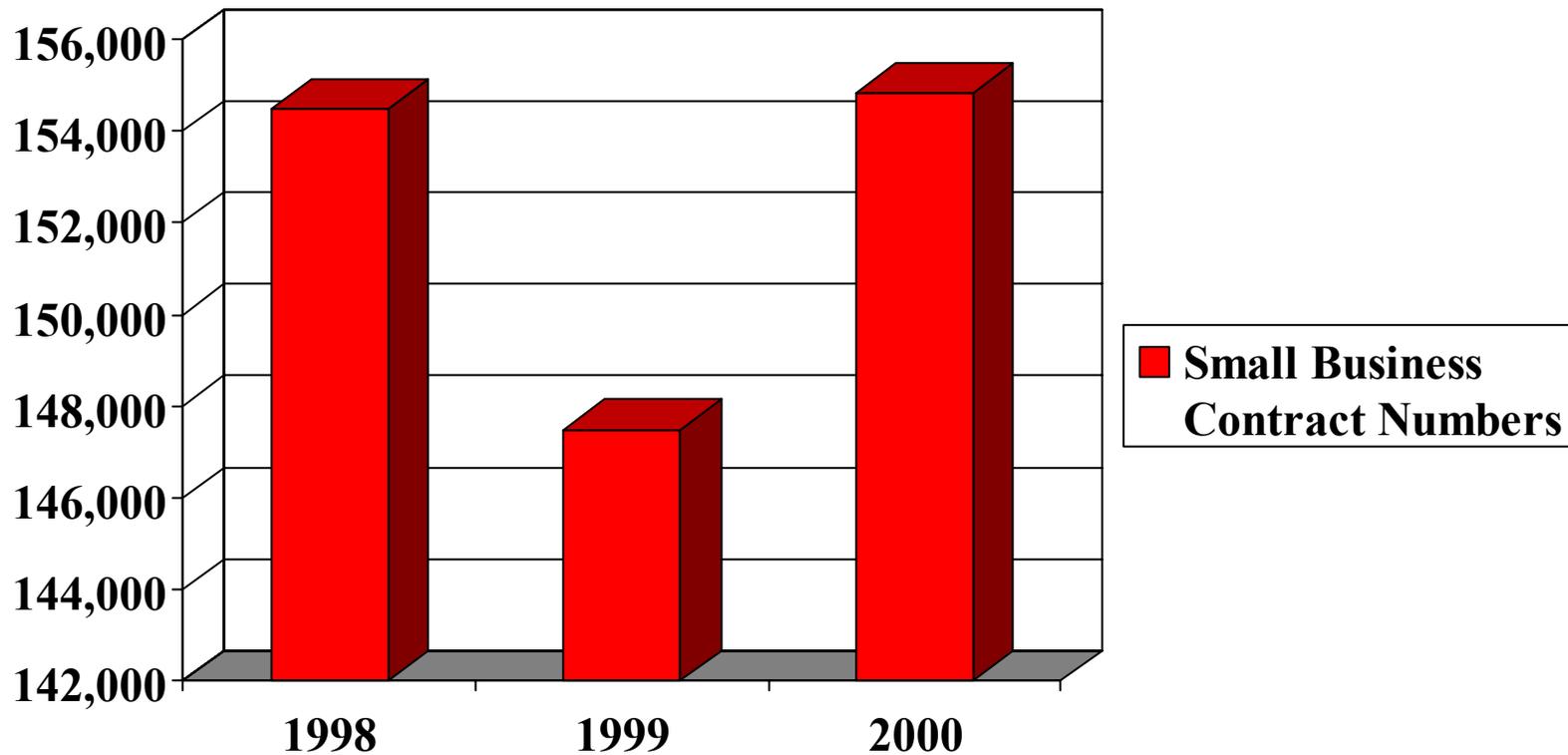
Number of Contracts to 8(a) Firms



U.S. Department of Veterans Affairs

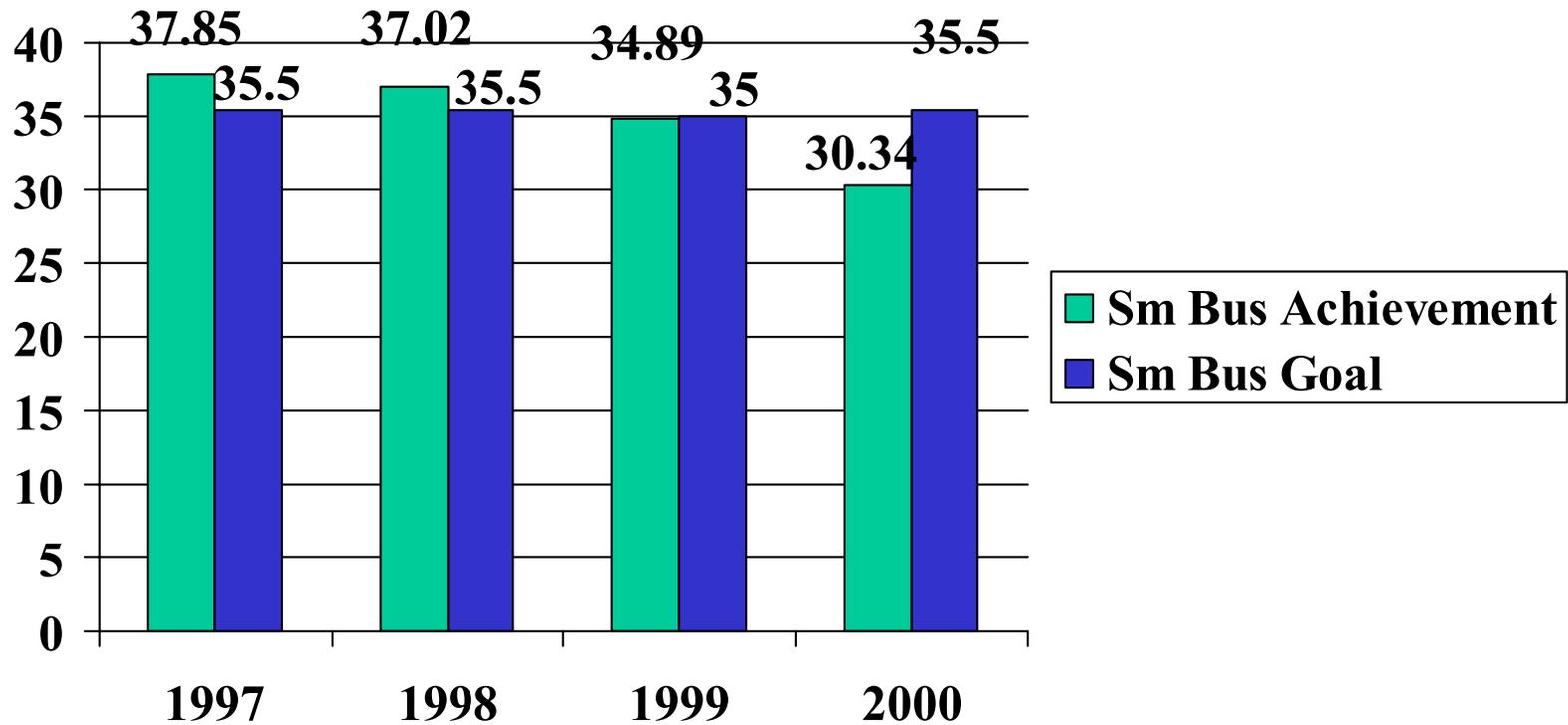
Affairs

Number of Contracts to Women-Owned Businesses



Department of Veterans Affairs

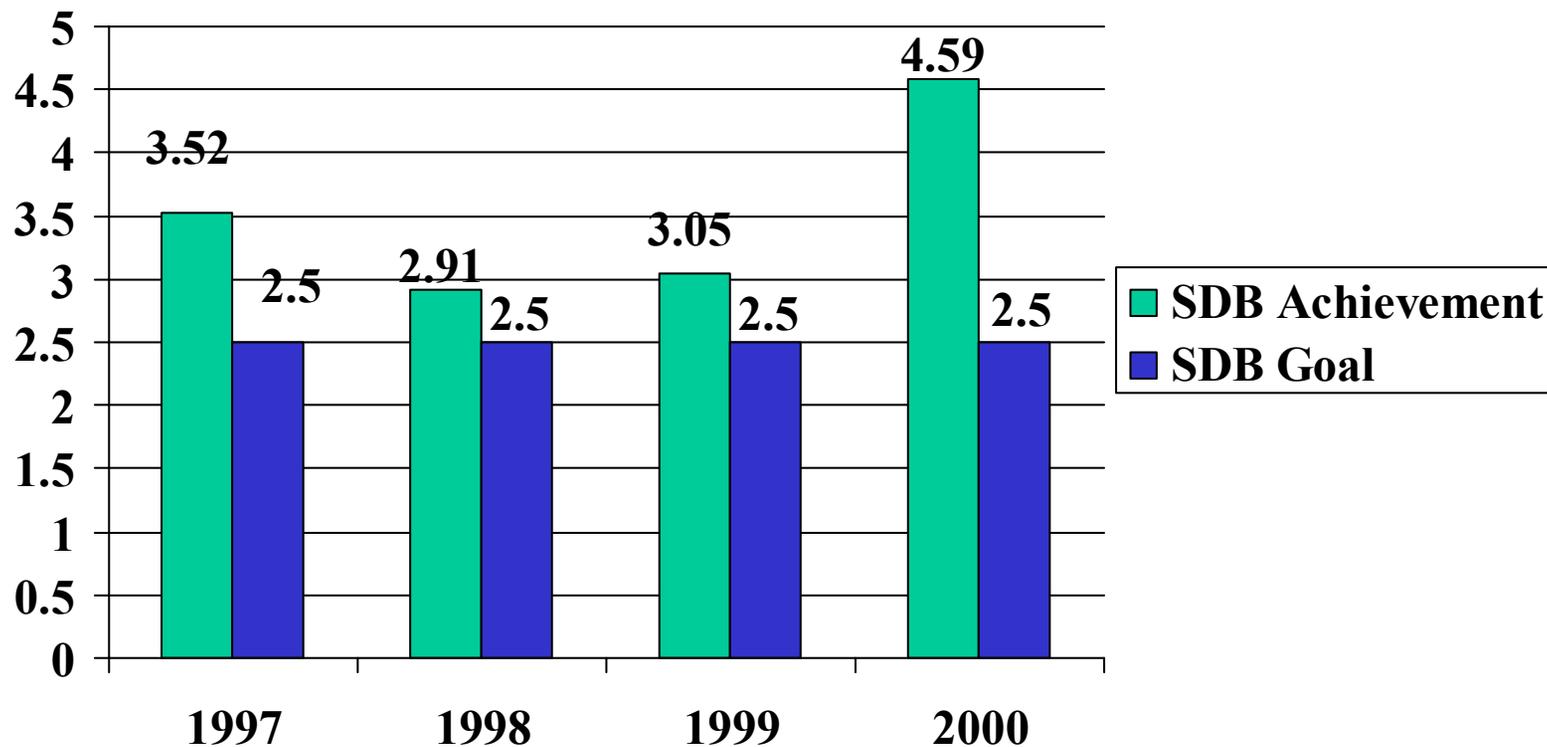
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Veterans Affairs

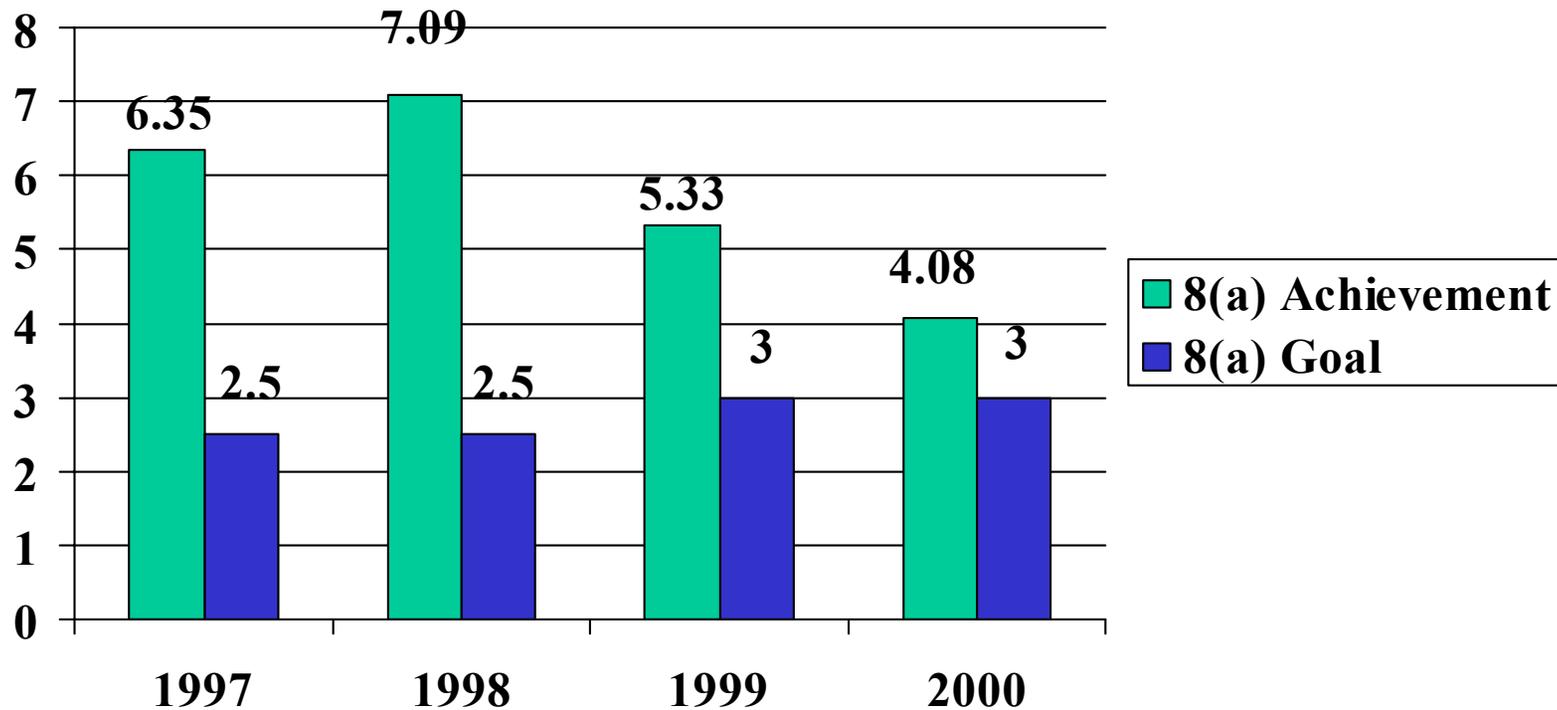
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Veterans Affairs

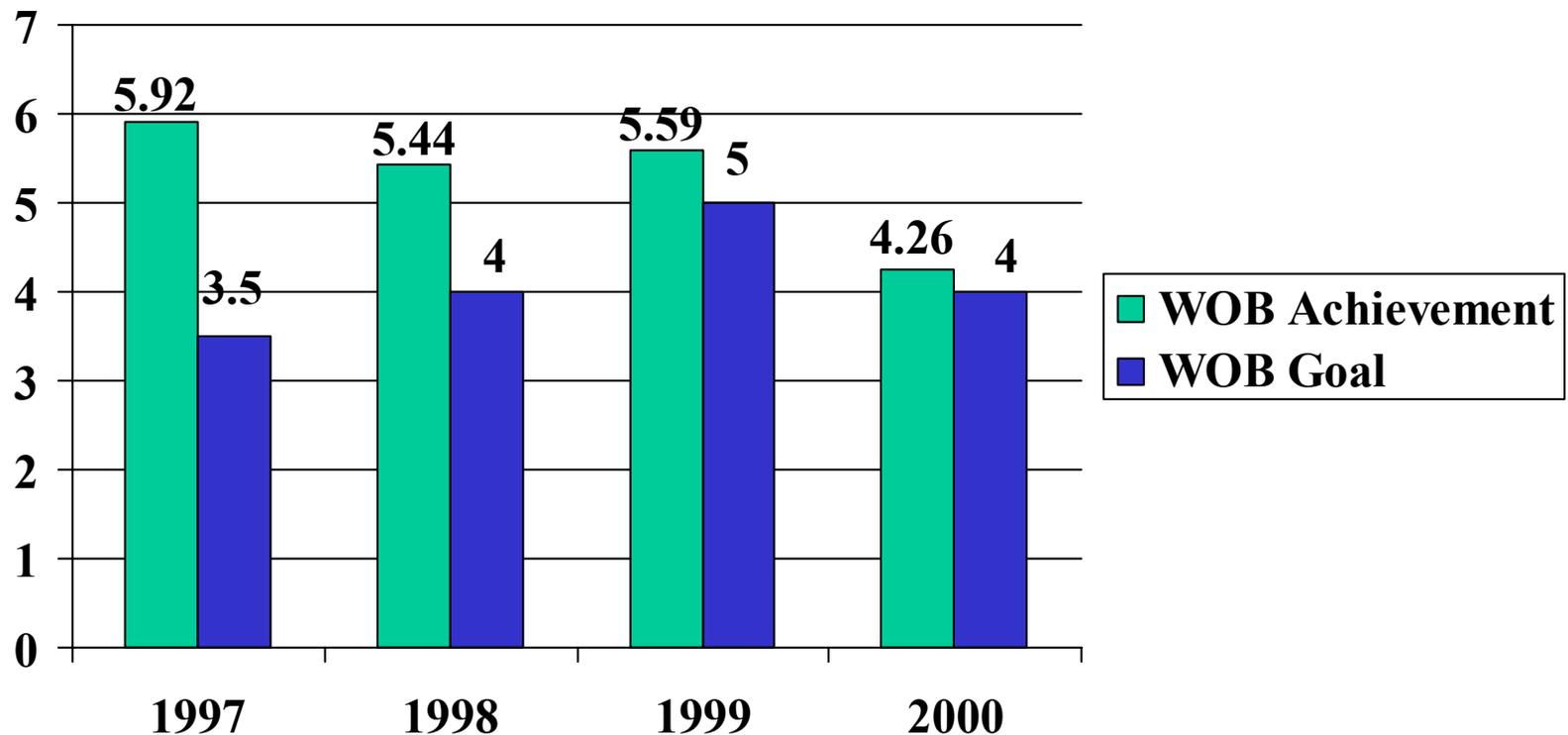
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Veterans Affairs

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Health & Human Services

Procurement Dollar Analysis

From a low of \$2.5 billion in 1994, procurement activity for the Department of Health & Human Services (HHS) increased in 1995 to \$3.7 billion, and to \$4.1 billion in 1996. A decrease occurred in 1997 to \$3.6 billion. Another increase occurred in 1998 to \$4.2 billion. Figures for 1999 showed an increase to nearly \$5 billion. Based on figures for 2000, HHS showed a decrease in procurement volume to \$4.5 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by HHS decreased from 220,586 awards in 1998 to 166,489 awards in 1999. In 2000, HHS awarded 155,170 contracts to small businesses. The total percentage decrease from 1998 to 2000 was nearly 30 percent.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by the HHS decreased from 17,662 in 1998 to 13,104 in 1999. In 2000, HHS awarded 16,524 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by the HHS decreased from 5,730 in 1998 to 4,321 in 1999. In 2000, HHS awarded 925 contracts to 8(a) firms. The total percentage decrease from 1998 to 2000 was nearly 84 percent.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by the HHS decreased from 16,046 in 1998 to 13,911 in 1999. In 2000, HHS awarded 16,995 contracts to women-owned businesses.

Goal Achievement

Small Business Goal

HHS achieved its goal for doing business with small businesses in 1998, but did not achieve this goal in 1996, 1997, or 1999. Based on figures for 2000, HHS did not meet its small business goal. HHS achieved 26.02 percent versus a 32 percent goal. As HHS' achievement is 81.3 percent of its goal, the grade will be an "B." The small business goal for HHS in fiscal year 2001 is 32 percent.

Small Disadvantaged Business Goal

HHS exceeded its small disadvantaged business goal in 1997 and 1998, but did not achieve its goal in 1999. Based on 2000 figures, HHS achieved 7.27 percent. The goal for HHS was 9.6 percent. As HHS' achievement is 75.5 percent of its goal, the grade will be a "C." The small disadvantaged business goal for HHS in fiscal year 2001 is 9.6 percent.

8(a) Program Goal

HHS did not achieve its 8(a) Program goal in fiscal years 1997 and 1999, but did achieve its goal in fiscal year 1998. Based on figures for 2000, HHS did not achieve its goal. HHS achieved 3.34 percent. The goal for HHS was 4.3 percent. As HHS' achieved 77.7 percent of its goal, the grade will be a "C." The 8(a) Program goal for HHS in fiscal year 2001 is 4.3 percent.

Women-Owned Business Goal

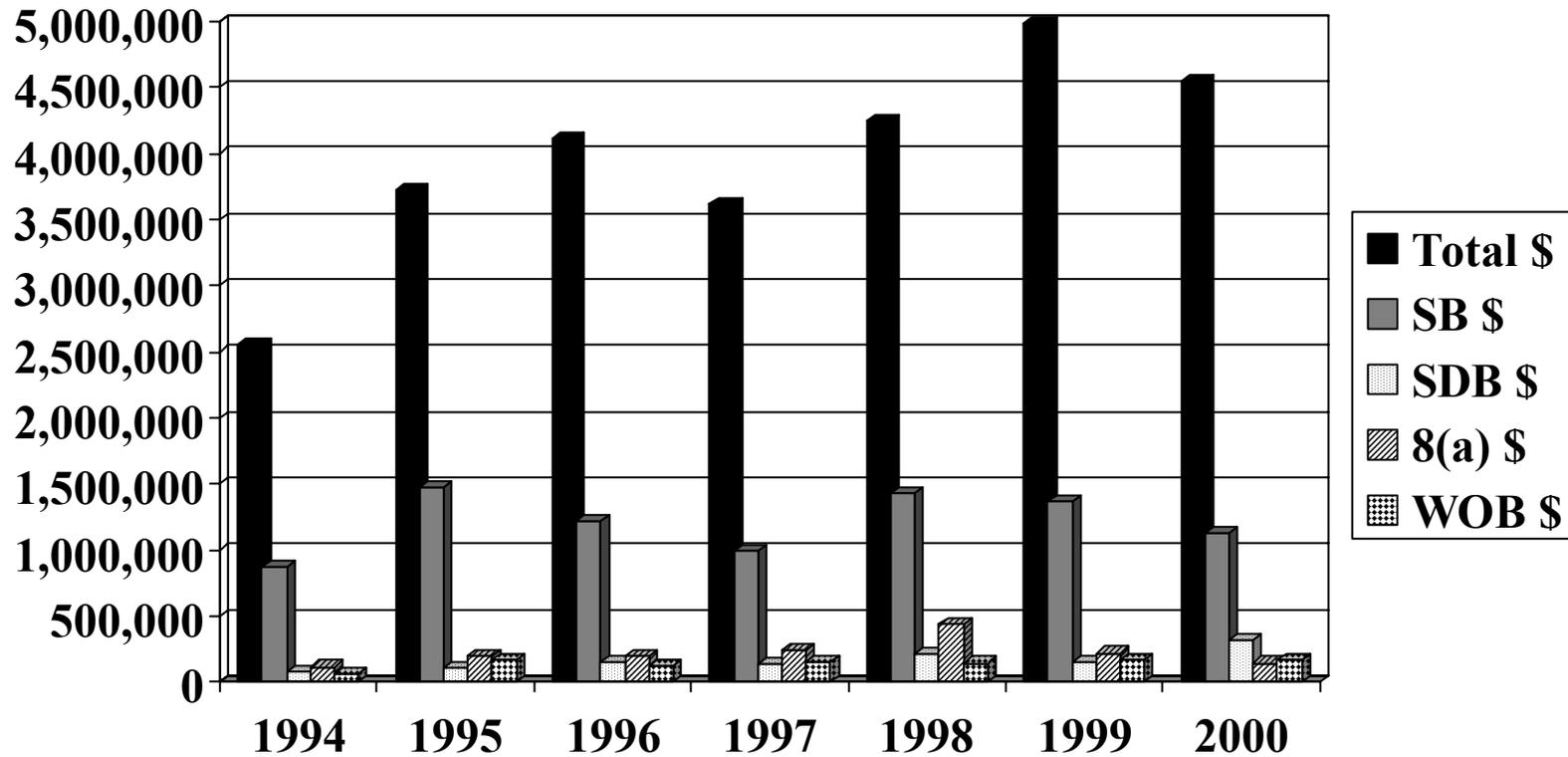
HHS did not achieve its women-owned business goal from 1997 through 1999. Based on figures for 2000, HHS again did not meet its goal. HHS achieved 3.92 percent. HHS' goal was 14.1 percent. As HHS achieved 27.8 percent of its goal, the grade will be an "F." HHS has a goal of 14.1 percent for fiscal year 2000.

Overall Grade

Small Business Goal	B 3 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	C 2 points
Women-Owned Business Goal	F 0 points
Average Grade	D 1.75 points

With a “B” in the Small Business Goal, a “C” in the Small Disadvantaged Business Goal, a “C” in the 8(a) Program goal, and an “F” in the Women-Owned Business Goal, with all categories weighed equally, the Department of Health and Human Services has an overall point total of 1.75 points, for a grade of “D.”

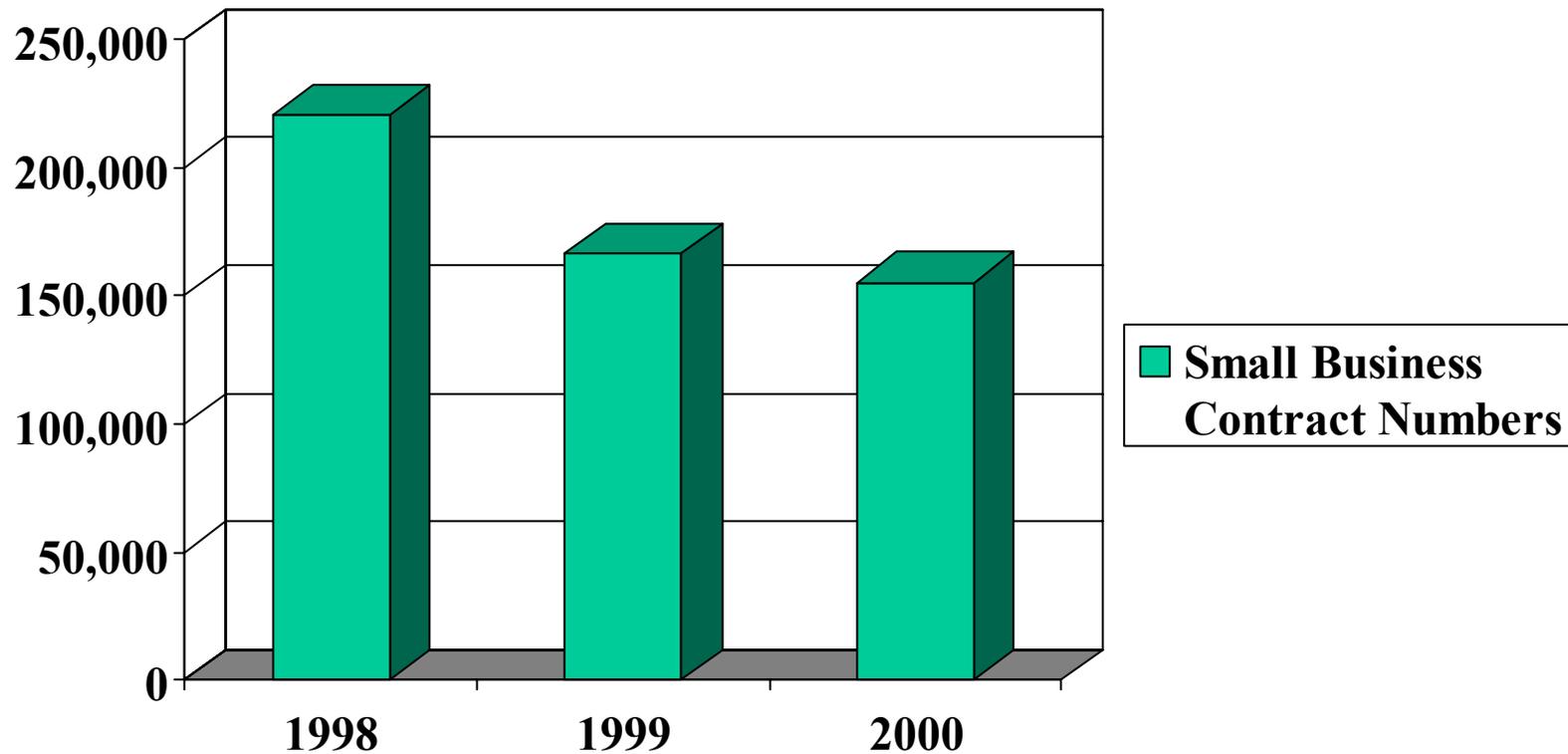
Department of Health & Human Services Procurement Dollars



Dollars are expressed in millions.

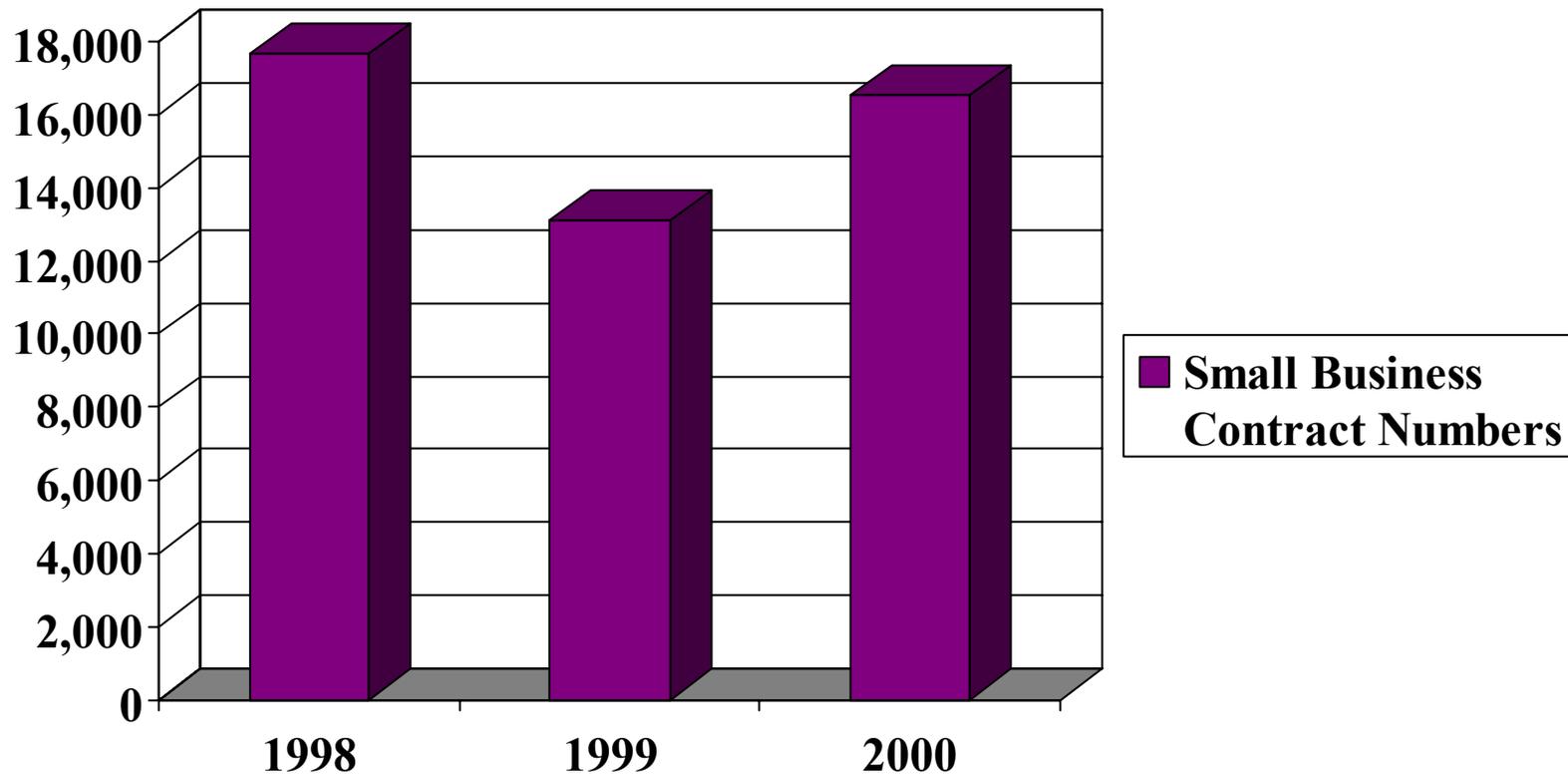
U.S. Department of Health and Human Services

Number of Contracts to Small Businesses



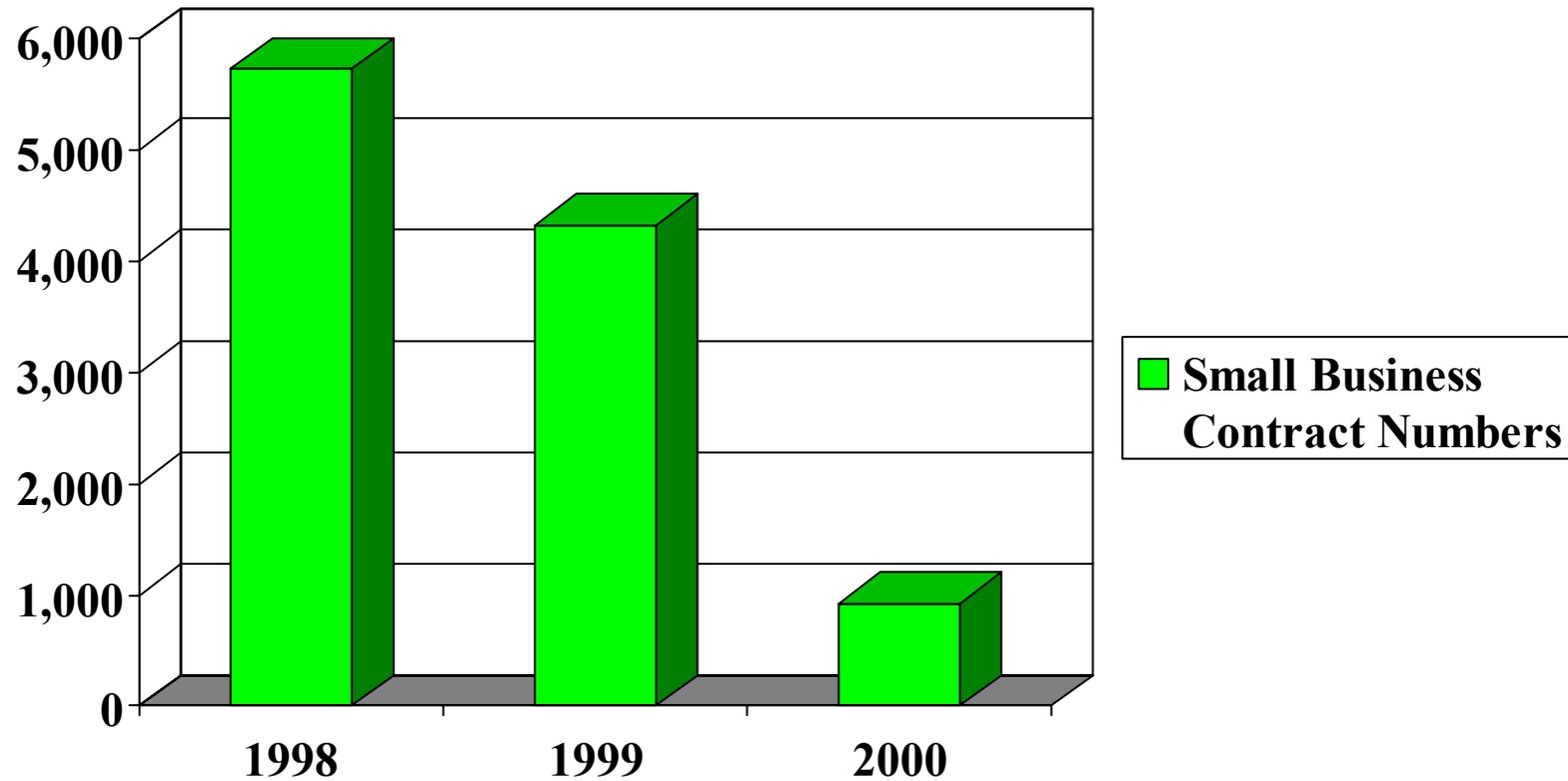
U.S. Department of Health and Human Services

Number of Contracts to Small Disadvantaged Businesses



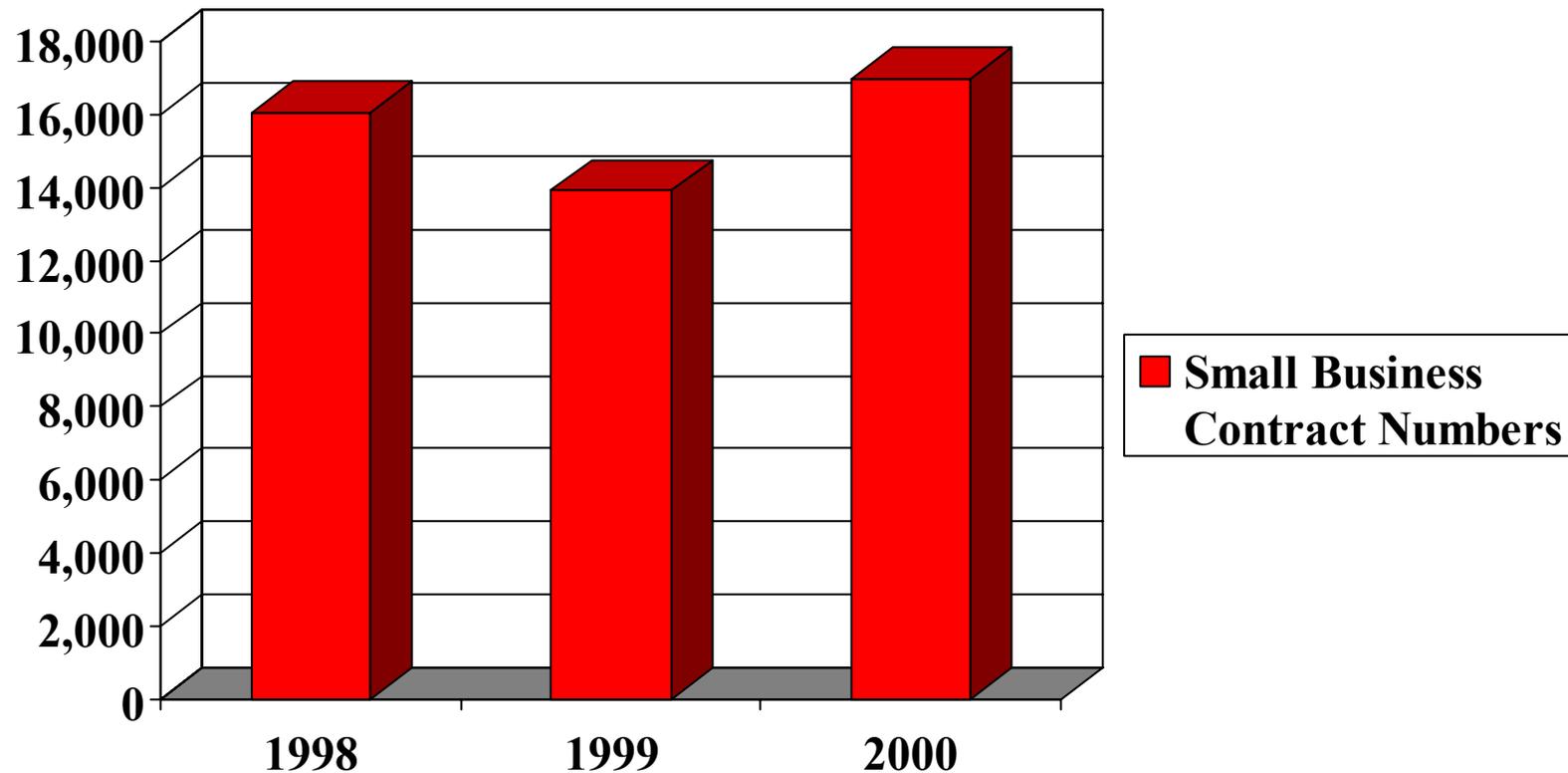
U.S. Department of Health and Human Services

Number of Contracts to 8(a) Firms



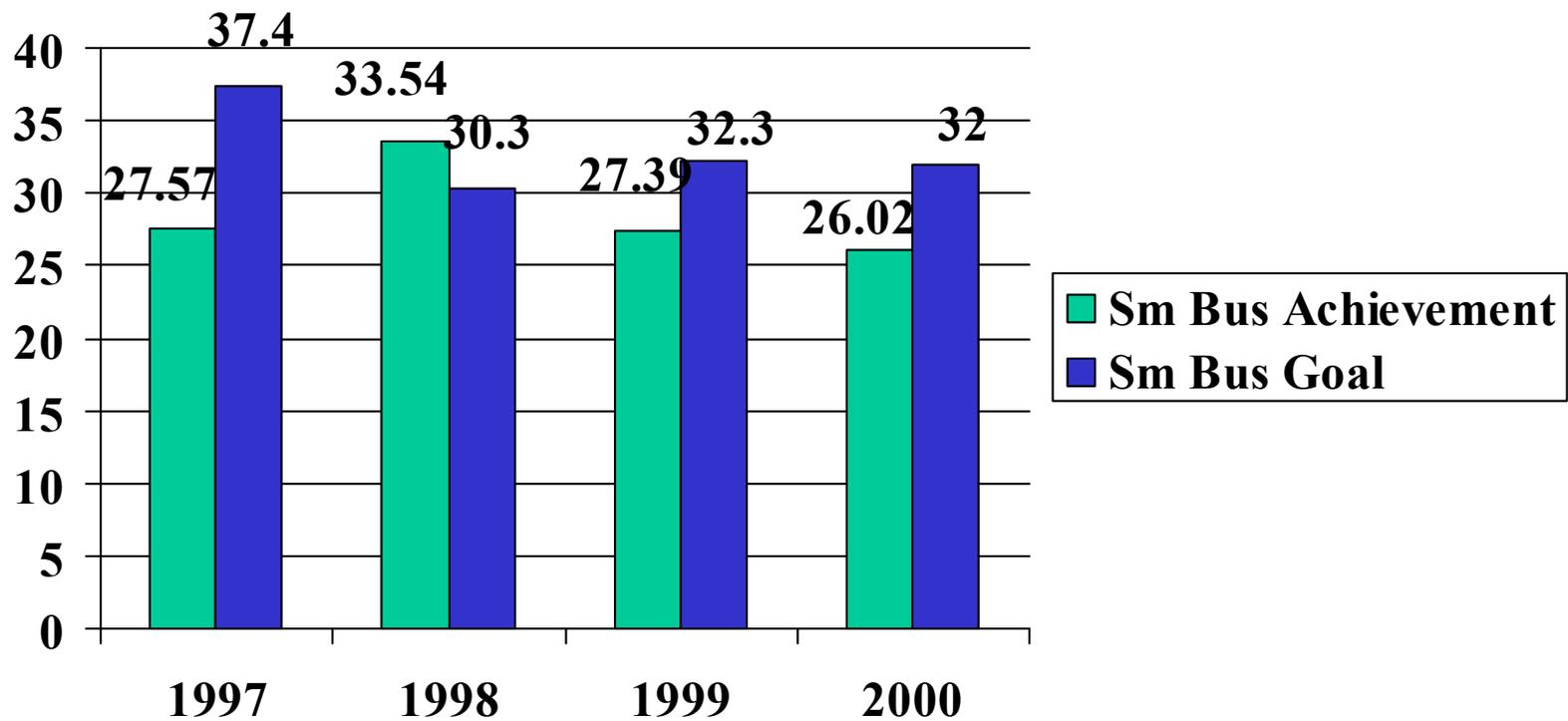
U.S. Department of Health and Human Services

Number of Contracts to Women-Owned Businesses



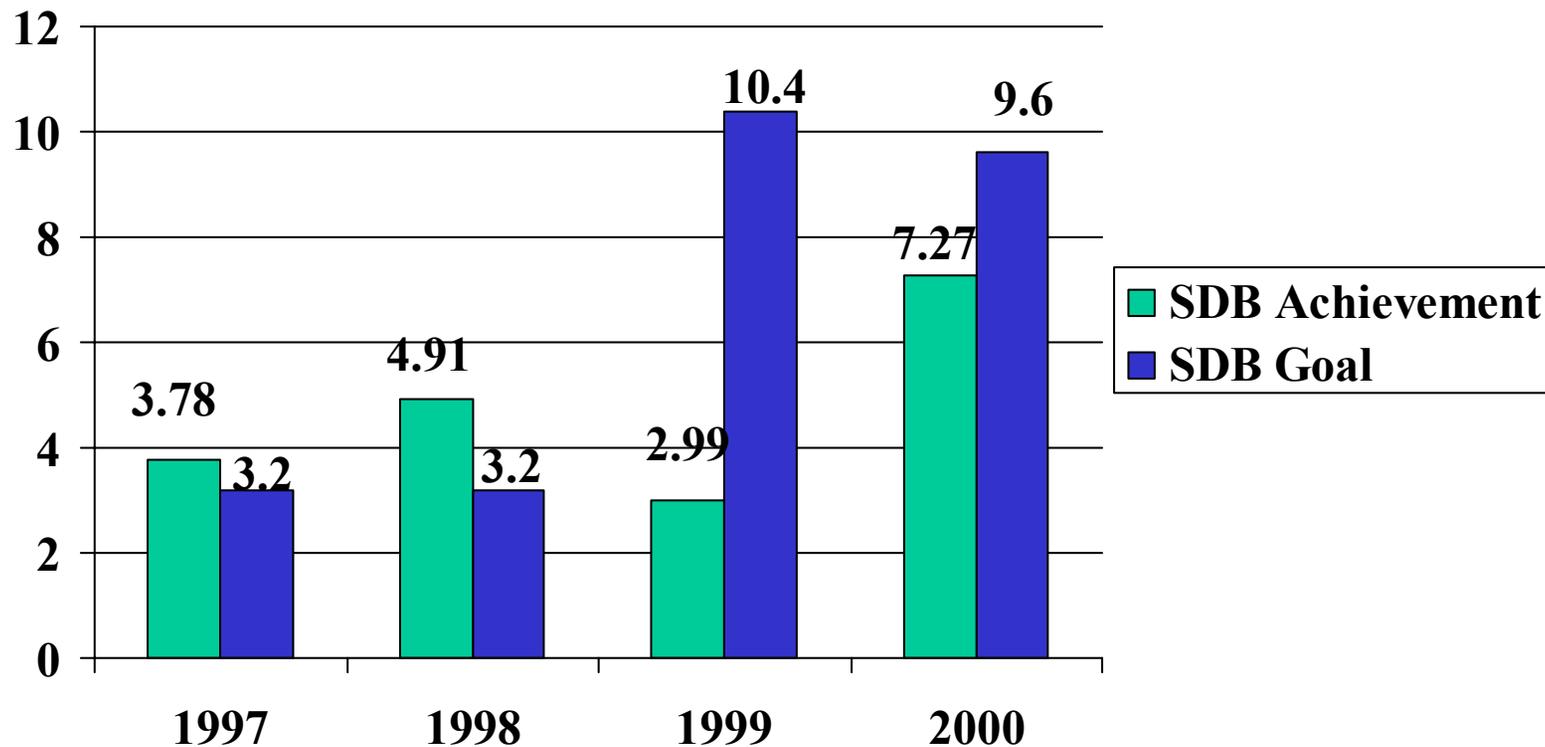
Department of Health & Human Services

Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

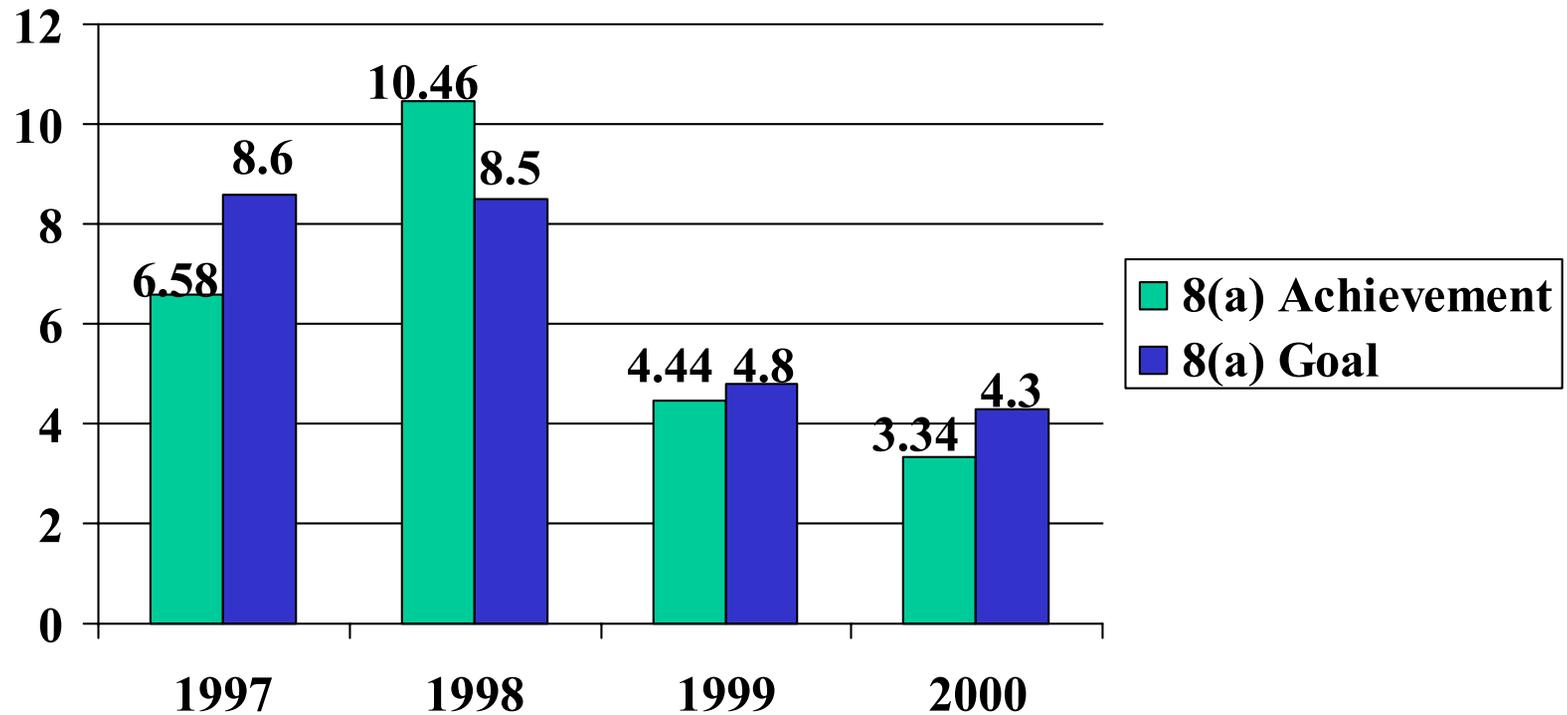
Department of Health & Human Services SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Health & Human Services

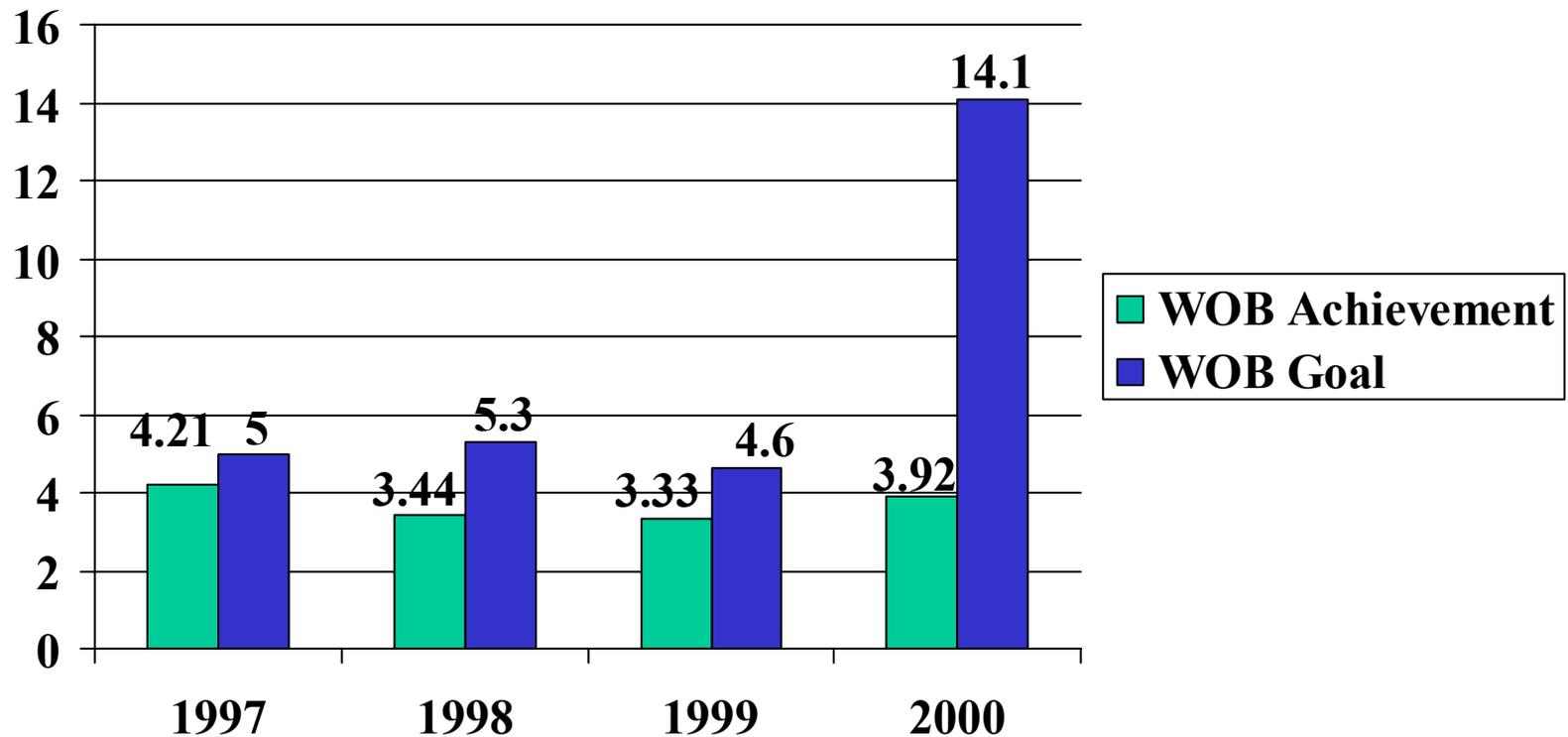
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Health & Human Services

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Justice

Procurement Dollar Analysis

The Department of Justice (DOJ) showed procurement activity of \$2.8 billion in 1994. An increase has occurred in every year thereafter as follows: 1995 - \$2.67 billion, 1996 - \$2.7 billion, 1997 - \$3.2 billion, and 1998 - \$3.3 billion. Figures for 1999 showed an increase to \$3.64 billion. Procurement volume in 2000 decreased to \$3.66 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by the DOJ decreased from 376,309 in 1998 to 266,897 in 1999. In 2000, the DOJ awarded 303,919 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by the DOJ increased from 2,678 in 1998 to 4,136 in 1999. In 2000, the DOJ awarded 4,696 contracts to small disadvantaged businesses.

8(a) Program

From 1999 to 1999, the number of contracts awarded to 8(a) firms by the DOJ decreased from 2,766 in 1998 to 1,013 in 1999. In 2000, the DOJ awarded 902 contracts to 8(a) firms.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by the DOJ has increased from 9,541 in 1998 to 9,562 in 1999. In 2000, the DOJ awarded 8,869 contracts to women-owned businesses.

Goal Achievement

Small Business Goal

DOJ achieved its goal for doing business with small businesses in 1997 and 1998. DOJ did not achieve its goal in 1999. Based on figures for 2000, DOJ exceeded its small business goal. DOJ achieved 32.75 percent. DOJ's goal was 31.5 percent. As DOJ's achievement exceeded its goal, the grade will be an "A." The small business goal for DOJ in fiscal year 2000 is 31.5 percent.

Small Disadvantaged Business Goal

DOJ did not achieved its small disadvantaged business goal in 1997, but exceeded its goal in 1998 and 1999. Based on 2000 figures, DOJ again exceeded its goal with an achievement of 4.66 percent. DOJ's goal was 2.5 percent. Therefore, the grade would normally be an "A." However, based on the fact that DOJ's goal was less than the 5 percent mandate, DOJ would normally be downgraded to a "B." As DOJ has set a goal below the statutory goal for the past two years, DOJ will be further downgraded to a "C." For fiscal year 2001, DOJ has a goal of 2.5 percent.

8(a) Program Goal

DOJ has not achieved its 8(a) Program goal from 1997 through 1999. Based on figures for 2000, DOJ again did not achieve its goal. DOJ's achievement was 3.08 percent. DOJ's goal was 7.8 percent. As DOJ achieved only 39.5 percent of its goal, the grade will be an "F." DOJ has a 7.8 percent 8(a) Program Goal for fiscal year 2001.

Women-Owned Business Goal

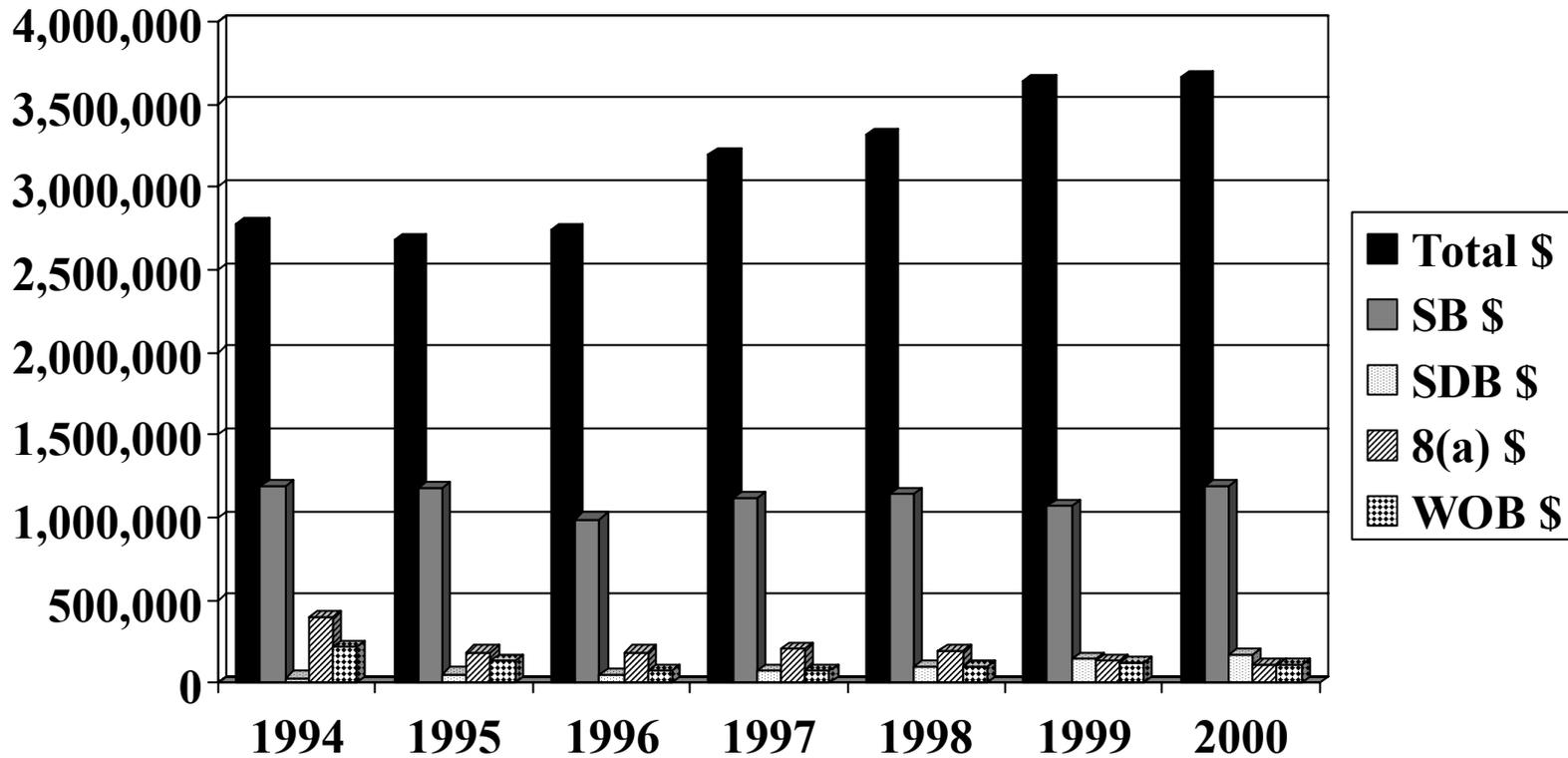
DOJ did not achieve its women-owned business goal in 1997 and 1998. DOJ did achieve its goal in 1999. Based on figures for 2000, DOJ exceeded its goal. DOJ achieved 3.09 percent. DOJ's goal was 3 percent. Therefore, the grade would normally be an "A." However, as DOJ's goal was below the mandated 5 percent goal, DOJ would normally be downgraded to a "B." As DOJ has set a goal below the statutory goal for the past two years, DOJ will be further down-graded to a "C." For fiscal year 2001, DOJ has a goal of 3 percent.

Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	C 2 points
Average Grade	C- 2 points

With a “A” in the Small Business Goal, a “C” in the Small Disadvantaged Business Goal, an “F” in the 8(a) Program goal, and a “C” in the Women-Owned Business Goal, with all categories weighed equally, the Department of Justice has an overall point total of 2 points, for a grade of “C-.”

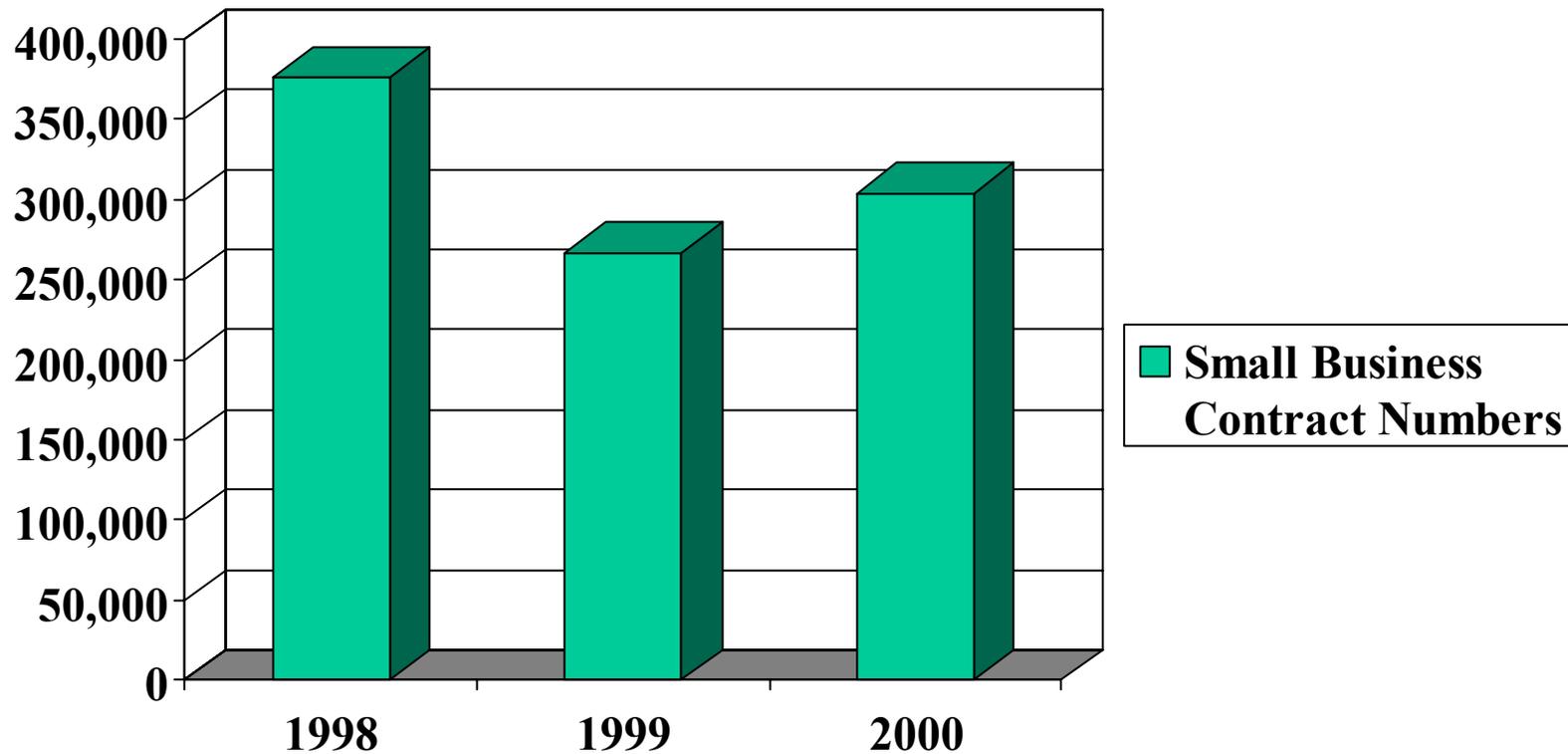
Department of Justice Procurement Dollars



Dollars are expressed in millions.

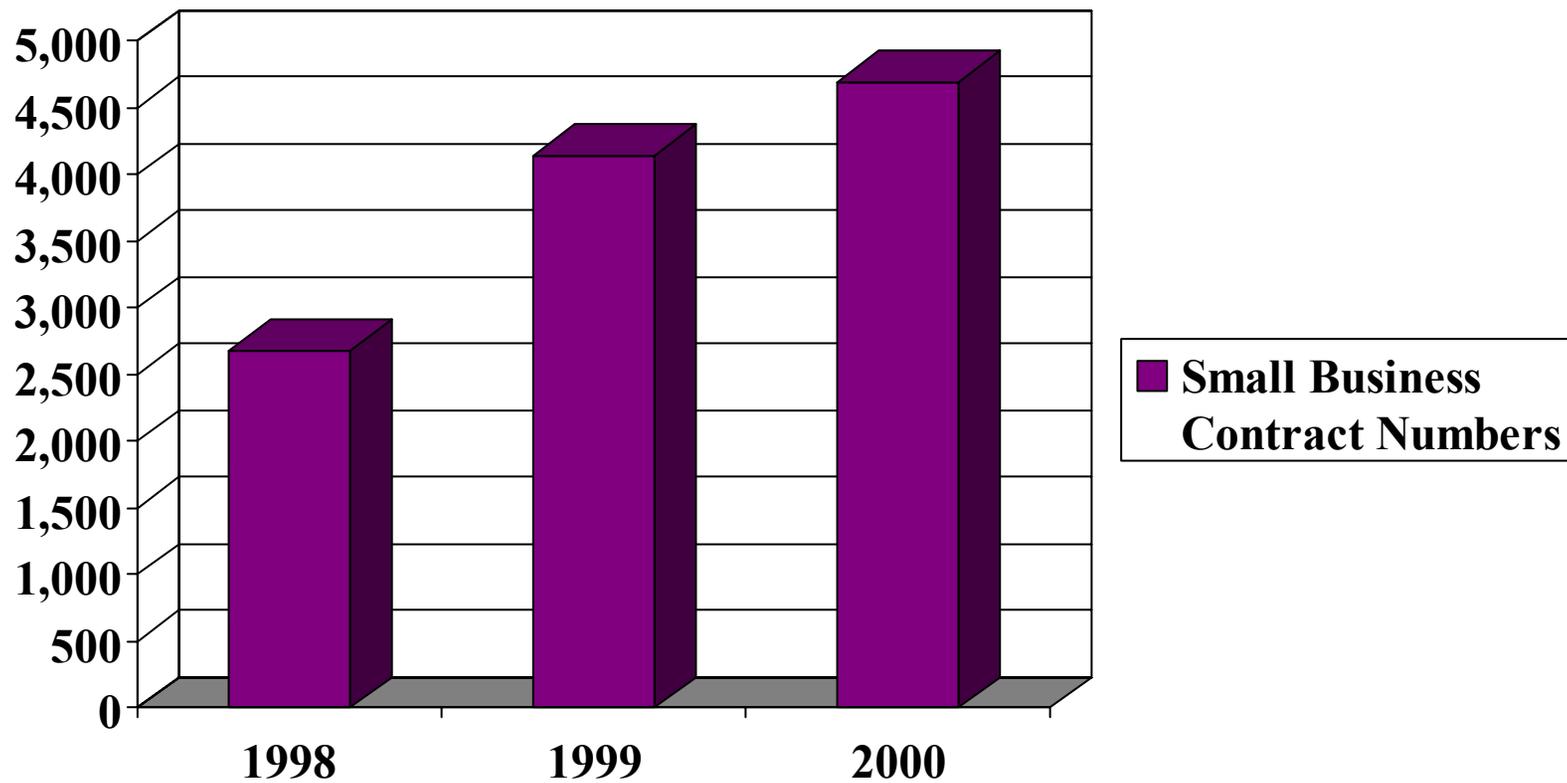
U.S. Department of Justice

Number of Contracts to Small Businesses



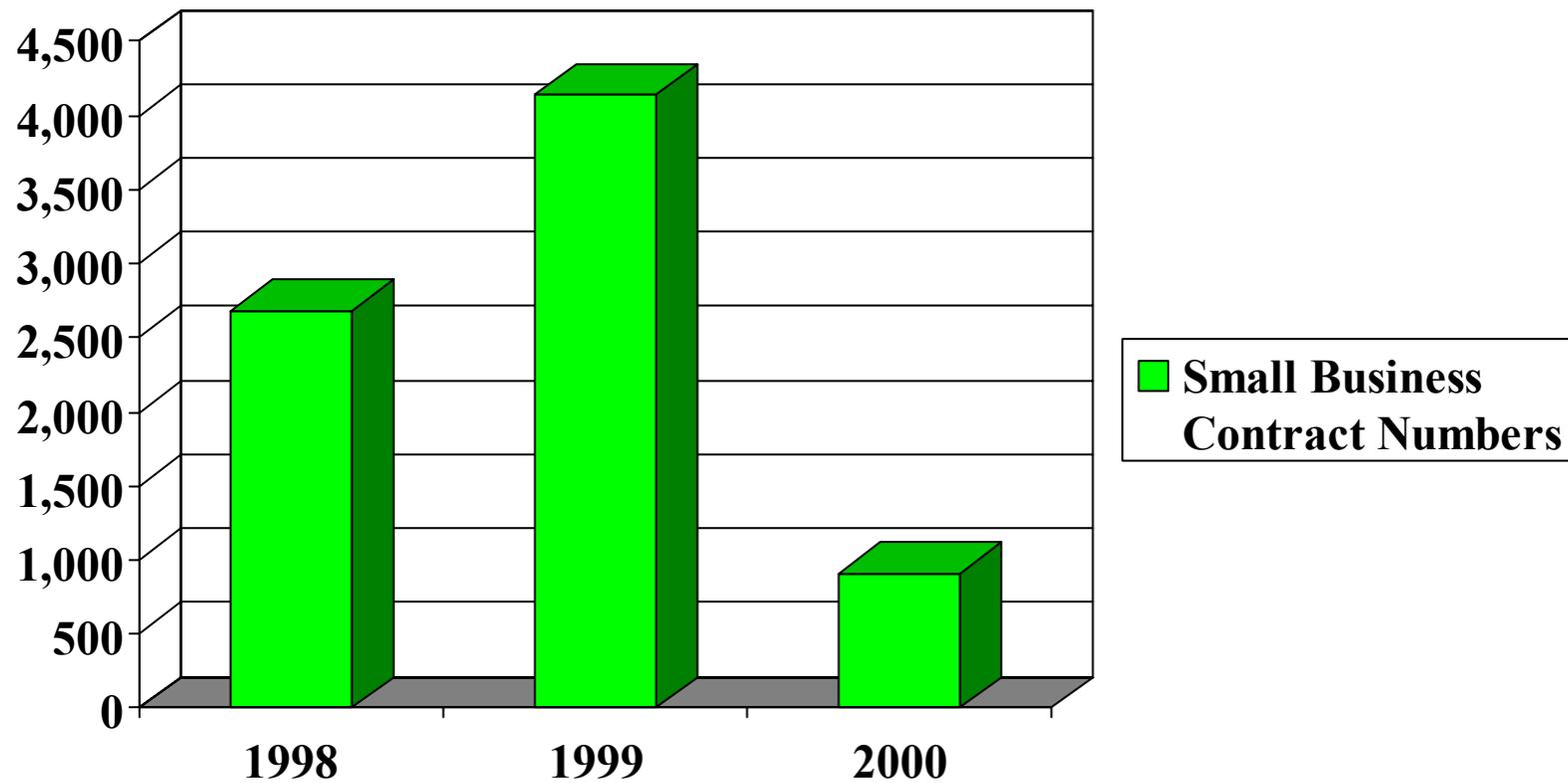
U.S. Department of Justice

Number of Contracts to Small Disadvantaged Businesses



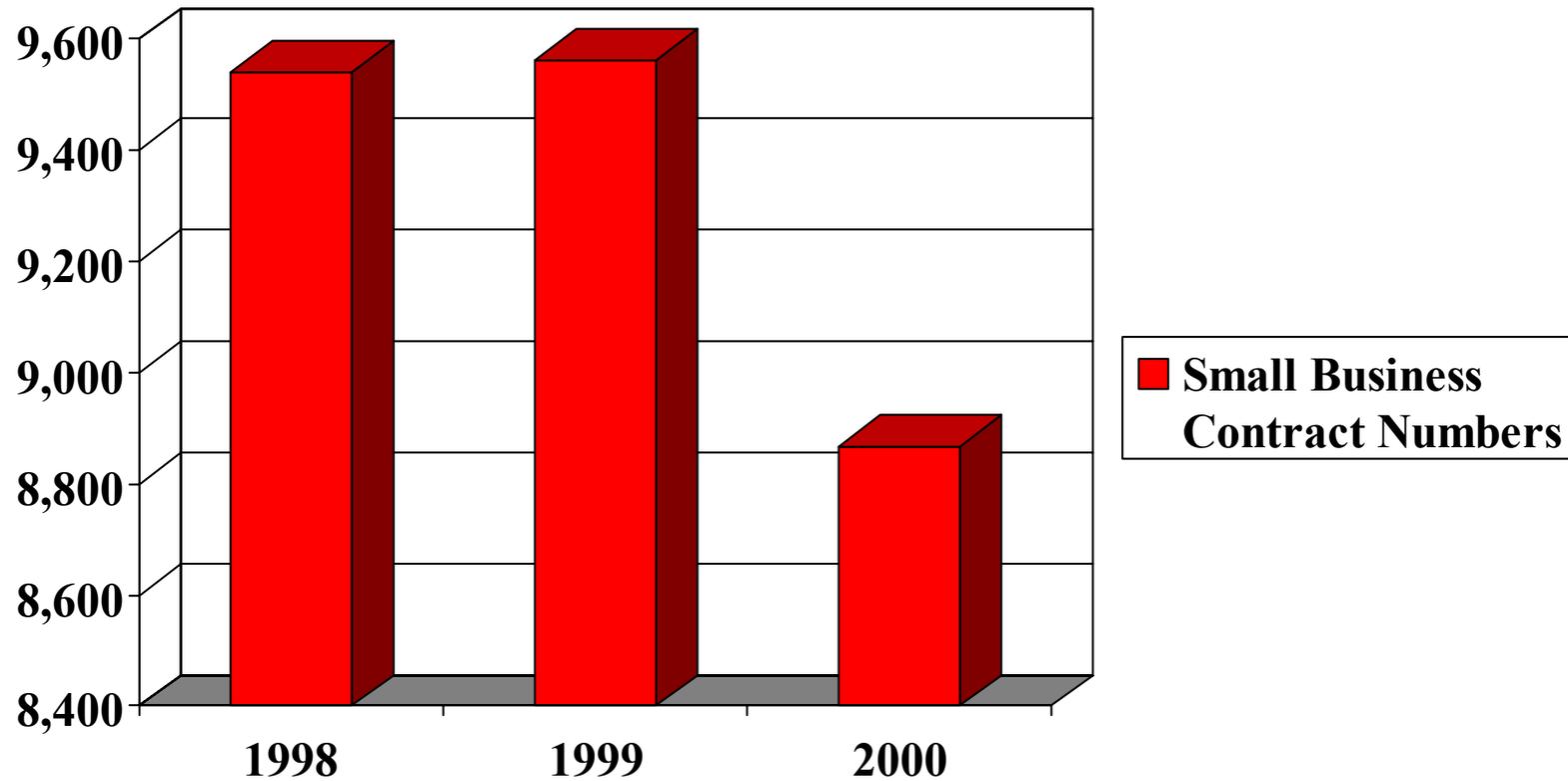
U.S. Department of Justice

Number of Contracts to 8(a) Firms



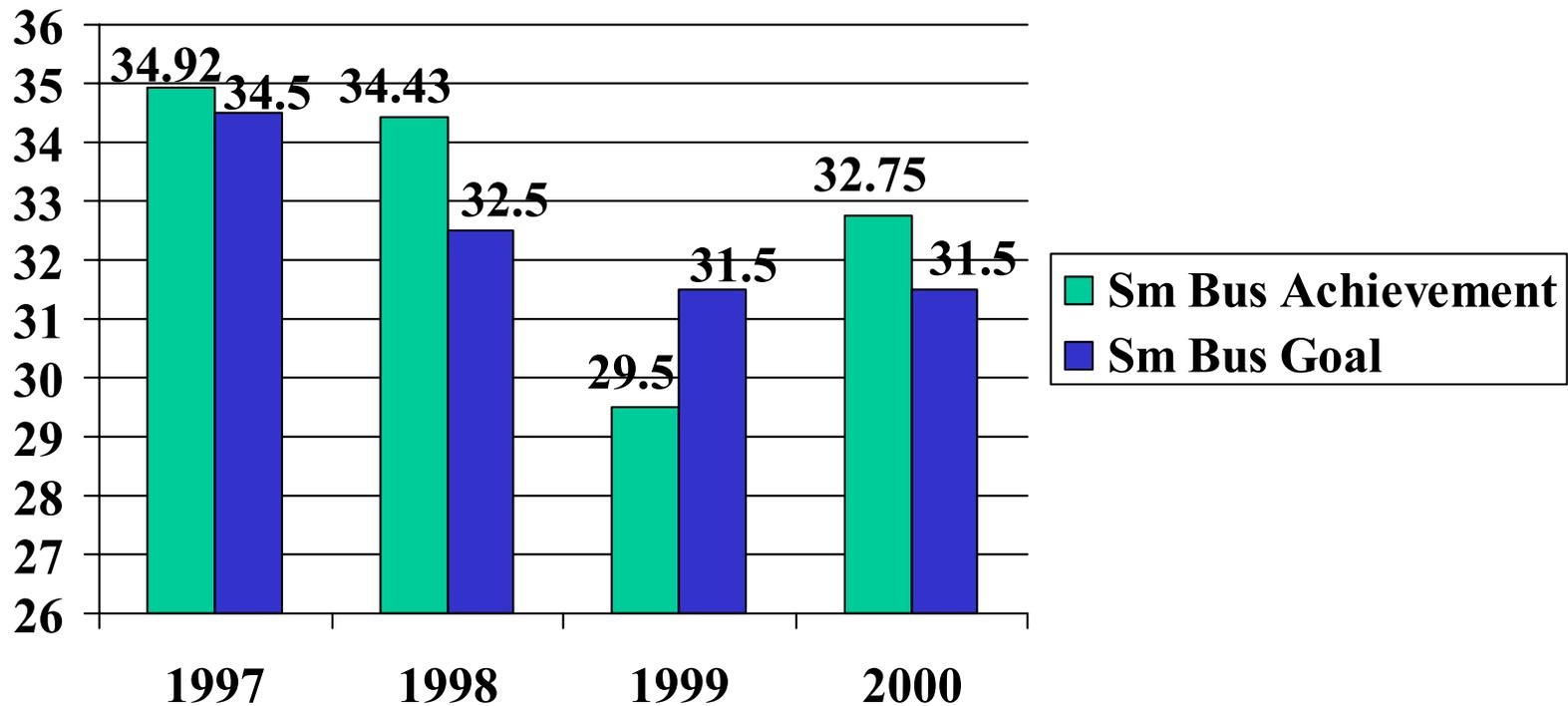
U.S. Department of Justice

Number of Contracts to Women-Owned Businesses



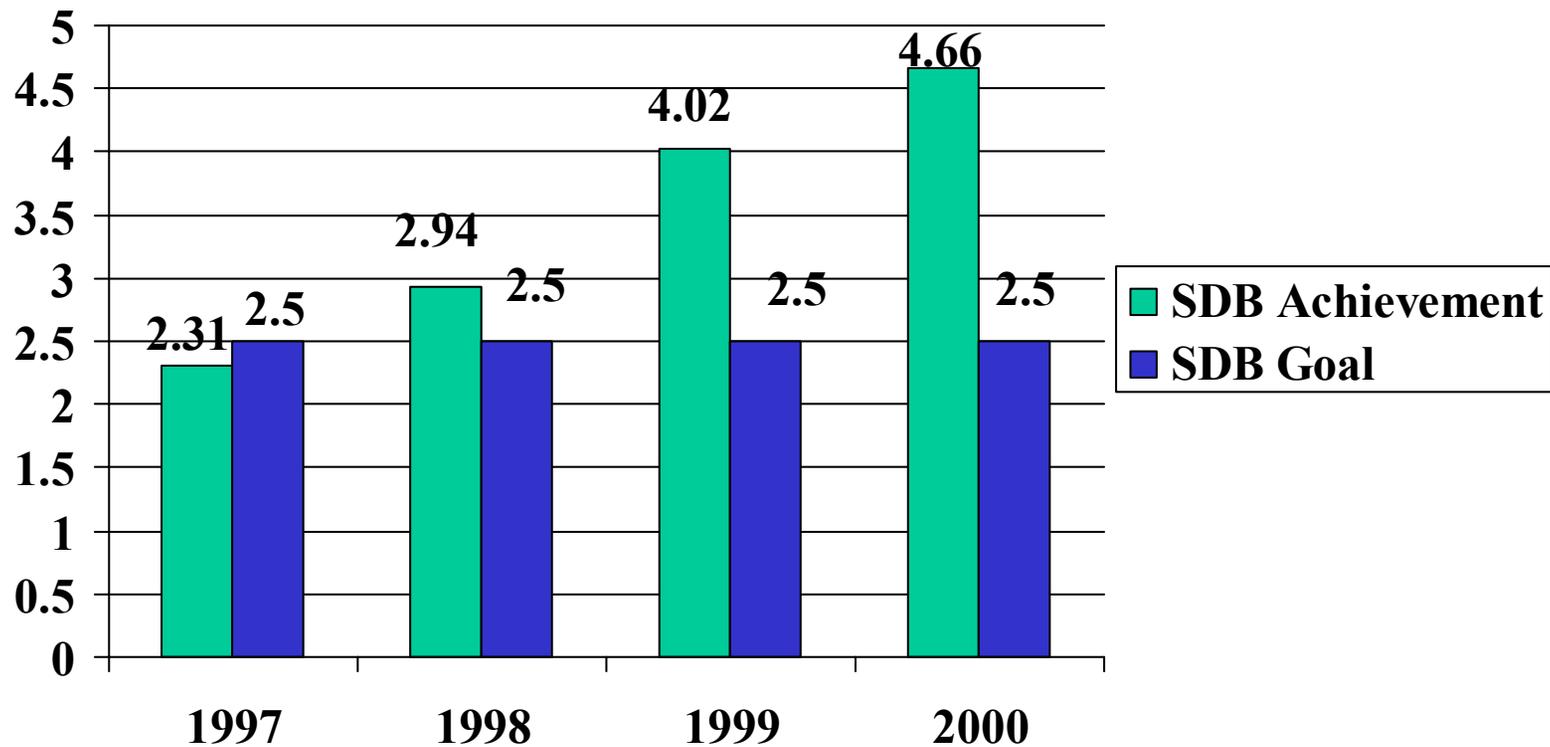
Department of Justice

Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

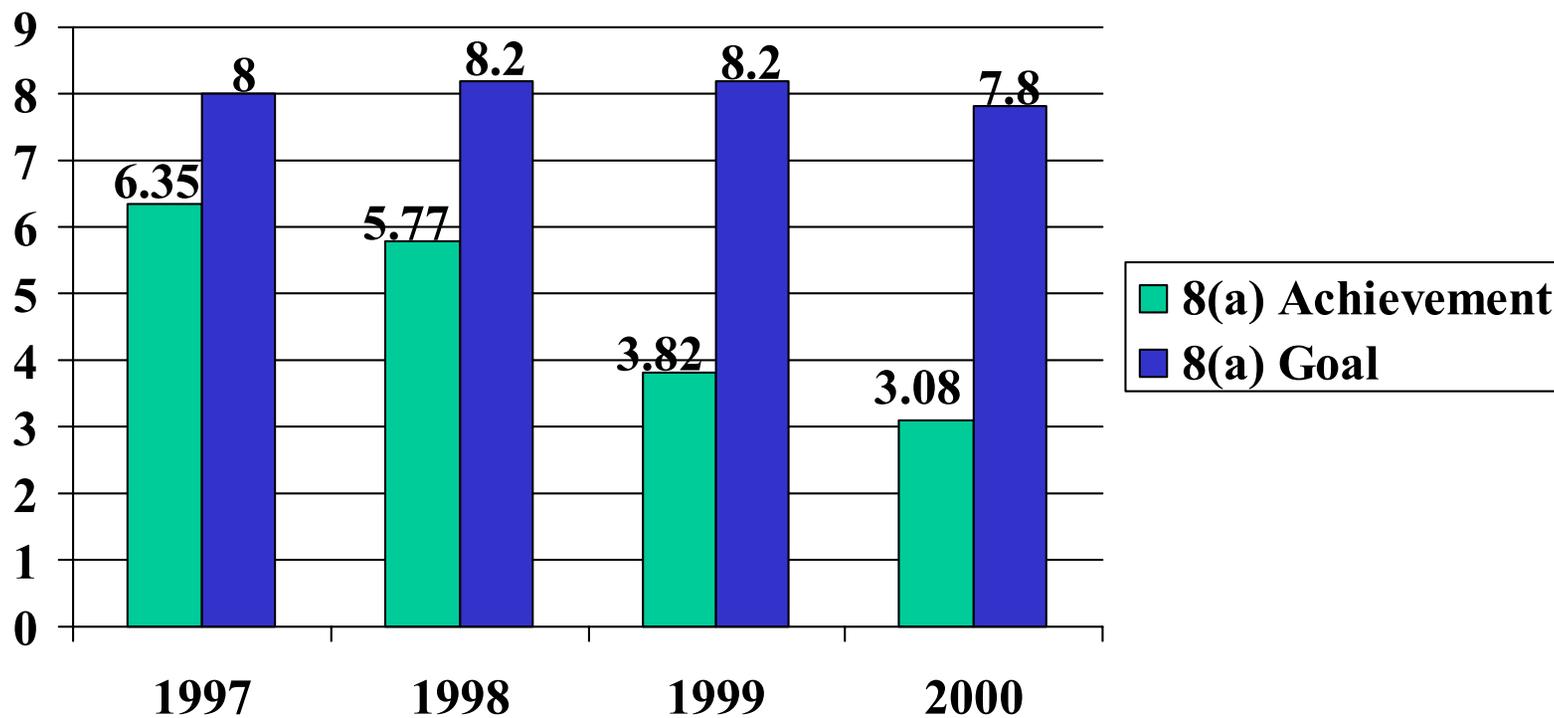
Department of Justice SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Justice

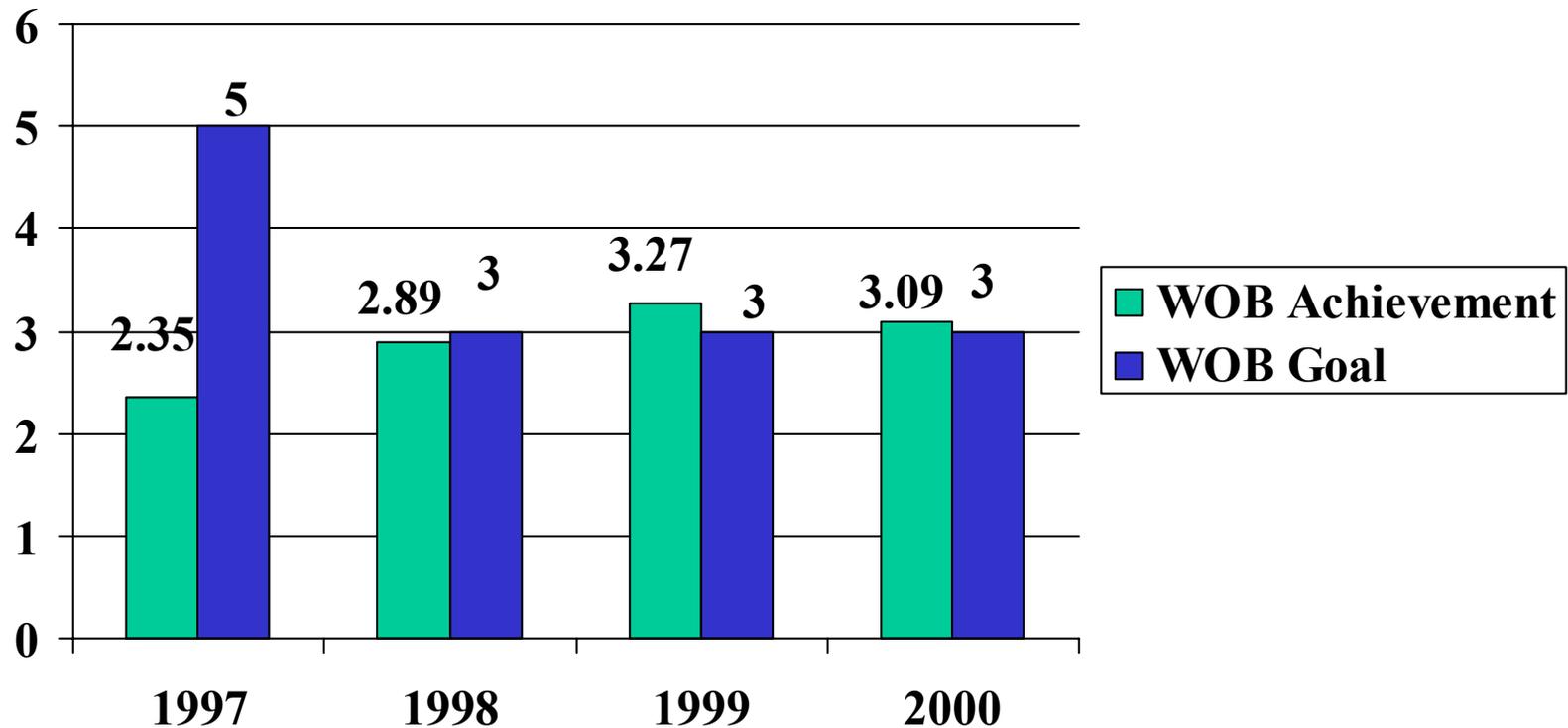
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Justice

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Agriculture

Procurement Dollar Analysis

The Department of Agriculture (Agriculture) showed decreases in procurement activity from 1994 to 1997 as follows: 1994 - \$3.6 billion, 1995 - \$3 billion, 1996 - \$2.9 billion, and 1997 - \$2.7 billion. Activity increased in 1998 to nearly \$3 billion. In 1999, Agriculture showed an increase to \$3.532.2 billion. Figures for 2000, show procurement volume at a slightly higher \$3.532.9 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by Agriculture decreased from 232,500 in 1998 to 222,374 in 1999. In 2000, Agriculture awarded 130,148 contracts to small businesses. The total percentage decrease from 1998 to 2000 is slightly over 44 percent.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by Agriculture increased from 5,994 in 1997 to 6,006 in 1998. In 2000, Agriculture awarded 24,144 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 2000, the number of contracts awarded to 8(a) firms by Agriculture increased from 1,387 in 1998 to 1,617 in 1999. In 2000, Agriculture awarded 1,599 contracts to 8(a) firms.

Women-Owned Business

From 1998 to 2000, the number of contracts awarded to women-owned businesses increased from 9,156 in 1998 to 10,273 in 1999. In 2000, Agriculture awarded 7,699 contracts to women-owned businesses.

Goal Achievement

Small Business Goal

Agriculture did not achieve its goal for doing business with small businesses in 1997 and 1999, but exceeded its goal in 1998. Based on figures for 2000, Agriculture did not meet its small business goal. Agriculture achieved 38.58 percent. Agriculture's goal was 43 percent. As Agriculture achieved 89.7 percent of its goal, the grade will be a "B." The small business goal for Agriculture in fiscal year 2001 is 43 percent.

Small Disadvantaged Business Goal

Agriculture has not achieved its small disadvantaged business goal from 1997 through 1999. Based on 2000 figures, Agriculture again did not meet its goal. Agriculture achieved 4.73 percent of its 5 percent goal. As Agriculture achieved 94.6 percent of its goal, the grade will be an "A." The small disadvantaged goal for Agriculture in fiscal year 2001 is 5 percent.

8(a) Program Goal

Agriculture has not achieved its 8(a) Program goal from 1997 through 1999. Based on figures for 2000, Agriculture did not achieve its goal. Agriculture achieved 4.46 percent of its 5 percent goal. As Agriculture achieved 89.2 percent of its goal, the grade will be a "B." The 8(a) Program goal for Agriculture in fiscal year 2001 is 5 percent.

Women-Owned Business Goal

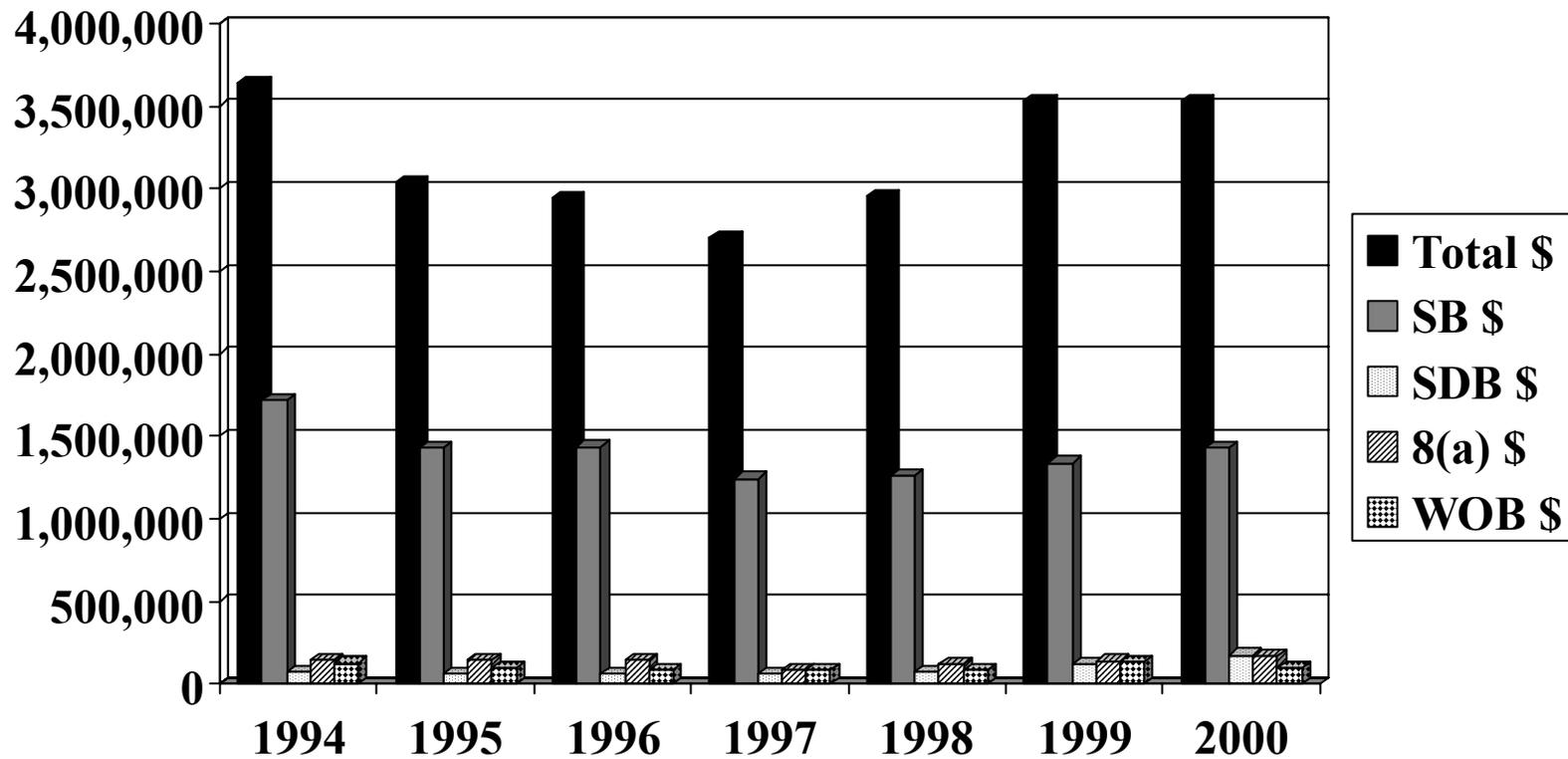
Agriculture has not achieved its women-owned business goal from 1997 through 1999. Based on figures for 2000, Agriculture did not achieve its goal. Agriculture achieved 2.74 percent. Agriculture's goal was 5 percent. As Agriculture achieved 54.8 percent of its goal, the grade will be an "F." Agriculture has a women-owned business goal for fiscal year 2001 of 5 percent.

Overall Grade

Small Business Goal	B 3 points
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	B 3 points
Women-Owned Business Goal	F 0 points
Average Grade	C 2.5 points

With a “B” in the Small Business Goal, an “A” in the Small Disadvantaged Business Goal, a “B” in the 8(a) Program goal, and an “F” in the Women-Owned Business Goal, with all categories weighed equally, the Department of Agriculture has an overall point total of 2.5 points, for a grade of “C.”

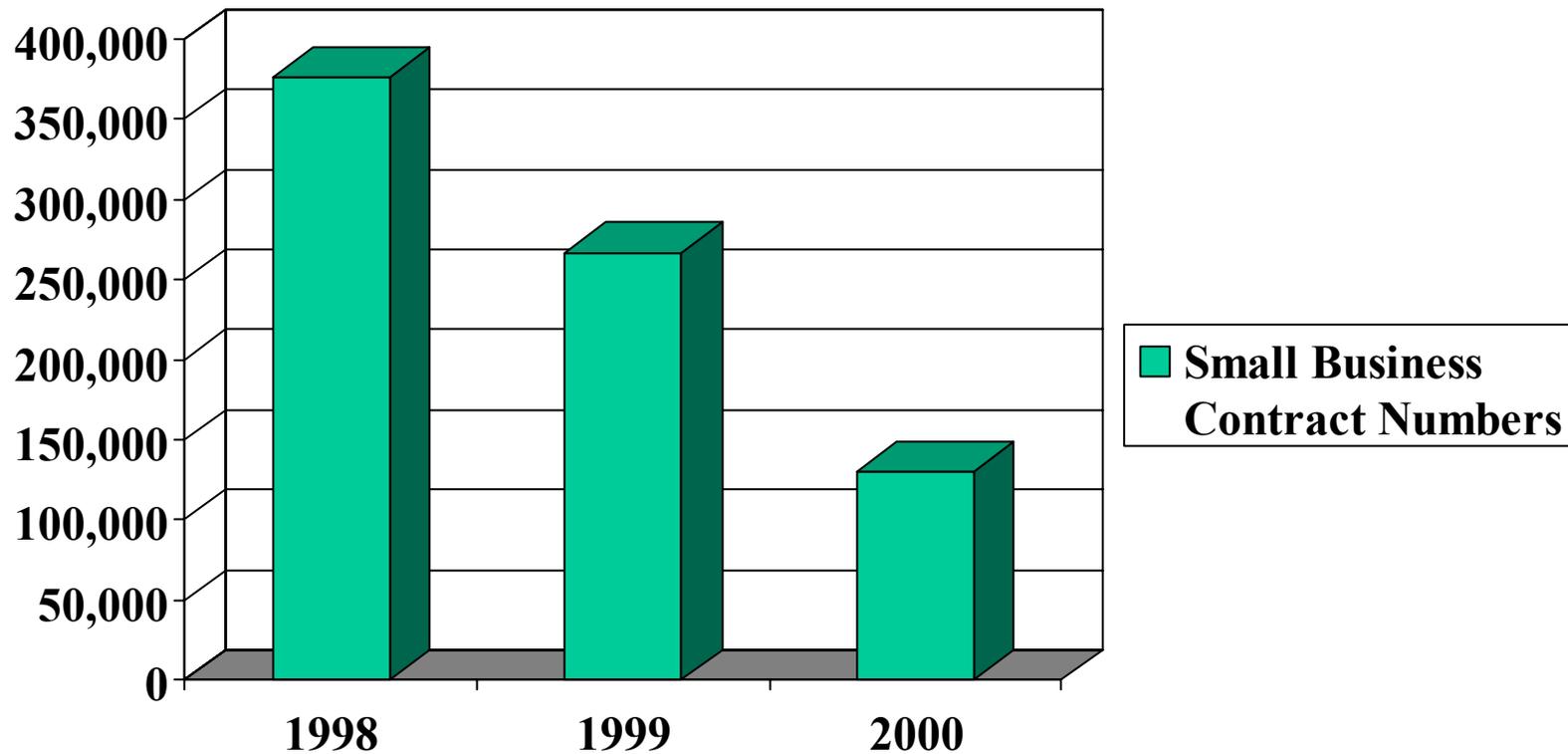
Department of Agriculture Procurement Dollars



Dollars are expressed in millions.

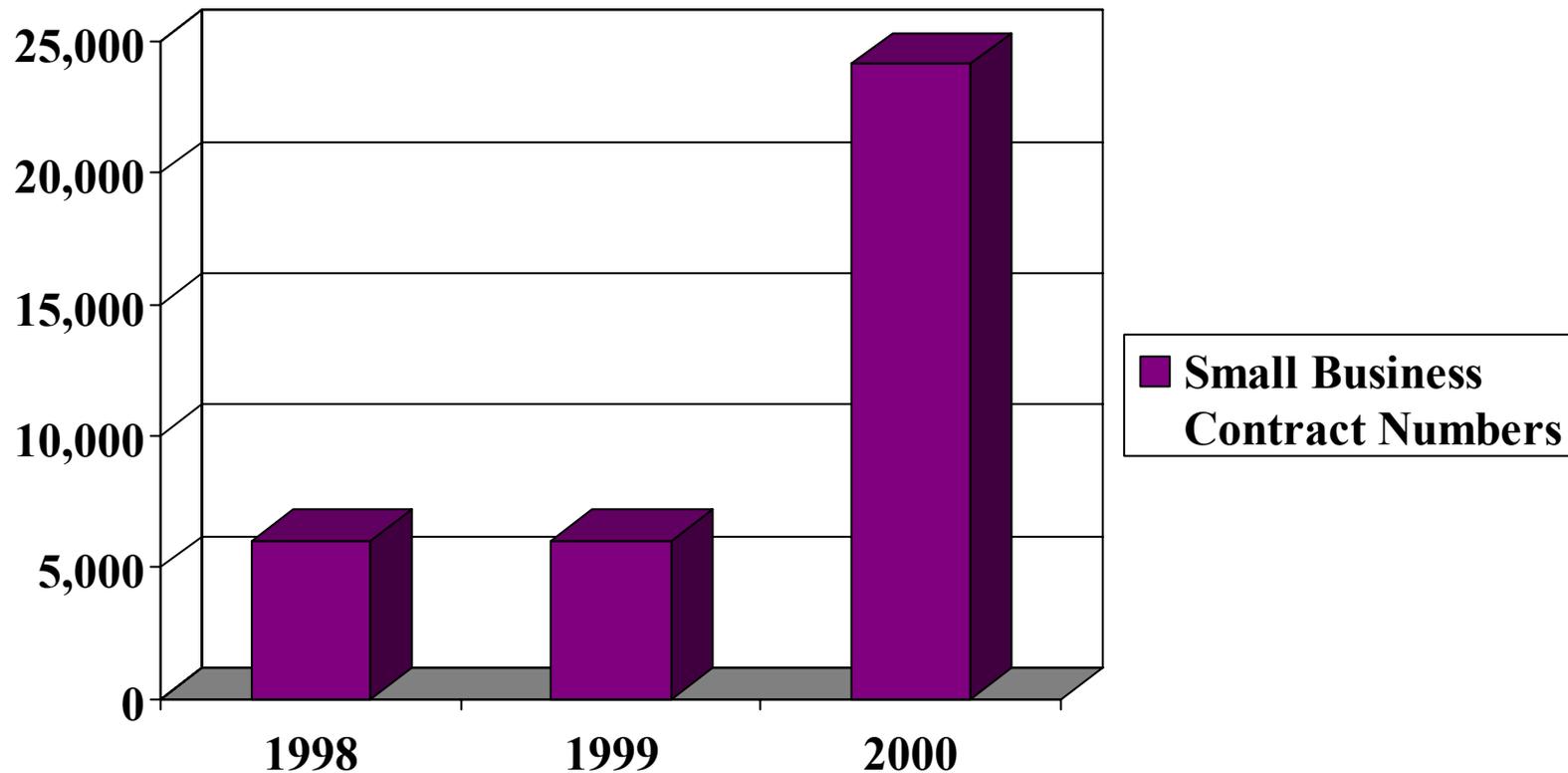
U.S. Department of Agriculture

Number of Contracts to Small Businesses



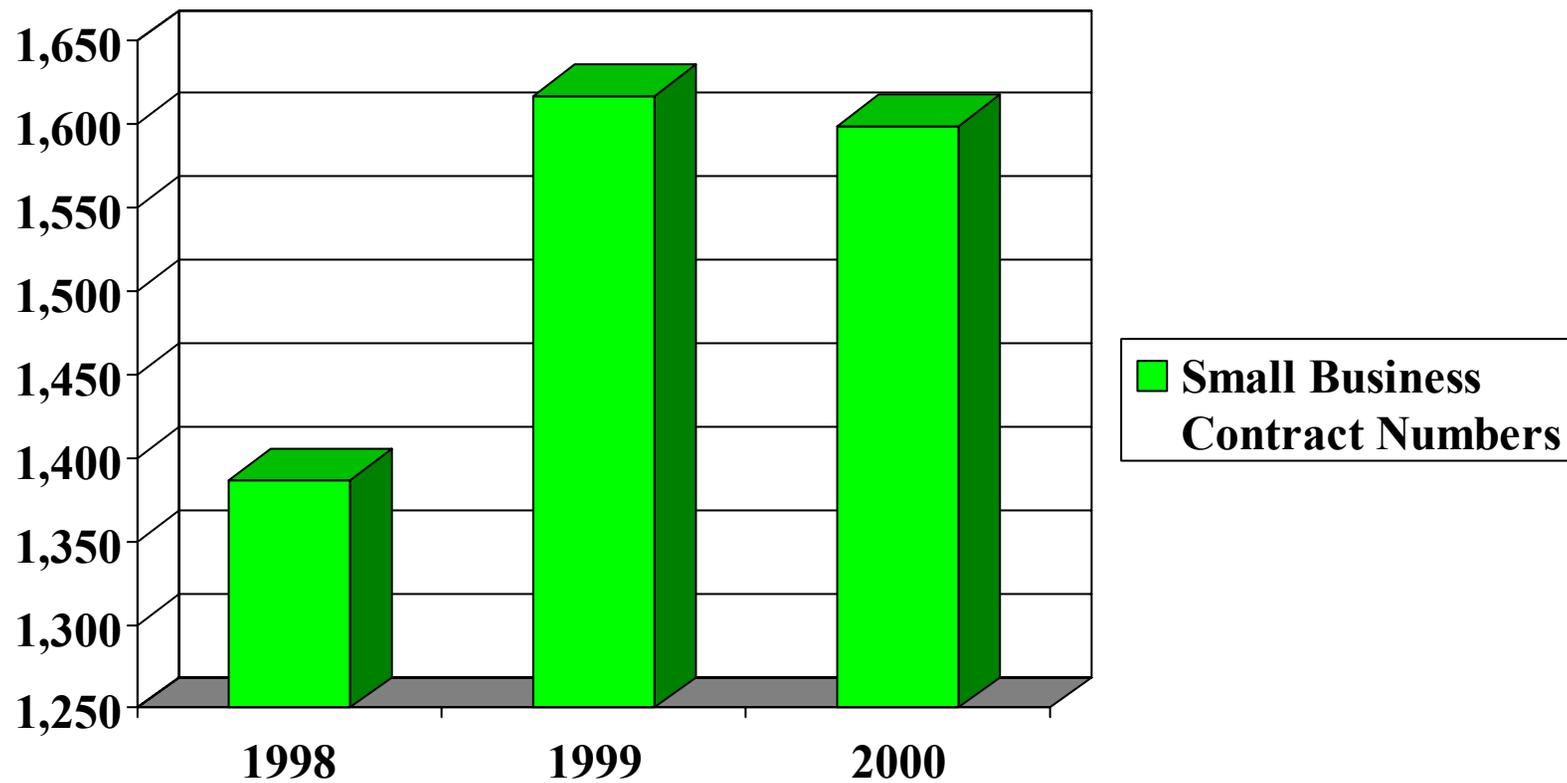
U.S. Department of Agriculture

Number of Contracts to Small Disadvantaged Businesses



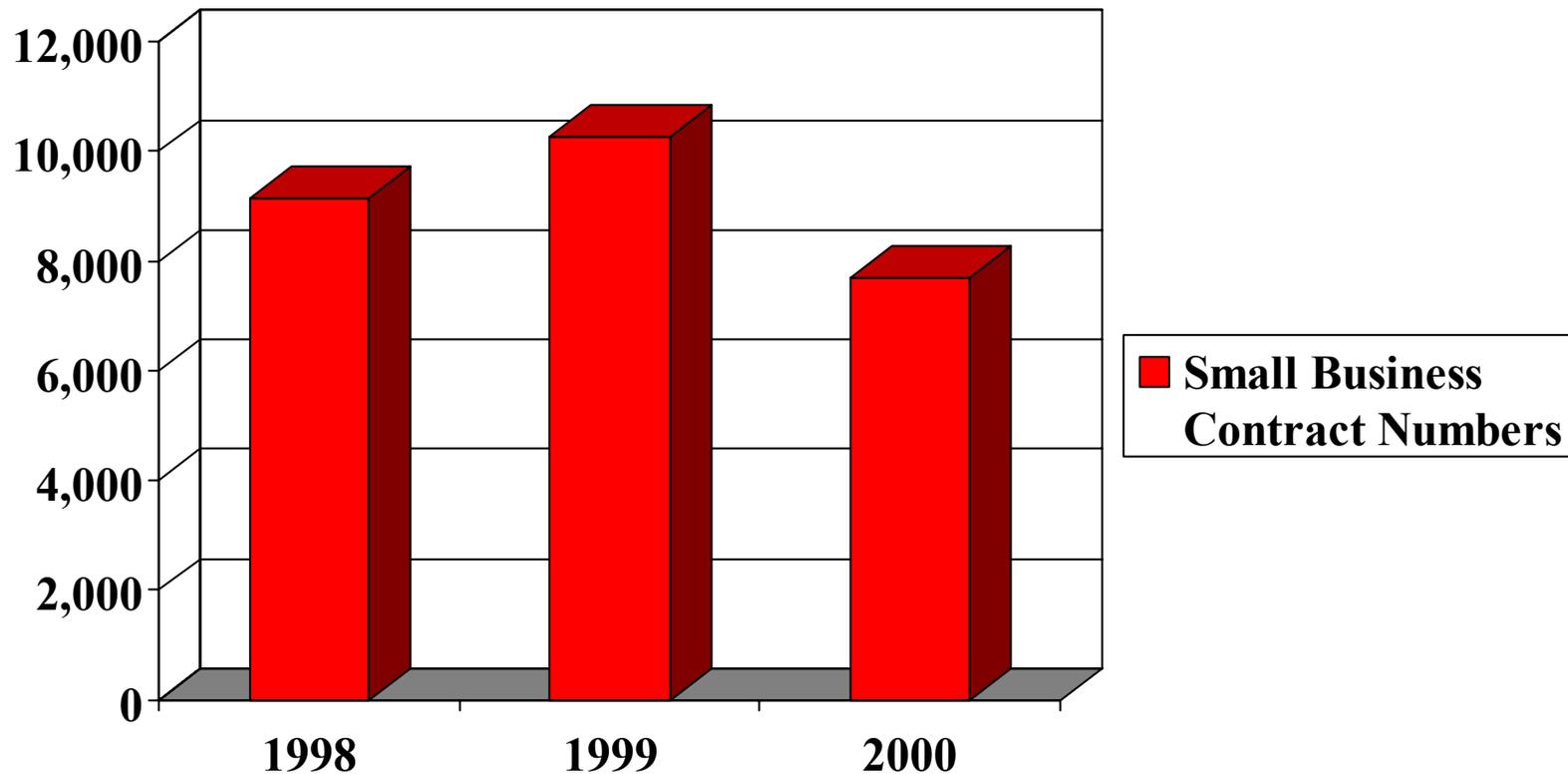
U.S. Department of Agriculture

Number of Contracts to 8(a) Firms

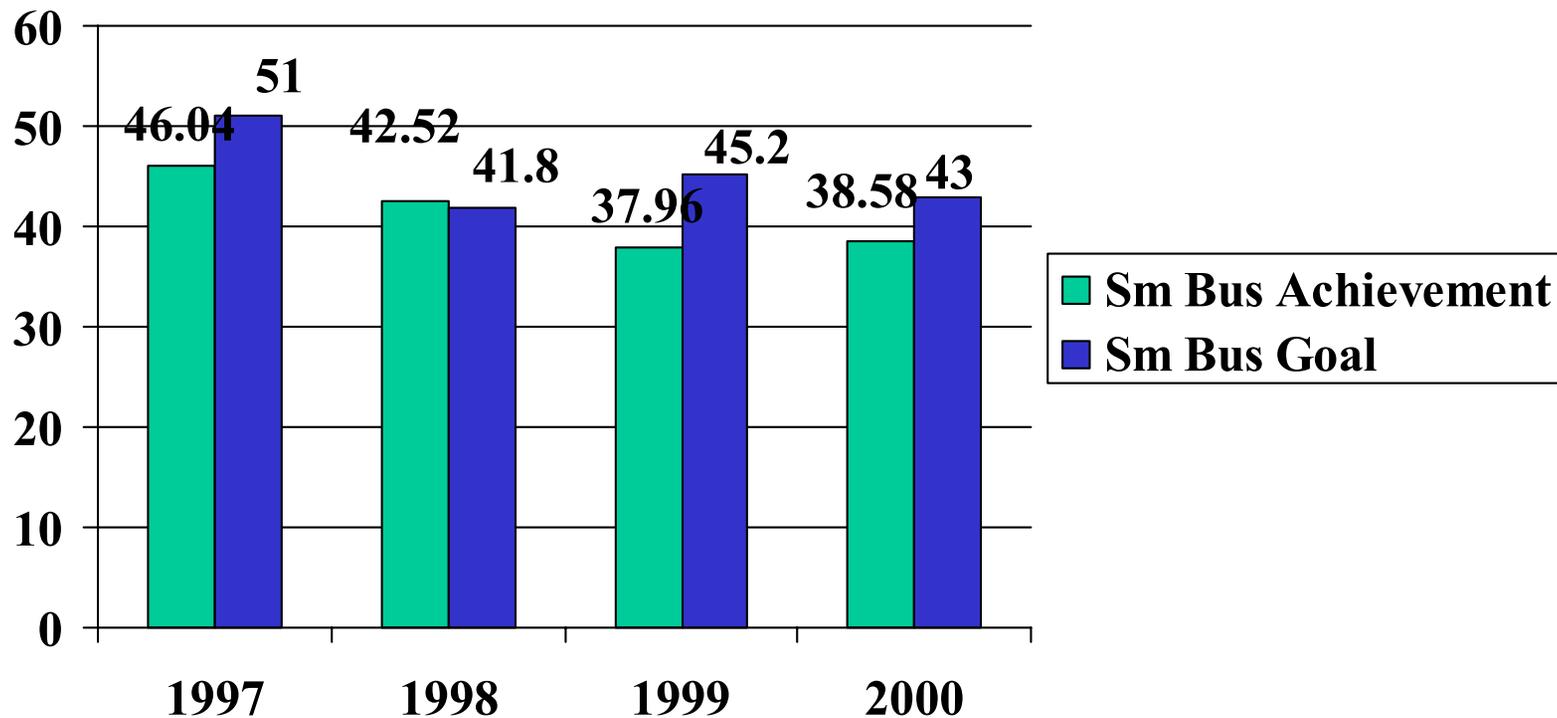


U.S. Department of Agriculture

Number of Contracts to Women-Owned Businesses



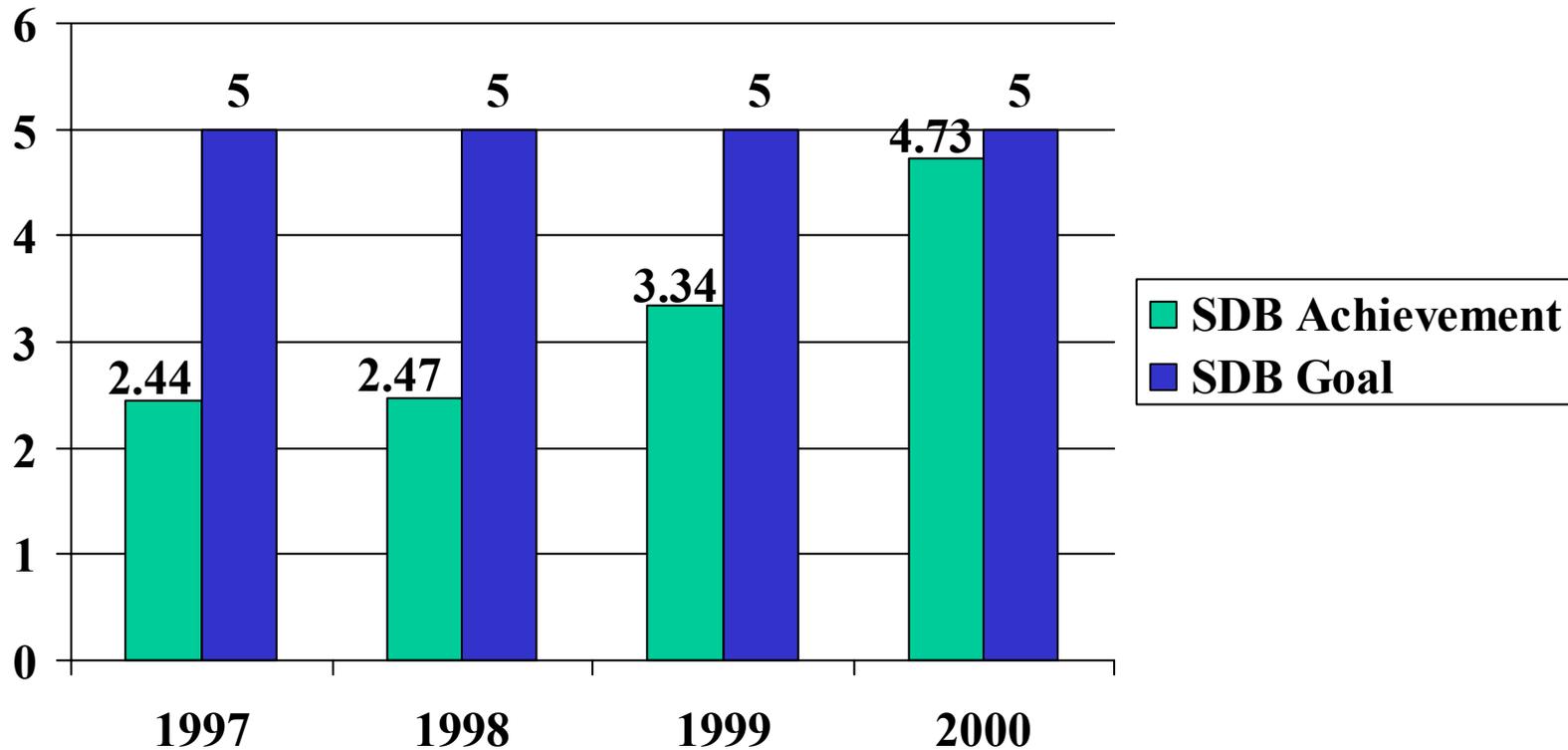
Department of Agriculture Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Agriculture

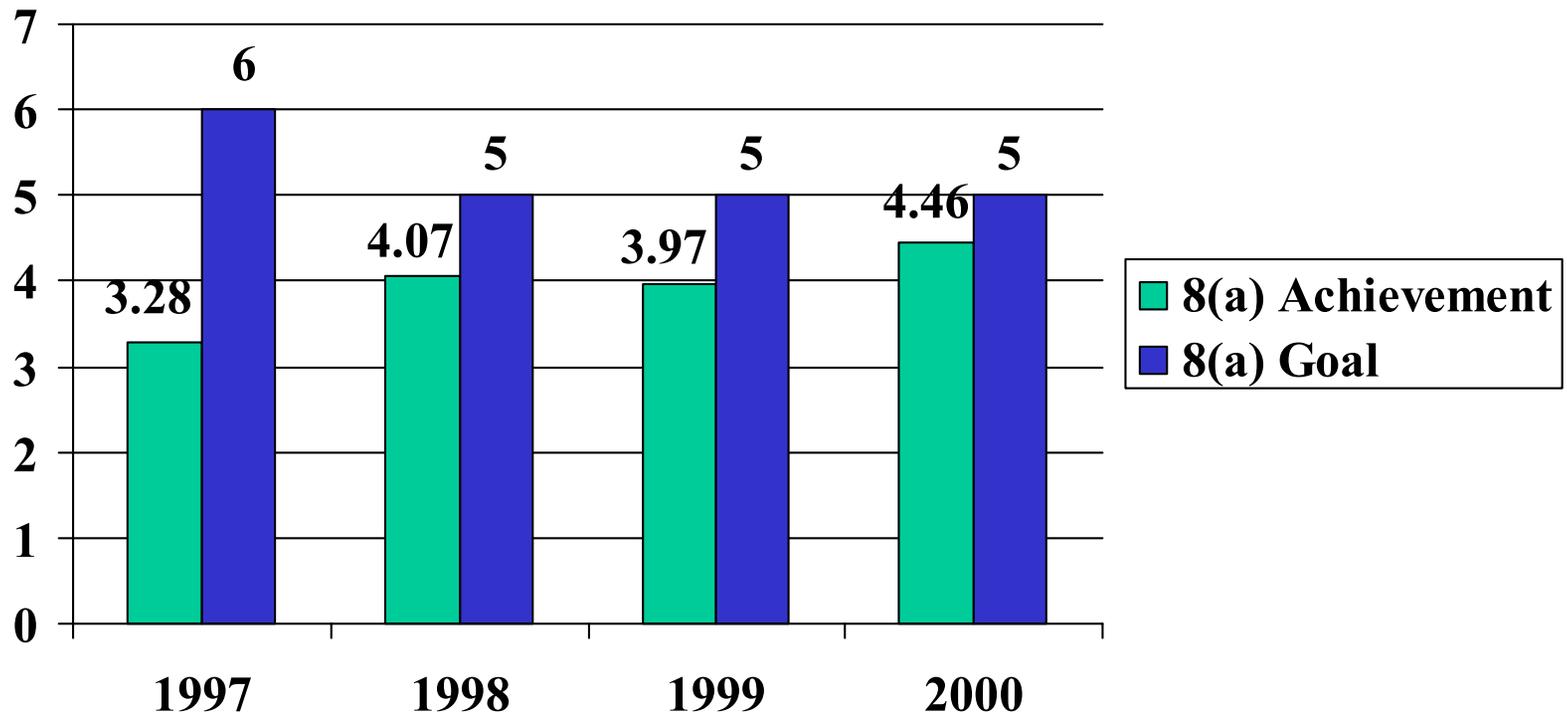
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Agriculture

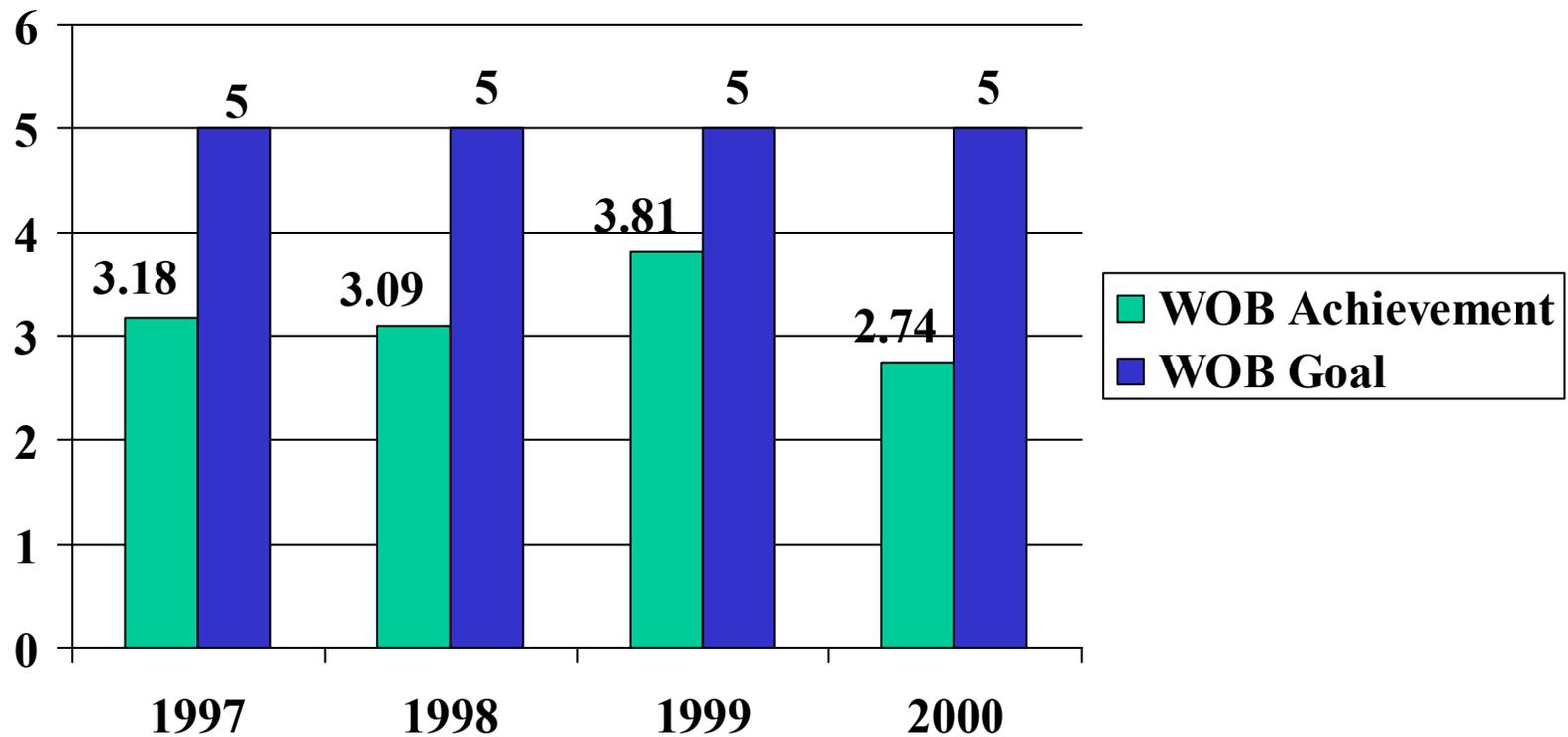
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Agriculture

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of the Treasury

Procurement Dollar Analysis

The Department of the Treasury (Treasury) had a decrease in procurement activity from 1994 to 1997 as follows: 1994 - \$1.5 billion, 1995 - \$1.4 billion, 1996 - \$1.38 billion, and 1997 - \$1.26 billion. An increase occurred in 1998 to \$1.78 billion, and an increase also occurred in 1999 to \$2.17 billion. Based on 2000 figures, Treasury shows an increase to \$2.86 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by Treasury decreased from 27,055 in 1998 to 22,621 in 1999. In 2000, Treasury awarded 22,436 contracts to small businesses. The total decrease in the number of contracts awarded to small businesses from 1998 to 2000 was slightly over 17 percent.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by Treasury decreased from 1,755 in 1998 to 1,581 in 1999. In 2000, the number of contracts awarded by Treasury to small disadvantaged businesses decreased to 1,328. The total decrease in the number of contracts awarded to small disadvantaged businesses from 1998 to 2000 was slightly over 24 percent.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by Treasury has decreased from 768 in 1998 to 675 in 1999. In 2000, the number of contracts awarded by Treasury to 8(a) firms decreased to 408. From 1998 to 2000, the total decrease in 8(a) contract awards by Treasury was nearly 47 percent.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by Treasury increased from 1,601 in 1998 to 2,125 in 1999. In 2000, the number of contracts awarded by Treasury to women-owned businesses increased to 2,229.

Goal Achievement

Small Business Goal

Treasury has exceeded its goal for doing business with small businesses from 1997 through 1999. Based on figures for 2000, Treasury again exceeded its small business goal. Treasury achieved 32.14 percent versus a 25 percent goal. Normally the grade would be an "A."

	1997	1998	1999	2000
SB Goal	32	32	23	25
SB Achievement	37.42	37.33	35.67	32.14

Based on the first three years of this study, the average achievement was over 36.8 percent. The average goal over the same period was 29 percent. Therefore, the letter grade would normally be dropped to a "B." However, as Treasury has set an unreasonably low goal for the past two years, Treasury will be further down-graded to a "C." For fiscal year 2001, Treasury has a small business goal of 25 percent.

Small Disadvantaged Business Goal

Treasury has exceeded its goal for doing business with small disadvantaged businesses from 1997 through 1999. Based on figures for 2000, Treasury again exceeded its small disadvantaged business goal. Treasury achieved 7.1 percent versus a 2.3 percent goal. Normally the grade would be an "A."

	1997	1998	1999	2000
SDB Goal	2.6	2.3	2.3	2.3
SDB Achievement	4.16	6.86	7.84	7.1

Based on the first three years of this study, the average achievement was 6.29 percent. The average goal over the same period was 2.4 percent. Therefore, the letter grade will be dropped to a "B." Further, as the SDB goal of 2.3 percent is lower than the mandated goal of 5 percent, the letter grade will be dropped to a "C." As Treasury has set a goal below the statutory goal for the past two years, Treasury be further down-graded to a "D." For fiscal year 2001, Treasury has a goal of 2.3 percent.

8(a) Program Goal

Treasury did not achieve its 8(a) Program goal in 1997 and 1998, but exceeded its goal in 1999. Based on figures for 2000, Treasury did not achieve its small business goal. Treasury achieved 3.88 percent versus a 5 percent goal. As Treasury achieved 77.6 percent of its goal, the grade will be a "C." Treasury has an 8(a) Program goal for fiscal year 2001 of 5 percent.

Women-Owned Business Goal

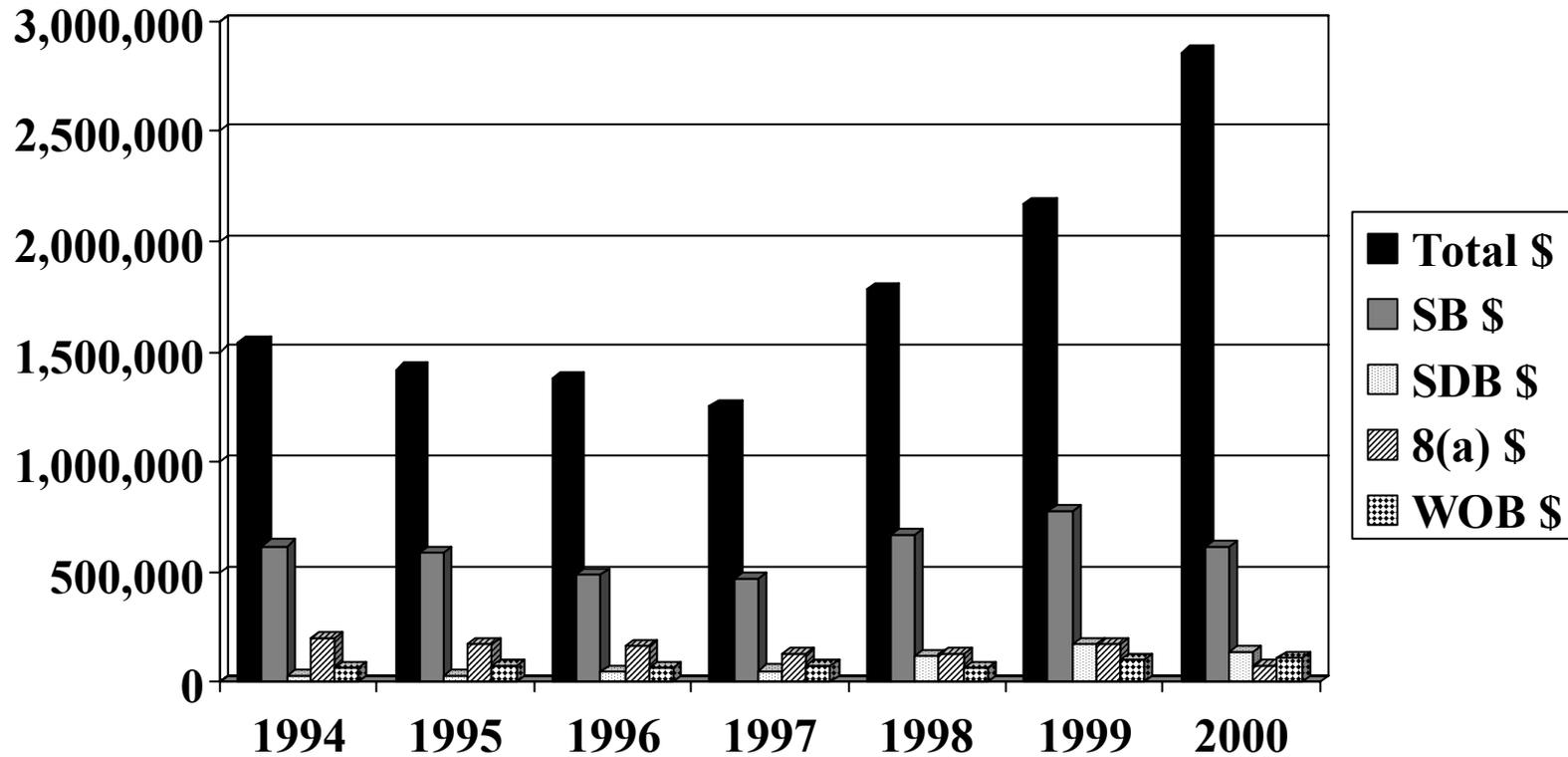
Treasury exceeded its women-owned business goal in 1997, but did not achieve its goal in 1998 and 1999. Based on figures for 2000, Treasury exceeded its goal with an achievement of 5.82 percent against its 4 percent goal. Therefore, the grade would normally be an "A." However, as Treasury's Women-Owned Business goal is less than the mandated goal of 5 percent, the letter grade would normally be down-graded to a "B." For fiscal year 2000, Treasury has a goal of 4 percent.

Overall Grade

Small Business Goal	C 2 points
Small Disadvantaged Business Goal	D 1 points
8(a) Program Goal	C 2 points
Women-Owned Business Goal	B 3 points
Average Grade	C- 2 points

With a "C" in the Small Business Goal, a "D" in the Small Disadvantaged Business Goal, a "C" in the 8(a) Program Goal, and a "B" in the Women-Owned Business Goal, with all categories weighed equally, the Department of the Treasury has an overall point total of 2 points, for a grade of "C-."

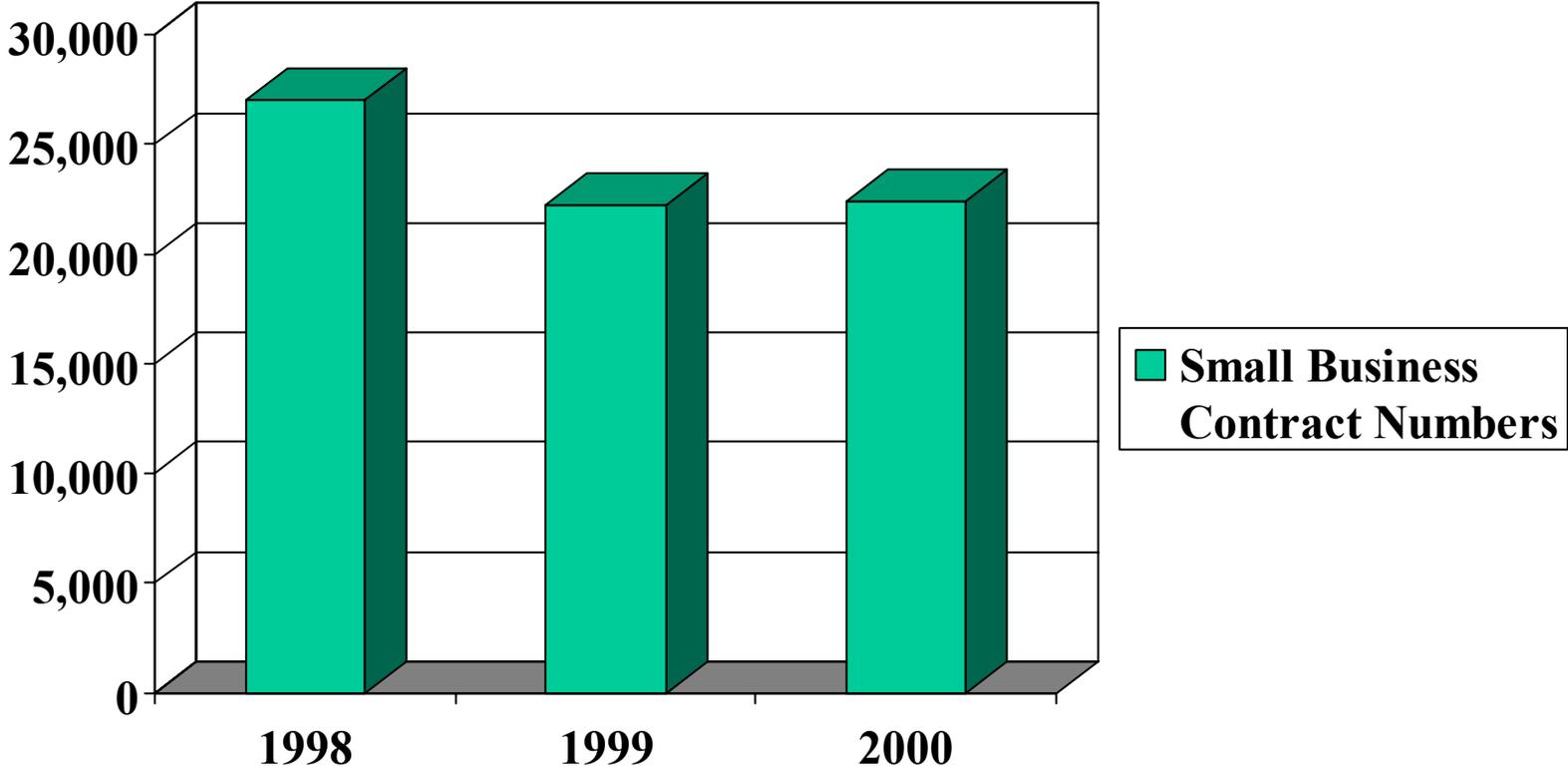
Department of the Treasury Procurement Dollars



Dollars are expressed in millions.

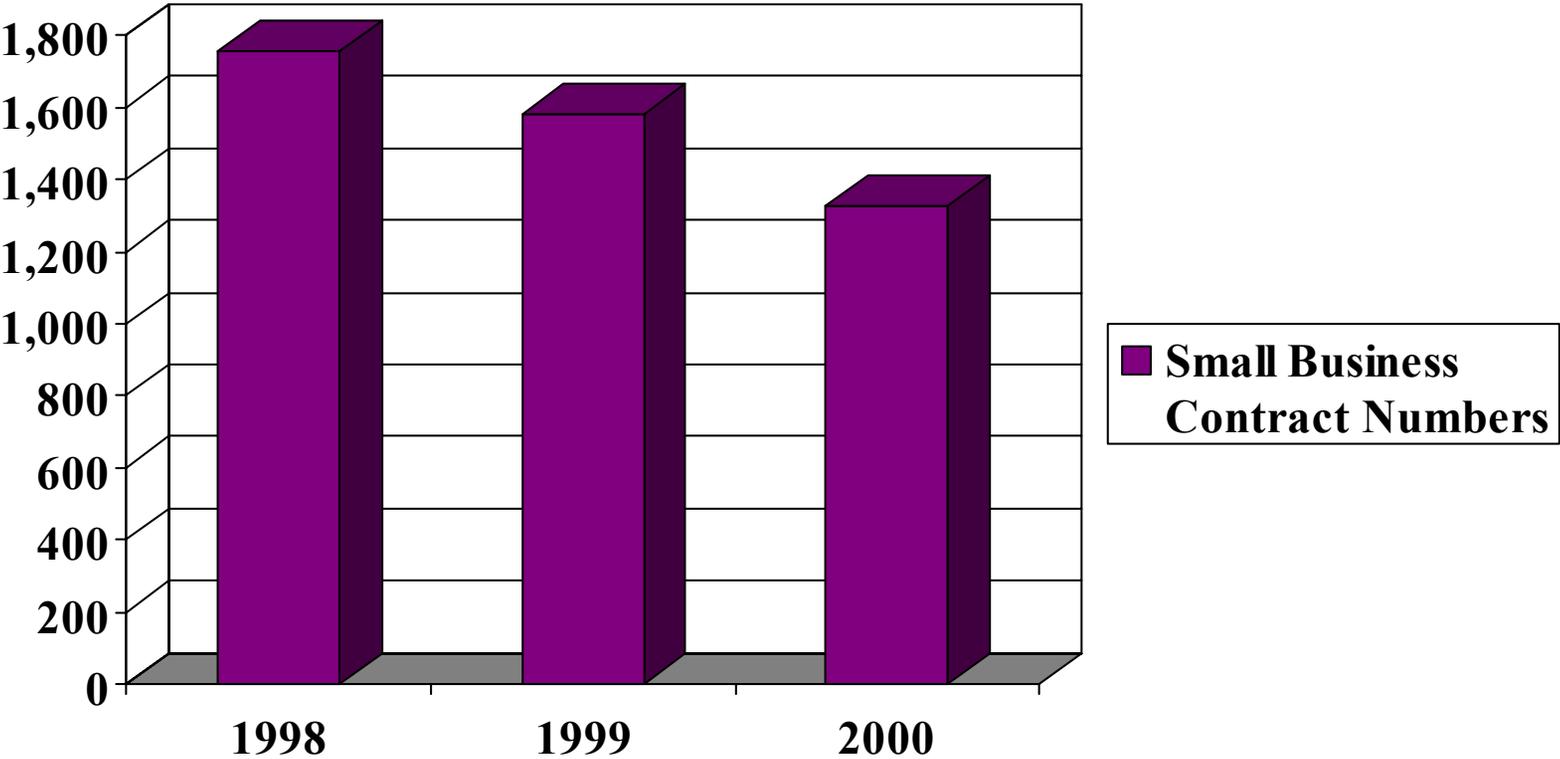
U.S. Department of the Treasury

Number of Contracts to Small Businesses



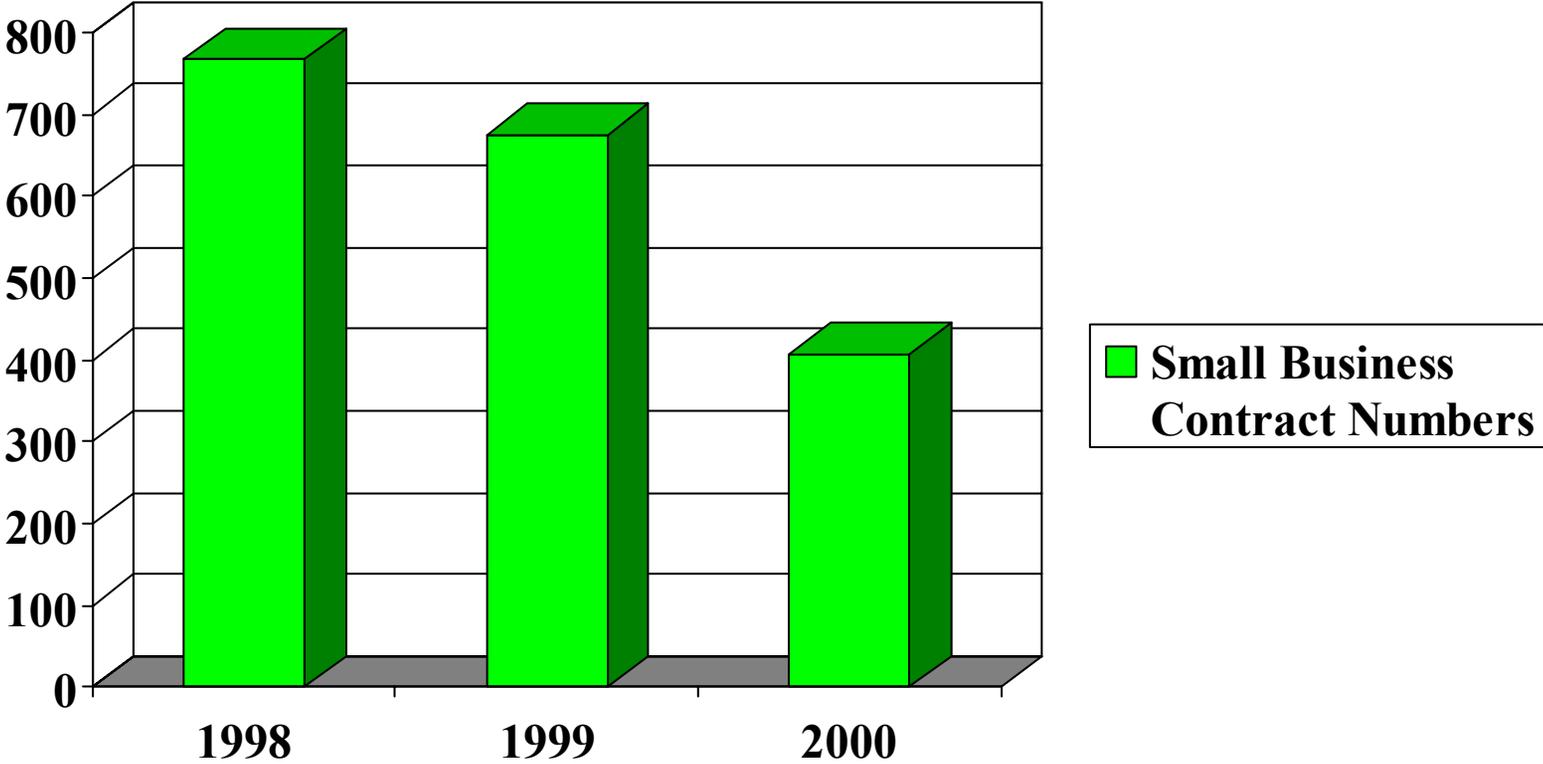
U.S. Department of the Treasury

Number of Contracts to Small Disadvantaged Businesses



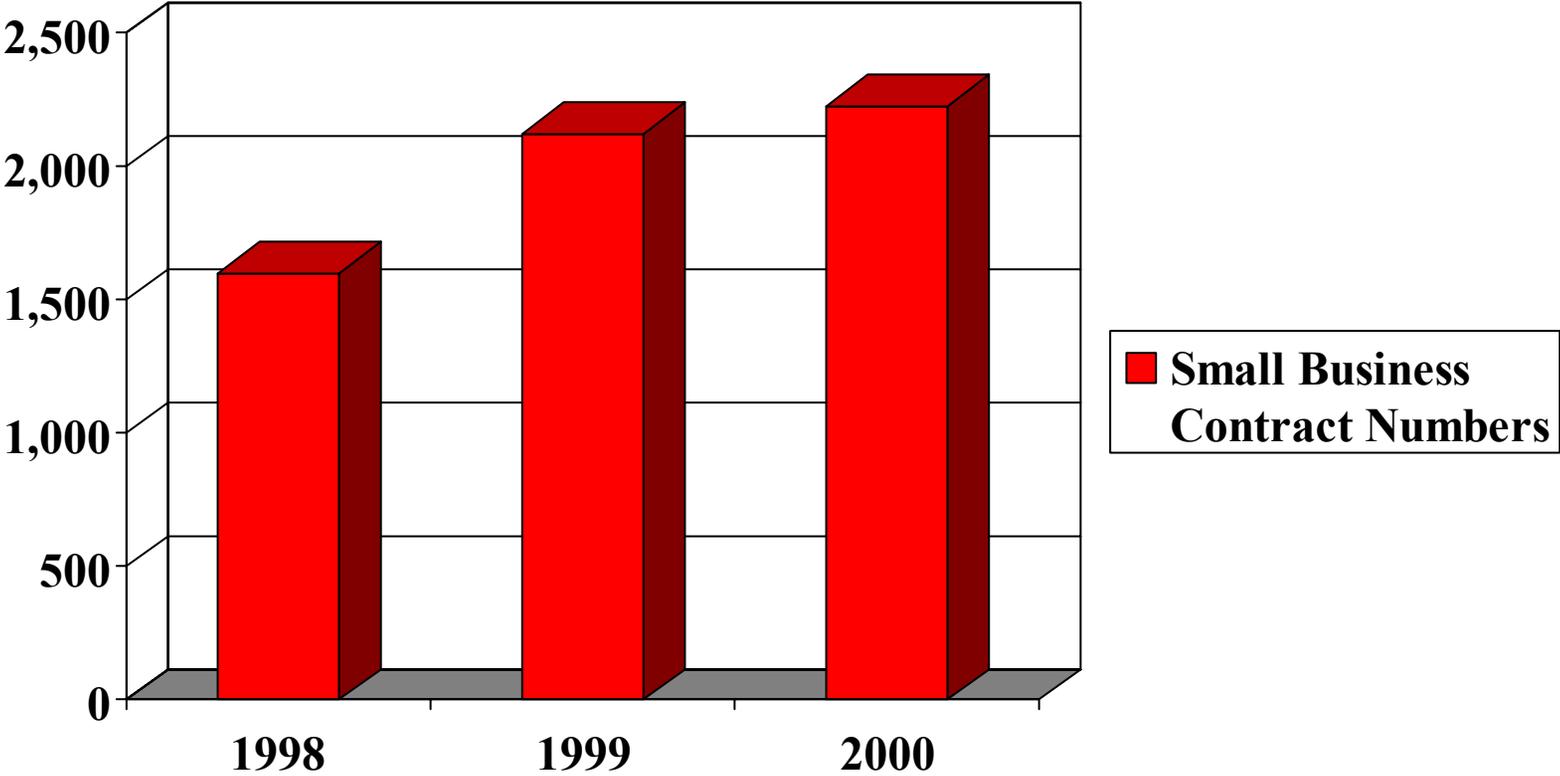
U.S. Department of the Treasury

Number of Contracts to 8(a) Firms



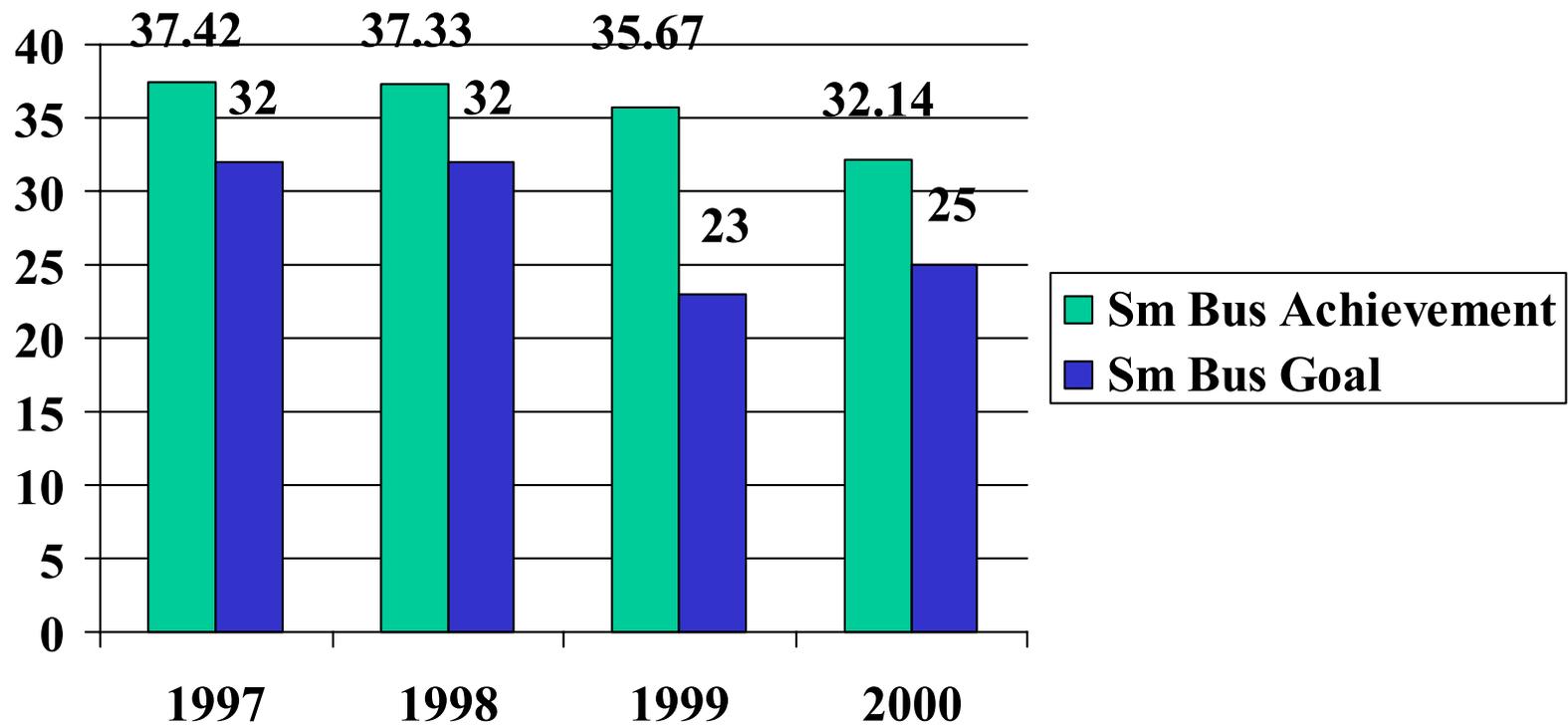
U.S. Department of the Treasury

Number of Contracts to Women-Owned Businesses



Department of the Treasury

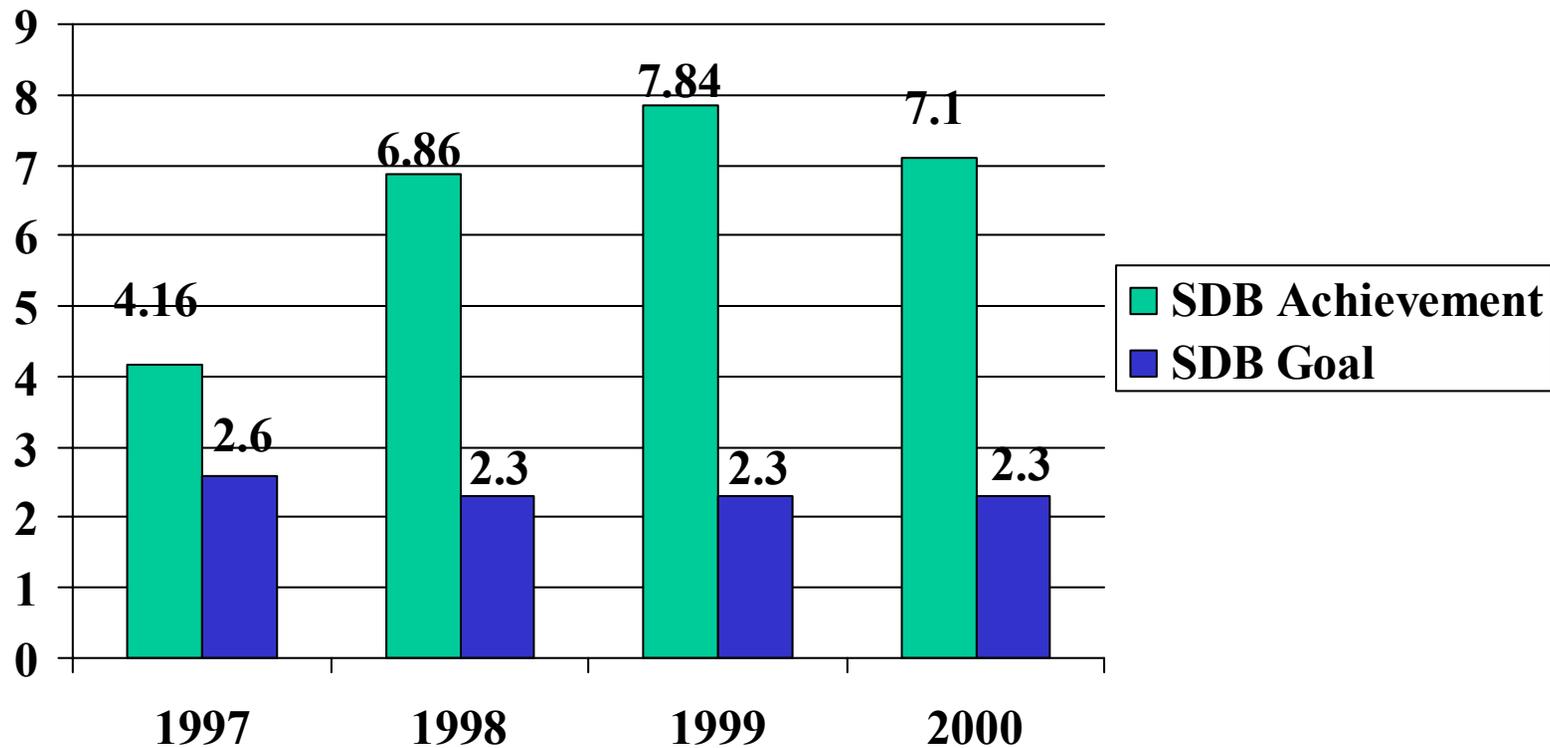
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of the Treasury

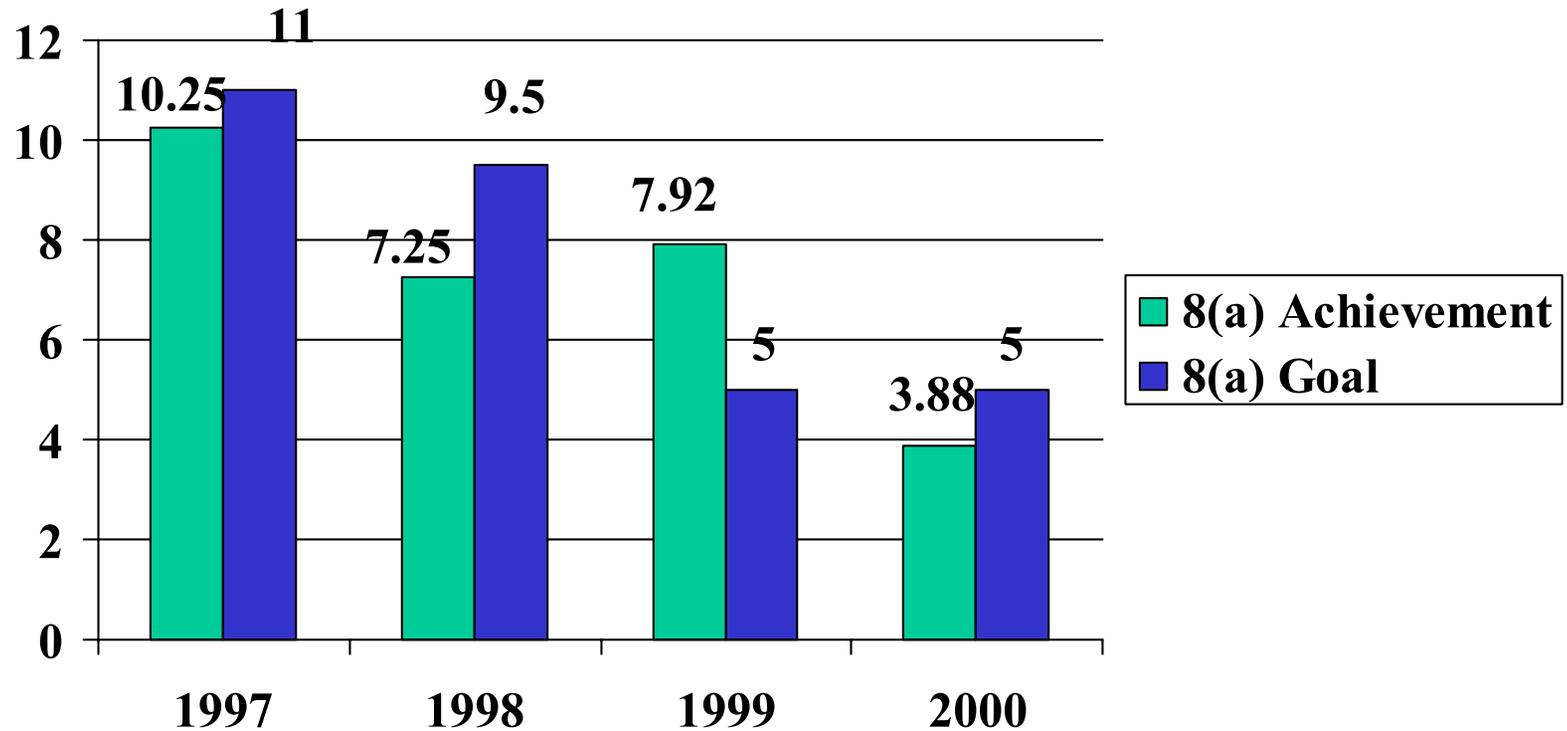
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of the Treasury

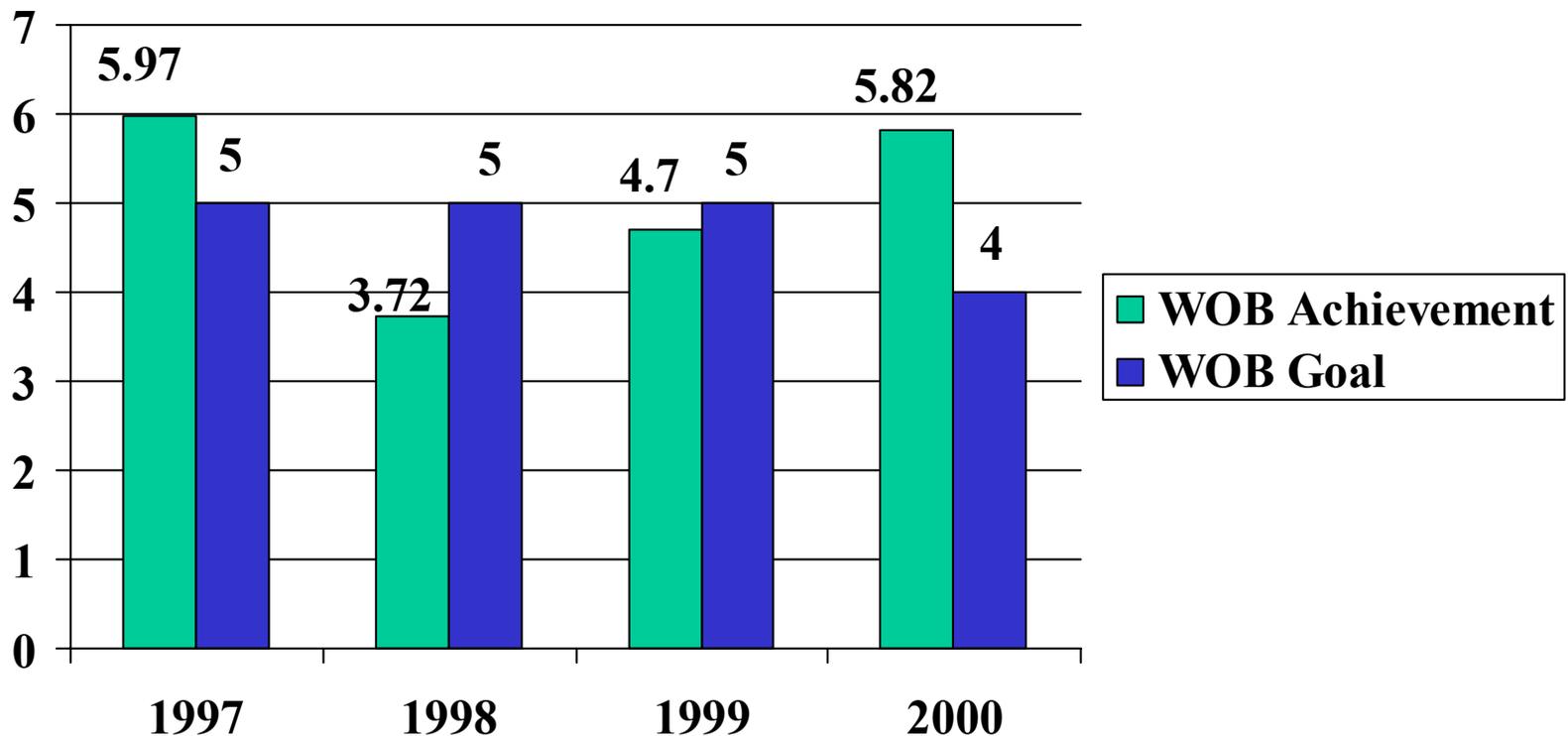
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of the Treasury

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Transportation

Procurement Dollar Analysis

The Department of Transportation (Transportation) had a decrease in procurement activity from 1994 to 1997 as follows: 1994 - \$2.2 billion, 1995 - \$2.13 billion, 1996 - \$2.1 billion, and 1997 - \$1.8 billion. There was an increase in 1998 to \$1.9 billion. In 1999, Transportation showed a decrease to \$1.8 billion. Figures for 2000 show that Transportation had an increase to nearly \$1.9 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by Transportation has decreased from 68,673 in 1998 to 44,734 in 1999. In 2000, Transportation awarded 31,495 contracts to small businesses. The total percentage decrease from 1998 to 2000 was over 54 percent.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by Transportation has decreased from 2,537 in 1998 to 1,482 in 1999. In 2000, Transportation awarded 886 contracts to small disadvantaged businesses. The total percentage decrease from 1998 to 2000 was over 65 percent.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by Transportation decreased from 2,287 in 1998 to 1,755 in 1999. In 2000, Transportation awarded 1,718 contracts to 8(a) firms. The total percentage decrease from 1998 to 2000 was nearly 25 percent.

Women-Owned Business

From 1998 to 2000, the number of contracts awarded to women-owned businesses by Transportation decreased from 3,590 in 1998 to 1,646 in 1999. In 2000, Transportation awarded 1,419 contracts to women-owned businesses. The total percentage decrease from 1998 to 2000 was over 60 percent.

Goal Achievement

Small Business Goal

Transportation exceeded its goal for doing business with small businesses from 1997 through 1999. Based on figures for 2000, Transportation again exceeded its small business goal. Transportation achieved 53.45 percent. Transportation's goal was 32 percent. Normally the grade would be an "A."

	1997	1998	1999	2000
SB Goal	30.5	30.5	30.5	32
SB Achievement	57.17	55.38	58.08	53.45

Based on the first three years of this study, the average achievement was nearly 57 percent. The average goal over the same period was 30.5 percent. Therefore, the letter grade would normally be dropped to a "B." However, as Transportation has set an unreasonably low goal for the past two years, Transportation will be further down-graded to a "C." Transportation has a small business goal for fiscal year 2001 of 32 percent.

Small Disadvantaged Business Goal

Transportation exceeded its goal for doing business with small disadvantaged businesses from 1997 through 1999. Based on figures for 2000, Transportation again exceeded its small disadvantaged business goal. Transportation achieved 4.91 percent. Transportation's goal was 3 percent. Normally the grade would be an "A." As the SDB goal of 3 percent is lower than the mandated goal of 5 percent, the letter grade would normally be dropped to a "B." However, as Transportation has set a goal below the statutory goal for the past two years, Transportation will be further down-graded to a "C." For fiscal year 2001, Transportation has a small disadvantaged business goal of 3 percent.

8(a) Program Goal

Transportation exceeded its 8(a) Program goal from 1997 through 1999. Based on figures for 2000, Transportation again achieved its 8(a) Program goal. Transportation achieved 12.8 percent. Transportation's goal was 11.5 percent. As Transportation's achievement exceeded its goal, the grade would normally be an "A."

	1997	1998	1999	2000
8(a) Goal	11.5	11.5	11.5	11.5
8(a) Achievement	14.05	14.26	12.44	12.8

Based on the first three years of this study, the average achievement was over 13.58 percent. The average goal over the same period was 11.5 percent. Therefore, the letter grade would normally be dropped to a “B.” However, as Transportation has set an unreasonably low goal for the past two years, Transportation will be further down-graded to a “C.” For fiscal year 2001, Transportation has an 8(a) Program goal of 11.5 percent.

Women-Owned Business Goal

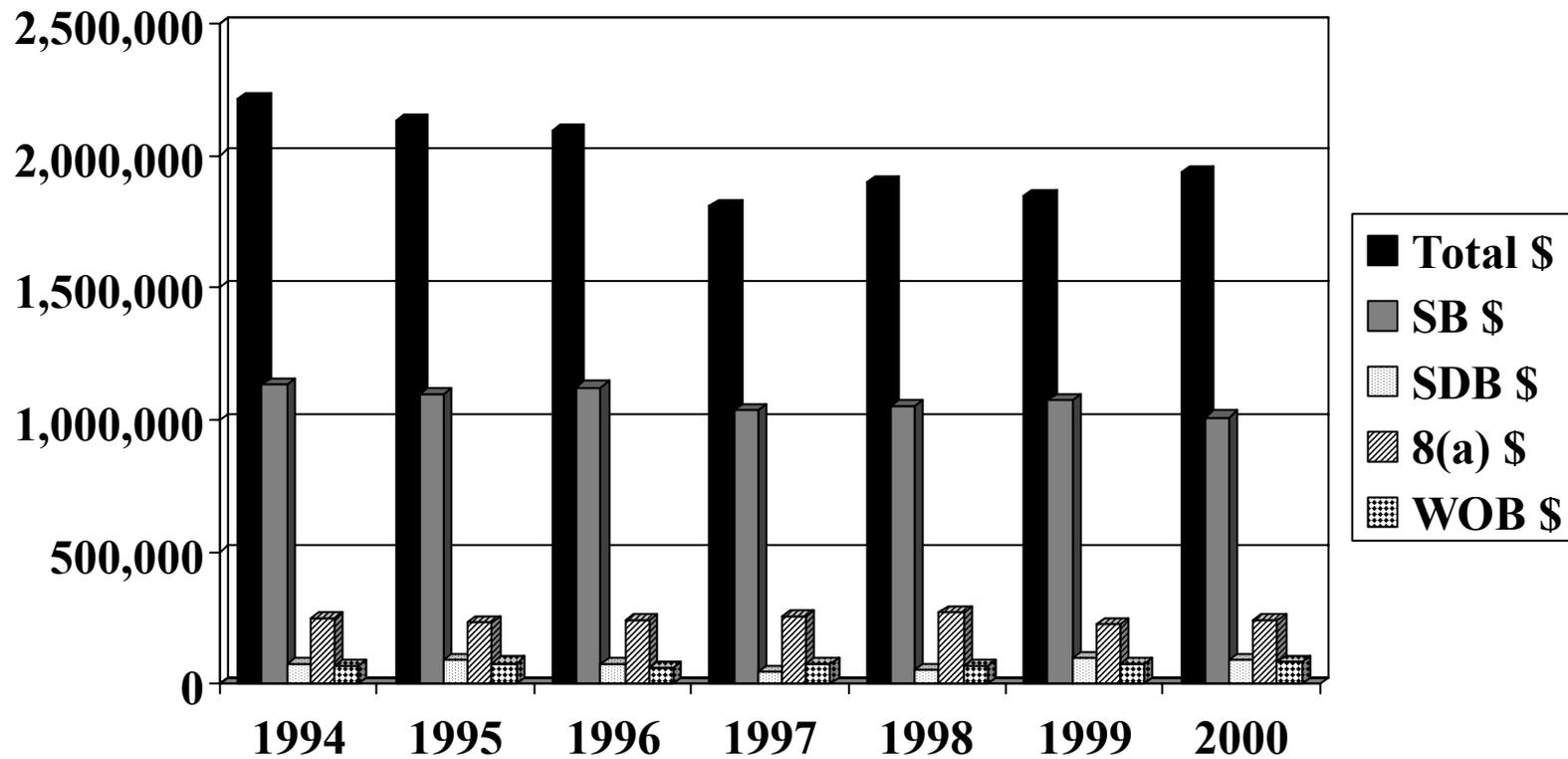
Transportation has not achieved its women-owned business goal from 1997 through 1999. Based on figures for 2000, Transportation again did not achieve its goal. Transportation achieved 4.45 percent versus a 5 percent goal. As Transportation achieved 89 percent of its goal, the grade will be a “B.” Transportation has a women-owned business goal for fiscal year 2001 of 5 percent.

Overall Grade

Small Business Goal	C 2 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	C 2 points
Women-Owned Business Goal	B 3 points
Average Grade	C- 2.25 points

With a “C” in the Small Business Goal, a “C” in the Small Disadvantaged Business Goal, a “C” in the 8(a) Program goal, and a “B” in the Women-Owned Business Goal, with all categories weighed equally, the Department of Transportation has an overall point total of 2.25 points, for a grade of “C-.”

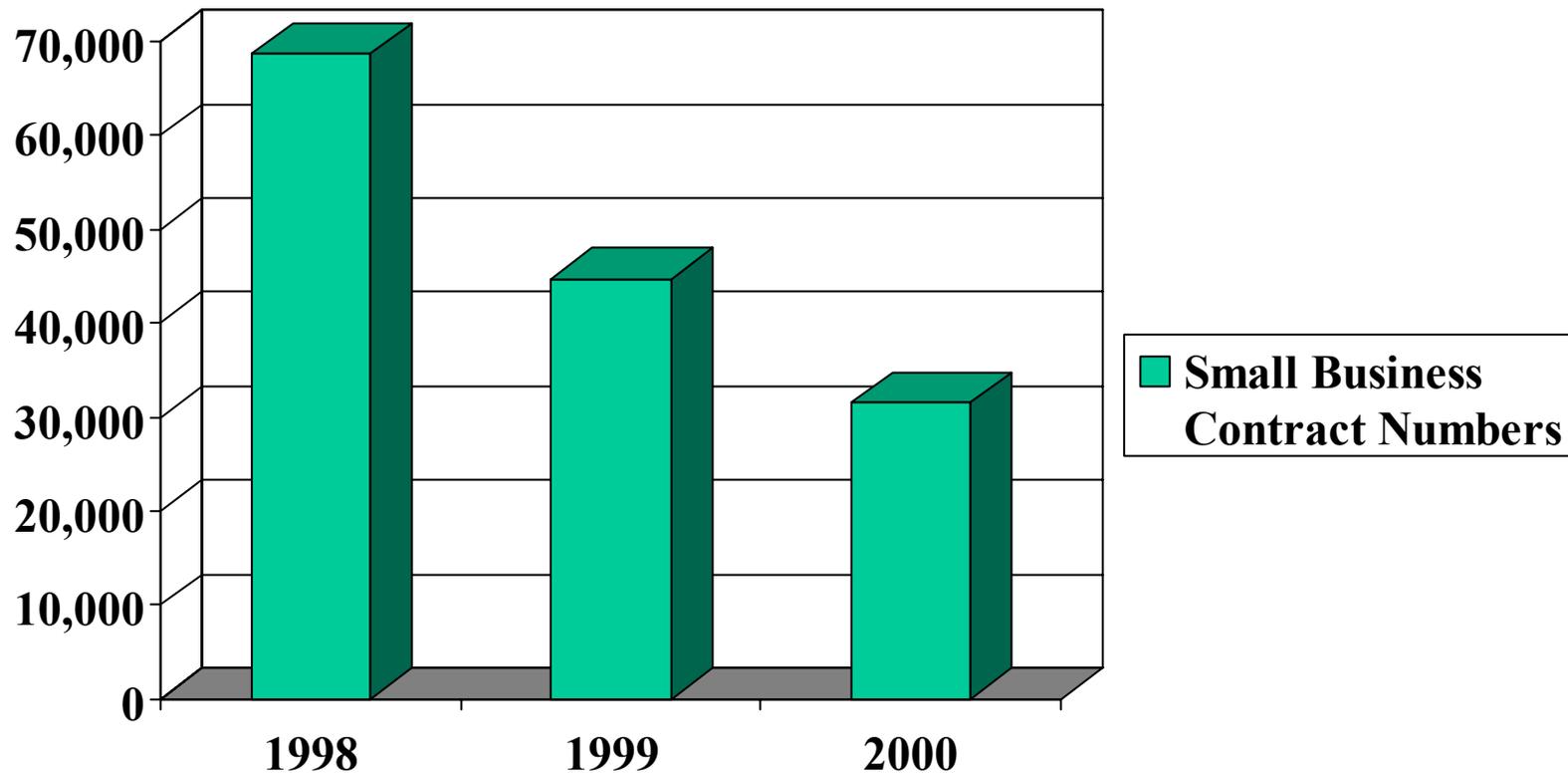
Department of Transportation Procurement Dollars



Dollars are expressed in millions.

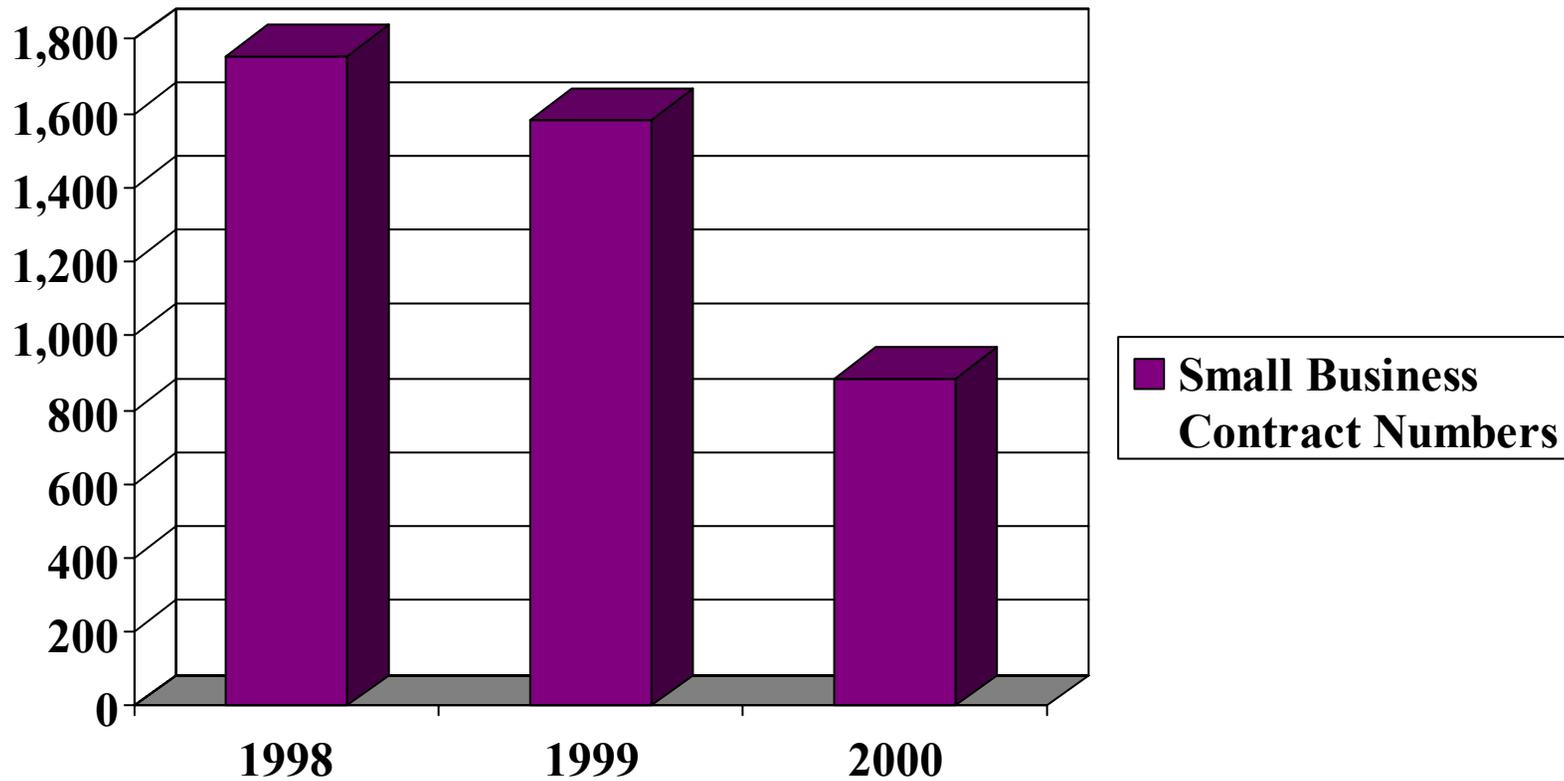
U.S. Department of Transportation

Number of Contracts to Small Businesses



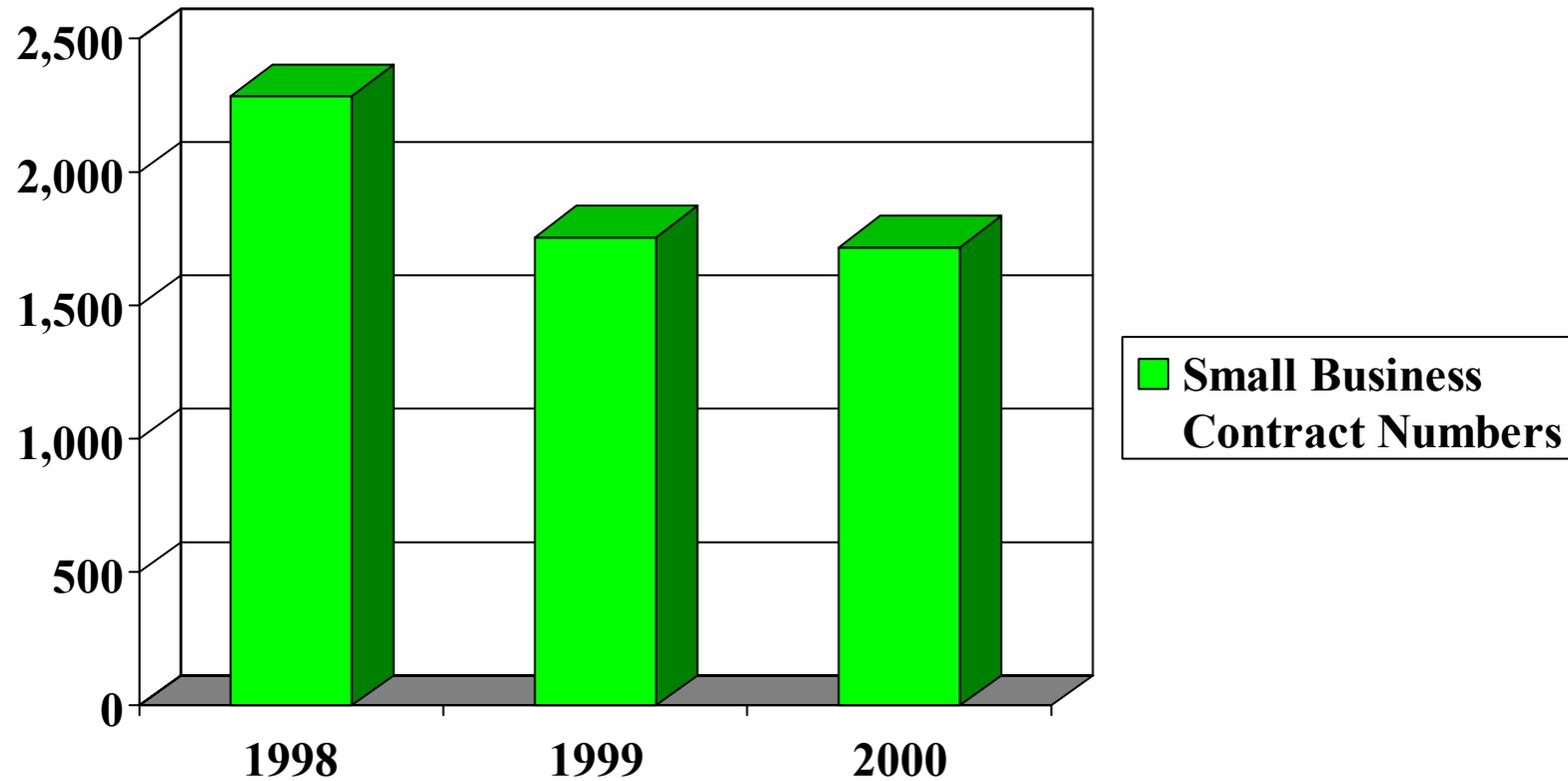
U.S. Department of Transportation

Number of Contracts to Small Disadvantaged Businesses



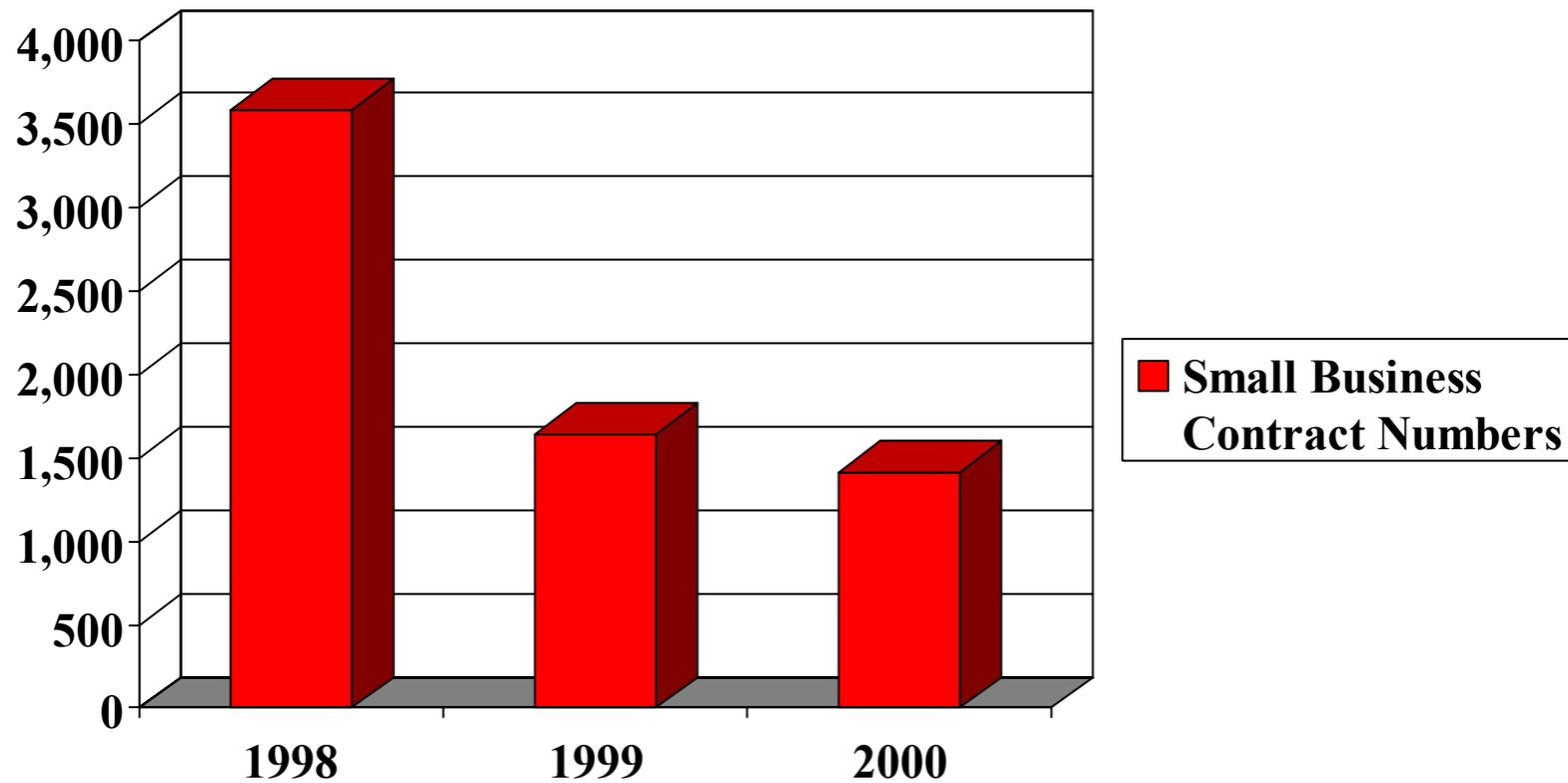
U.S. Department of Transportation

Number of Contracts to 8(a) Firms

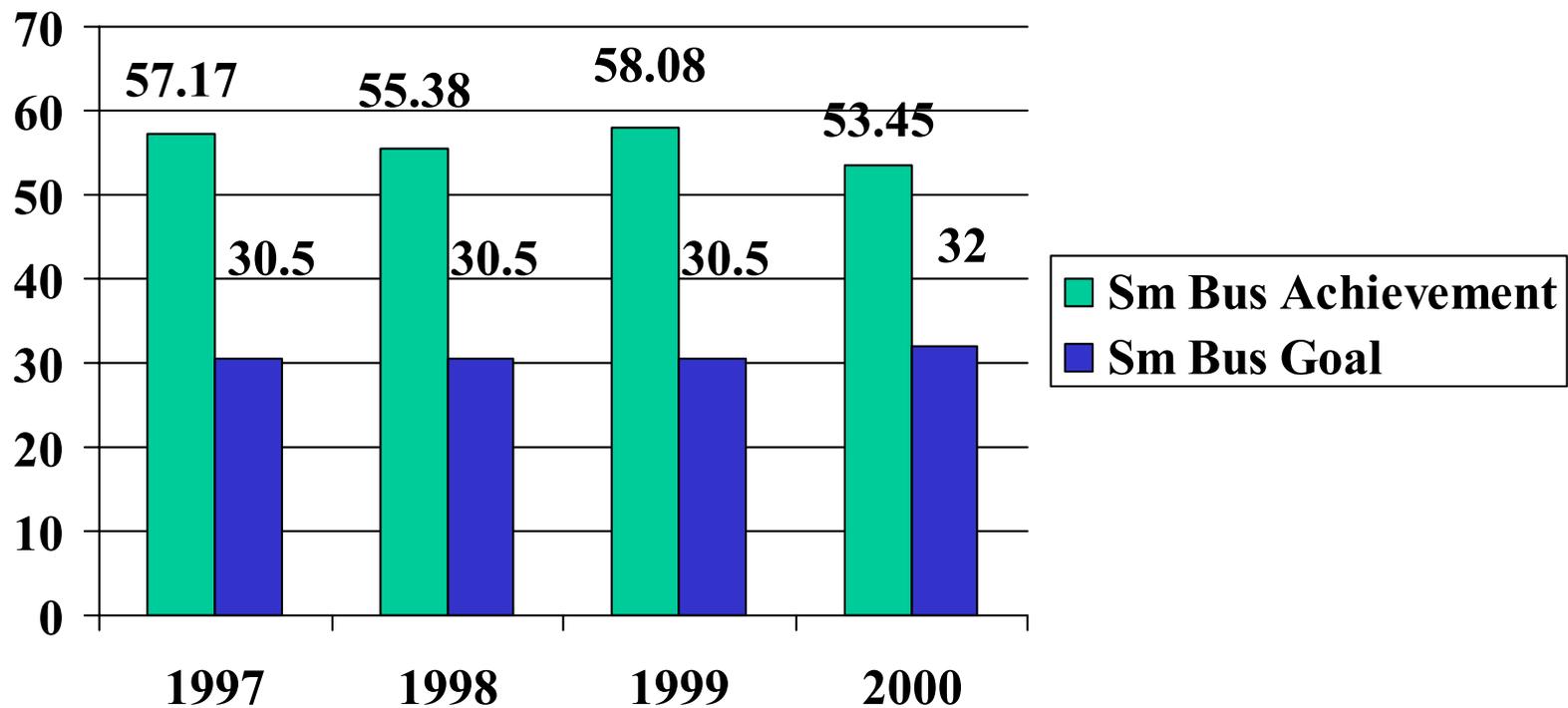


U.S. Department of Transportation

Number of Contracts to Women-Owned Businesses



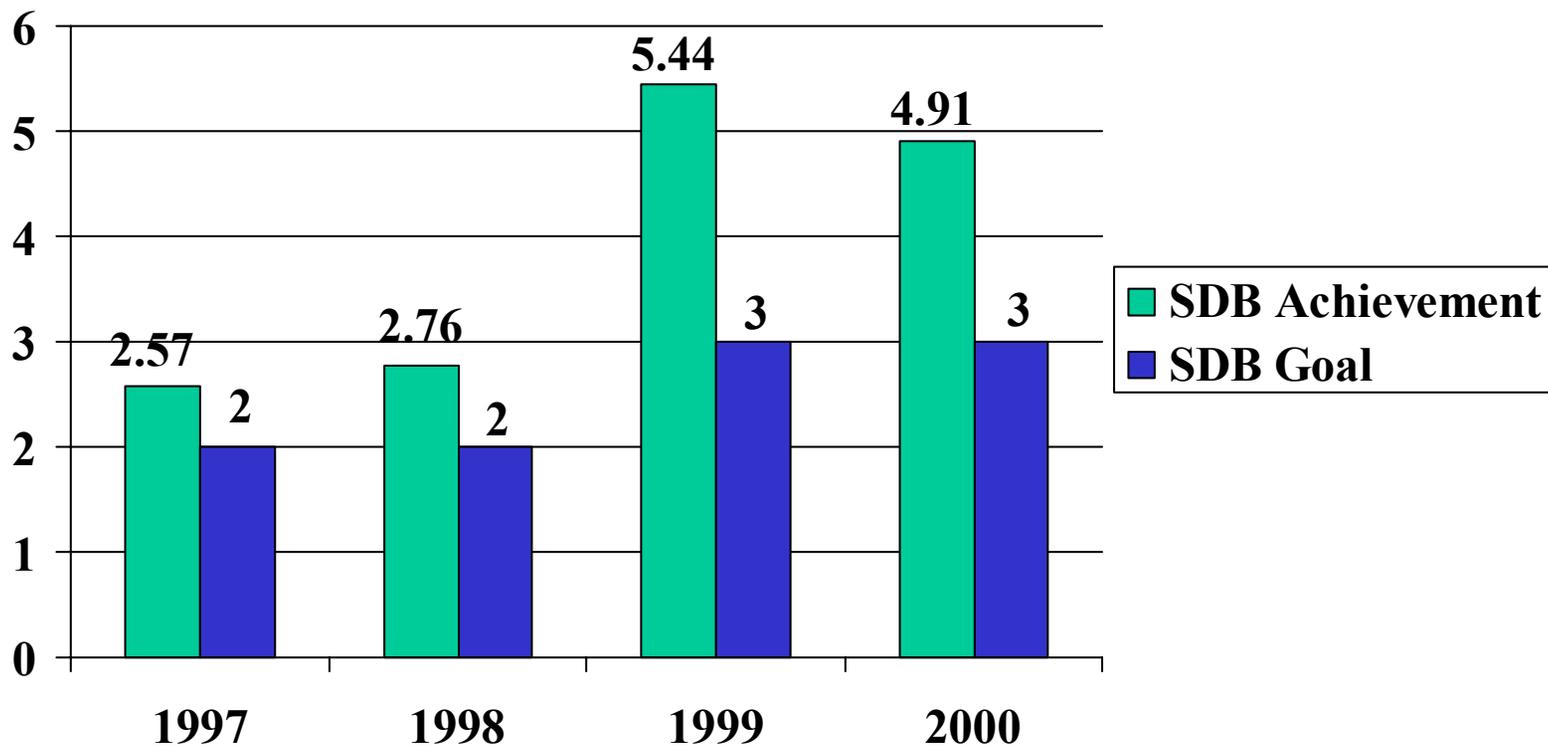
Department of Transportation Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Transportation

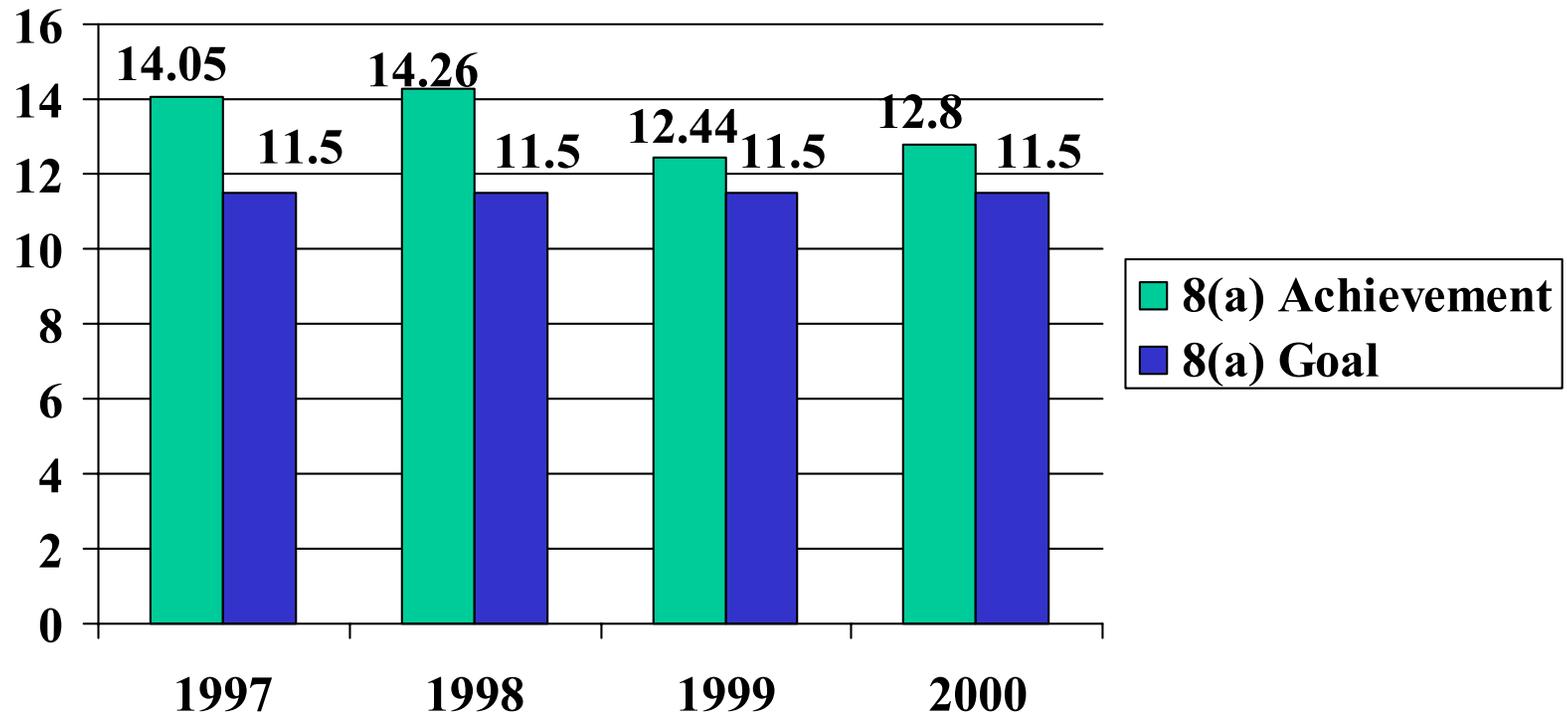
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Transportation

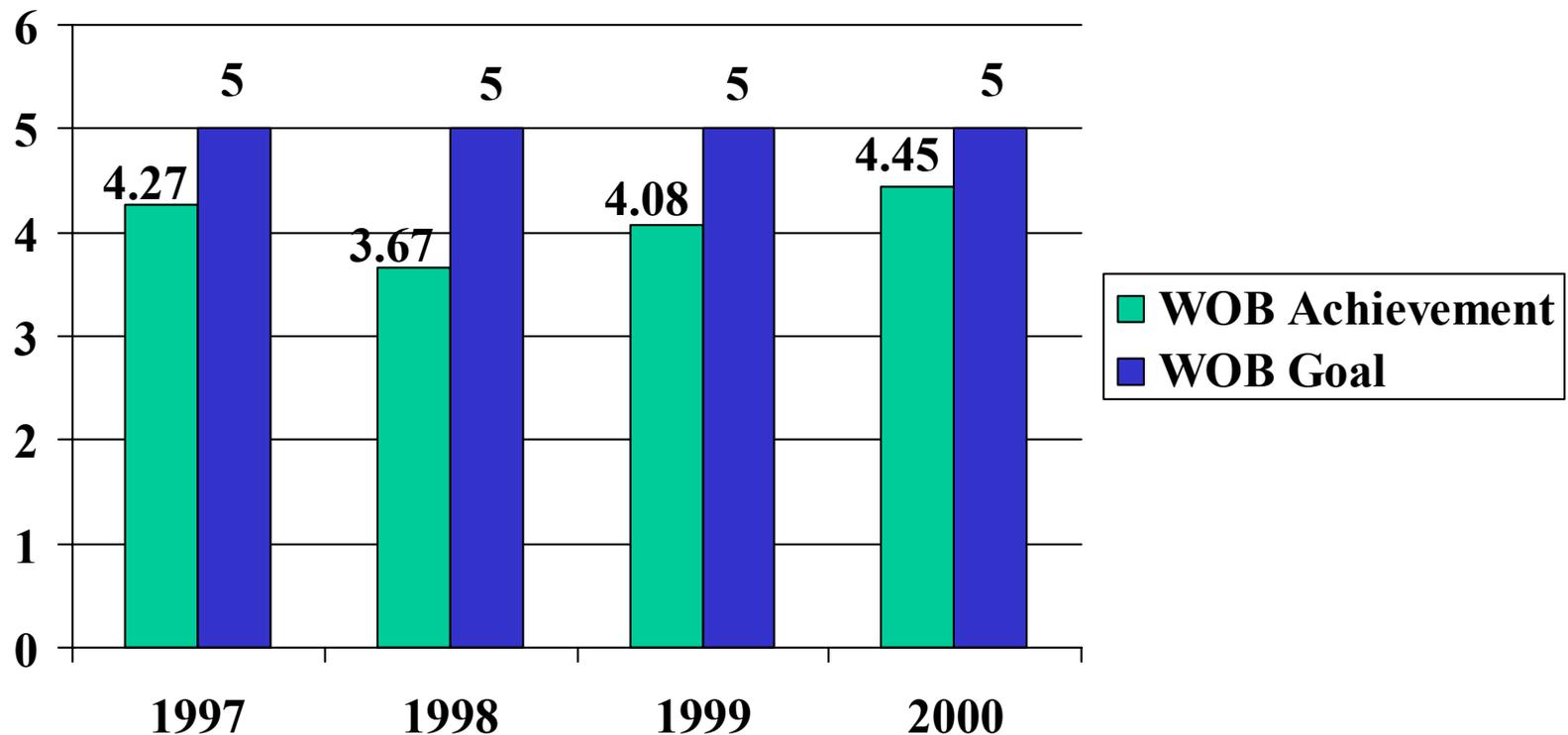
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Transportation

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Commerce

Procurement Dollar Analysis

The Department of Commerce (Commerce) had procurement activity of \$906 million. In 1995, activity increased to \$1.17 billion. A decrease occurred in 1996 and 1997 as follows: 1996 - \$977 million and 1997 - \$905 million. Activity in 1998 increased to \$1.18 billion. In 1999, an increase occurred to \$1.2 billion. Based on 2000 figures, Commerce shows an increase in procurement volume to \$1.9 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by Commerce increased from 39,785 in 1998 to 34,863 in 1999. In 2000, Commerce awarded 27,697 contracts to small businesses. The total percentage decrease from 1998 to 2000 was over 30 percent.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses increased from 1,371 in 1998 to 1,444 in 1999. In 2000, Commerce awarded 1,544 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by Commerce increased from 1,185 in 1998 to 1,205 in 1999. In 2000, Commerce awarded 616 contracts to 8(a) firms.

Women-Owned Business

From 1998 to 2000, the number of contracts awarded to women-owned businesses by Commerce increased from 2,386 in 1998 to 2,417 in 1999. In 2000, Commerce awarded 2,821 contracts to women-owned businesses.

Goal Achievement

Small Business Goal

Commerce exceeded its goal for doing business with small businesses in 1997 and 1999, but did not achieve its goal in 1998. Based on figures for 2000, Commerce did not achieve its small business goal. Commerce achieved 33.61 percent. Commerce's goal was 40 percent. As Commerce achieved 84 percent of its goal, the grade will be a "B." Commerce's small business goal for fiscal year 2001 is 40 percent.

Small Disadvantaged Business Goal

Commerce did not meet its goal for doing business with small disadvantaged businesses in 1997 and 1998. Commerce exceeded its goal in 1999. Based on figures for 2000, Commerce exceeded its small disadvantaged business goal. Commerce achieved 9.65 percent. Commerce's goal was 6 percent. As Commerce exceeded its goal, the grade will be an "A." For fiscal year 2001 Commerce has a small disadvantaged business goal of 6 percent.

8(a) Program Goal

Commerce exceeded its 8(a) Program goal in 1997 and 1998. Commerce did not achieve its goal in 1999. Based on figures for 2000, Commerce did not achieve its 8(a) goal. Commerce achieved 3.48 percent. Commerce's goal was 12 percent. As Commerce achieved only 29 percent of its goal, the grade will be an "F." Commerce has an 8(a) Program goal for fiscal year 2001 of 12 percent.

Women-Owned Business Goal

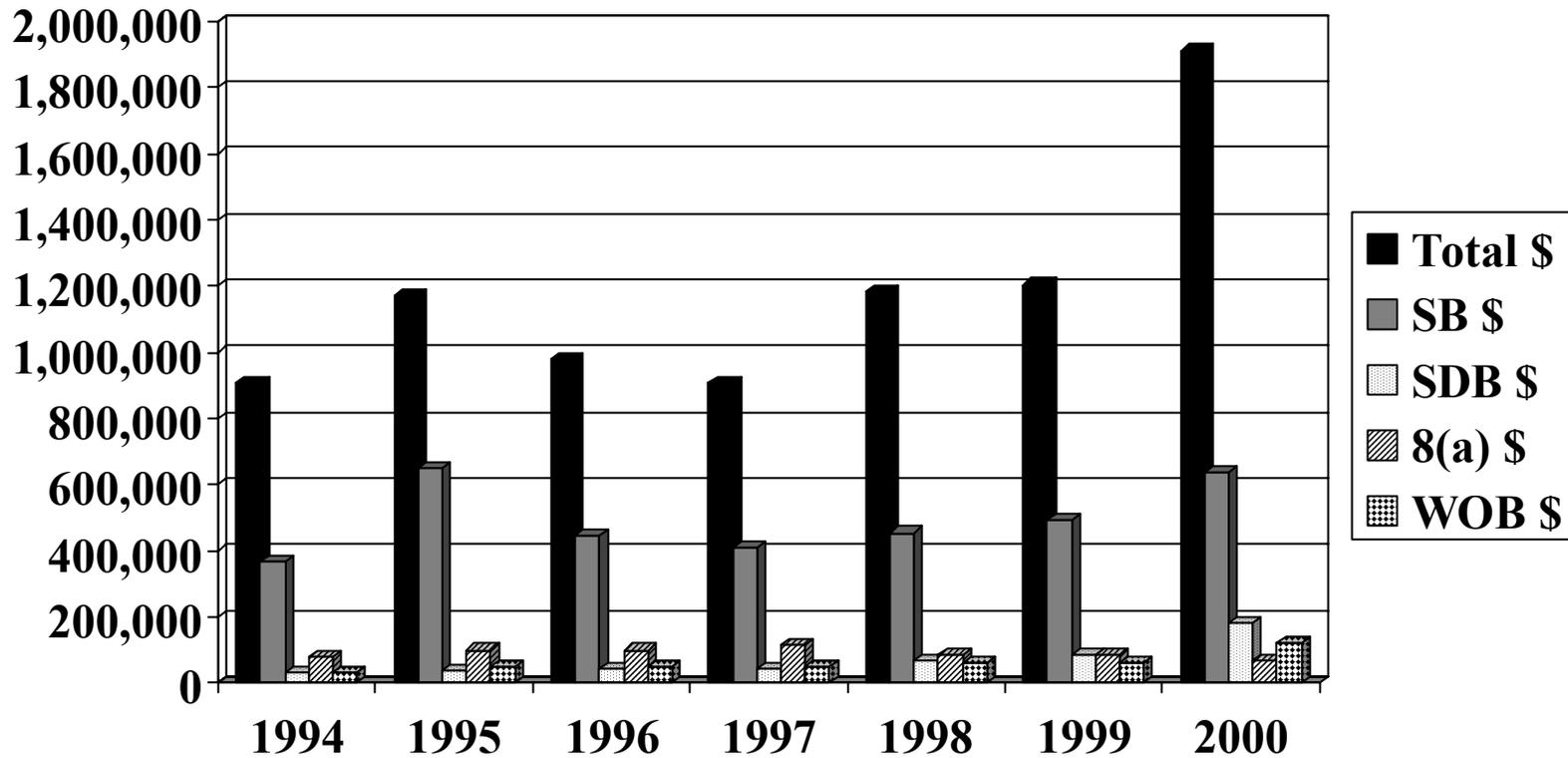
Commerce did not meet its women-owned business goal in 1997 and 1998. Commerce exceeded its goal in 1999. Based on figures for 2000, Commerce exceeded its goal. Commerce achieved 6.28 percent. Commerce's goal was 5 percent. As Commerce exceeded its goal, the grade will be an "A." Commerce has a women-owned business goal of 5 percent for fiscal year 2001.

Overall Grade

Small Business Goal	B 3 points
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	A 4 points
Average Grade	C 2.75 points

With a “B” in the Small Business Goal, an “A” in the Small Disadvantaged Business Goal, an “F” in the 8(a) Program goal, and an “A” in the Women-Owned Business Goal, with all categories weighed equally, the Department of Commerce has an overall point total of 2.75 points, for a grade of “C.”

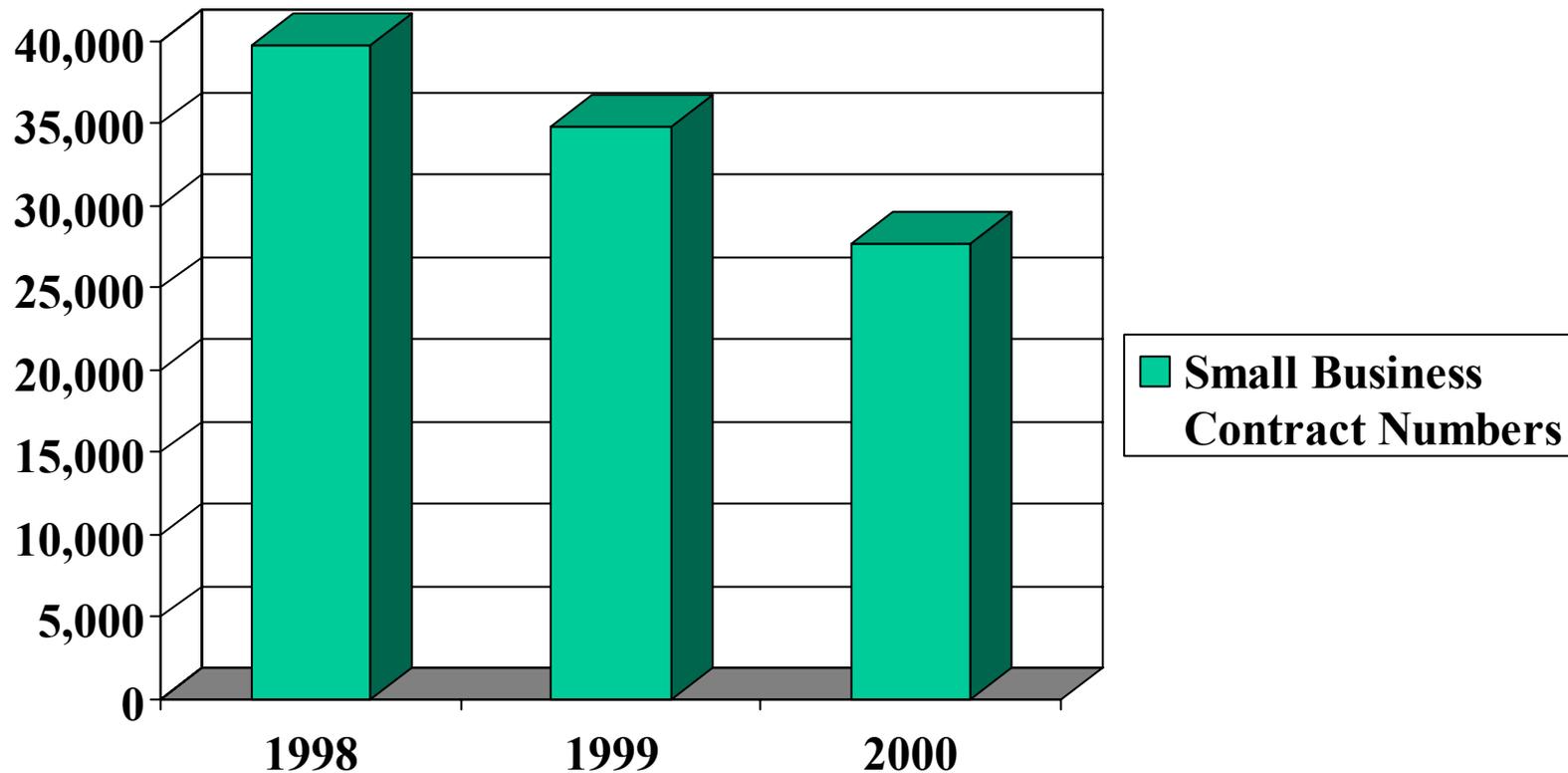
Department of Commerce Procurement Dollars



Dollars are expressed in millions.

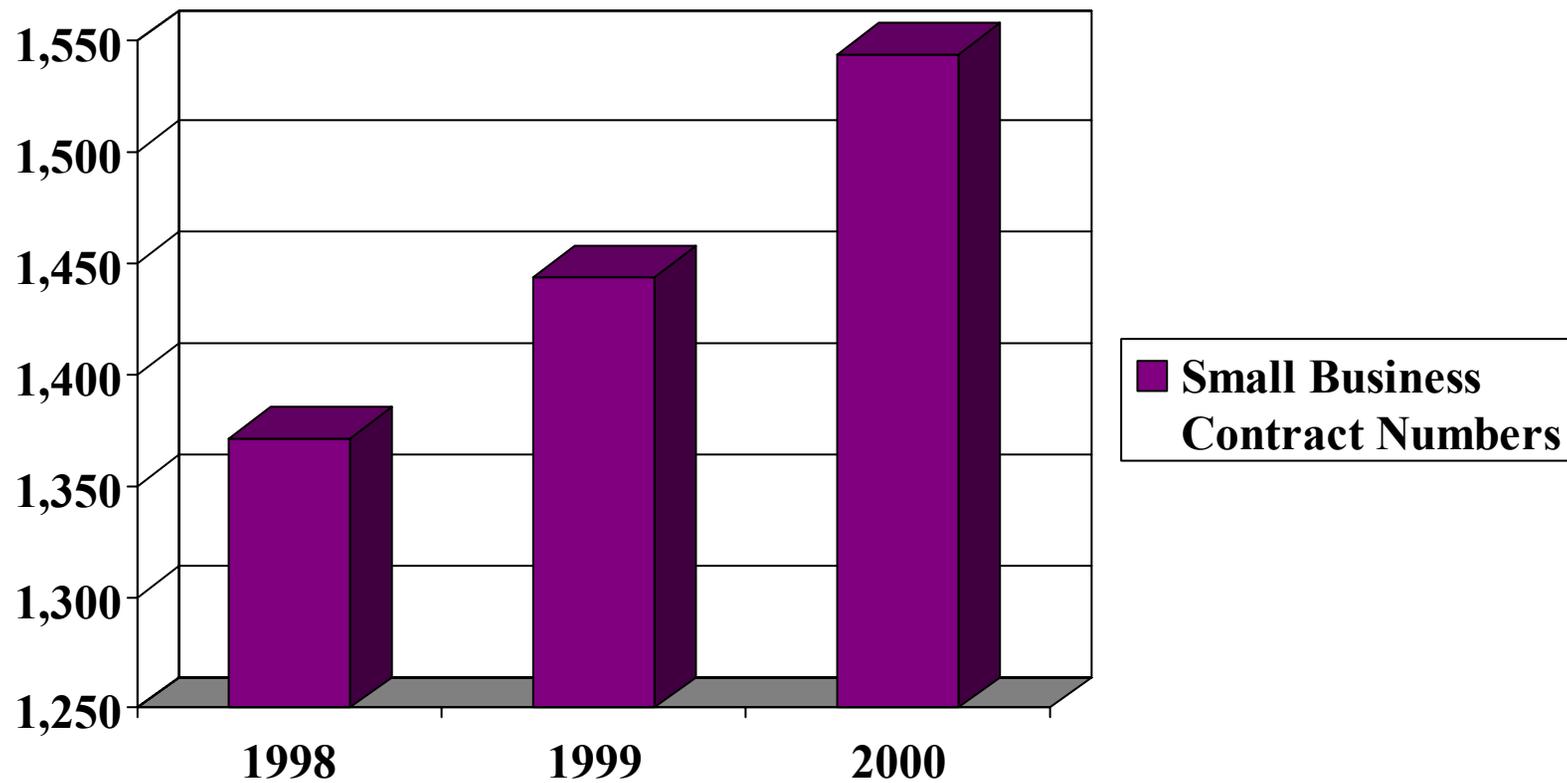
U.S. Department of Commerce

Number of Contracts to Small Businesses



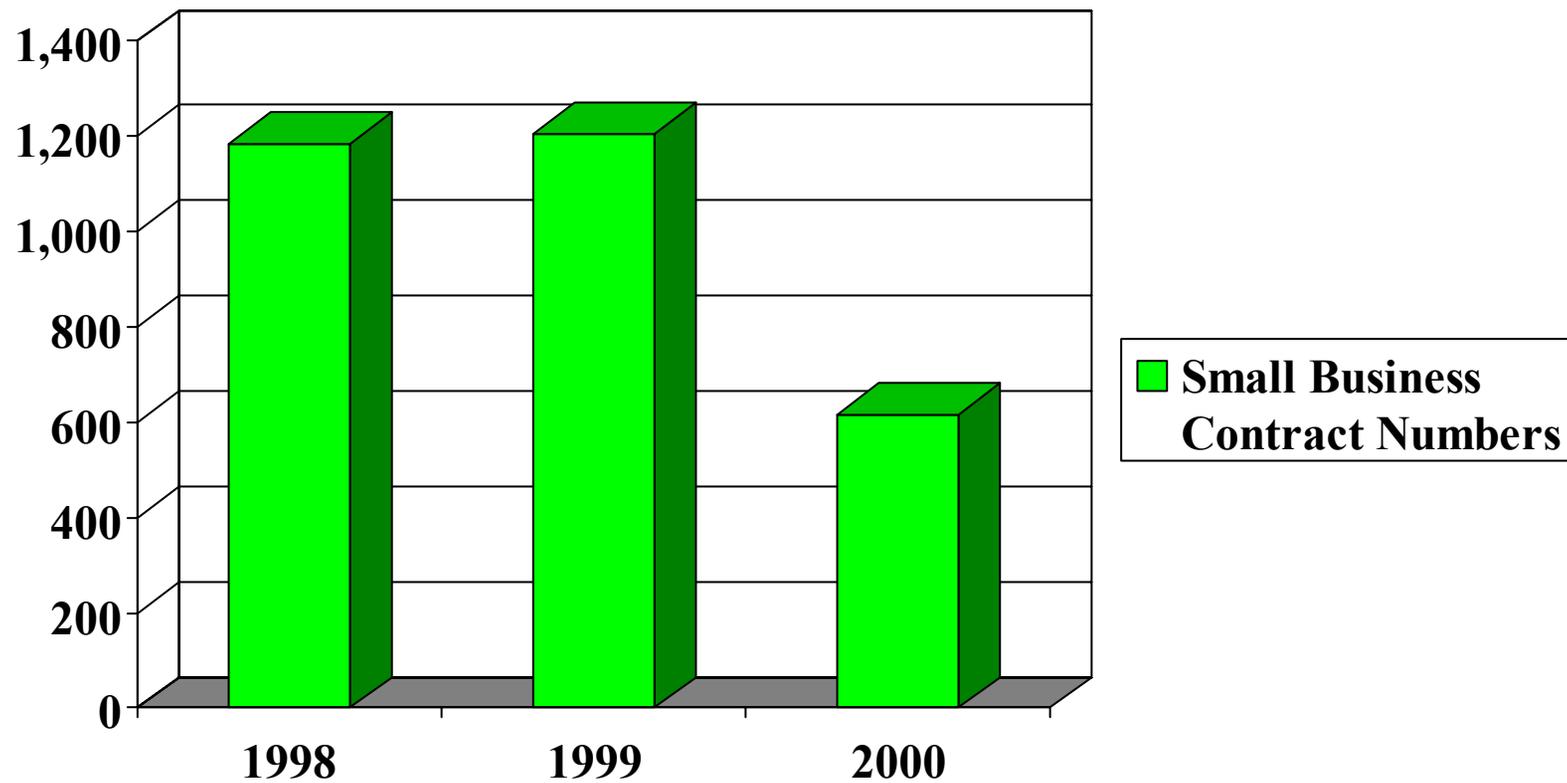
U.S. Department of Commerce

Number of Contracts to Small Disadvantaged Businesses



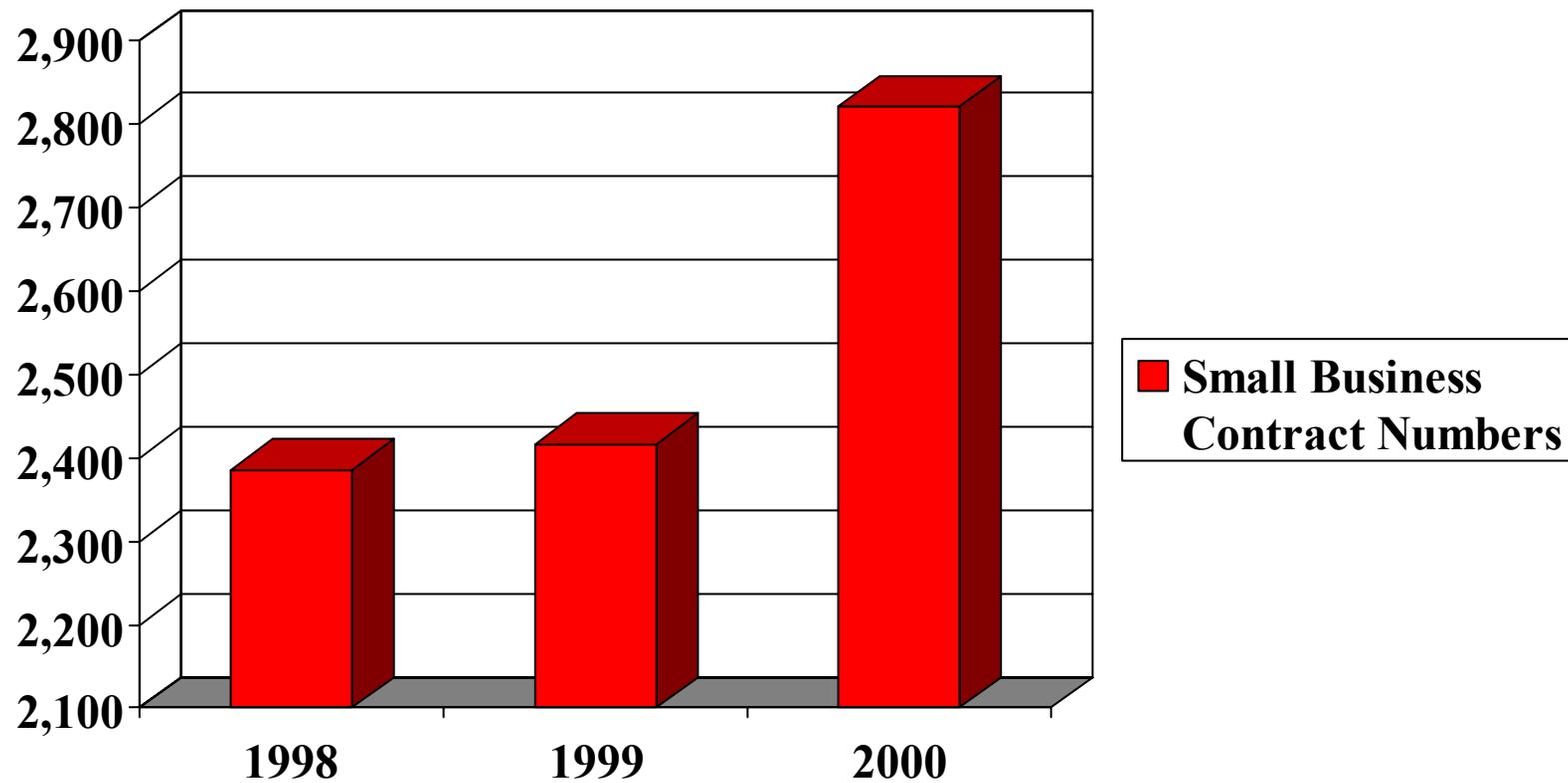
U.S. Department of Commerce

Number of Contracts to 8(a) Firms

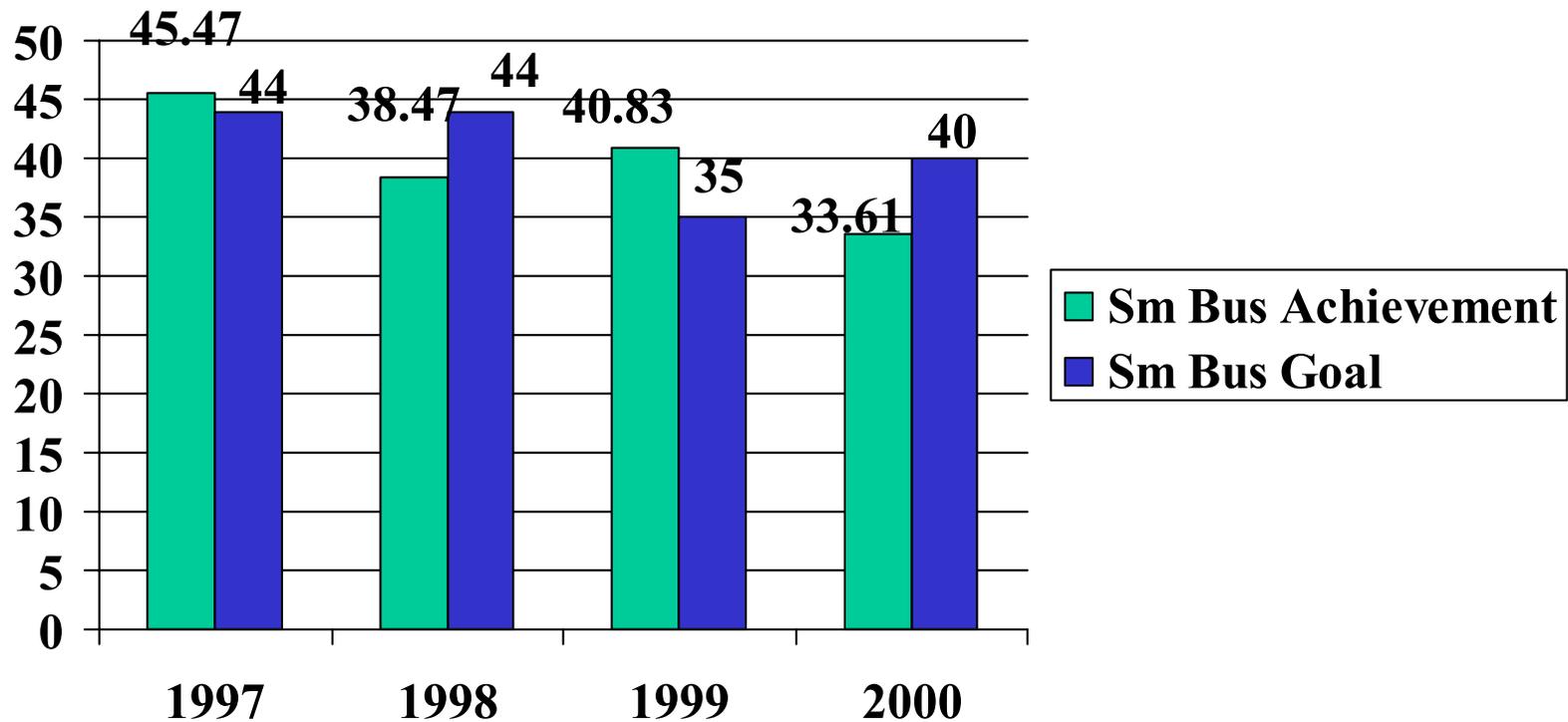


U.S. Department of Commerce

Number of Contracts to Women-Owned Businesses



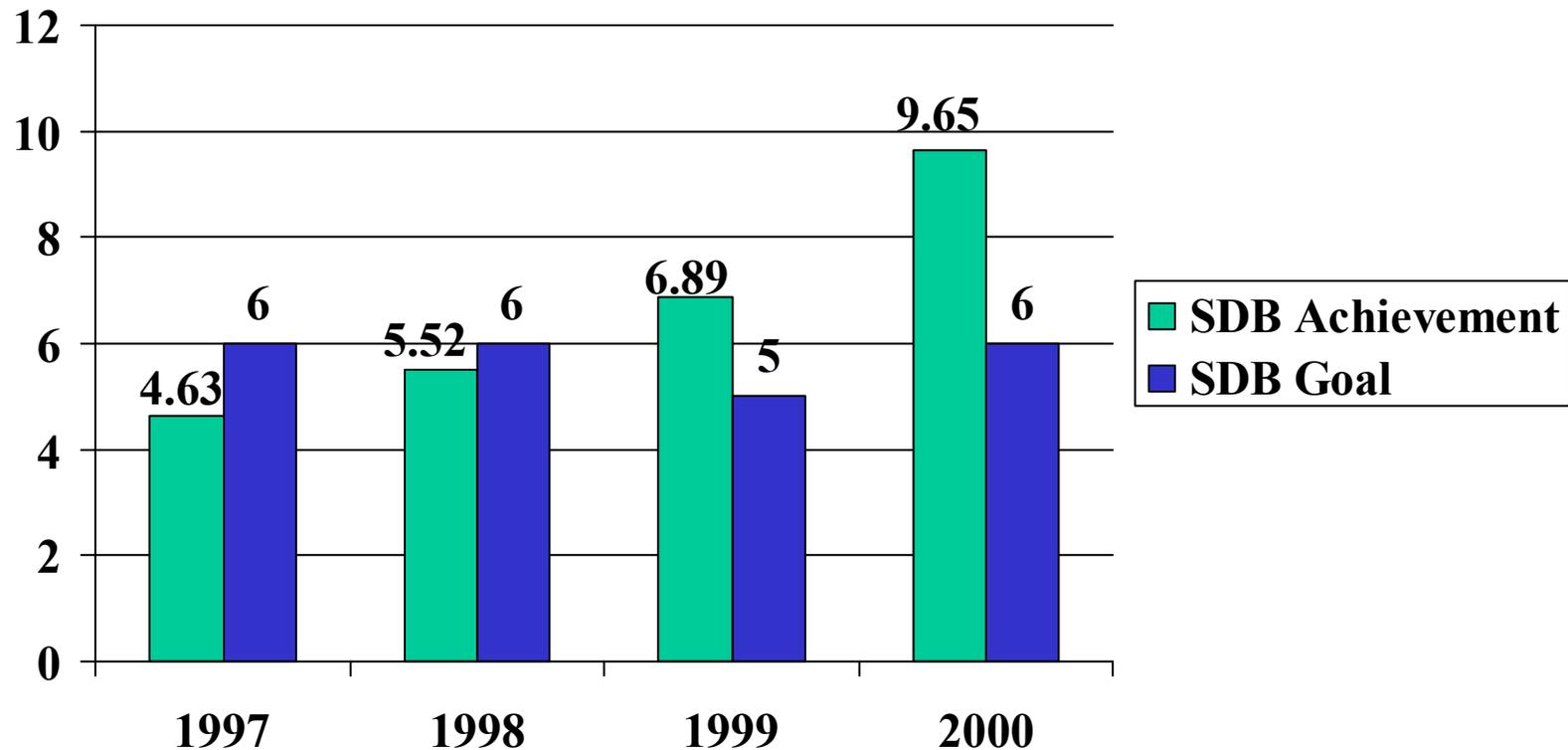
Department of Commerce Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Commerce

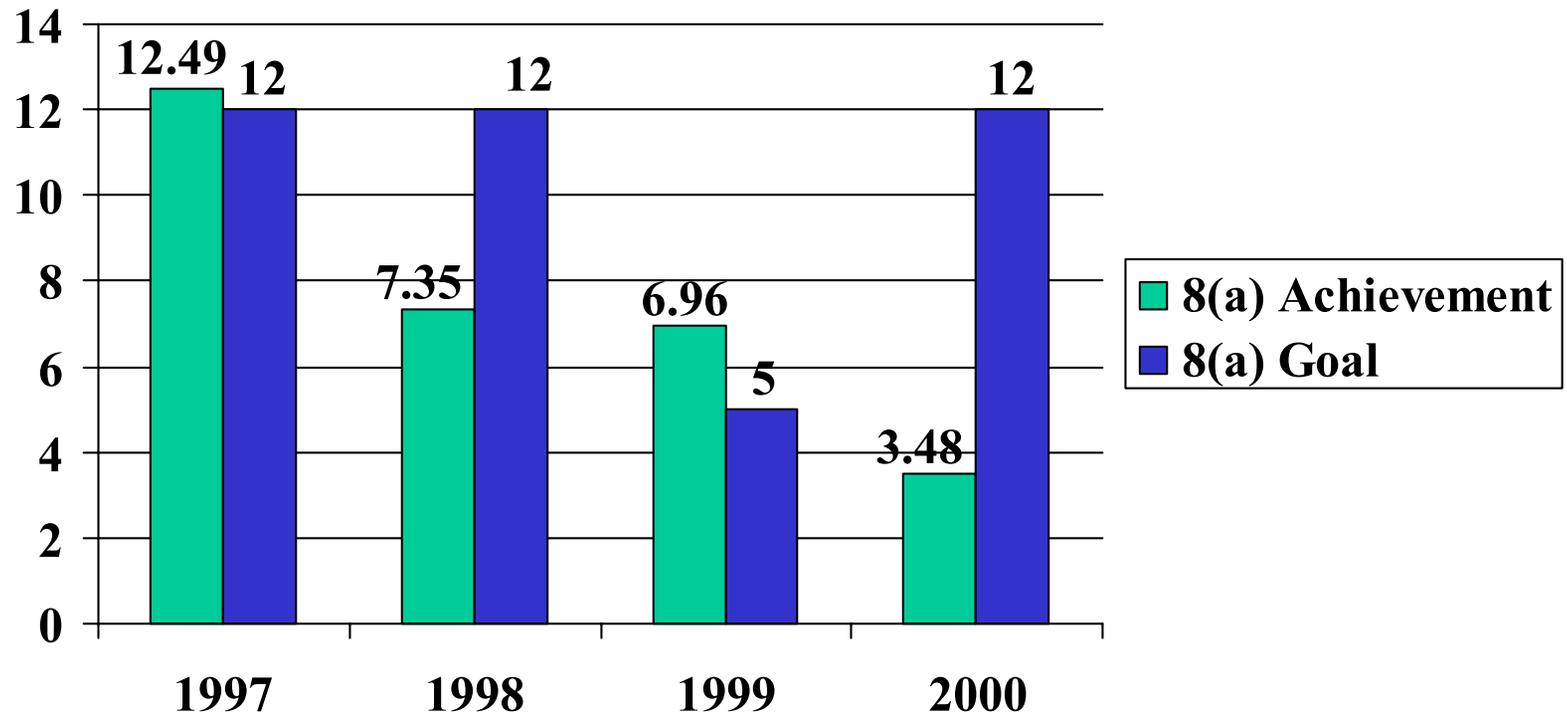
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Commerce

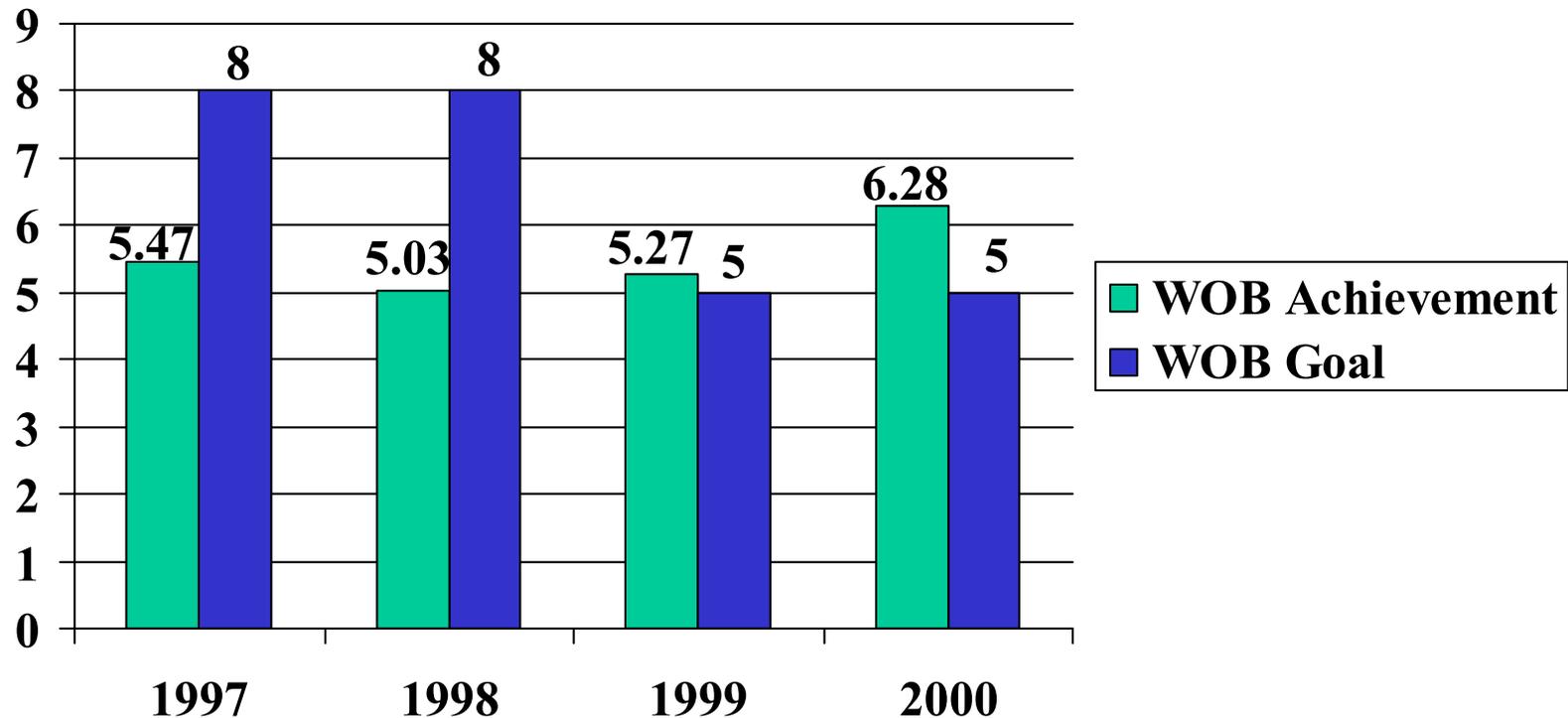
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Commerce

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of State

Procurement Dollar Analysis

The Department of State (State) had procurement activity of \$602.4 million in 1994. An increase occurred in 1995 to \$662.2 million. A decrease occurred in 1996 to \$536.8 million. Increases again occurred in 1997 and 1998 as follows: 1997 - \$557.9 million and 1998 - \$565.7 million. In 1999, State showed an increase in procurement activity to \$902.9 million. Based on 2000 figures, State again shows an increase in procurement activity to \$1,543.4 million.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by State increased from 5,988 in 1998, to 12,221 in 1999. In 2000, State awarded 11,569 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by State increased from 1,303 in 1998 to 1,631 in 1999. In 2000, State awarded 1,703 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by State increased from 494 in 1998 to 768 in 1999. In 2000, State awarded 510 contracts to 8(a) firms. The decrease from 1999 to 2000 was nearly 34 percent.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses increased from 2,450 in 1998 to 2,758 in 1999. In 2000, State awarded 2,559 contracts to women-owned businesses.

Goal Achievement

Small Business Goal

State did not achieve its small business goal in 1997 and 1998. State did achieve its goal in 1999. Based on figures for 2000, State exceeded its small business goal. State achieved 42.45 percent versus a 36.5 percent goal. Normally the grade would be an "A."

	1997	1998	1999	2000
SB Goal	43.9	43.9	35	36.5
SB Achievement	42.76	41.87	49.14	42.45

Based on the first three years of this study, the average achievement was 44.6 percent. The average goal over the same period was 40.9 percent. As State has an unreasonably low goal for 2000, the letter grade would normally be dropped to a "B." However, as State set an unreasonably low goal for the past two years, State will be further down-graded to a "C." For fiscal year 2000, State has a small business goal of 36.5 percent.

Small Disadvantaged Business Goal

State has not met its goal for doing business with small disadvantaged businesses from 1997 through 1999. Based on figures for 2000, State achieved its small disadvantaged business goal. State achieved 7.82 percent versus a 4 percent goal. As State exceeded its goal, the grade would normally be an "A." However, as State's goal of 4 percent was less than the statutory goal of 5 percent, State will be downgraded to a "B." For fiscal year 2001, State has a goal of 4 percent.

8(a) Program Goal

State exceeded its 8(a) Program goal from 1997 through 1999. Based on figures for 2000, State again exceeded its 8(a) Program goal. State achieved 14.46 percent. State's goal was 8.8 percent. Normally, the grade would be an "A."

	1997	1998	1999	2000
8(a) Goal	8.8	8.8	8.8	8.8
8(a) Achievement	11.8	12.29	21.59	14.46

Based on the first three years of this study, the average achievement was over 15 percent. The average goal over the same period was 8.8 percent. Therefore, the letter grade would normally be dropped to a "B." However, as State set an unreasonably low goal for the past two years, State will be further down-graded to a "C." For fiscal year 2001, State has an 8(a) Program goal of 8.8 percent.

Women-Owned Business Goal

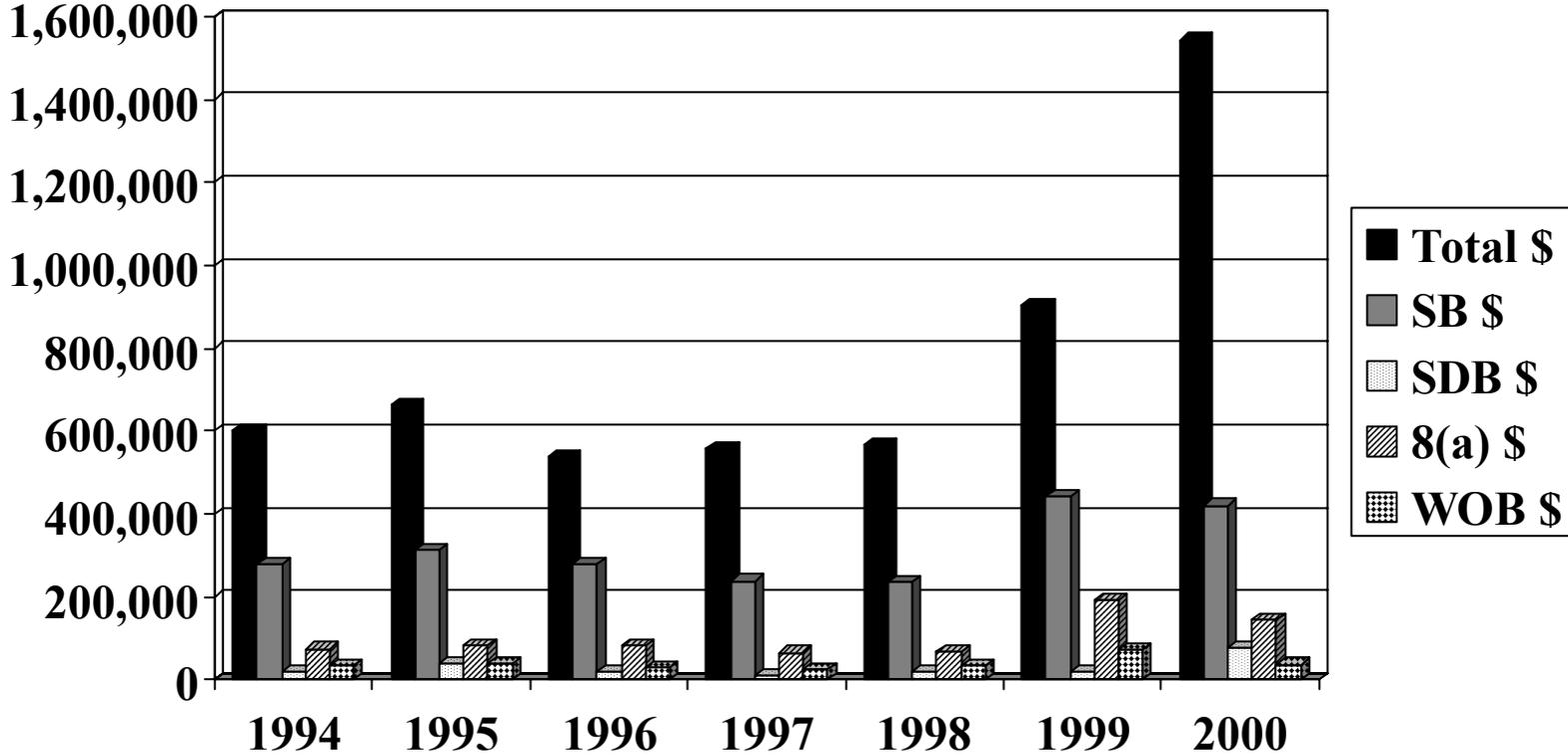
State did not achieve its women-owned business goal in 1997. However, State did achieve its goal in 1998 and 1999. Based on figures for 2000, State did not achieve its goal. State achieved 3.72 percent. State's goal was 5 percent. As State achieved 74.4 percent of its goal, the grade will be a "C." State has a women-owned business goal for fiscal year 2001 of 5 percent.

Overall Grade

Small Business Goal	C 2 points
Small Disadvantaged Business Goal	B 3 points
8(a) Program Goal	C 2 points
Women-Owned Business Goal	C 2 points
Average Grade	C- 2.25 points

With a "C" in the Small Business Goal, a "B" in the Small Disadvantaged Business Goal, a "C" in the 8(a) Program goal, and a "C" in the Women-Owned Business Goal, with all categories weighed equally, the Department of State has an overall point total of 2.25 points, for a grade of "C-."

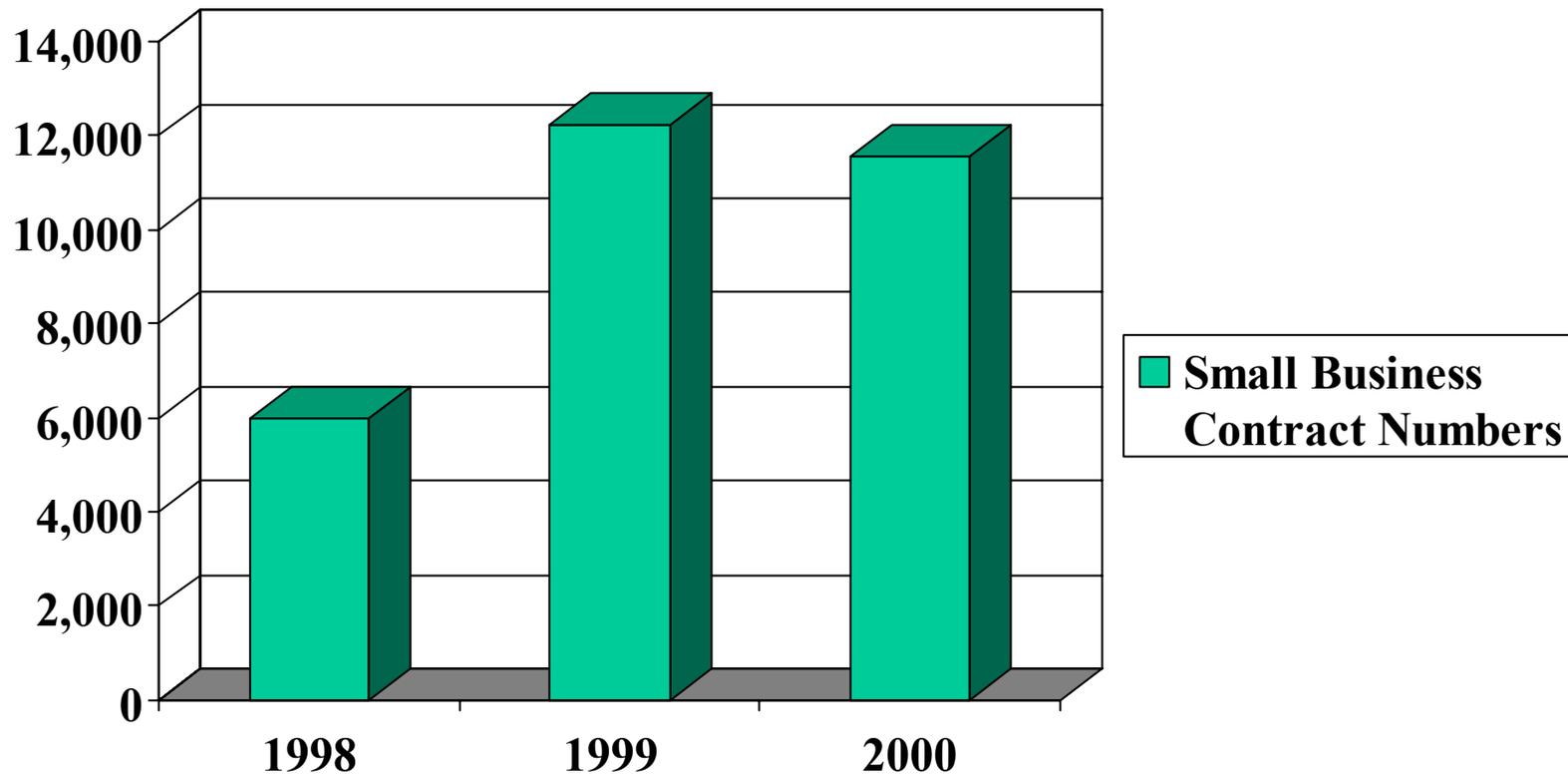
Department of State Procurement Dollars



Dollars are expressed in millions.

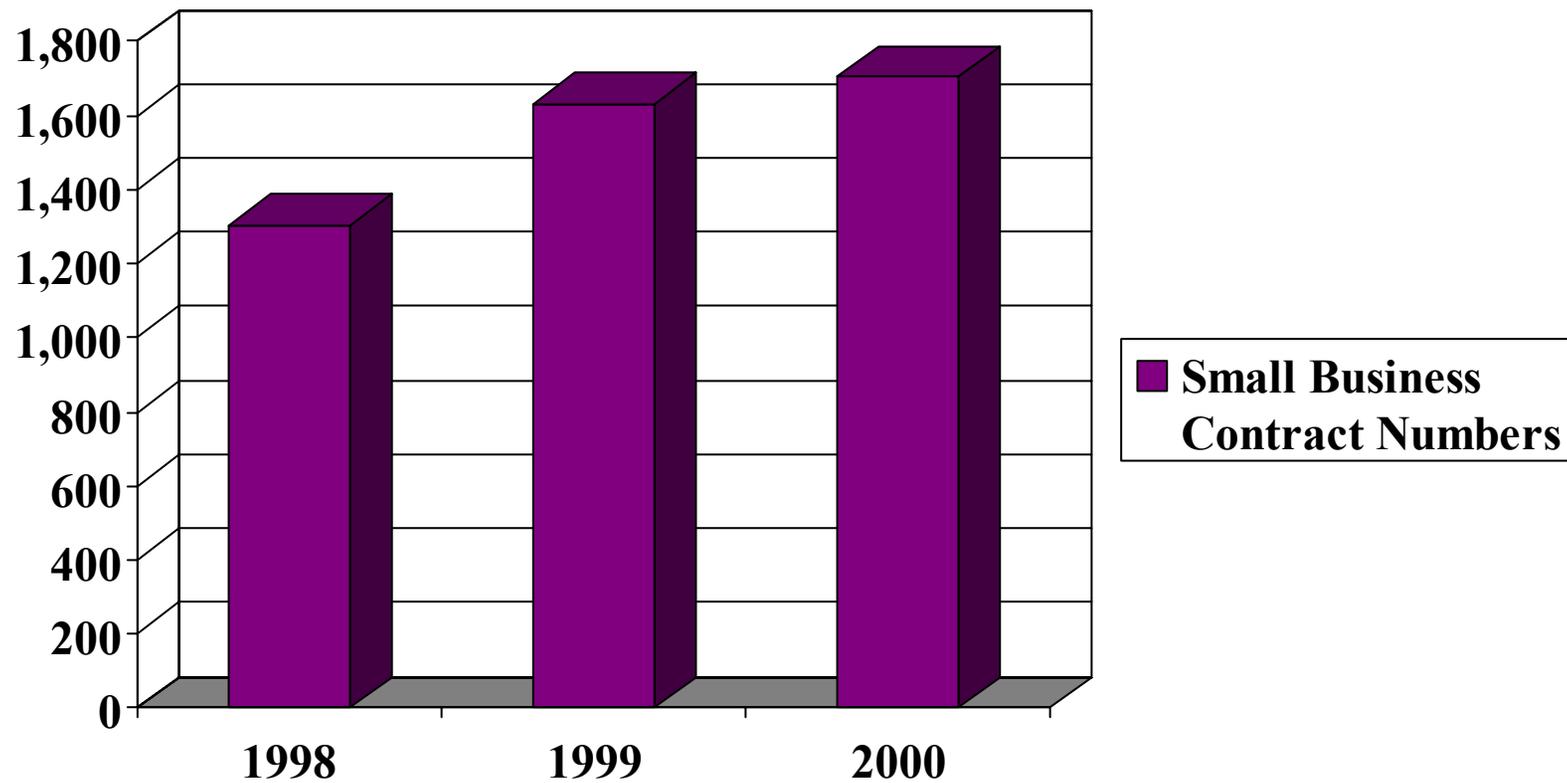
U.S. Department of State

Number of Contracts to Small Businesses



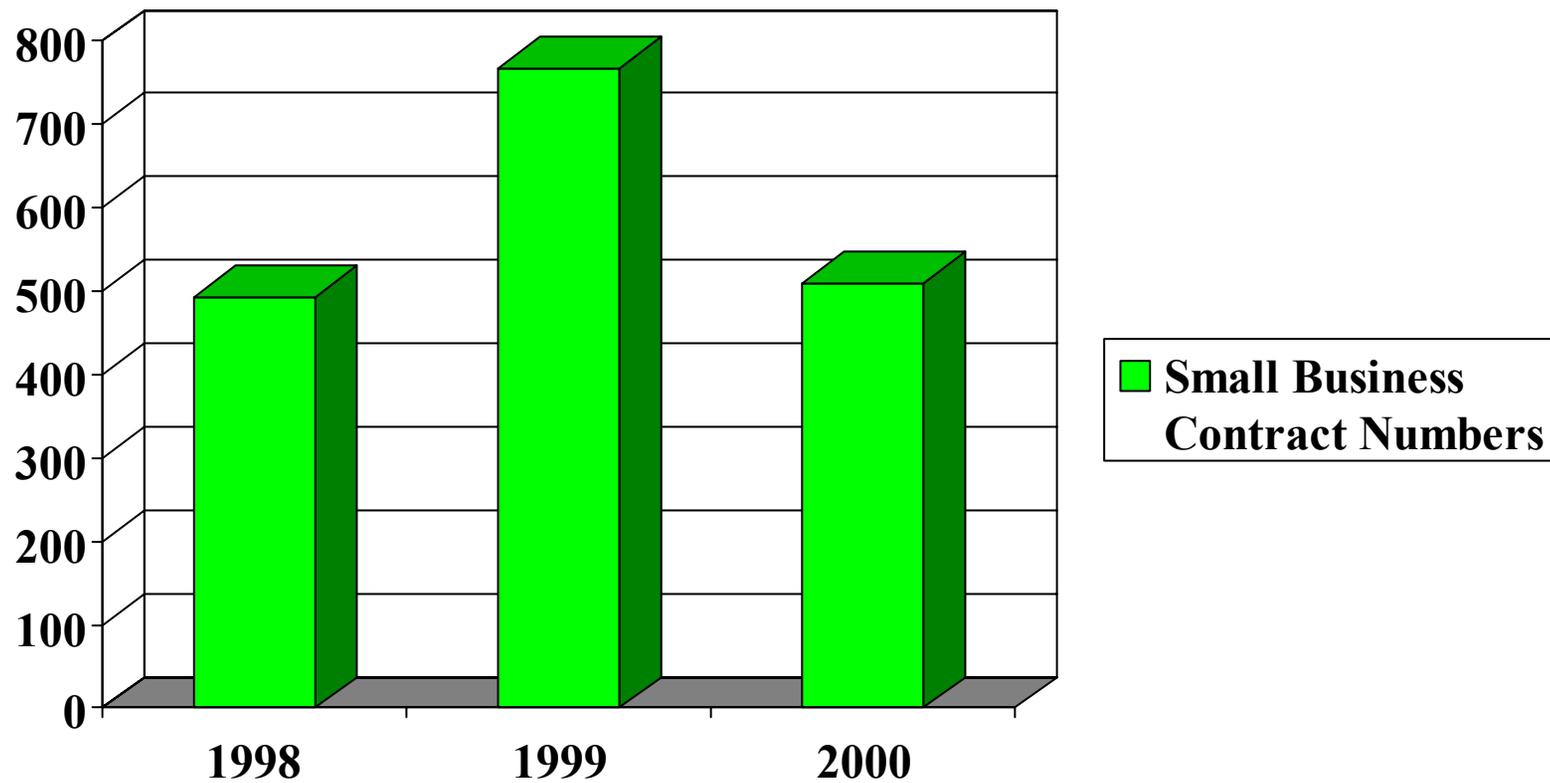
U.S. Department of State

Number of Contracts to Small Disadvantaged Businesses



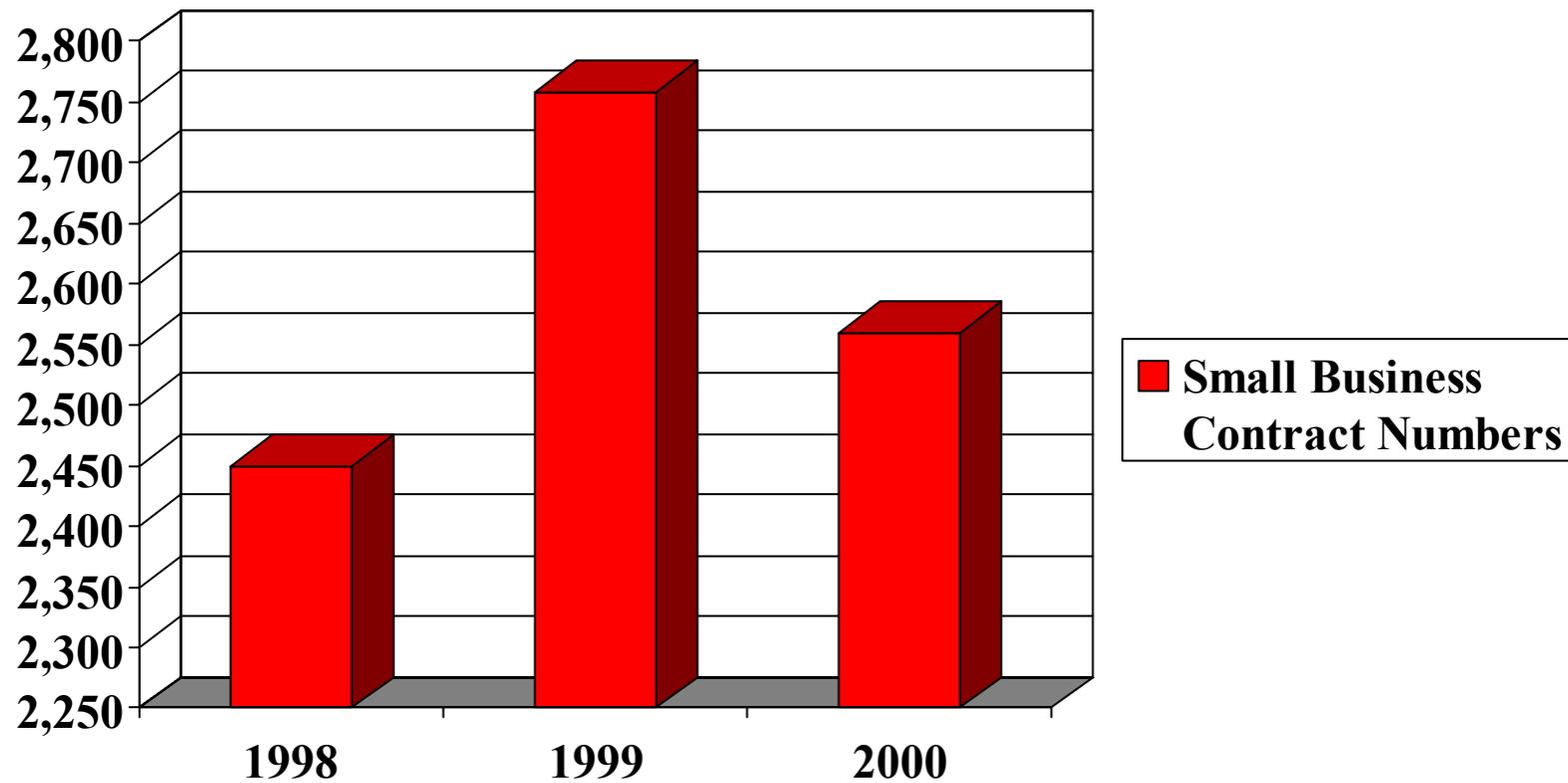
U.S. Department of State

Number of Contracts to 8(a) Firms



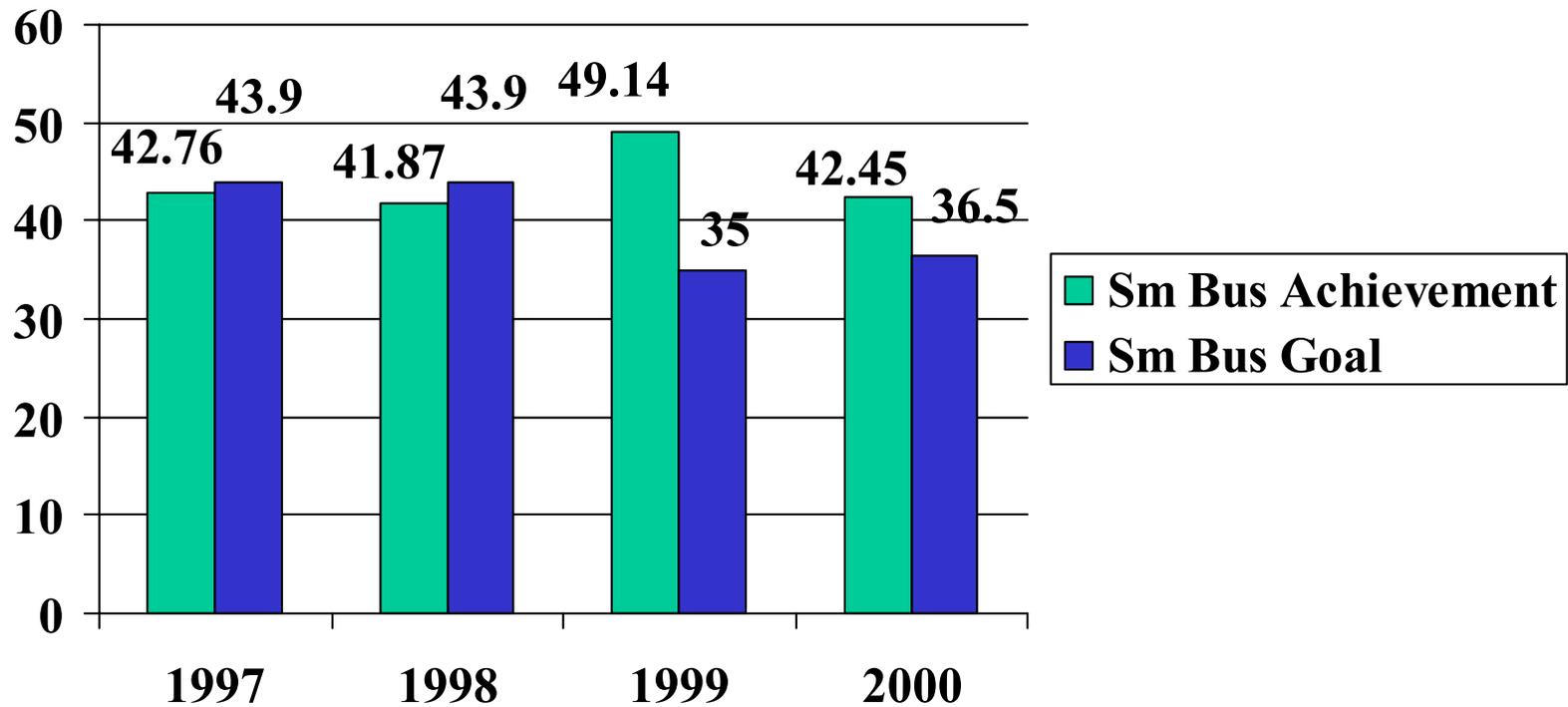
U.S. Department of State

Number of Contracts to Women-Owned Businesses



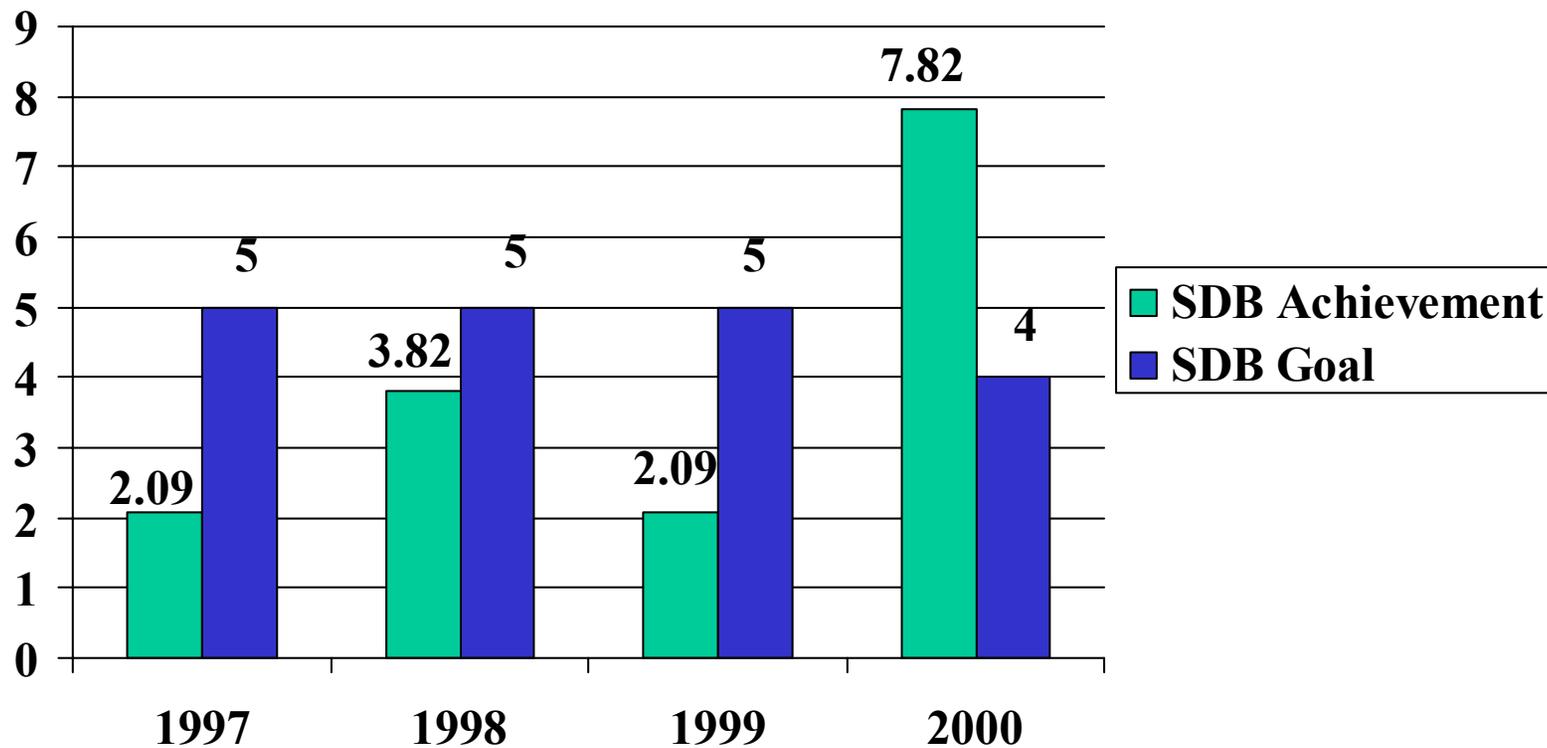
Department of State

Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

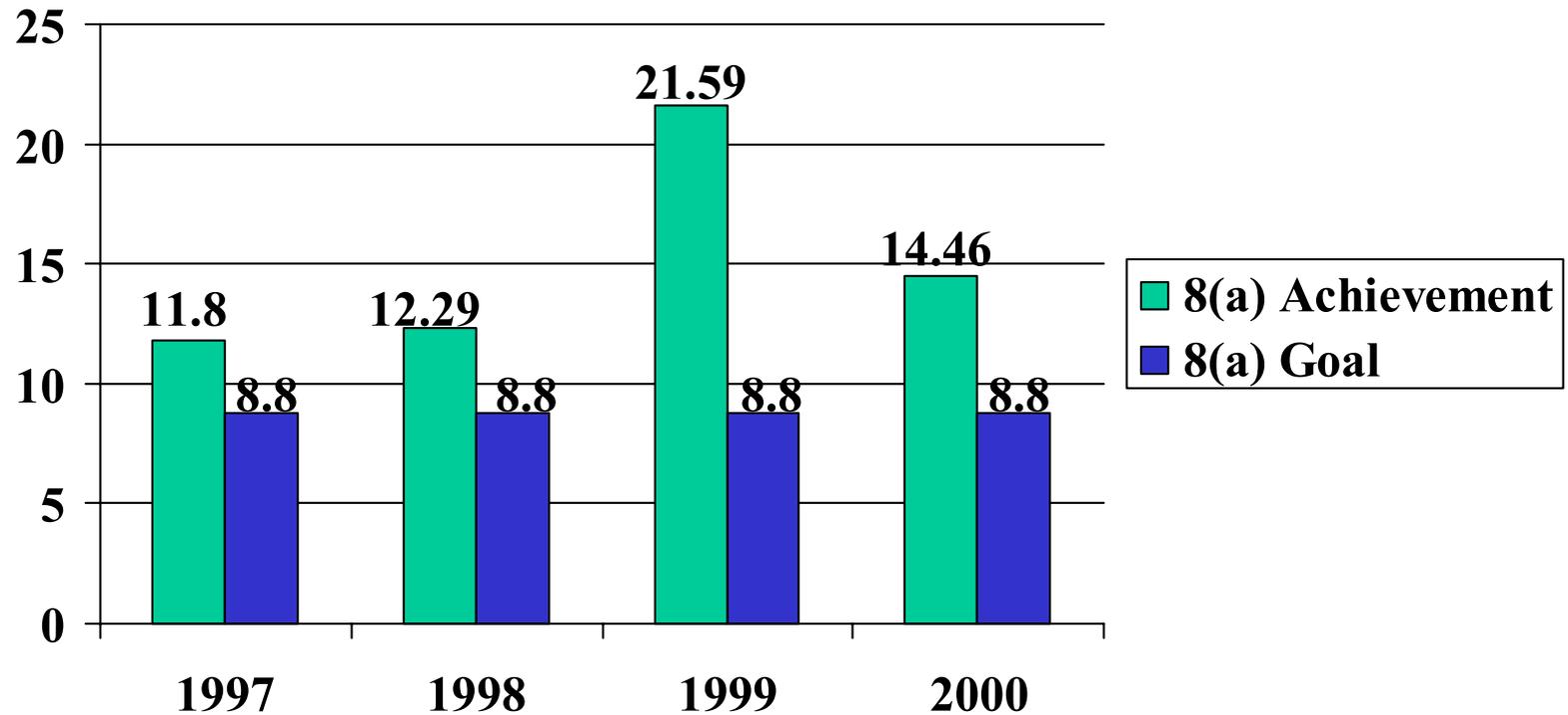
Department of State SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of State

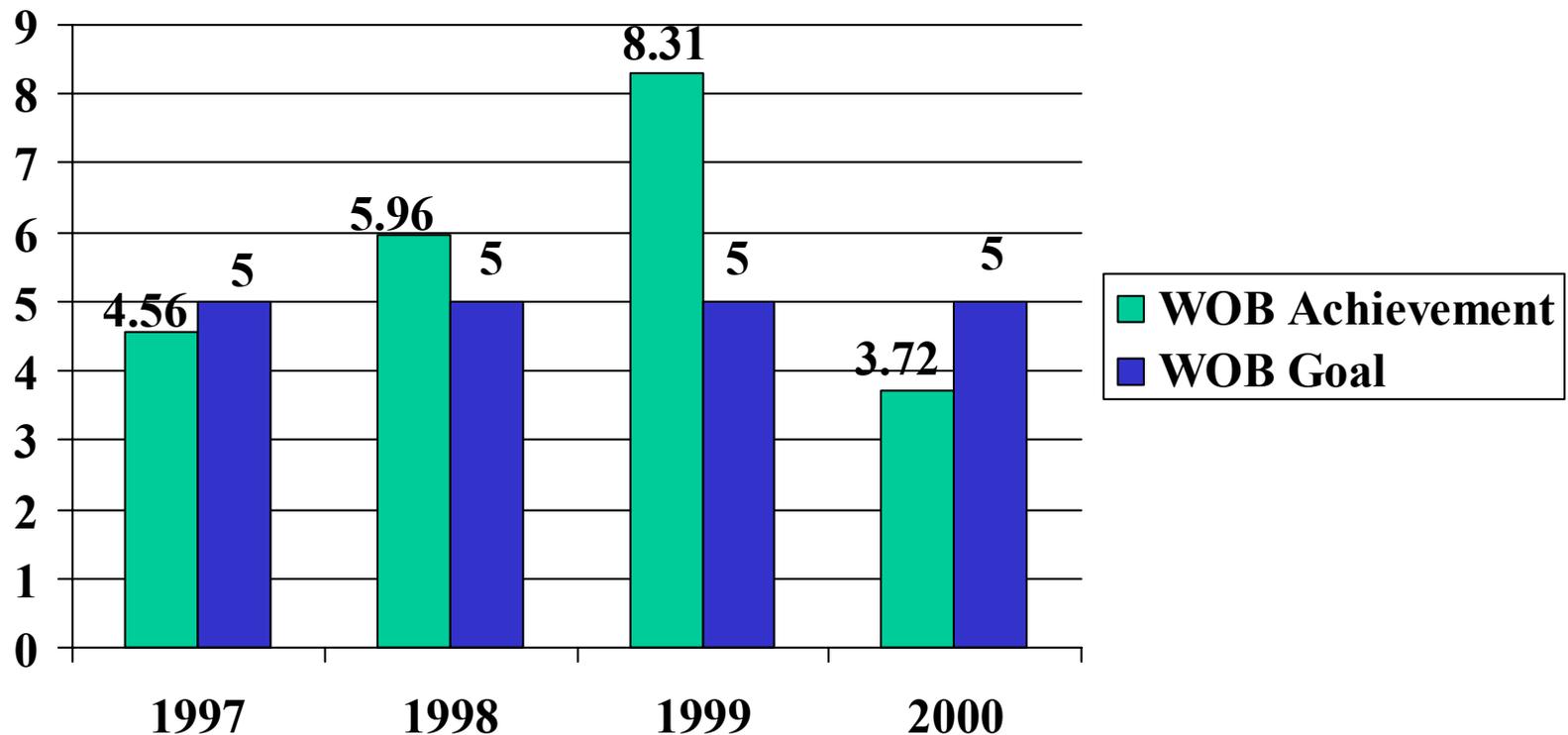
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of State

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of the Interior

Procurement Dollar Analysis

The Department of the Interior (Interior) had a decrease in procurement activity from 1994 to 1996 as follows: 1994 - \$2.4 billion, 1995 - \$2 billion, and 1996 - \$1.2 billion. An increase occurred in 1997 to \$1.4 billion. This was followed by another increase in 1998 to nearly \$1.5 billion. Figures for 1999 showed a decline to \$1.25 billion. Based on 2000 figures, Interior shows an increase in procurement activity to \$1.44 billion.

Numbers of Contracts

Small Business

From 1998 to 2000, the number of contracts awarded to small businesses by Interior has decreased 166,580 in 1998, to 93,206 in 1999. In 2000, Interior awarded 41,671 contracts to small businesses. The total percentage decrease from 1998 to 2000 was nearly 75 percent.

Small Disadvantaged Business

From 1998 to 2000, the number of contracts awarded to small disadvantaged businesses by Interior decreased from 5,714 in 1998 to 3,907 in 1999. In 2000, Interior awarded 2,162 contracts to small disadvantaged businesses. The total percentage decrease from 1998 to 2000 was over 62 percent.

8(a) Program

From 1998 to 2000, the number of contracts awarded to 8(a) firms by Interior increased from 1,312 in 1998 to 1,407 in 1999. In 2000, Interior awarded 1,249 contracts to 8(a) firms.

Women-Owned Business

From 1998 to 2000, the number of contracts awarded to women-owned businesses by Interior decreased from 6,044 in 1998 to 4,138 in 1999. In 2000, Interior awarded 2,096 contracts to women-owned businesses. The total percentage decrease from 1998 to 2000 was slightly over 65 percent.

Goal Achievement

Small Business Goal

Interior exceeded its goal for doing business with small businesses in 1997, but did not achieve its goal in 1998 or 1999. Based on figures for 2000, Interior exceeded its small business goal. Interior achieved 61.13 percent. Interior's goal was 57 percent. As Interior exceeded its goal, the grade will be an "A." Interior's small business goal for fiscal year 2001 is 57 percent.

Small Disadvantaged Business Goal

Interior exceeded its goal for doing business with small disadvantaged businesses from 1997 through 1999. Based on figures for 2000, Interior again exceeded its goal. Interior achieved 8.61 percent. Interior's goal was 5 percent. As Interior exceeded its goal, the grade will be an "A." Interior has a small disadvantaged business goal for fiscal year 2001 of 5 percent.

8(a) Program Goal

Interior did not achieve its 8(a) Program goal in 1997 and 1998, but exceeded its goal in 1999. Based on figures for 2000, Interior did not achieve its 8(a) Program goal. Interior achieved 8.43 percent versus a 9 percent goal. As Interior achieved 93.7 percent of its goal, the grade will be an "A." Interior has an 8(a) Program goal for fiscal year 2001 of 9 percent.

Women-Owned Business Goal

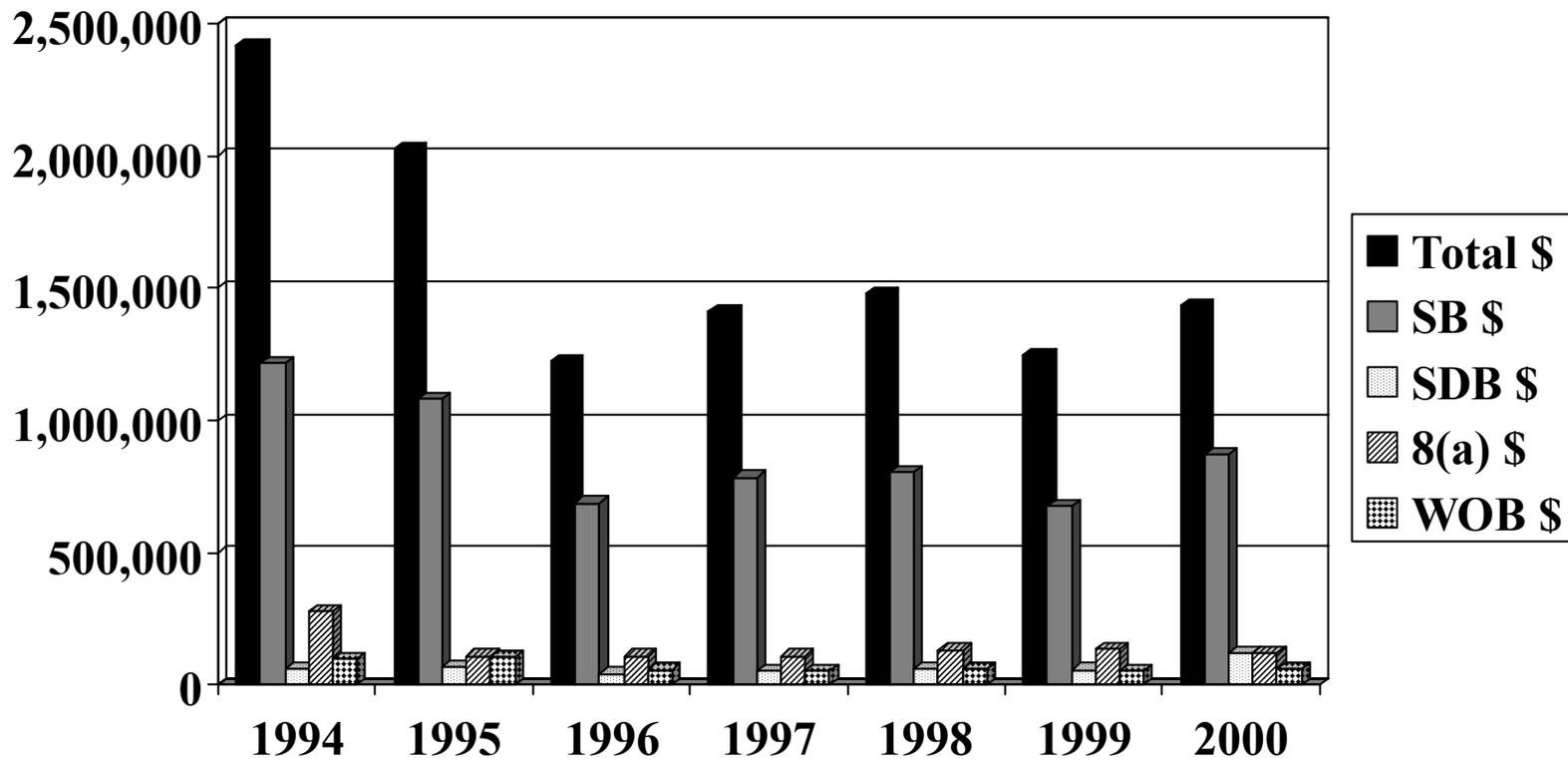
Interior did not achieve its women-owned business goal from 1997 through 1999. Based on figures for 2000, Interior did not achieve its goal. Interior achieved 4.36 percent. Interior's goal was 5 percent. As Interior achieved 87.2 percent of its goal, the grade will be a "B." Interior has a women-owned business goal for fiscal year 2001 of 5 percent.

Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	B 3 points
Average Grade	B 3.75 points

With an “A” in the Small Business goal, an “A” in the Small Disadvantaged Business goal, an “A” in the 8(a) Program goal, and a “B” in the Women-Owned Business goal, with all categories weighed equally, the Department of the Interior has an overall point total of 3.75 points, for a grade of “B.”

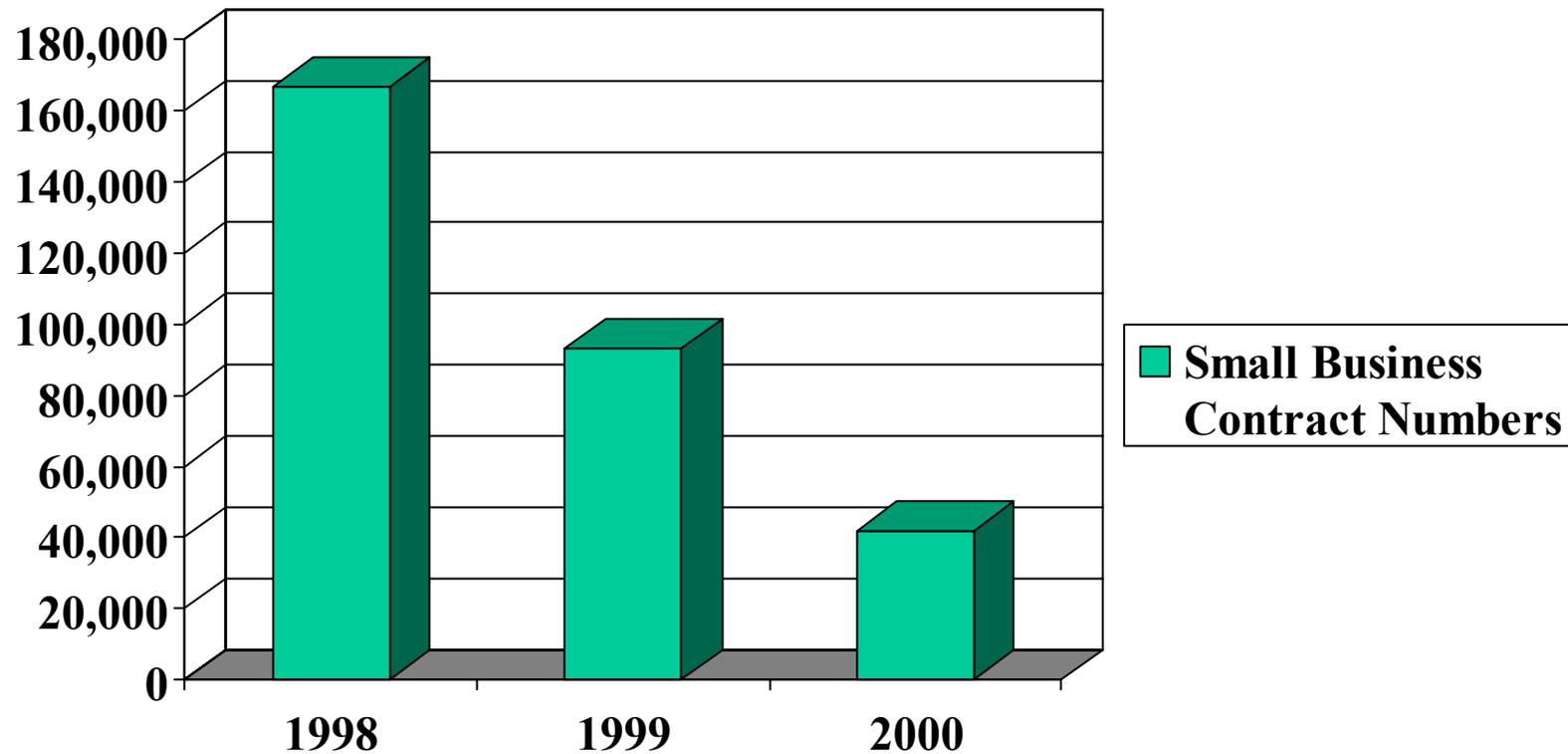
Department of the Interior Procurement Dollars



Dollars are expressed in millions.

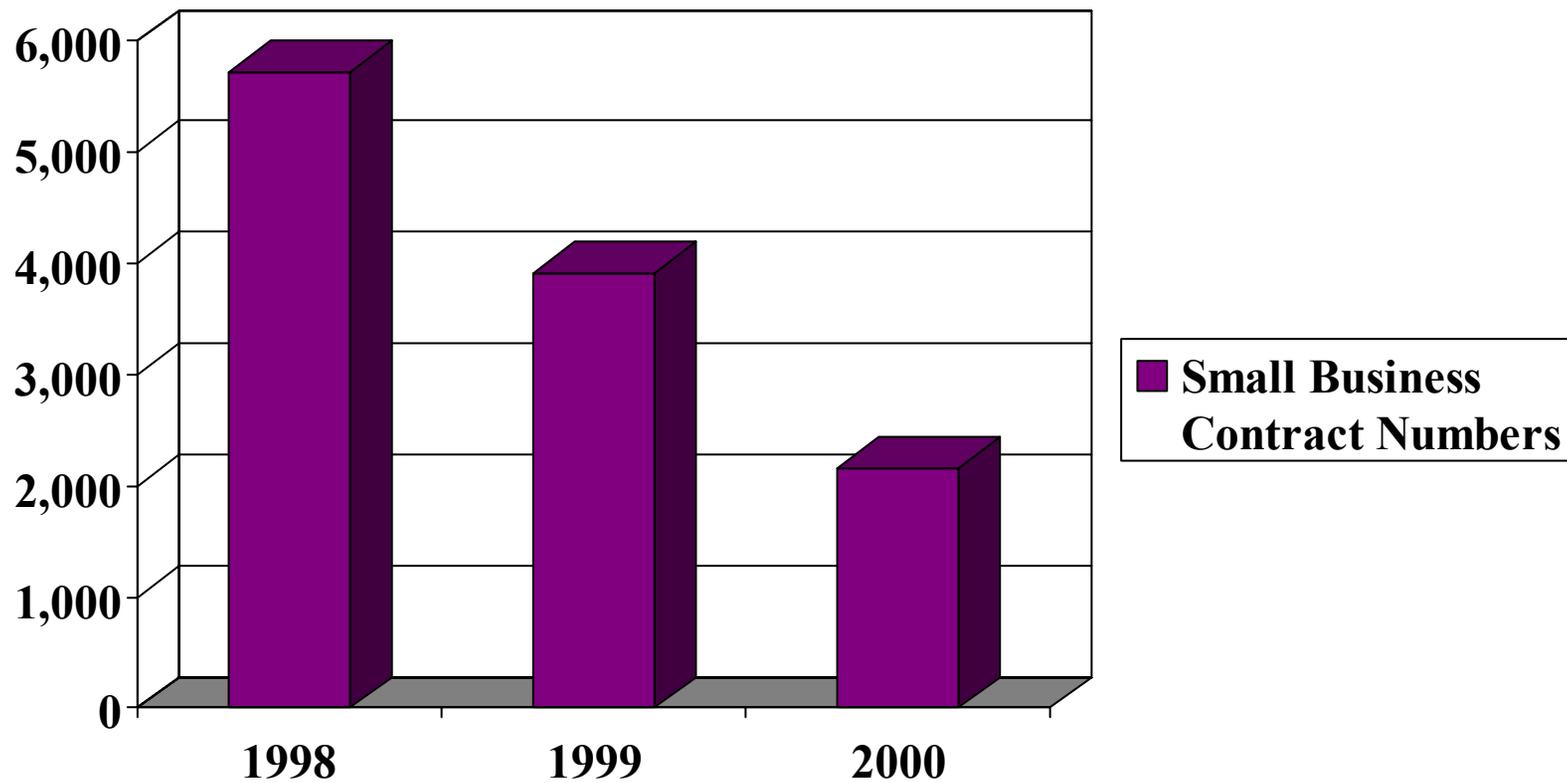
U.S. Department of the Interior

Number of Contracts to Small Businesses



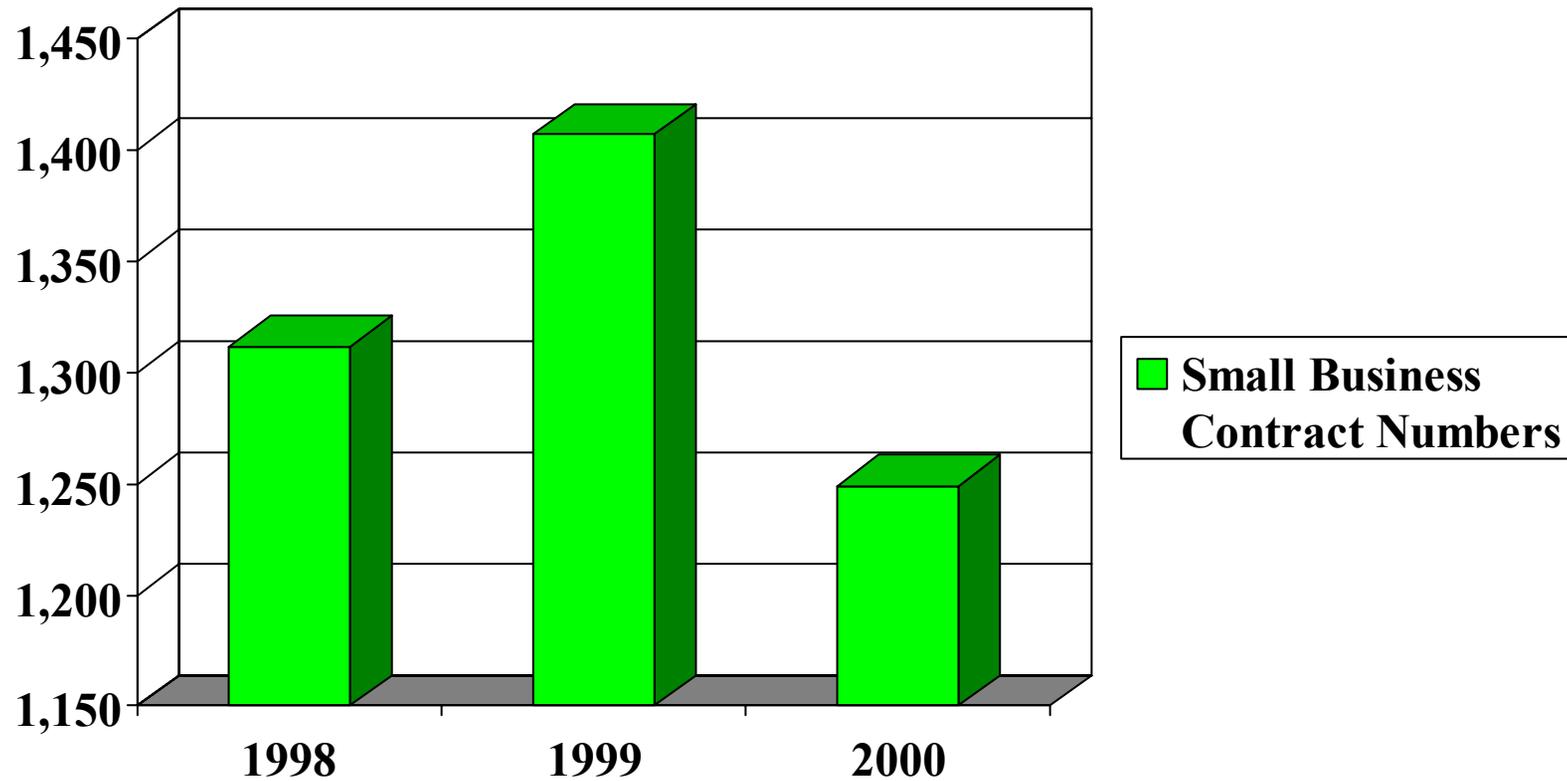
U.S. Department of the Interior

Number of Contracts to Small Disadvantaged Businesses



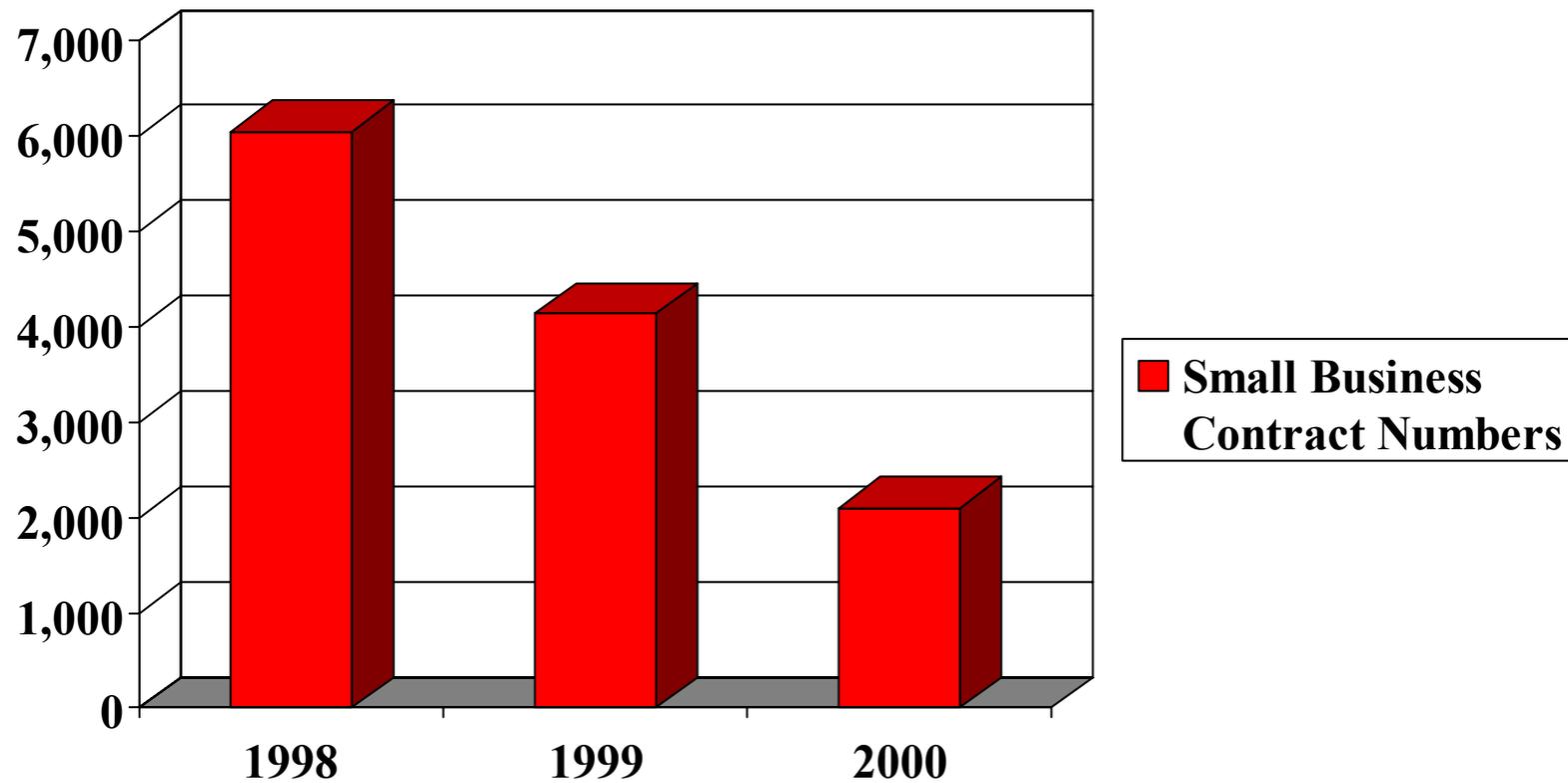
U.S. Department of the Interior

Number of Contracts to 8(a) Firms



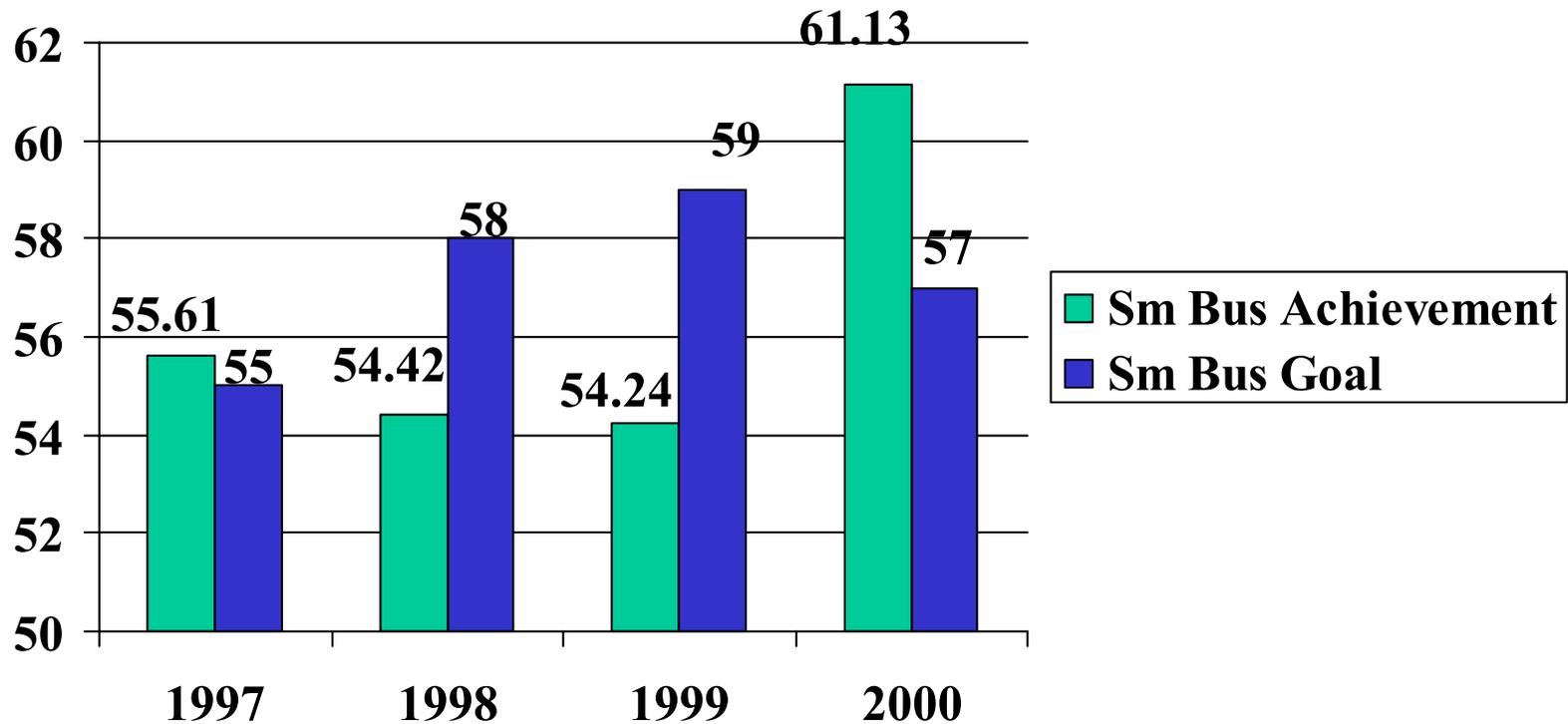
U.S. Department of the Interior

Number of Contracts to Women-Owned Businesses



Department of the Interior

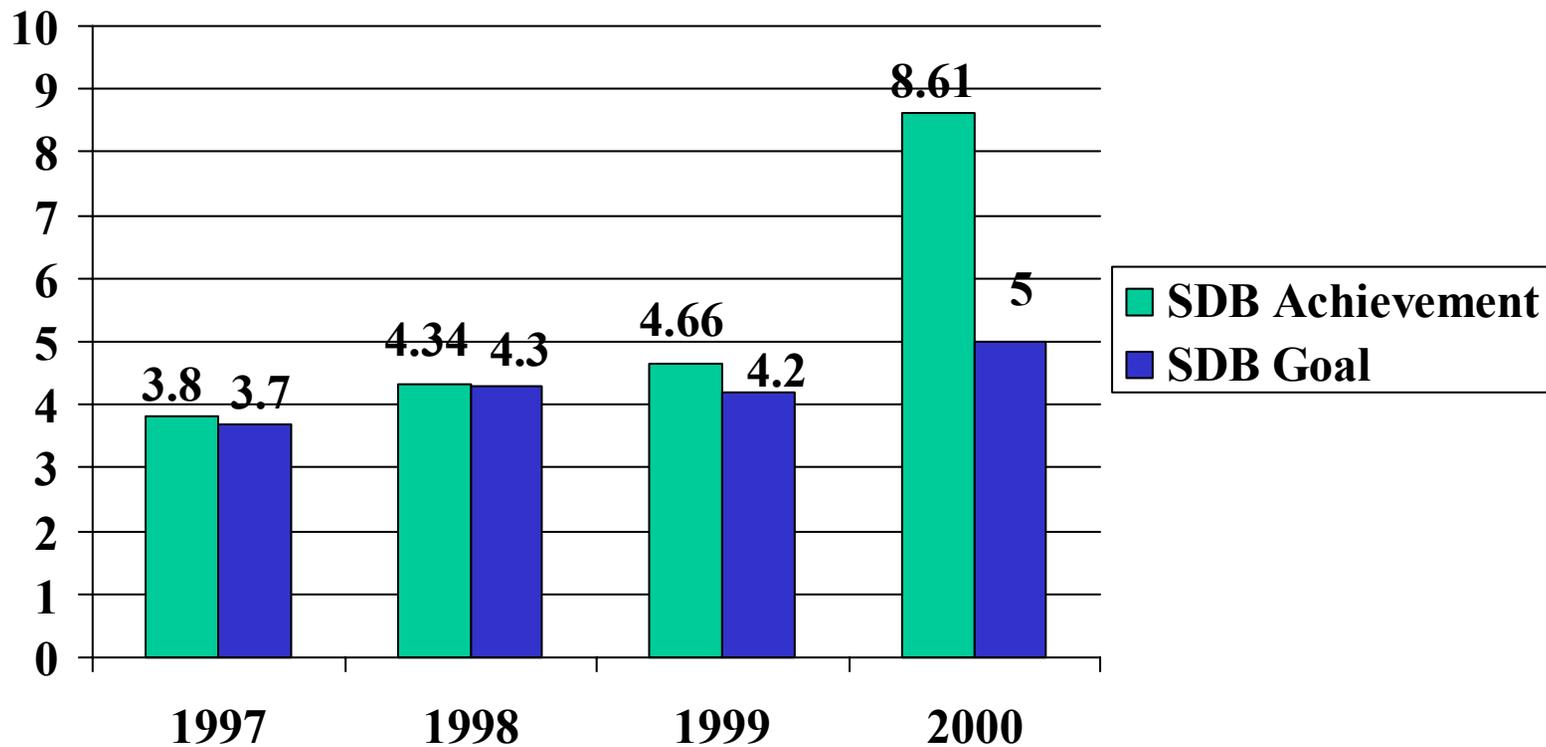
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of the Interior

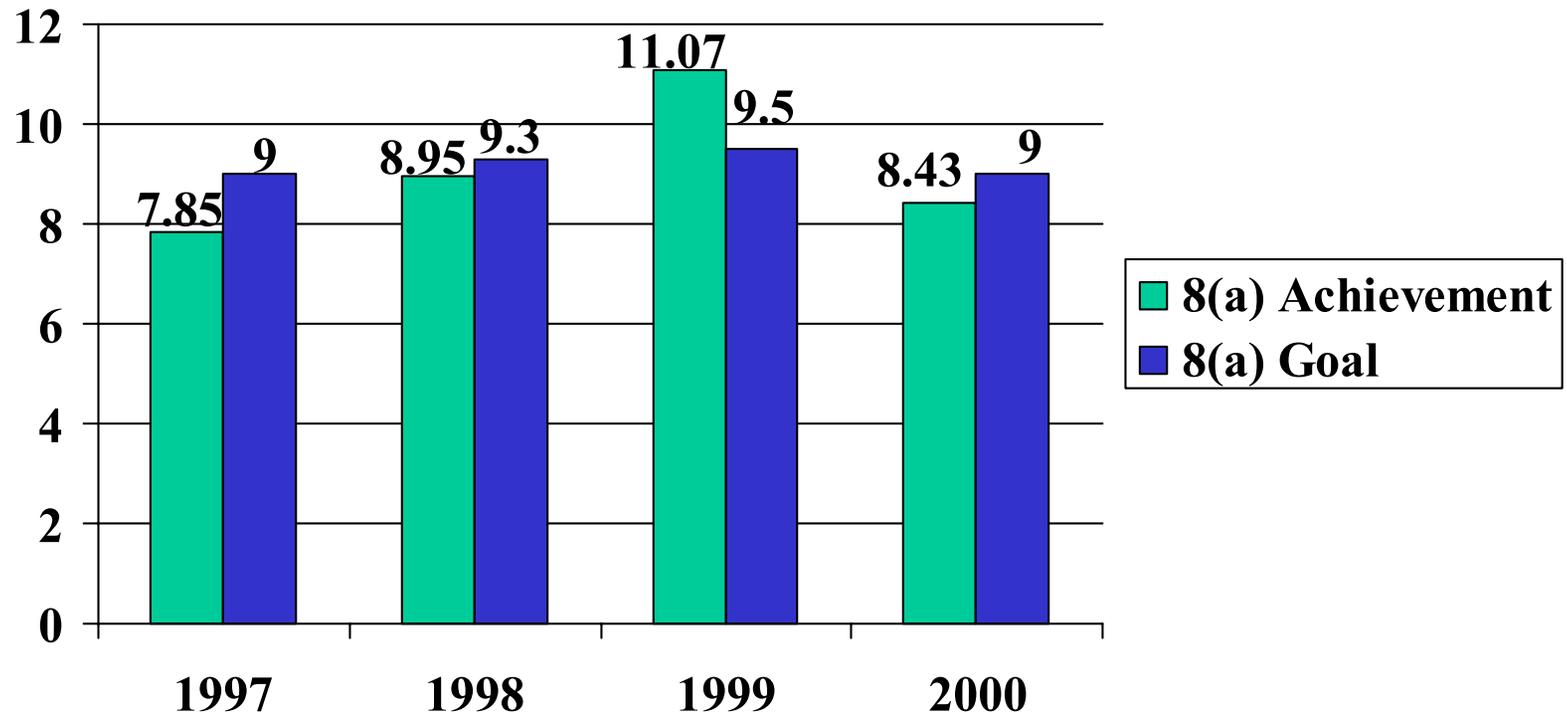
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of the Interior

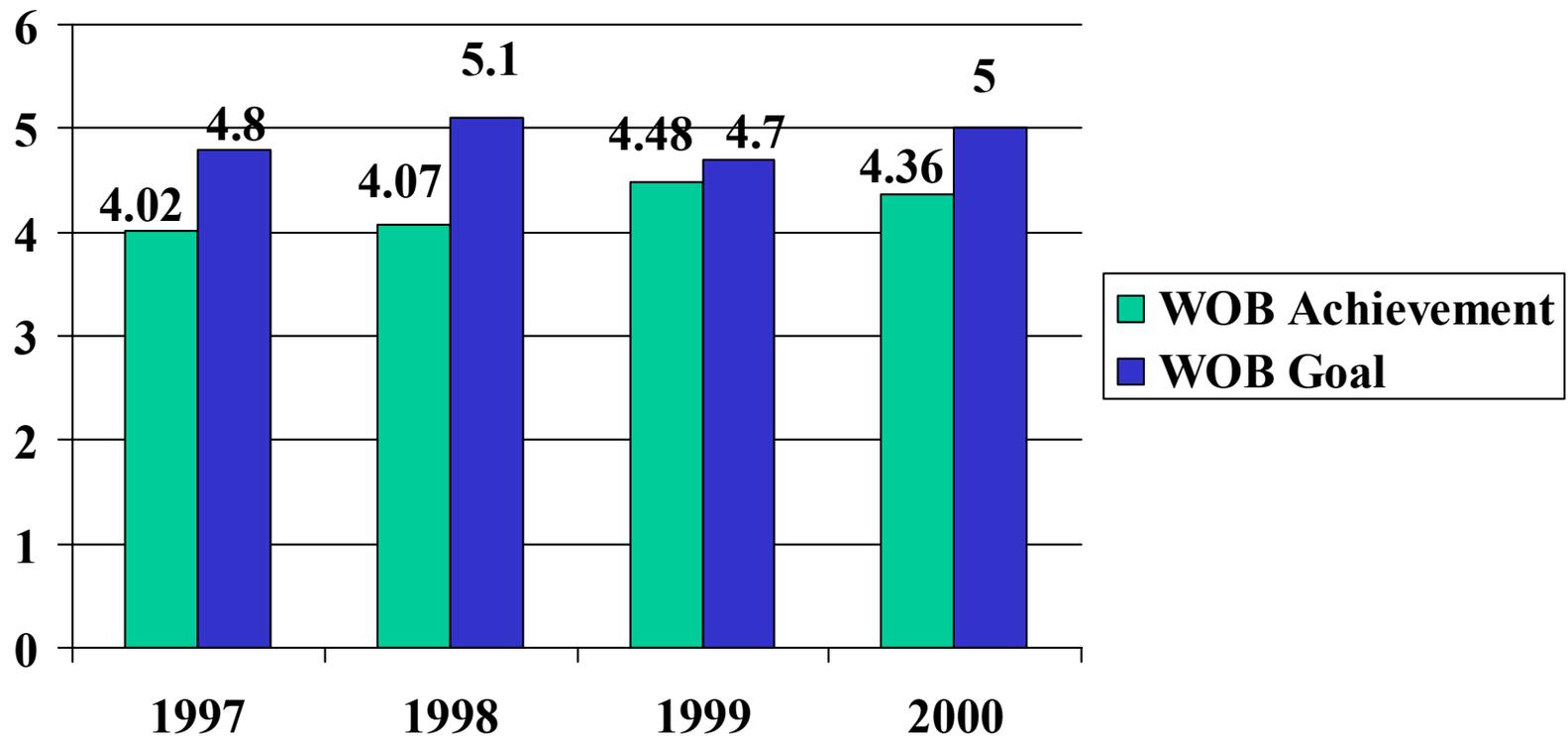
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of the Interior

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Labor

Procurement Dollar Analysis

Department of Labor (Labor) procurement activity increased from 1994 through 1998 as follows: 1994 - \$844.0 million, 1995 - \$876.1 million, 1996 - \$880.9 million, 1997 - \$1.05 billion, and 1998 - \$1.12 billion. In 1999, Labor's procurement volume increased to nearly \$1.14 billion. Based on 2000 figures, Labor's activity increased to \$1.3 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by Labor decreased from 6,243 in 1998 to 5,788 in 1999. In 2000, Labor awarded 6,964 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses decreased from 783 in 1998 to 533 in 1999. In 2000, Labor awarded 413 contracts to small disadvantaged businesses. From 1998 to 2000, the total percentage decrease in contract awards to small disadvantaged businesses was over 47 percent.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by the Department of Labor decreased from 216 in 1998 to 198 in 1999. In 2000, Labor awarded 218 contracts to 8(a) firms.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by Labor decreased from 398 in 1998 to 335 in 1999. In 2000, 447 contracts were awarded by Labor to women-owned businesses.

Goal Achievement

Small Business Goal

Labor has not met its small business goal from 1997 through 1999. Based on figures for 2000, Labor exceeded its small business goal. Labor achieved 26.05 percent. Labor's goal was 24 percent. As Labor exceeded its goal, the grade will be an "A." Labor has a small business goal for fiscal year 2001 of 24 percent.

Small Disadvantaged Business Goal

Labor has not met its small disadvantaged business goal from 1997 through 1999. Based on figures for 2000, Labor exceeded its goal. Labor achieved 3.7 percent. Labor's goal was 3 percent. Therefore, the grade would normally be an "A." However, as Labor's goal was less than the statutory goal of 5 percent, Labor's grade will be reduced to a "B." Labor has a small disadvantaged business goal for fiscal year 2001 of 3 percent.

8(a) Program Goal

Labor achieved its 8(a) Program goal in 1997 and 1999. Labor did not achieve its goal in 1998. Based on figures for 2000, Labor exceeded its 8(a) Program goal. Labor achieved 5.12 percent. Labor's goal was 4.9 percent. Therefore, the grade will be an "A." Labor has an 8(a) Program goal for fiscal year 2001 of 4.9 percent.

Women-Owned Business Goal

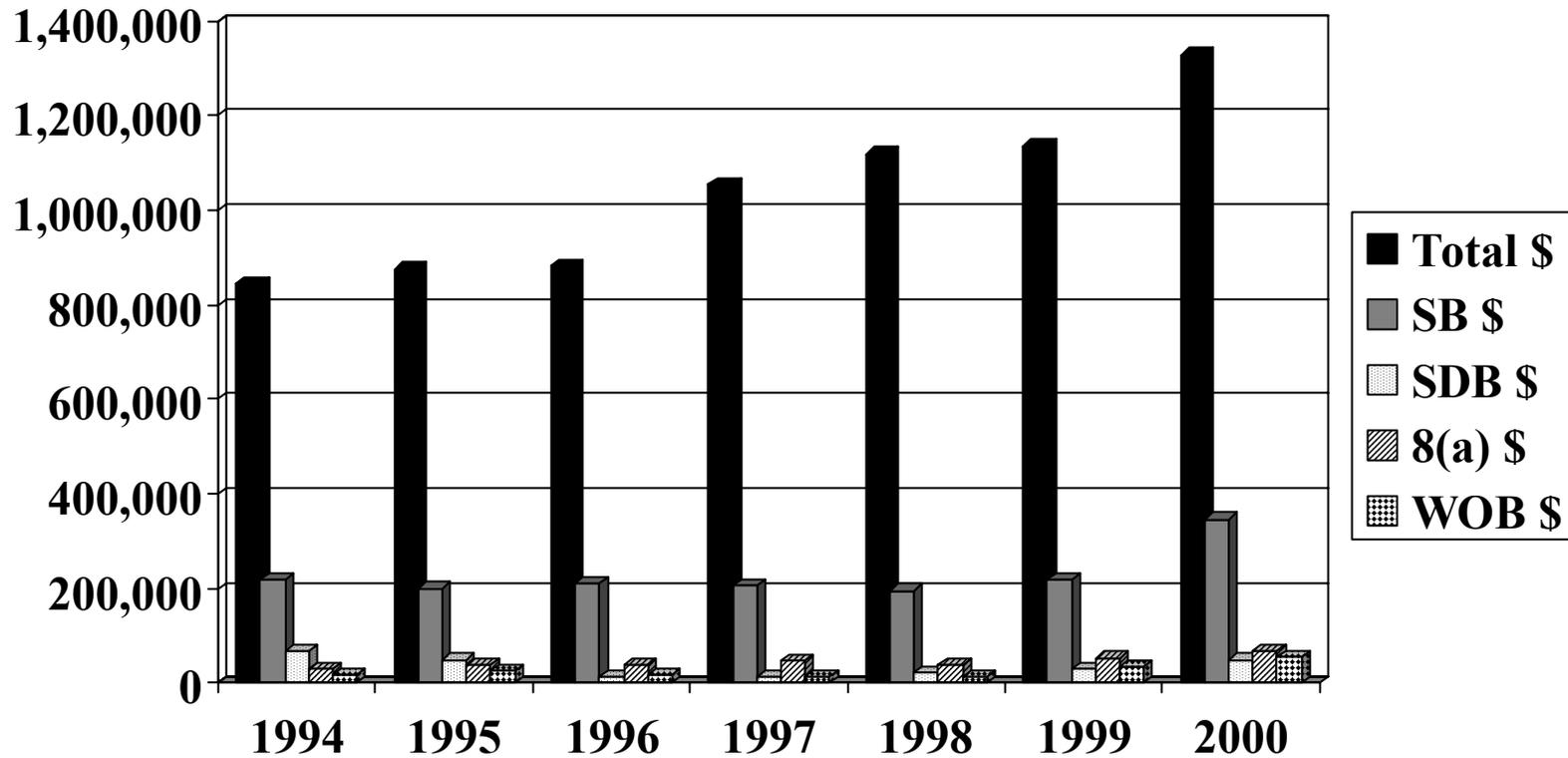
Labor has not met its women-owned business goal from 1997 through 1999. Based on figures for 2000, Labor again did not meet its goal. Labor achieved 4.13 percent. Labor's goal was 5.2 percent. As Labor achieved 79.4 percent of its goal, the grade will be a "C." Labor has a women-owned business goal of 5.2 percent for fiscal year 2001.

Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	B 3 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	C 2 points
Average Grade	B- 3.25 points

With a “A” in the Small Business Goal, a “B” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, and a “C” in the Women-Owned Business Goal, with all categories weighed equally, the Department of Labor has an overall point total of 3.25 points, for a grade of “B-.”

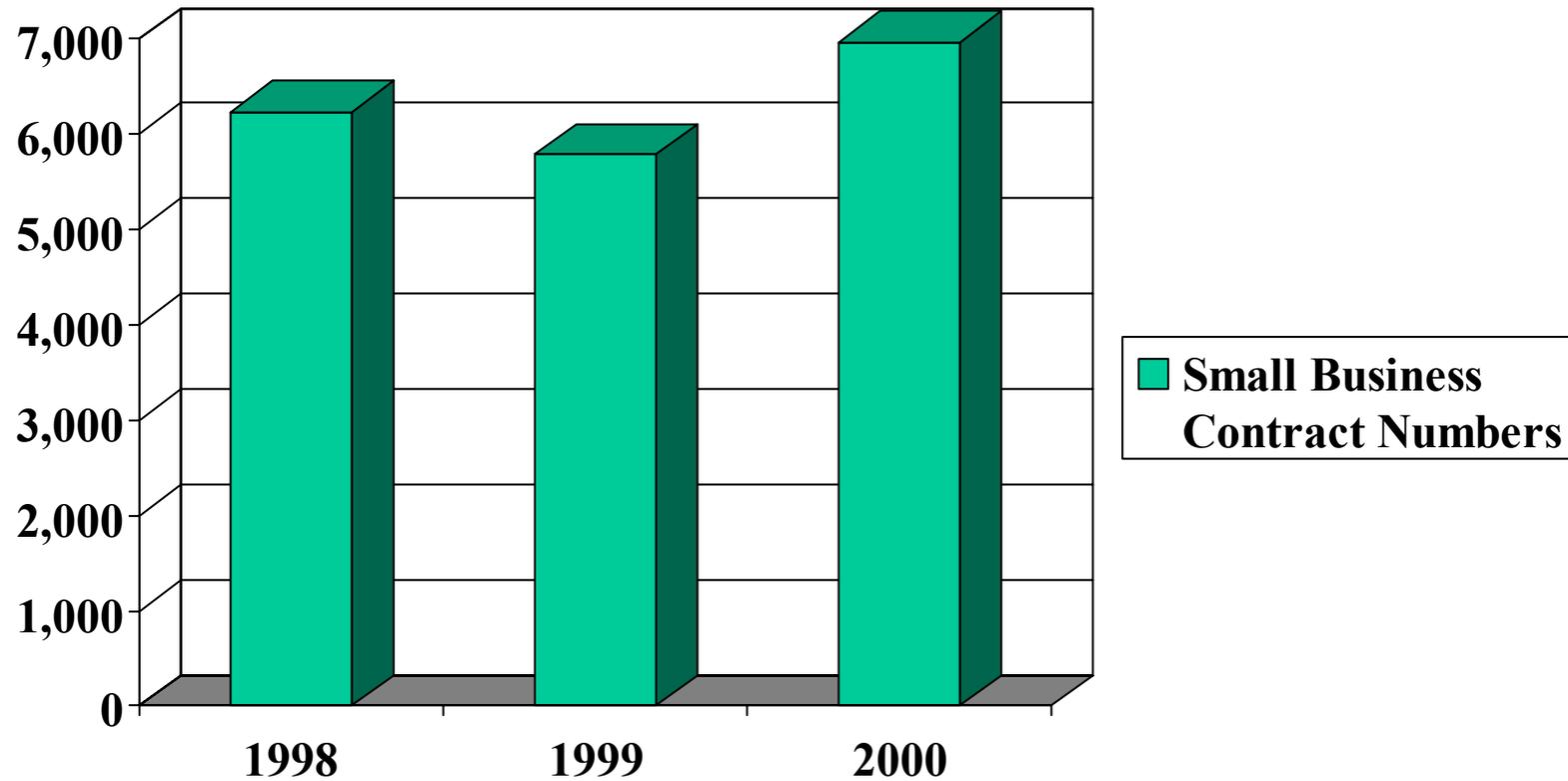
Department of Labor Procurement Dollars



Dollars are expressed in millions.

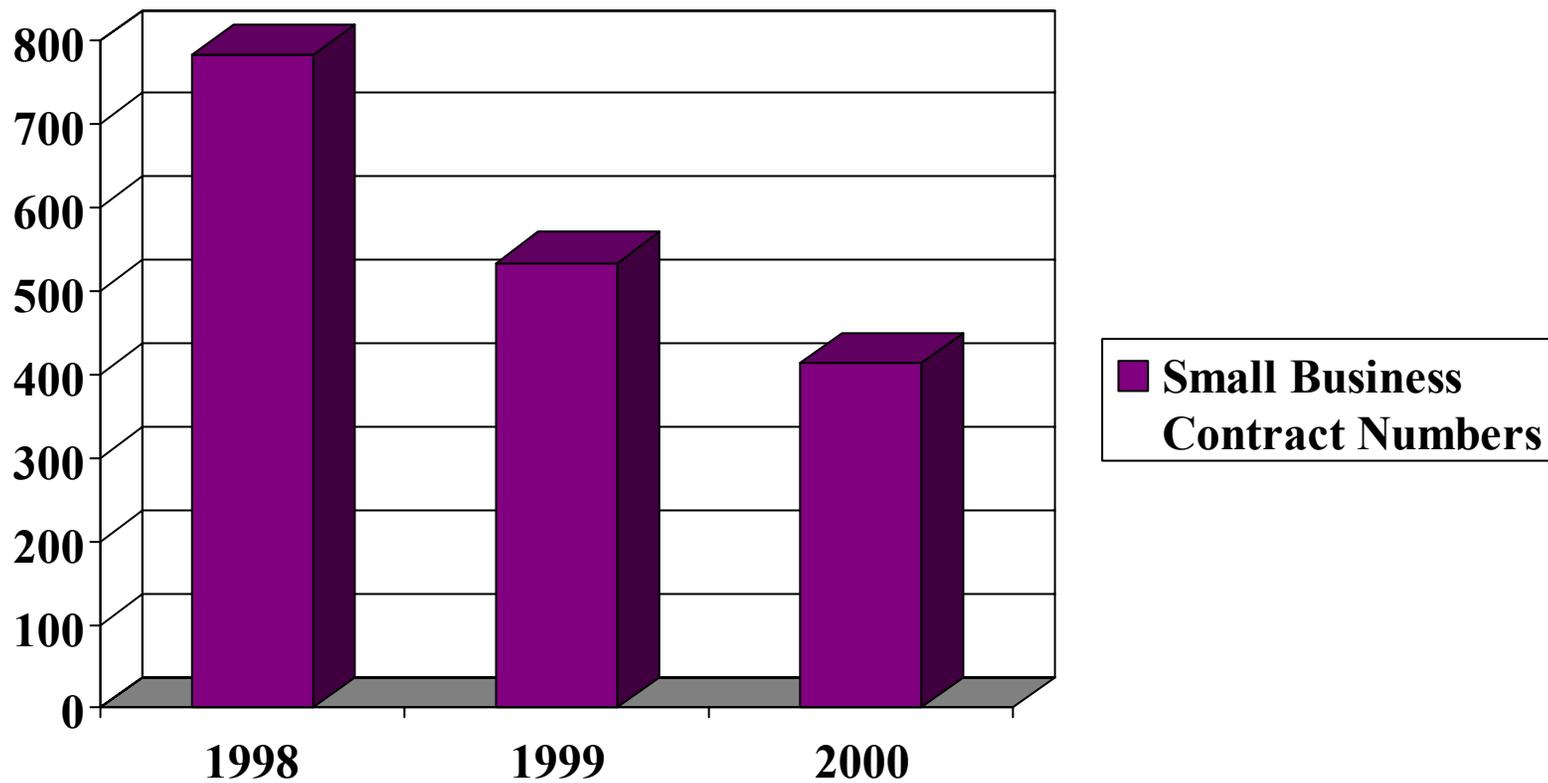
U.S. Department of Labor

Number of Contracts to Small Businesses



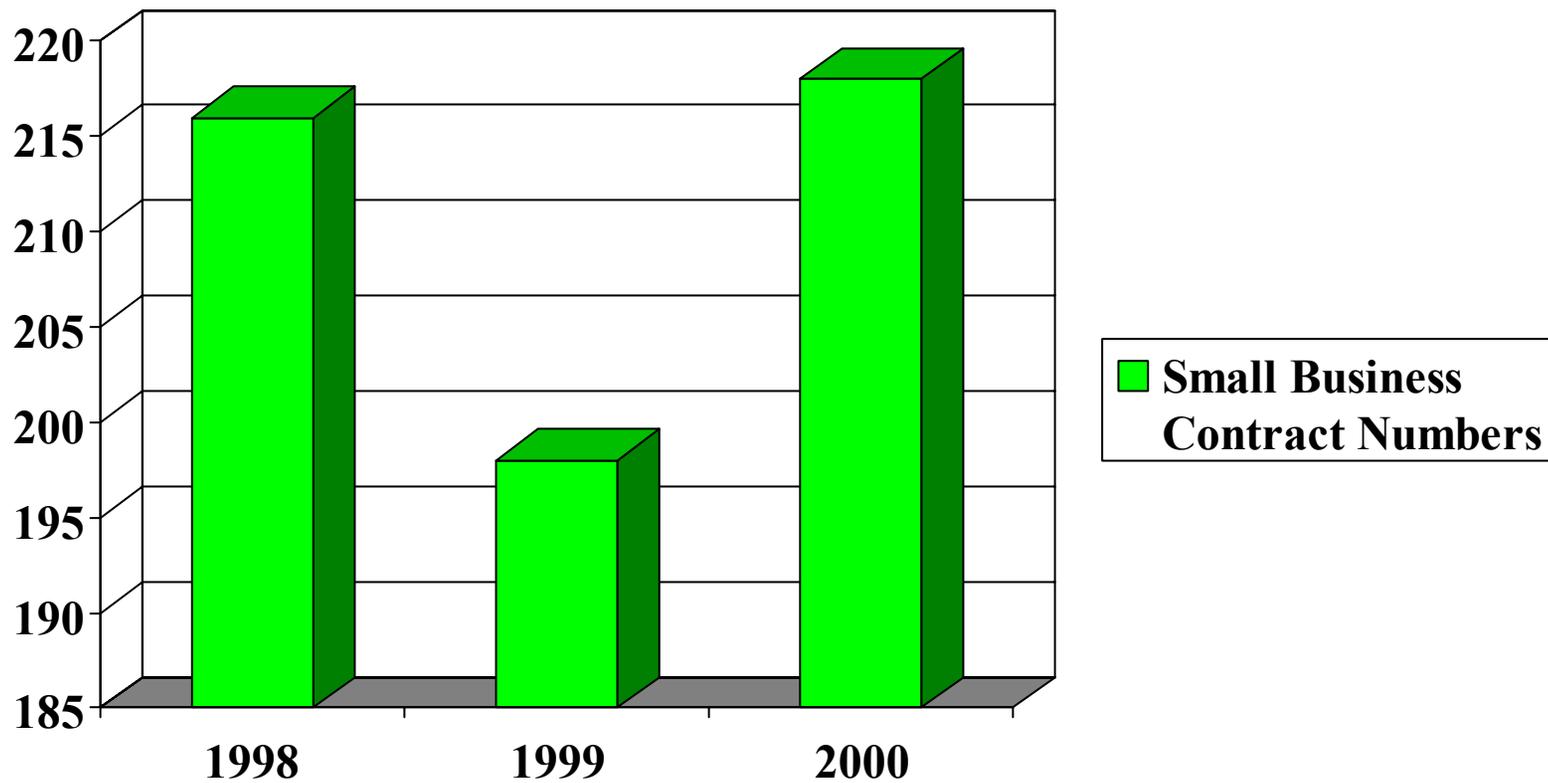
U.S. Department of Labor

Number of Contracts to Small Disadvantaged Businesses



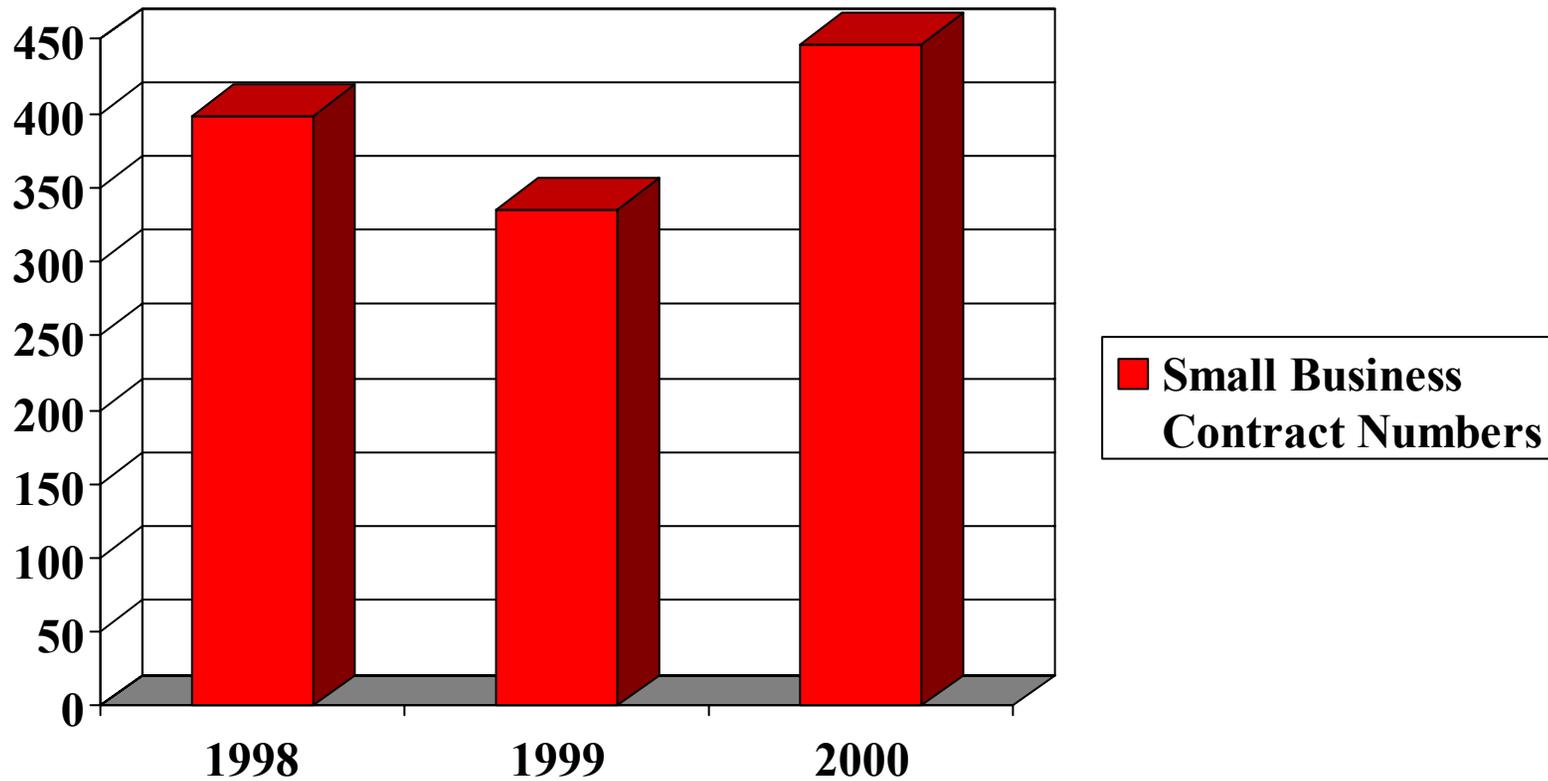
U.S. Department of Labor

Number of Contracts to 8(a) Firms



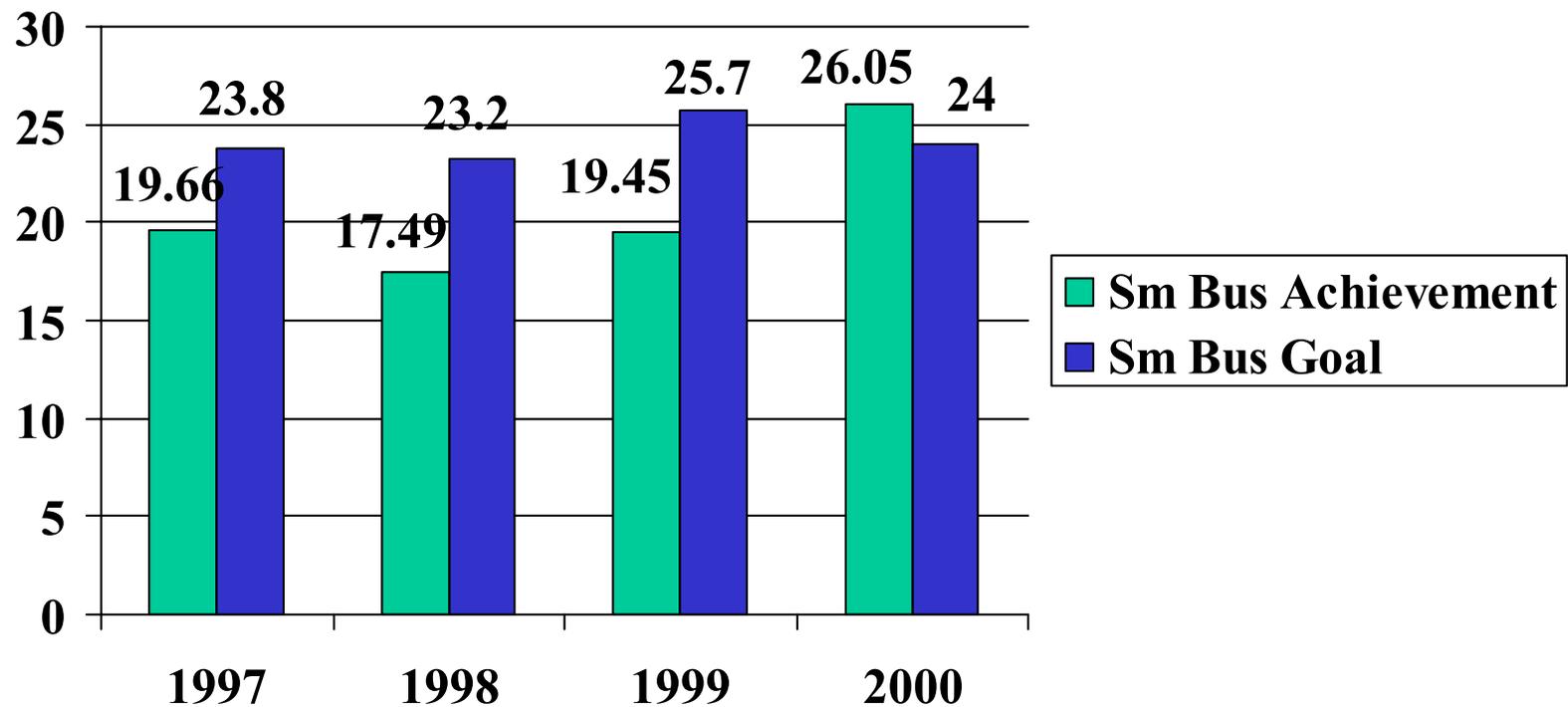
U.S. Department of Labor

Number of Contracts to Women-Owned Businesses



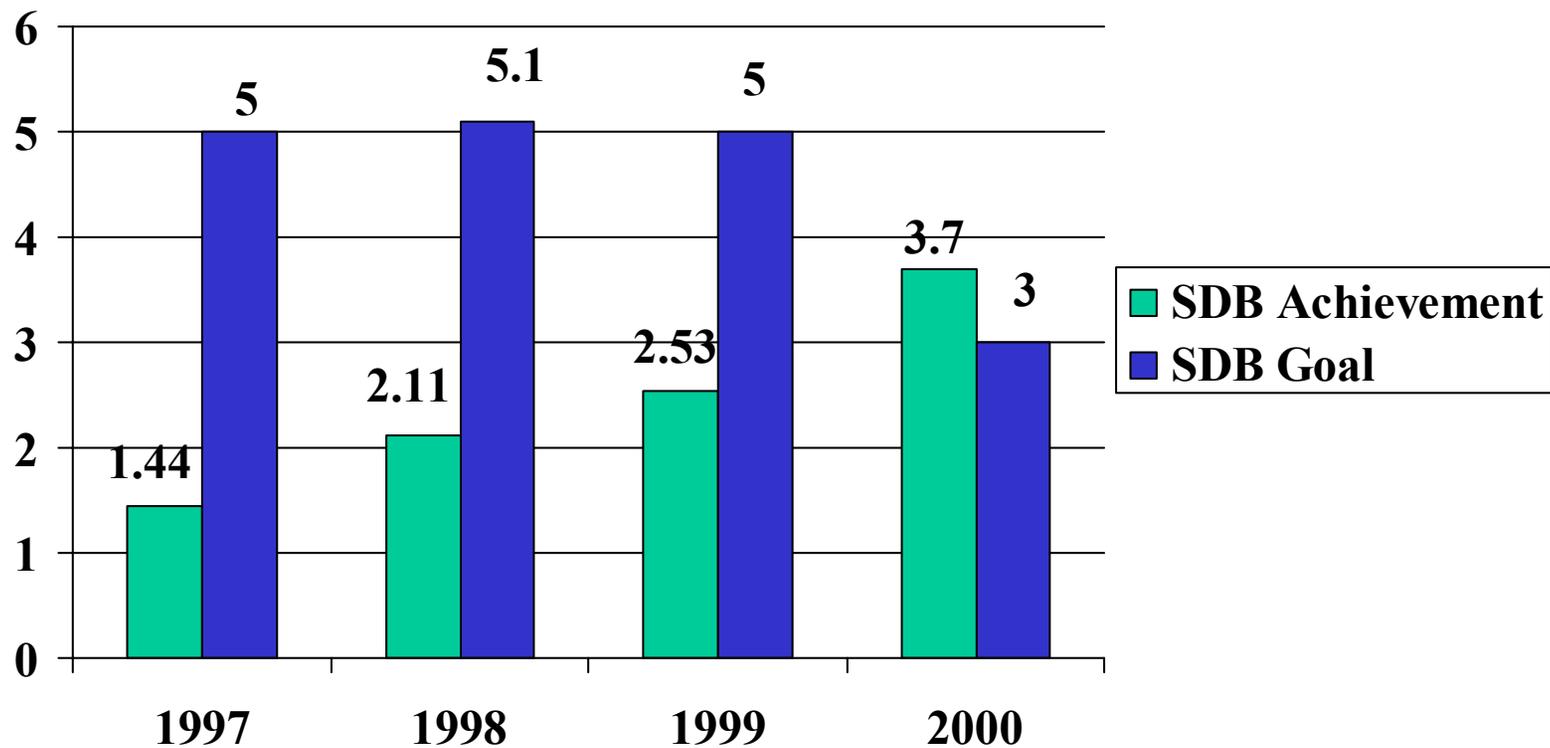
Department of Labor

Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

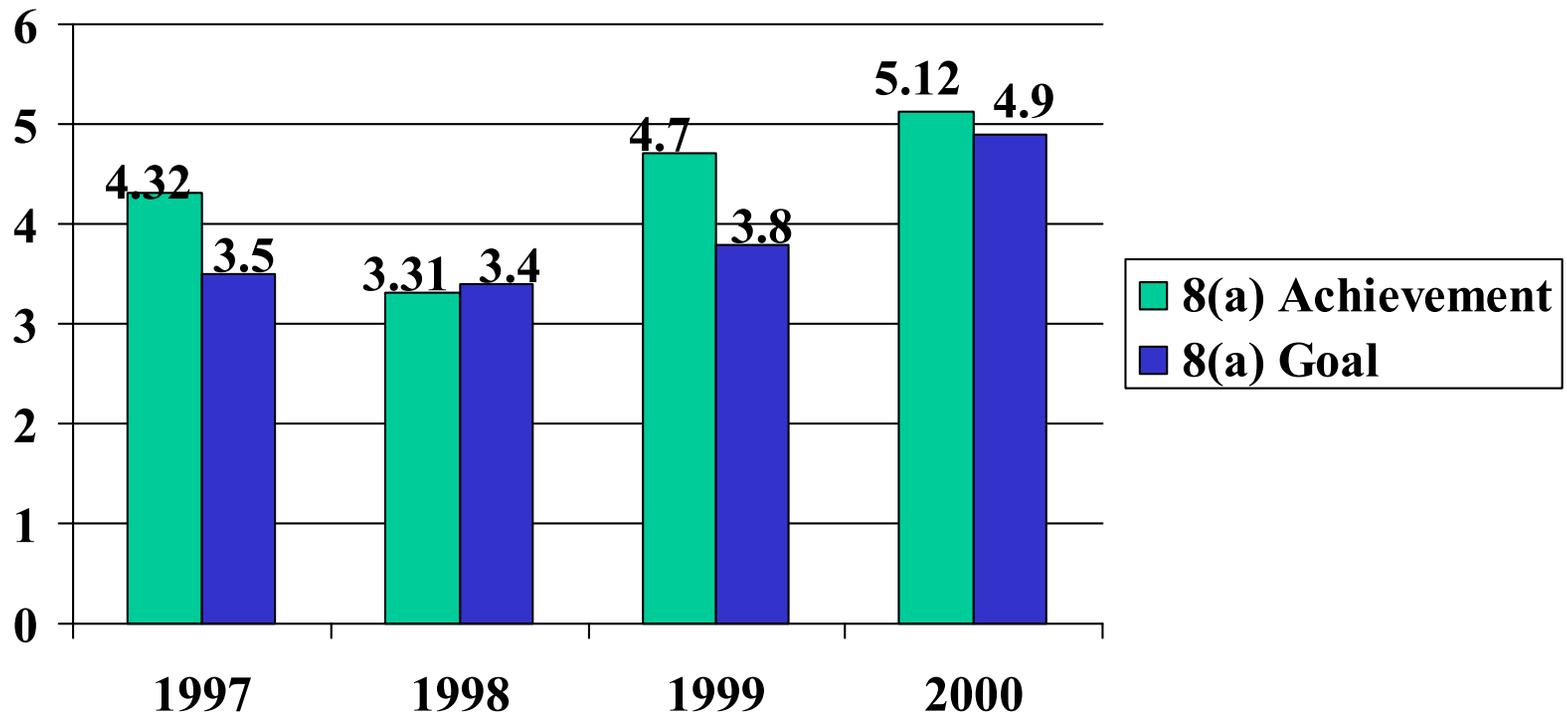
Department of Labor SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Labor

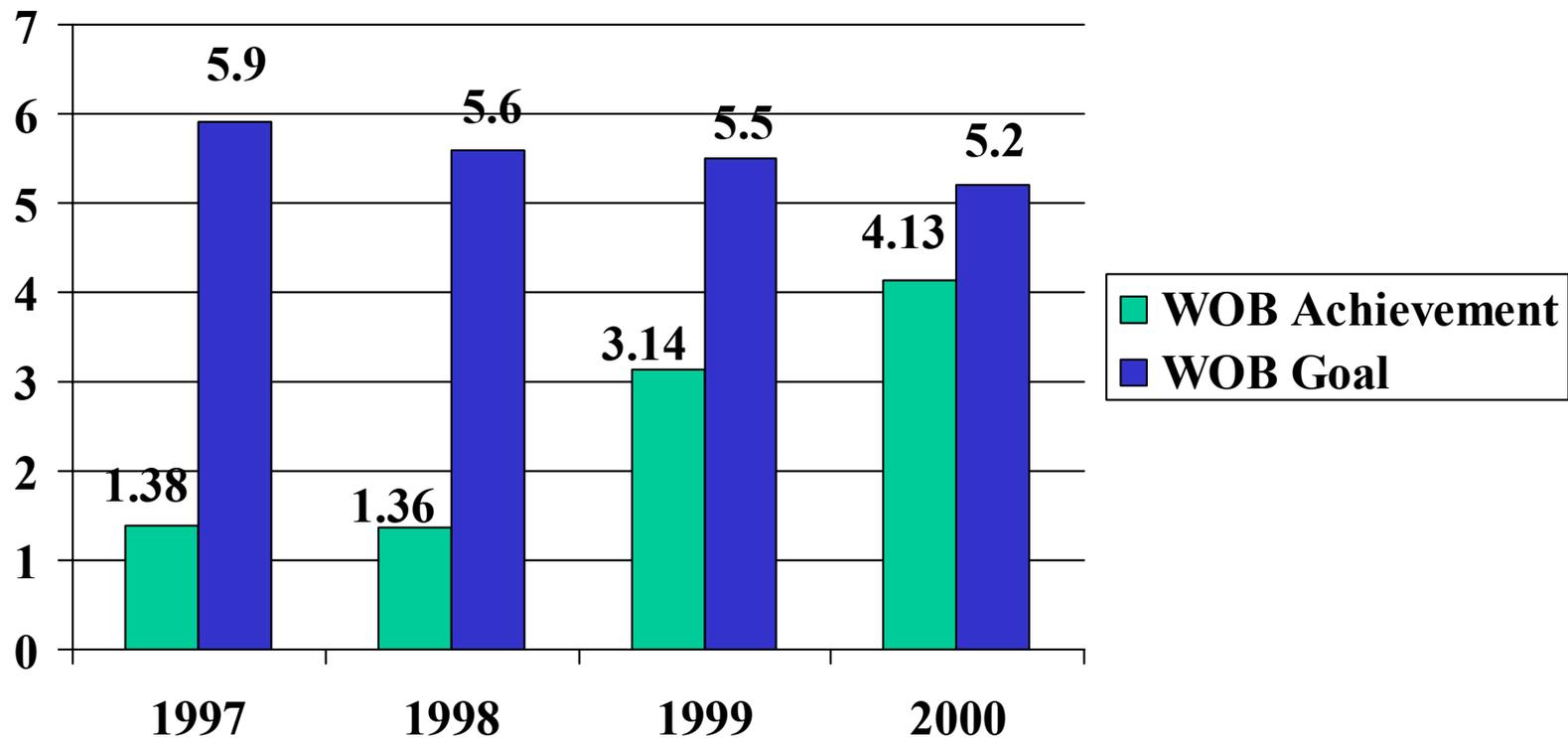
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Labor

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Housing and Urban Development

Procurement Dollar Analysis

The Department of Housing and Urban Development (HUD) had procurement activity of \$220.1 million in 1994. Slight increases occurred in 1995 and 1996 as follows: 1996 - \$230.8 million and 1997 - \$258.6 million. Slight decreases followed in 1997 and 1998: 1997 - \$258.2 million and 1998 - \$228.2 million. Figures for 1999 figures showed a dramatic increase in procurement activity to \$792.2 million. Figures for 2000 showed an increase to \$1.1 billion in procurement volume.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by HUD increased from 2,612 in 1998, to 4,544 in 1999. Figures for 2000 show a slight decrease to 4,492 contracts awarded to small businesses by HUD.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by HUD decreased from 316 in 1998, to 437 in 1999. In 2000, this number decreased again with HUD awarding 329 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms HUD increased from 35 in 1998 to 81 in 1999. In 2000, HUD awarded 114 contracts to 8(a) firms.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by HUD increased from 127 in 1998, to 369 in 1998. In 2000, HUD awarded 452 contracts to women-owned businesses.

Goal Achievement

Small Business Goal

HUD did not achieve its small business goal in 1997, but exceeded its goal in 1998 and 1999. Based on figures for 2000, HUD again exceeded its small business goal. HUD achieved 40.66 percent. HUD's goal was 26 percent. Therefore, the grade is an "A." HUD's small business goal for fiscal year 2001 is 26 percent.

Small Disadvantaged Business Goal

HUD did not achieve its small disadvantaged business goal in 1997, but exceeded its goal in 1998 and 1999. Based on figures for 2000, HUD exceeded its goal. HUD achieved 6.98 percent. HUD's goal was 2 percent. As HUD exceed its goal, the grade would normally be an "A." However, based on the fact that HUD has a lower goal than the 5 percent mandate, HUD would normally be downgraded to a "B." As HUD has set a goal below the statutory goal for the past two years, HUD will be further down-graded to a "C." For fiscal year 2001, HUD has a small disadvantaged business goal of 2 percent.

8(a) Program Goal

HUD has not met its 8(a) Program goal from 1997 through 1999. Based on figures for 2000, HUD again did not meet its 8(a) Program goal. HUD achieved 2.32 percent. HUD's goal was 5 percent. As HUD achieved 46.4 percent of its goal, the grade will be an "F." HUD has an 8(a) Program goal for fiscal year 2001 of 5 percent.

Women-Owned Business Goal

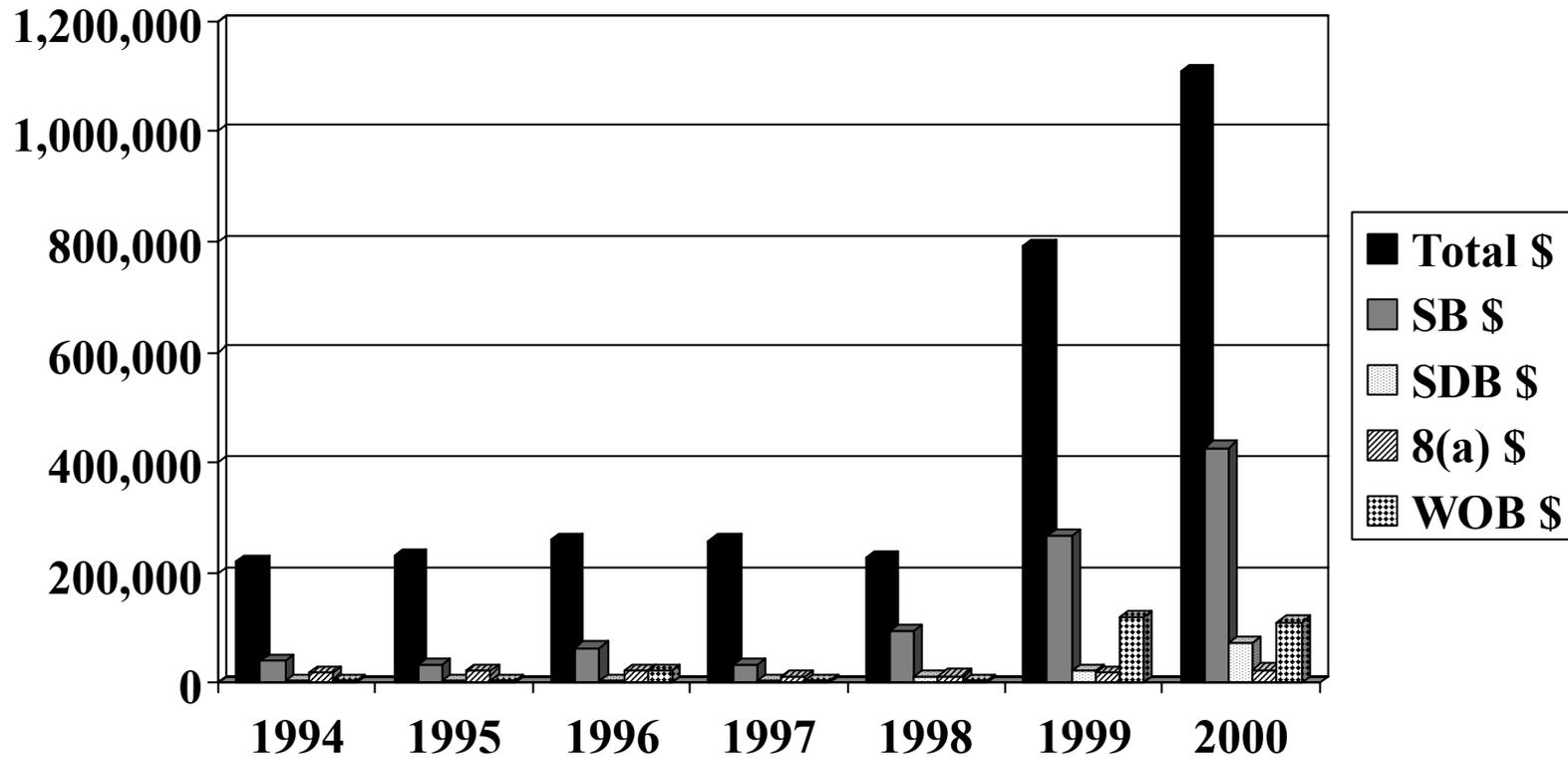
HUD did not achieve its women-owned business goal only in 1997 an 1998, but did exceed its goal in 1999. Based on figures for 2000, HUD exceeded its goal. HUD achieved 10.55 percent. HUD's goal was 5 percent. Therefore, the grade will be an "A." HUD has a women-owned business goal of 5 percent for fiscal year 2001.

Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	A 4 points
Average Grade	C 2.5 points

With an “A” in the Small Business Goal, a “C” in the Small Disadvantaged Business Goal, an “F” in the 8(a) Program Goal, and an “A” in the Women-Owned Business Goal, with all categories weighed equally, the Department of Housing and Urban Development has an overall point total of 2.5 points, for a grade of “C.”

Department of Housing & Urban Development Procurement Dollars

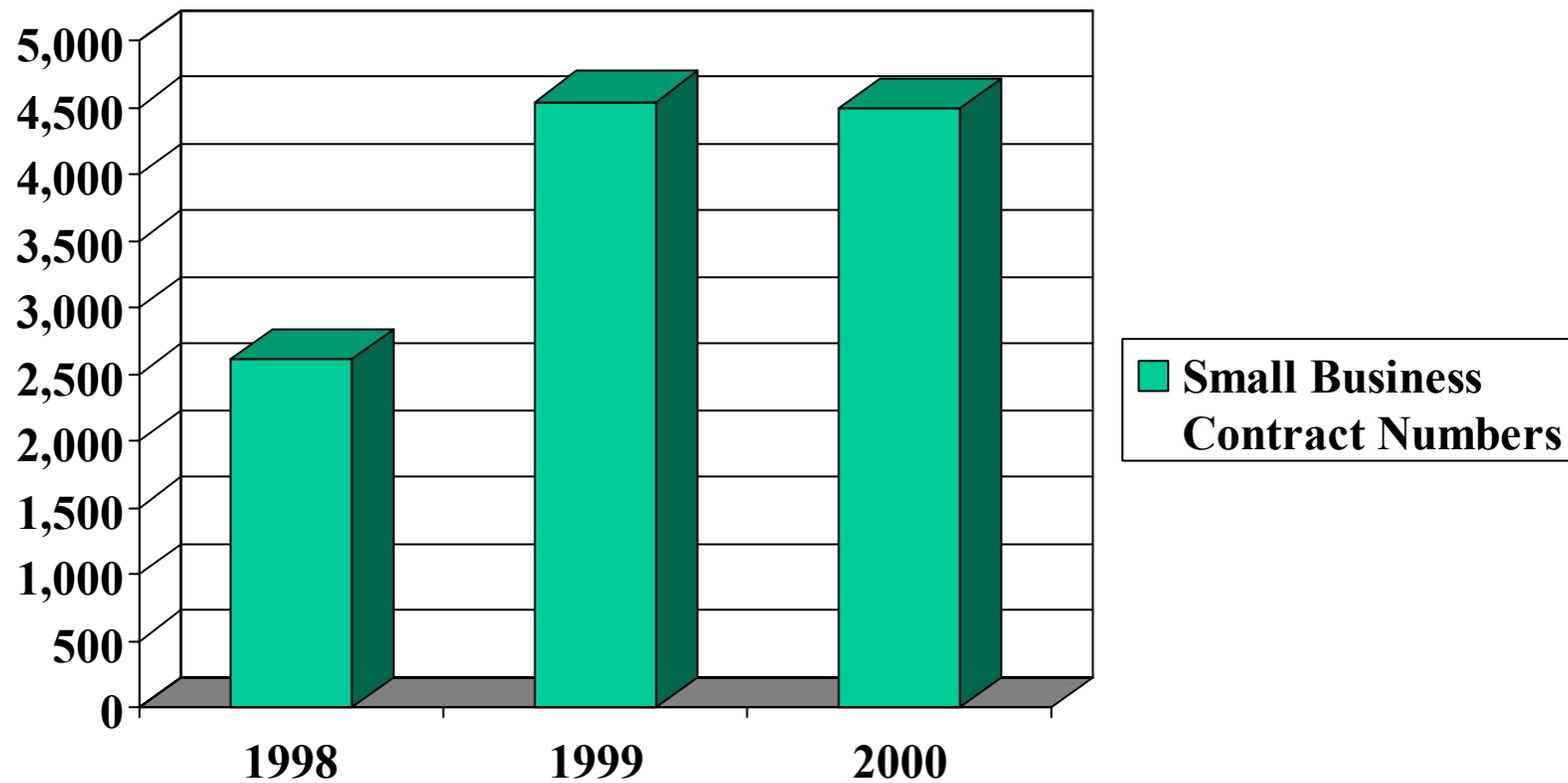


Dollars are expressed in millions.

U.S. Department of Housing and Urban Development

Urban Development

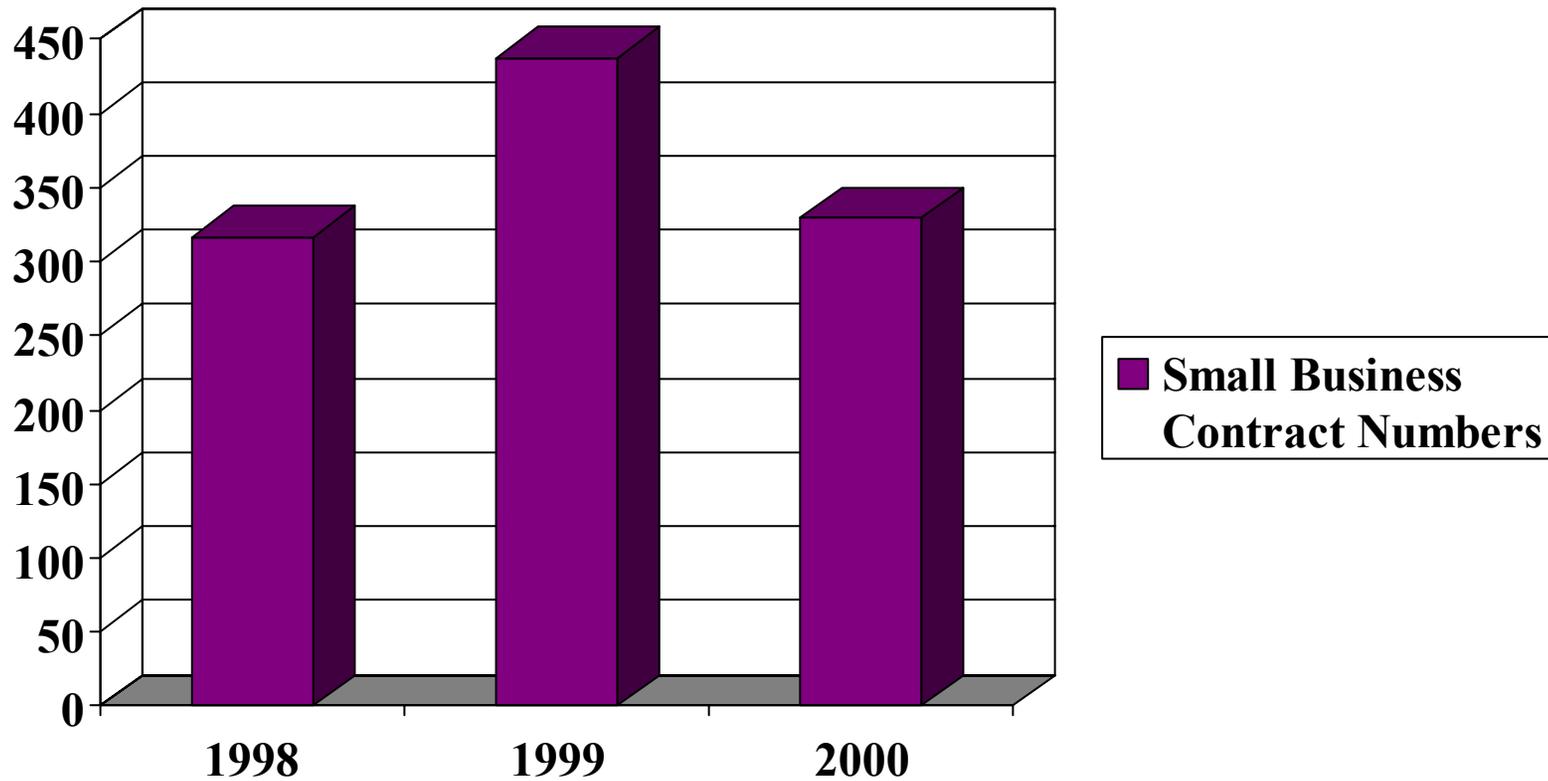
Number of Contracts to Small Businesses



U.S. Department of Housing and Urban Development

Urban Development

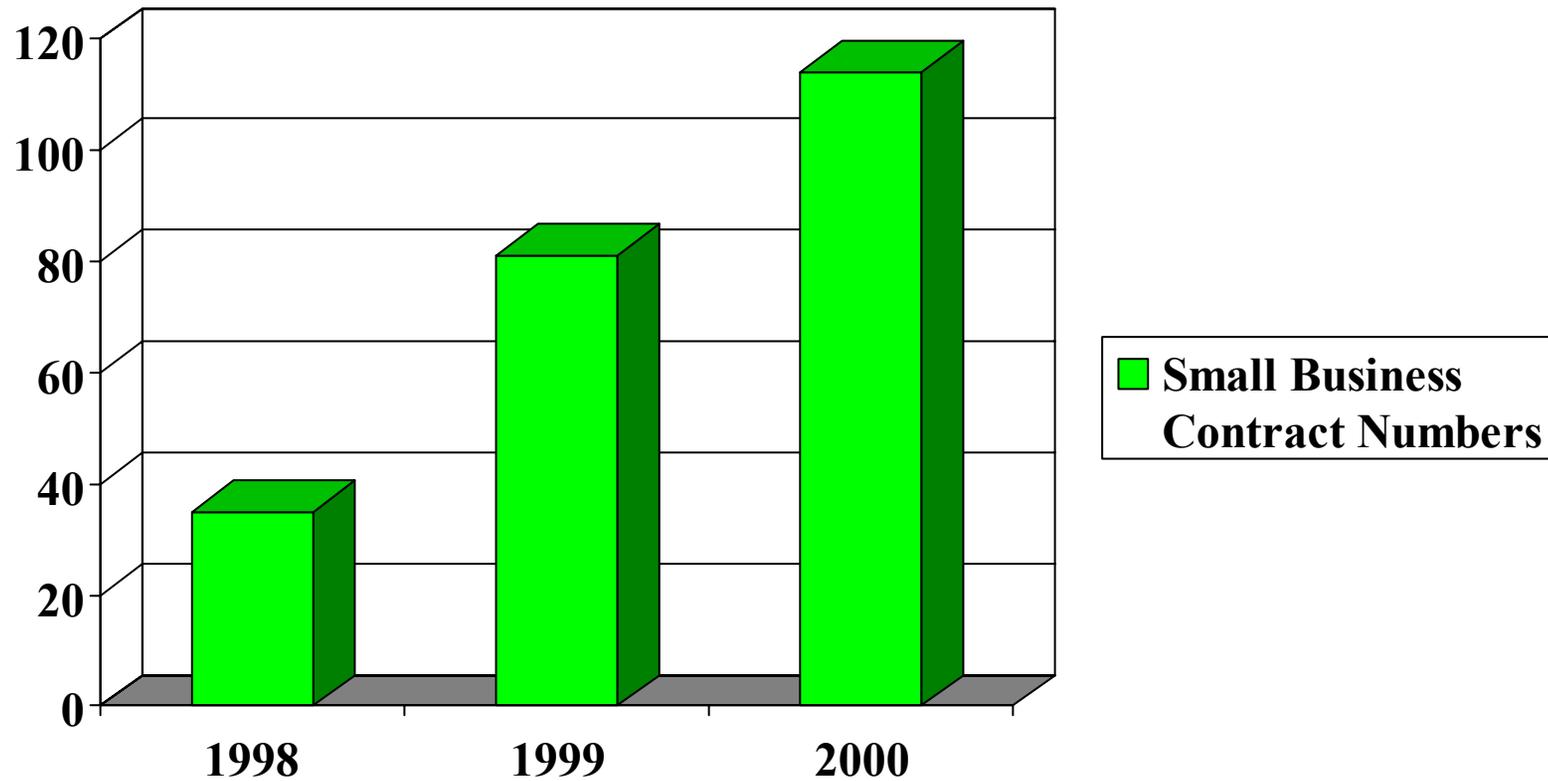
Number of Contracts to Small Disadvantaged Businesses



U.S. Department of Housing and Urban Development

Urban Development

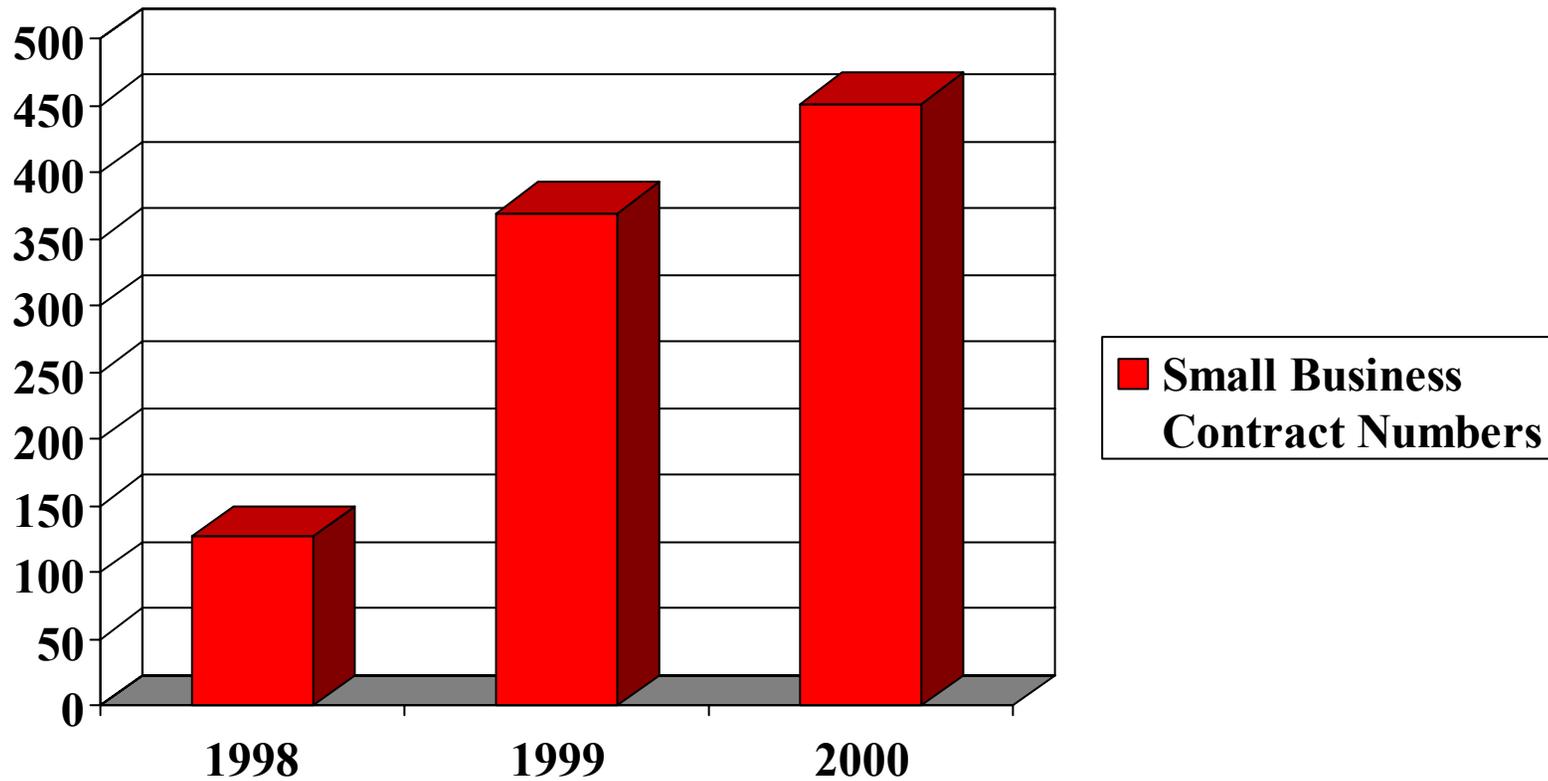
Number of Contracts to 8(a) Firms



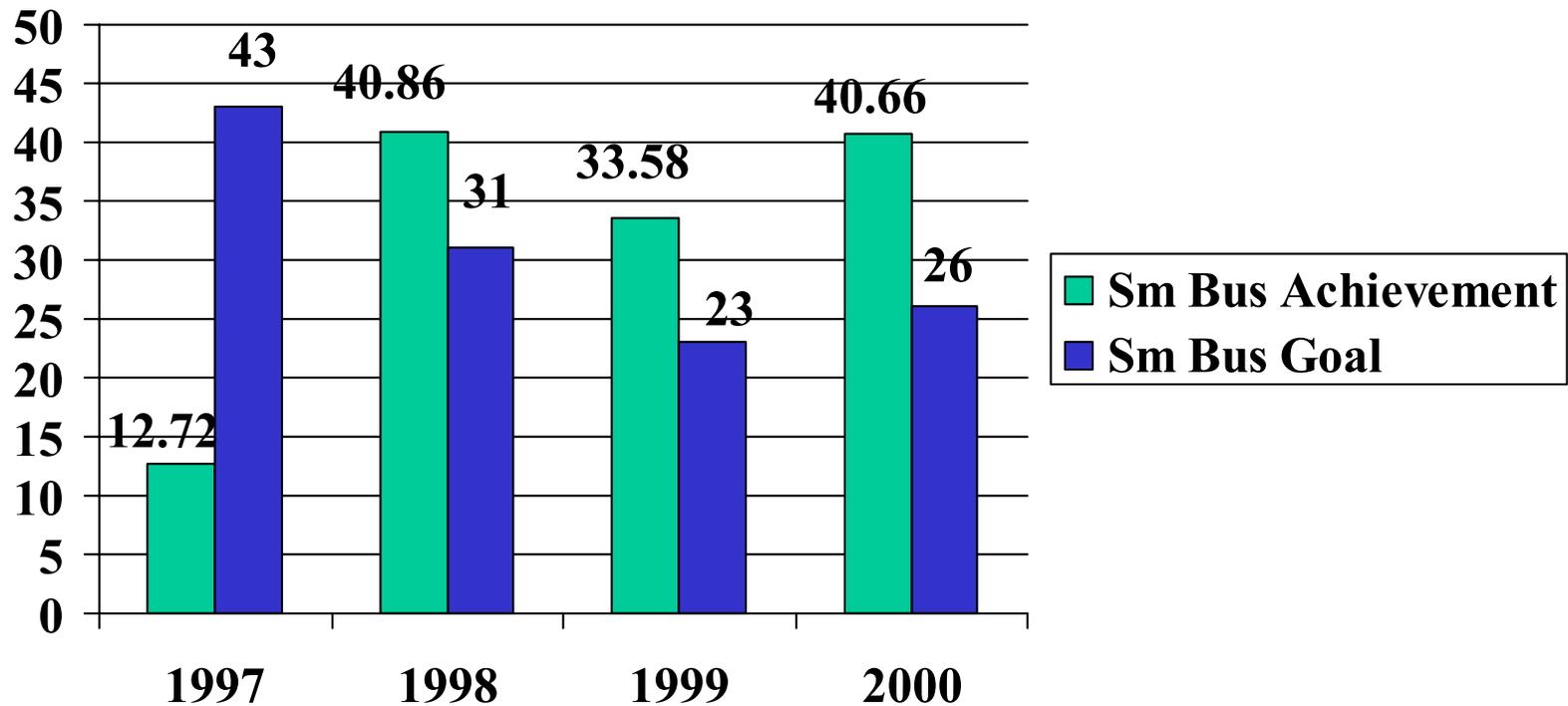
U.S. Department of Housing and Urban Development

Urban Development

Number of Contracts to Women-Owned Businesses

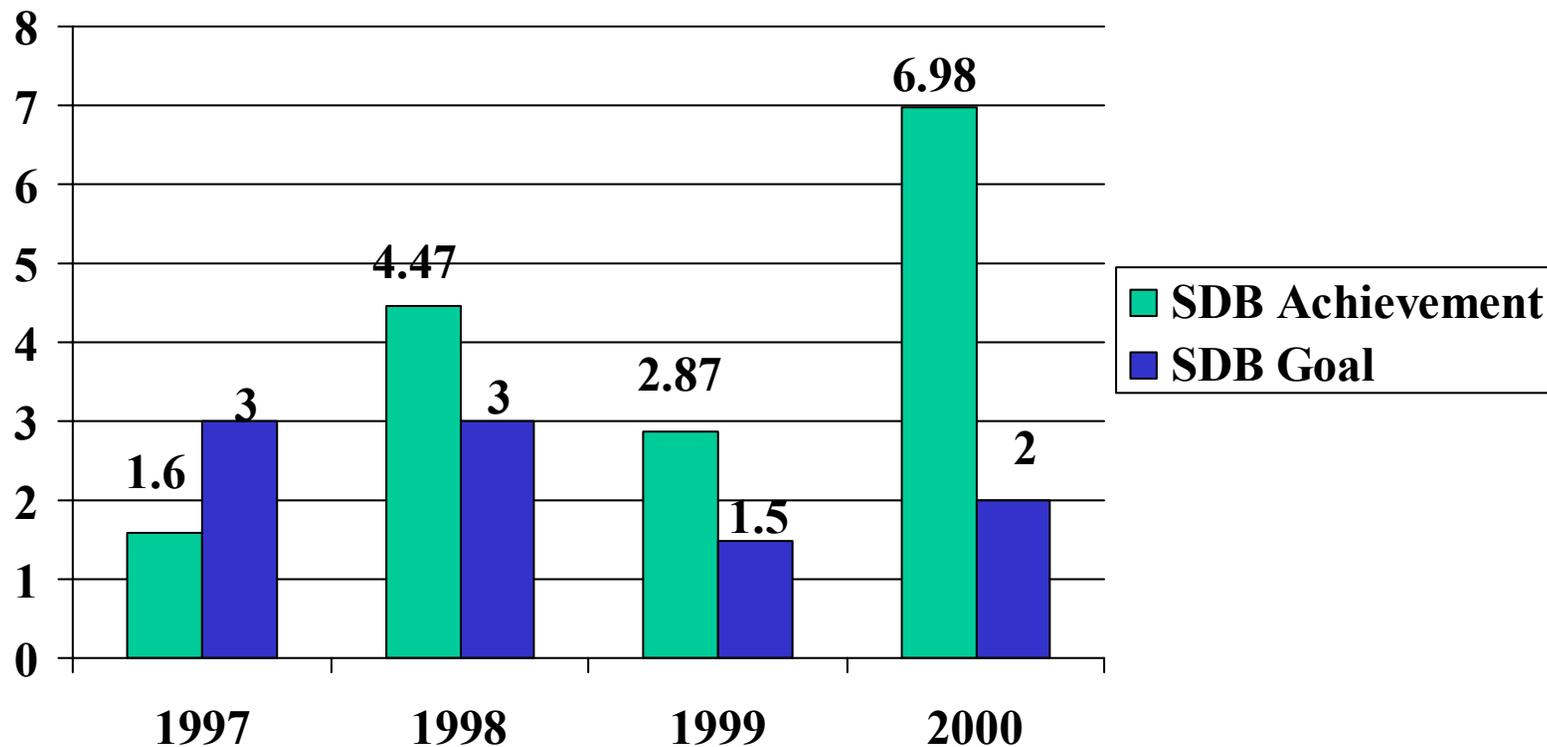


Department of Housing & Urban Development Small Business Goal Achievement



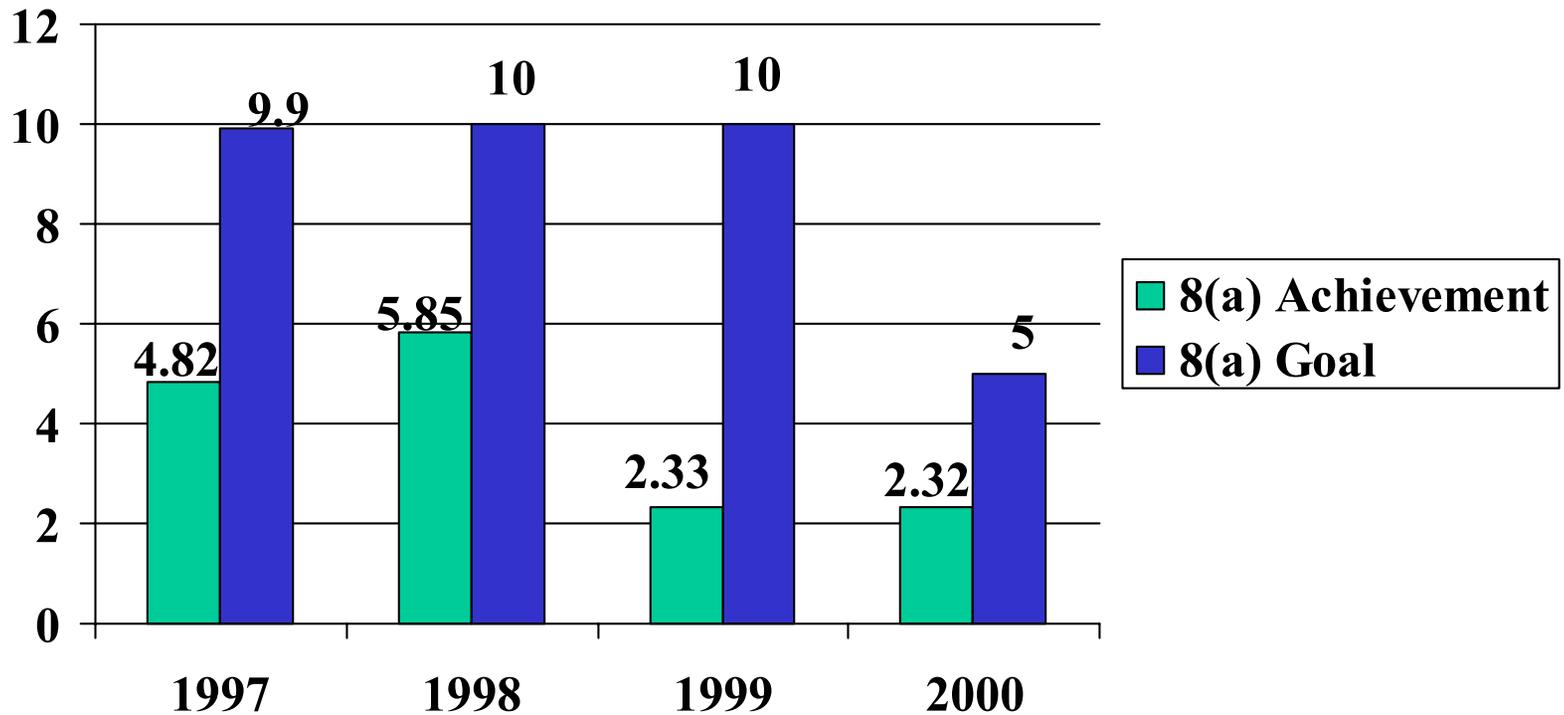
These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Housing & Urban Development SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

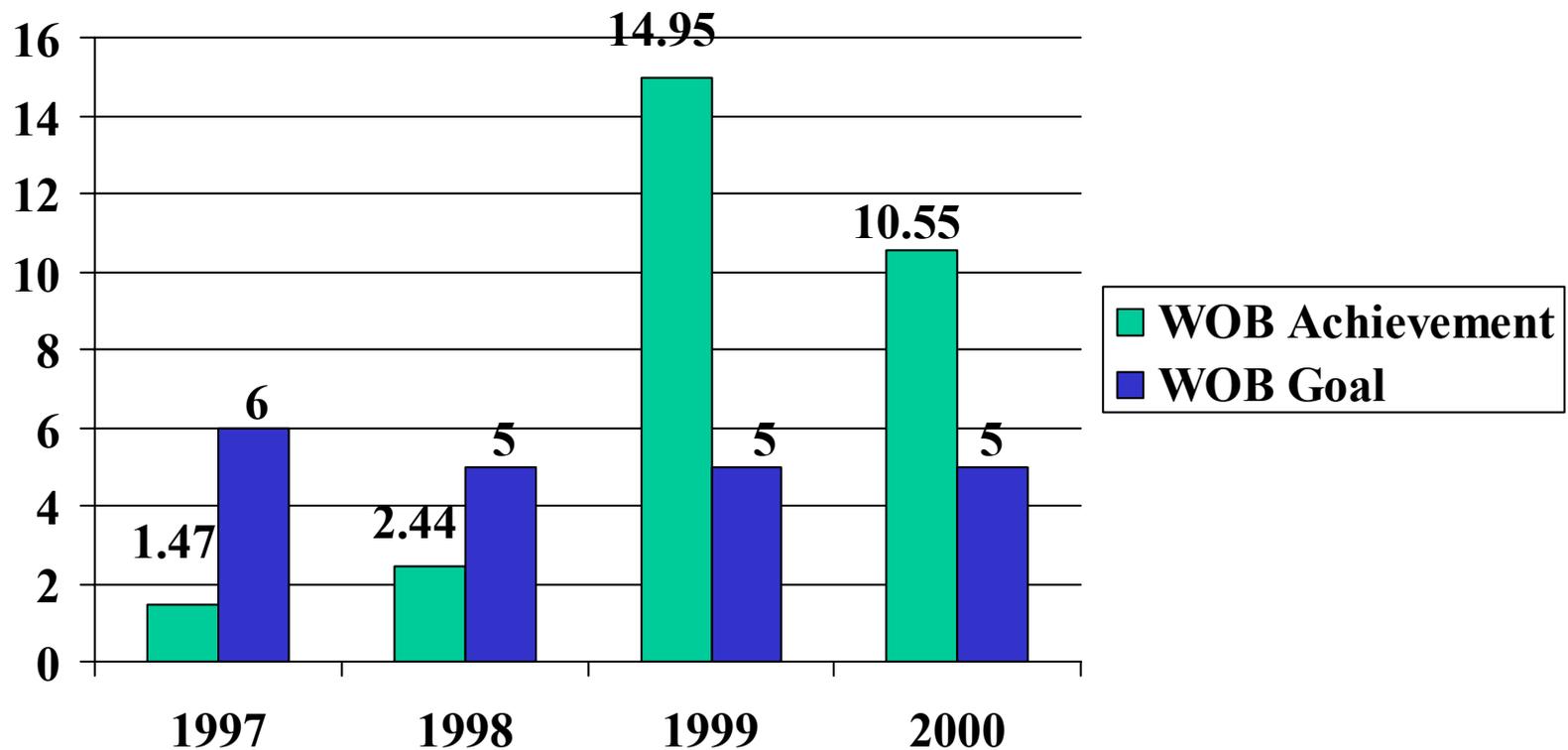
Department of Housing & Urban Development 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Housing & Urban Development

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Environmental Protection Agency

Procurement Dollar Analysis

In 1994, the Environmental Protection Agency (EPA) had procurement activity of \$1.3 billion. Activity decreased in 1995 to \$1.168 billion. An increase occurred in 1996 to \$1.17 billion. A further decrease took place in 1997 to \$1.04 billion. An increase again occurred in 1998 to \$1.1 billion. In 1999, EPA showed an increase to nearly \$1.29 billion. Figures for 2000 show a decrease in procurement activity to \$991.6 million.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by EPA decreased from 12,976 in 1998 to 11,352 in 1999. In 2000, EPA awarded 8,575 contracts to small businesses. The total percentage decrease from 1998 to 2000 was more than 33 percent.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by EPA increased from 1,202 in 1998 to 1,520 in 1999. In 2000, EPA awarded 475 contracts to small disadvantaged businesses. The total percentage decrease from 1999 to 2000 was over 60 percent.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by EPA increased from 350 in 1998 to 426 in 1999. In 2000, EPA awarded 795 contracts to 8(a) firms.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by EPA increased from 940 in 1998 to 1,205 in 1999. In 2000, EPA awarded 856 contracts to women-owned businesses.

Goal Achievement

Small Business Goal

EPA did not achieve its small business goal in 1997, but exceeded its goal in 1998 and 1999. Based on figures for 2000, EPA exceeded its small business goal. EPA achieved 25.56 percent. EPA's goal was 23.5 percent. As EPA exceeded its goal, the grade will be an "A." EPA's small business goal for fiscal year 2001 is 23.5 percent.

Small Disadvantaged Business Goal

EPA did not meet its small disadvantaged business goal in 1997 or 1998, but exceeded its goal in 1999. Based on figures for 2000, EPA did not achieve its goal. EPA achieved 2.18 percent. EPA's goal was 3.5 percent. As EPA achieved 62 percent of its goal, the grade would normally be a "D." However, based on the fact that EPA has a lower goal than the 5 percent mandated goal, EPA will be downgraded to an "F." As EPA has set a goal below the statutory goal for the past two years, EPA would normally be further down-graded. For fiscal year 2001, EPA has a small disadvantaged business goal of 3.5 percent.

8(a) Program Goal

EPA did not meet its 8(a) Program goal from 1997 through 1999. Based on figures for 2000, EPA exceeded its 8(a) Program goal. EPA achieved 6.28 percent. EPA's goal was 6 percent. As EPA exceeded its goal, the grade will be an "A." EPA has an 8(a) Program goal for fiscal year 2001 of 6 percent.

Women-Owned Business Goal

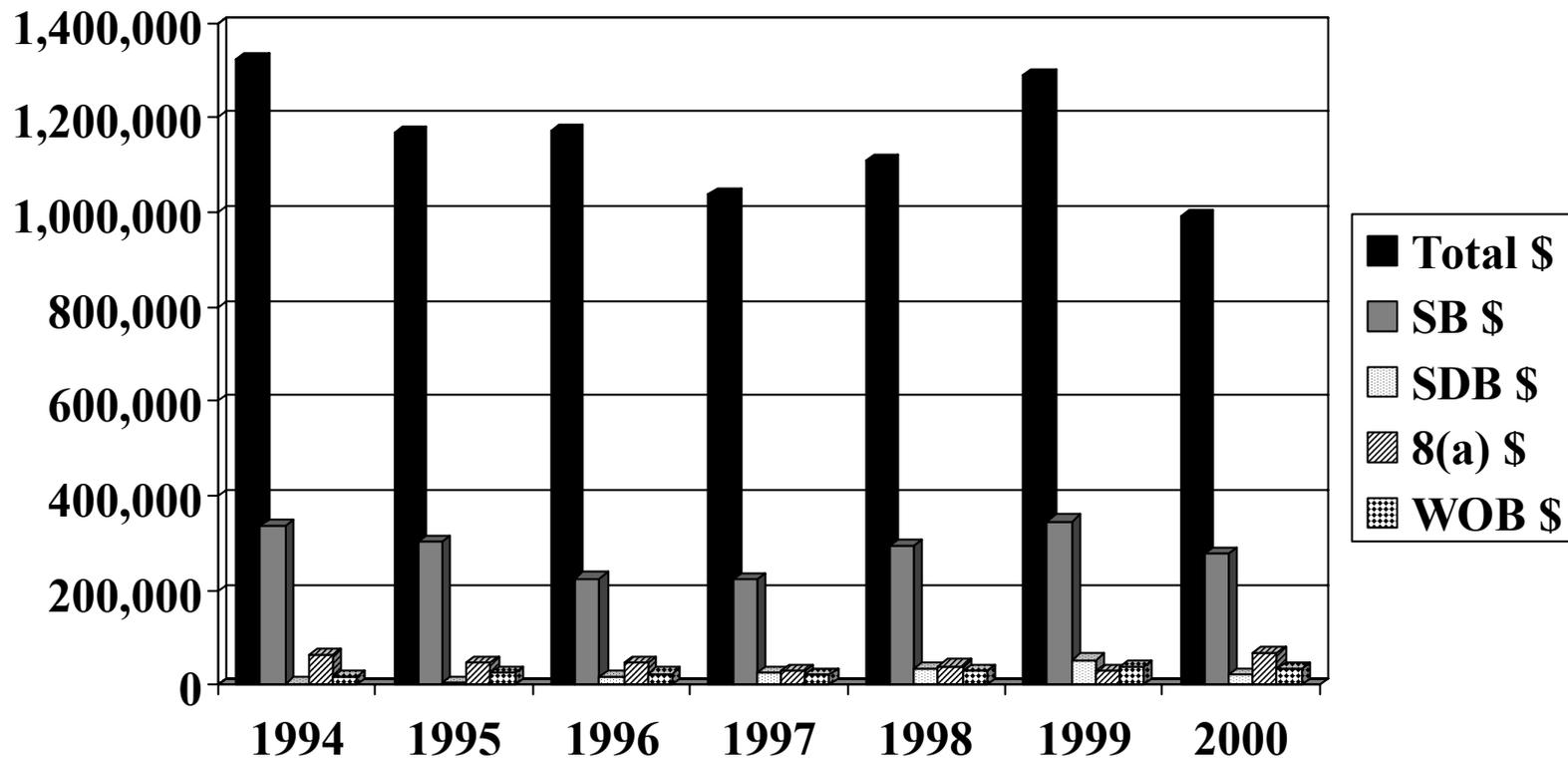
EPA did not meet its women-owned business goal from 1997 through 1999. Based on figures for 2000, EPA again did not meet its goal. EPA achieved 3.31 percent. EPA's goal was 5 percent. As EPA achieved 66.2 percent of its goal, the grade will be a "D." EPA has a women-owned business goal of 5 percent for fiscal year 2001.

Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	F 0 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	D 1 point
Average Grade	C- 2.25 points

With an “A” in the Small Business Goal, an “F” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, and a “D” in the Women-Owned Business Goal, with all categories weighed equally, the Environmental Protection Agency has an overall point total of 2.25 points, for a grade of “C-.”

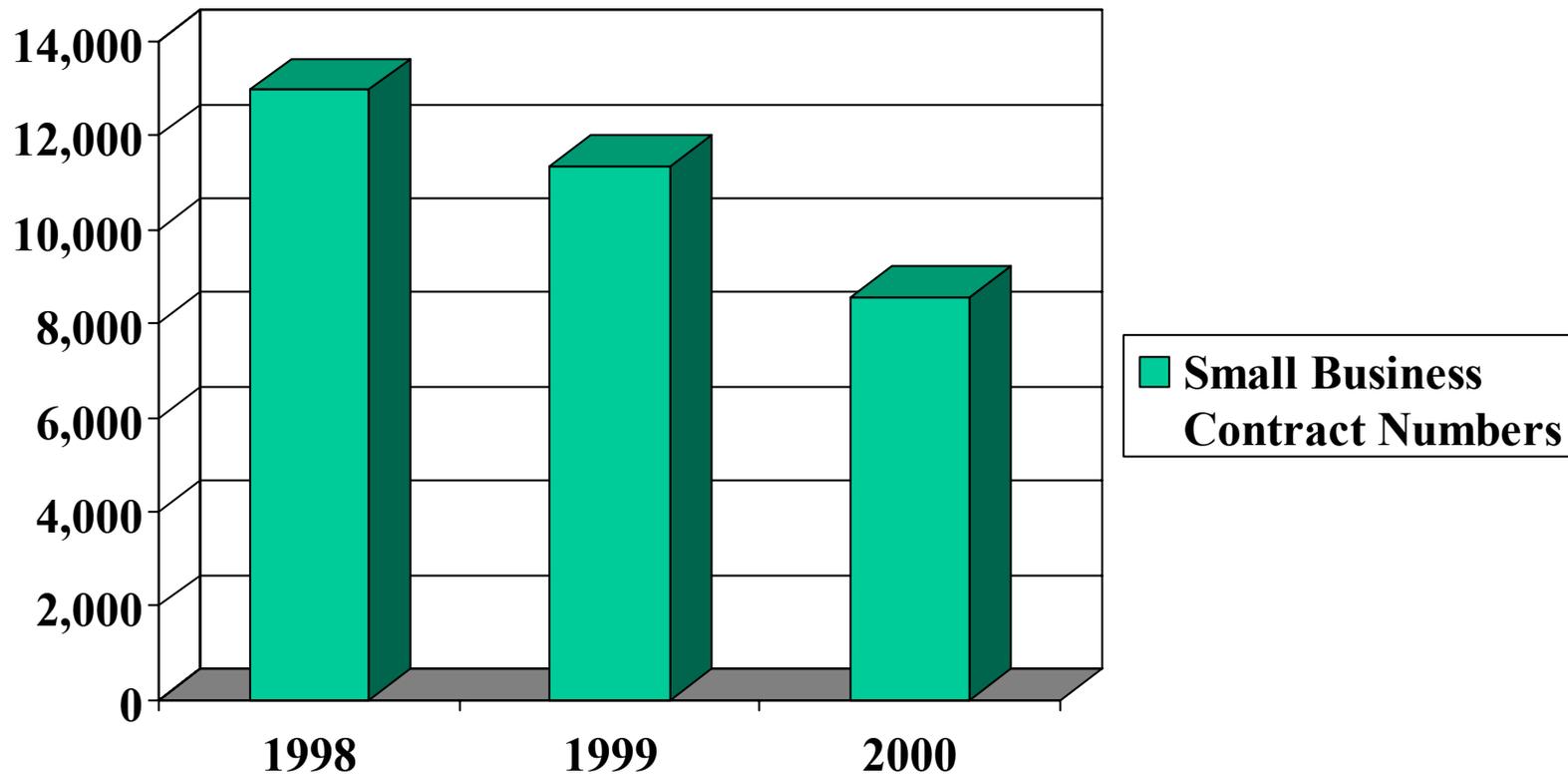
Environmental Protection Agency Procurement Dollars



Dollars are expressed in millions.

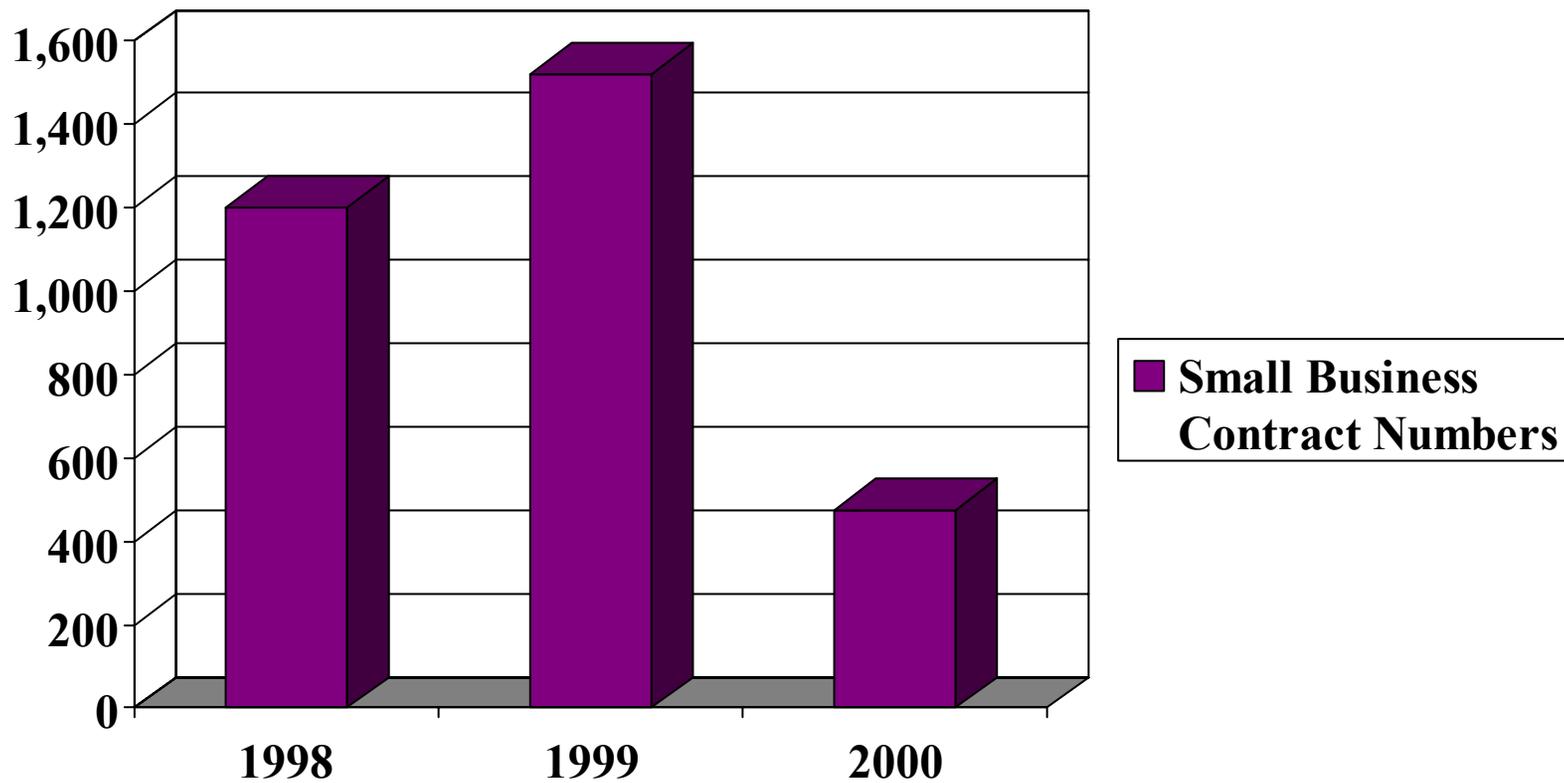
Environmental Protection Agency

Number of Contracts to Small Businesses



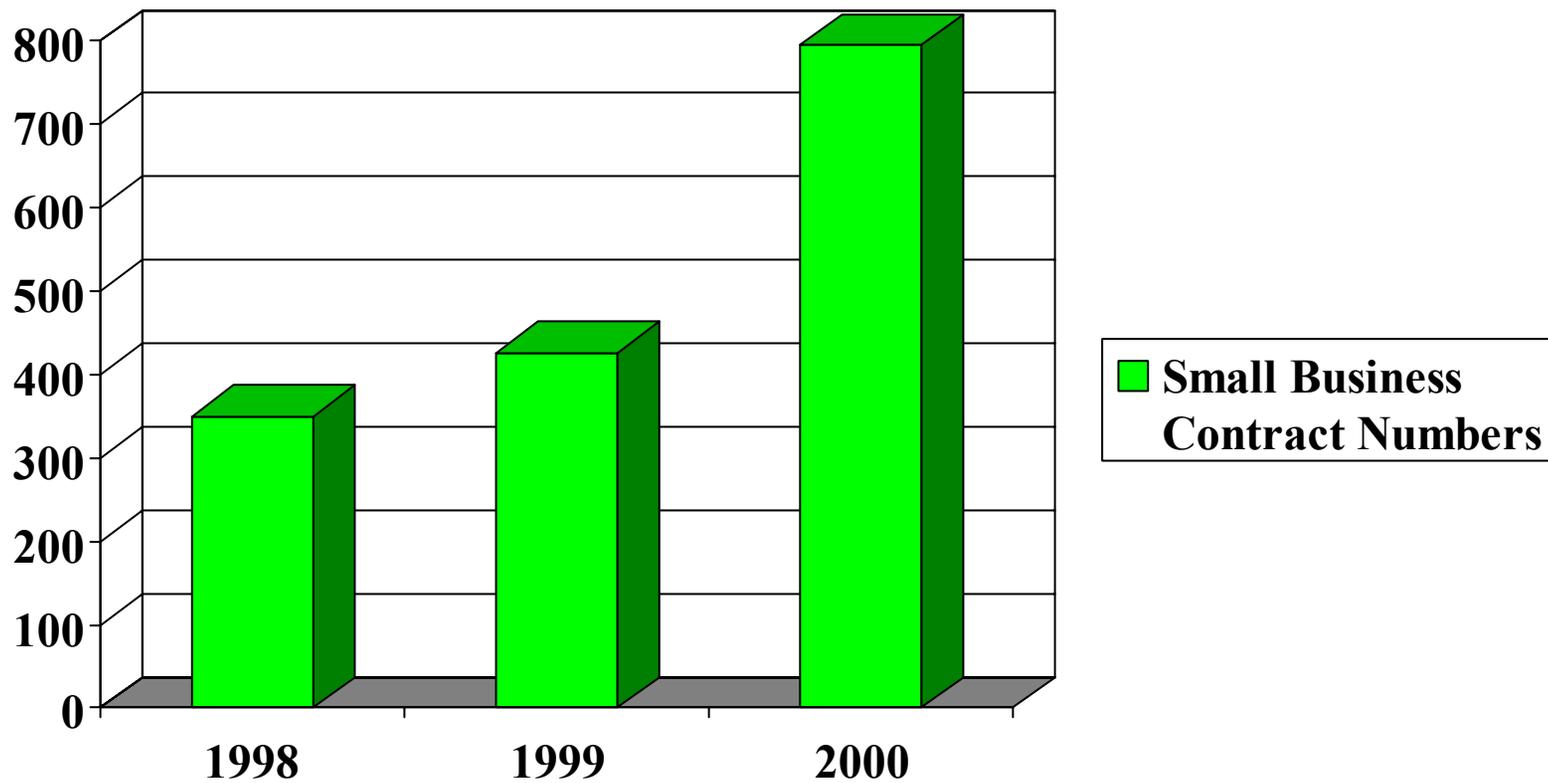
Environmental Protection Agency

Number of Contracts to Small Disadvantaged Businesses



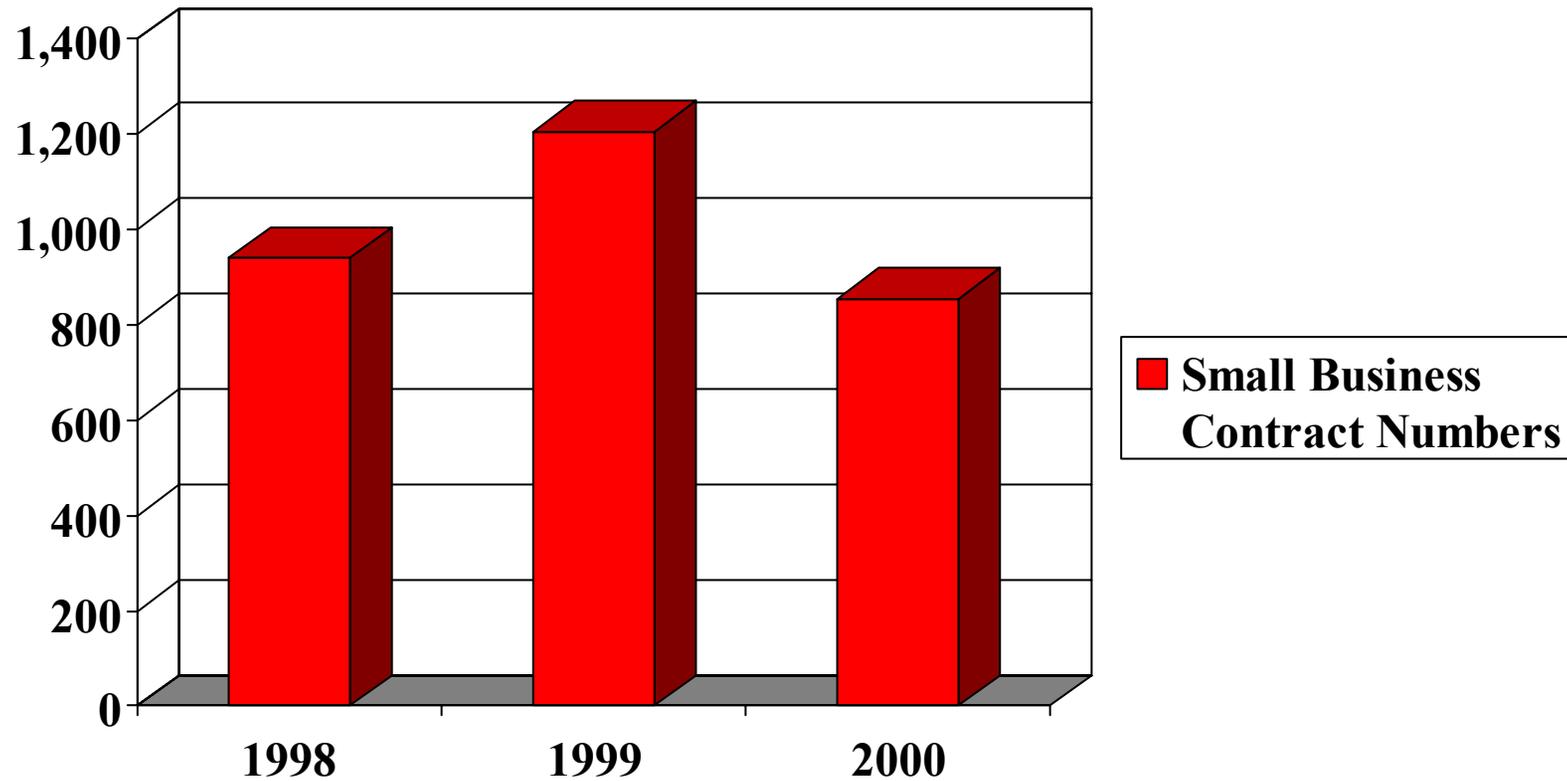
Environmental Protection Agency

Number of Contracts to 8(a) Firms

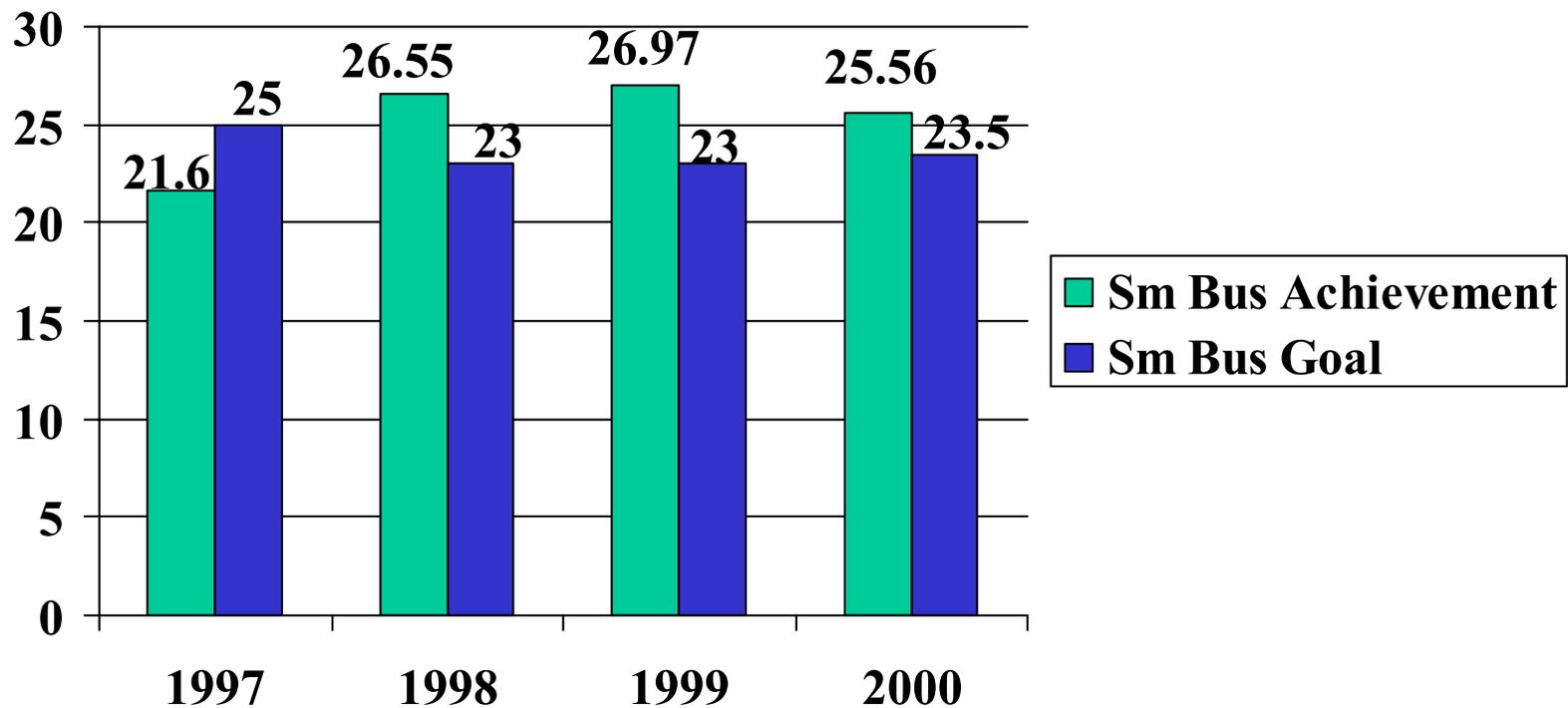


Environmental Protection Agency

Number of Contracts to Women-Owned Businesses

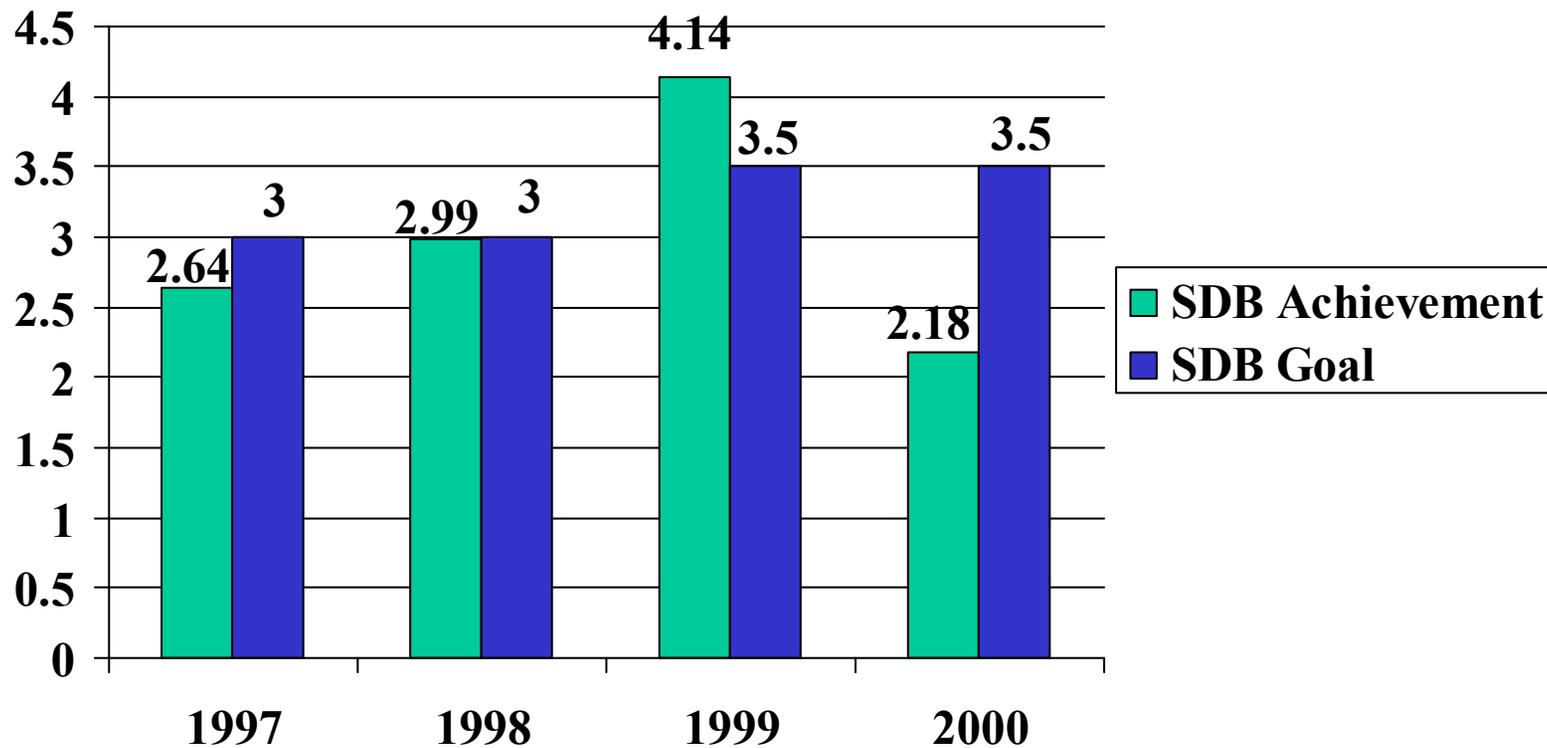


Environmental Protection Agency Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

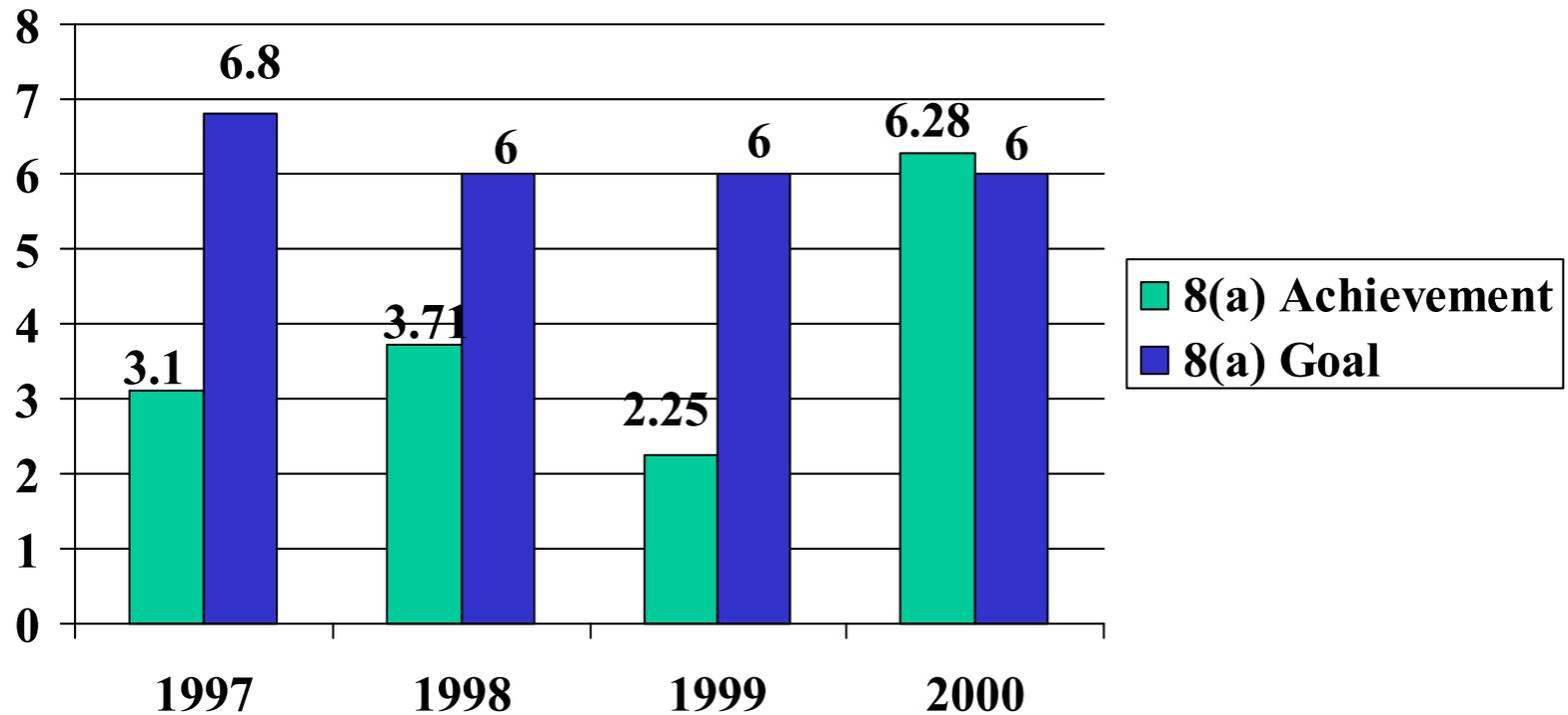
Environmental Protection Agency SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

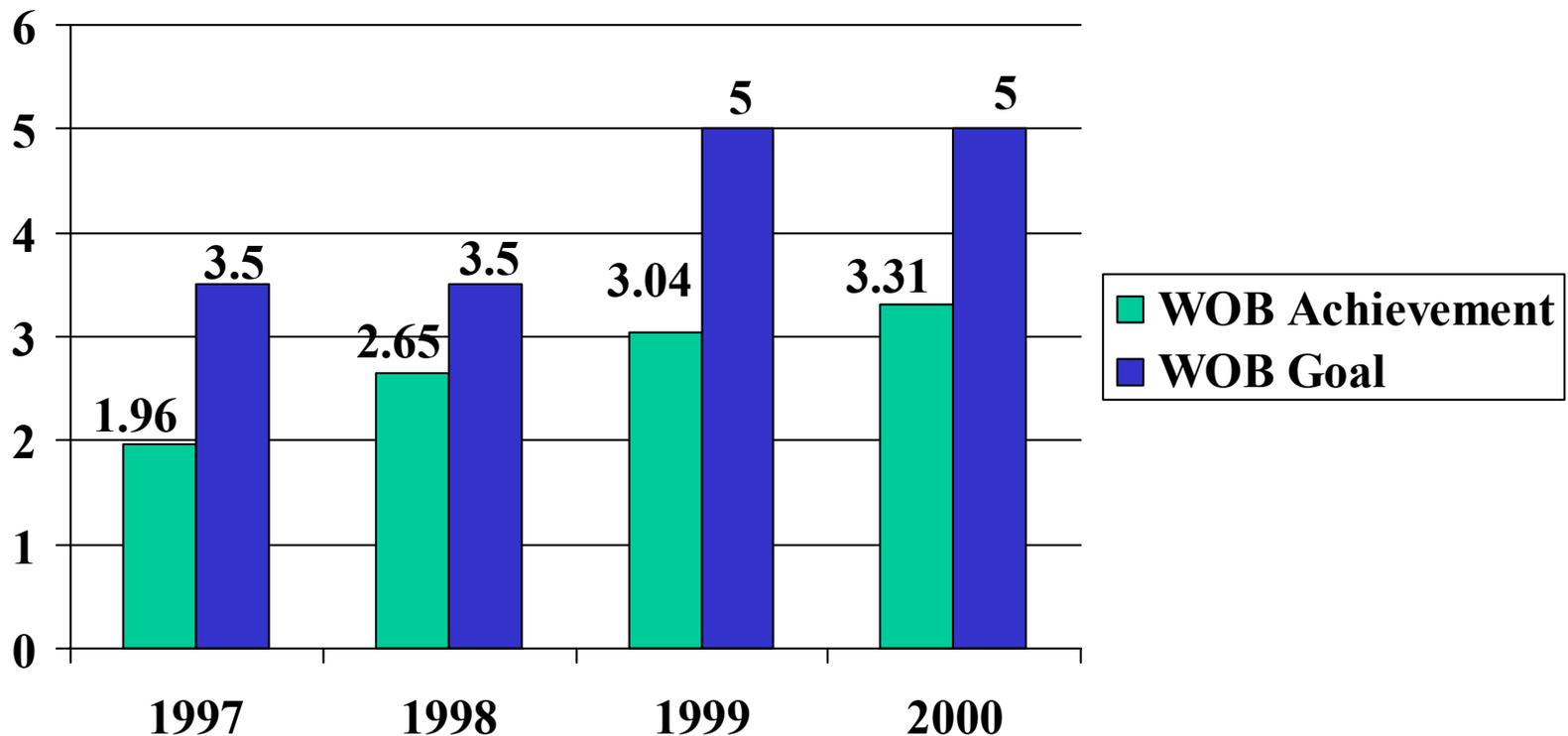
Environmental Protection Agency

8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Environmental Protection Agency Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Education

Procurement Dollar Analysis

Department of Education (Education) procurement activity decreased from \$698.1 million in 1994 to \$425.9 million in 1995. An increase occurred from 1996 through 1998 as follows: 1996 - \$445 million, 1997 - \$675.3 million, and 1998 - \$964.9 million. A decrease occurred in 1999 to \$680.8 million. Based on 2000 figures, Education shows an increase to \$899 million.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by Education increased from 1,784 in 1998 to 5,787 in 1999. In 2000, Education awarded 3,871 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by Education increased 42 in 1998 to 77 in 1999. In 2000, Education awarded 58 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by Education increased from 48 in 1998 to 75 in 1999. In 2000, Education awarded 203 contracts to 8(a) firms.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by Education increased from 75 in 1998 to 160 in 1999. In 2000, Education awarded 214 contracts to women-owned businesses.

Goal Achievement

Small Business Goal

Education exceeded its small business goal only in 1998. Education did not achieve its small business goal in 1997 or 1999. Based on figures for 2000, Education again did not achieve its small business goal. Education achieved 13.86 percent. Education's goal was 23.5 percent. As Education achieved only 58.9 percent of its goal, the grade will be an "F." Education's small business goal for fiscal year 2001 is 23.5 percent.

Small Disadvantaged Business Goal

Education did not meet its small disadvantaged business goal in 1997 and 1998. Education achieved its goal in 1999. Based on figures for 2000, Education exceeded its goal. Education achieved 0.81 percent. Education's goal was 1 percent. As Education achieved 81 percent of its goal, the grade would normally be a "B." However, based on the fact that Education has a lower goal than the 5 percent mandated goal, Education will be downgraded to a "C." As Education has set a goal below the statutory goal for the past two years, Education will be further down-graded to a "D." For fiscal year 2001, Education's goal is 1 percent.

8(a) Program Goal

Education did not achieve its 8(a) Program goal from 1997 through 1999. Based on figures for 2000, Education did not meet its 8(a) Program goal. Education achieved 4.93 percent. Education's goal was 4 percent. As Education exceeded its goal, the grade will be an "A." Education has an 8(a) Program goal for fiscal year 2001 of 4 percent.

Women-Owned Business Goal

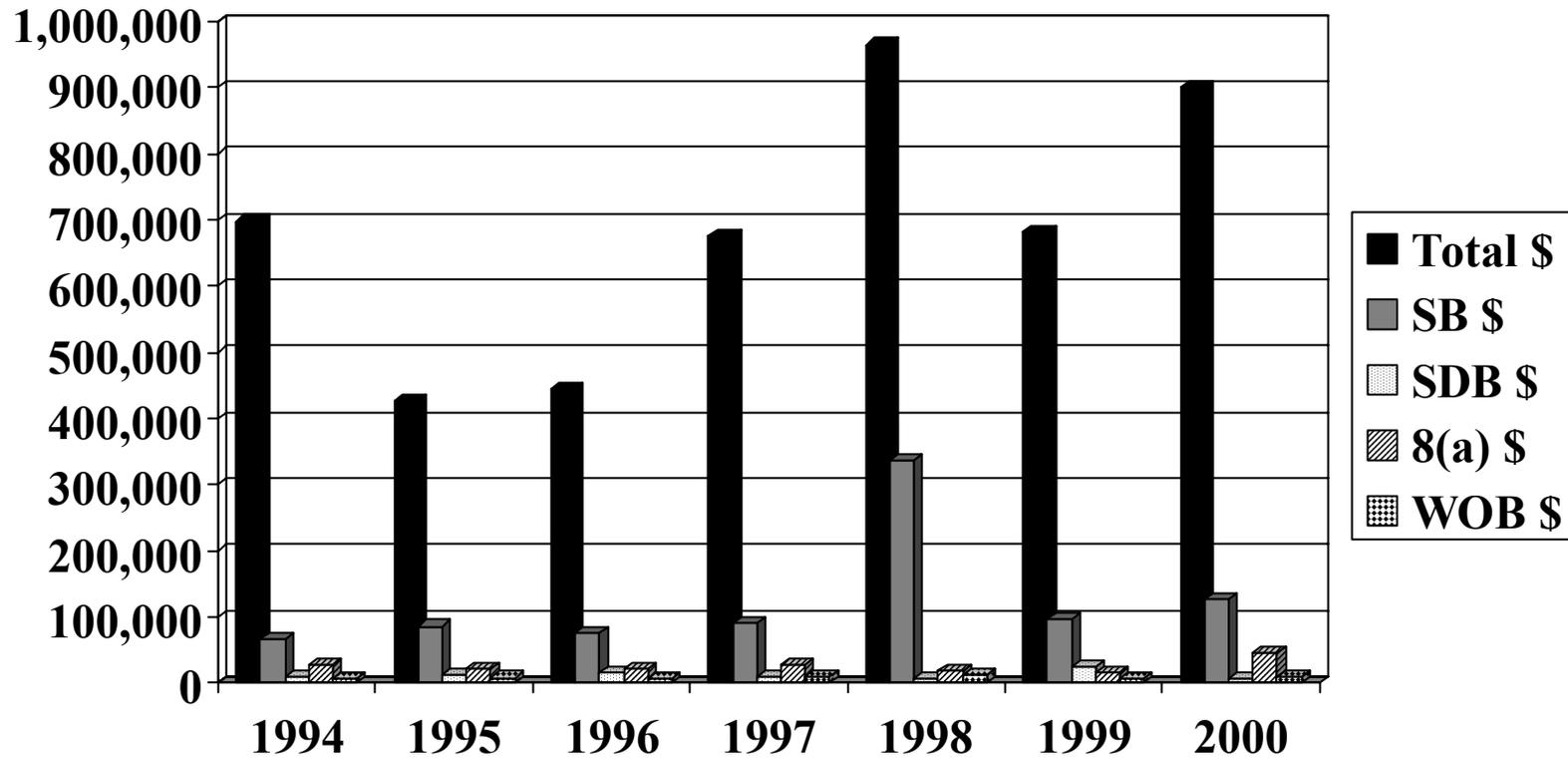
Education has not met its women-owned business goal from 1997 through 1999. Based on figures for 2000, Education again did not meet its goal. Education achieved 1.12 percent. Education's goal was 5 percent. As Education achieved 22.4 percent of its goal, the grade will be an "F." Education has a women-owned business goal of 5 percent for fiscal year 2001.

Overall Grade

Small Business Goal	F 0 points
Small Disadvantaged Business Goal	D 1 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	F 0 points
Average Grade	D- 1.25 points

With an “F” in the Small Business Goal, a “D” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, and an “F” in the Women-Owned Business Goal, with all categories weighed equally, the Department of Education has an overall point total of 1.25 points, for a grade of “D-.”

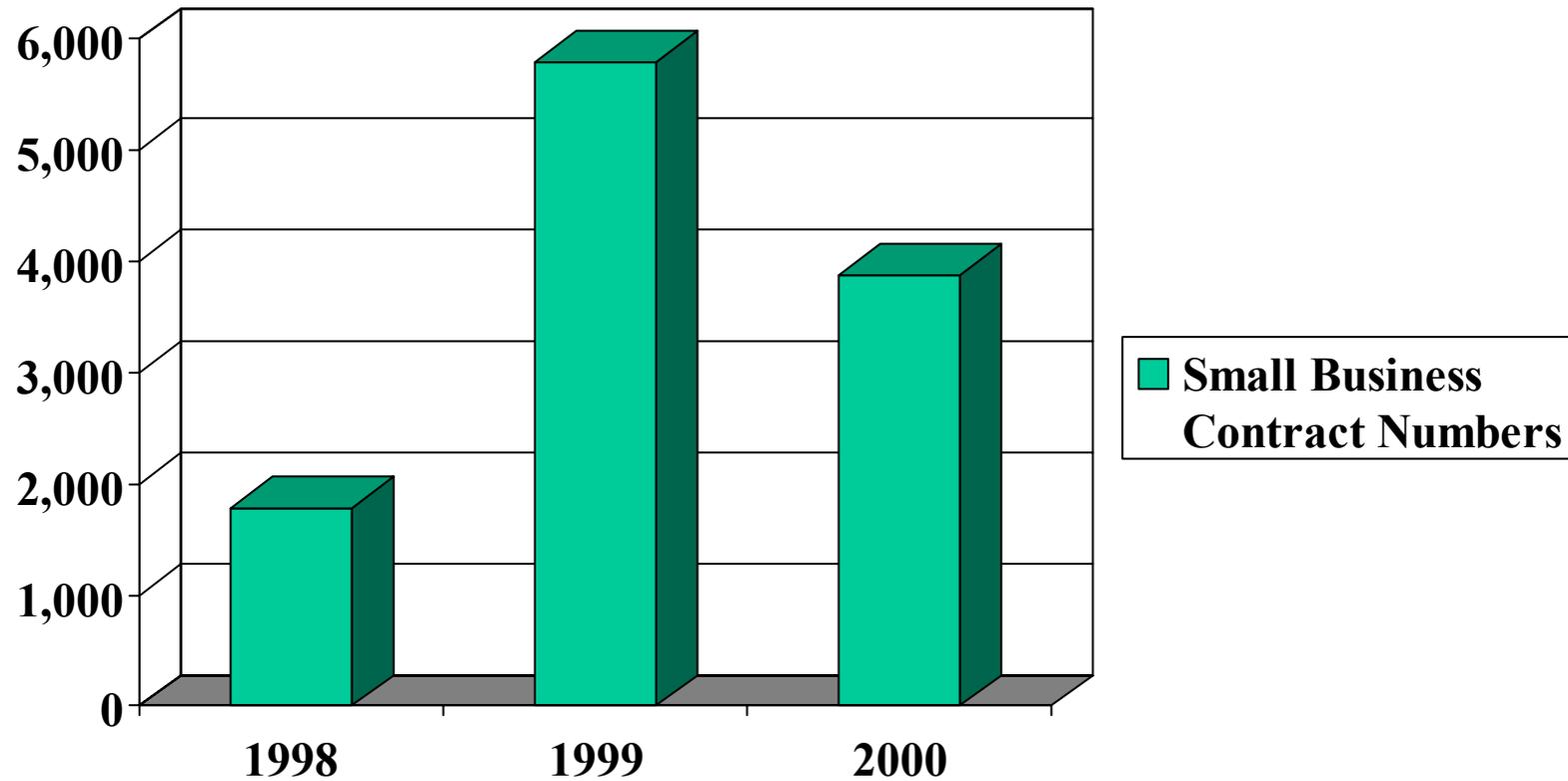
Department of Education Procurement Dollars



Dollars are expressed in millions.

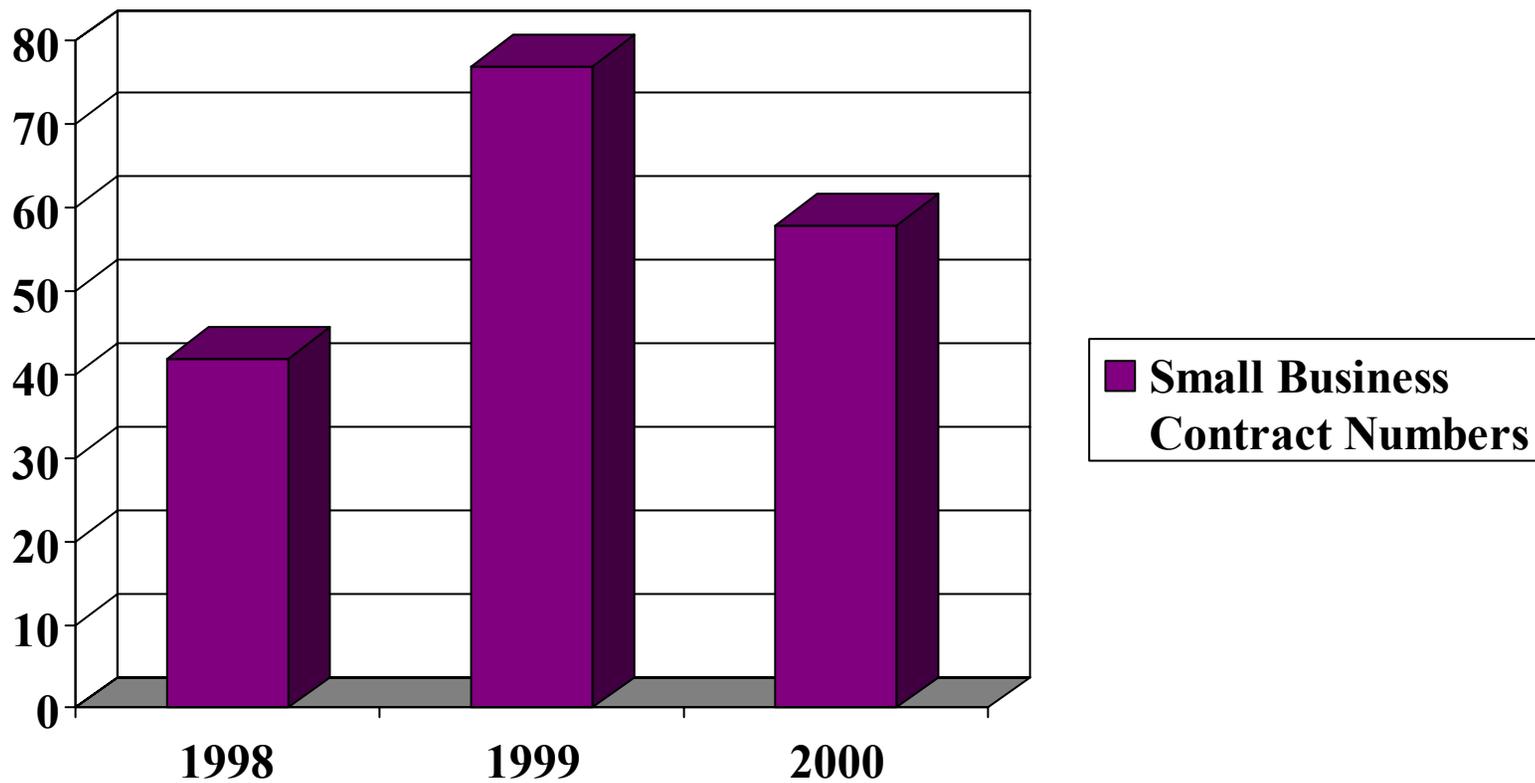
U.S. Department of Education

Number of Contracts to Small Businesses



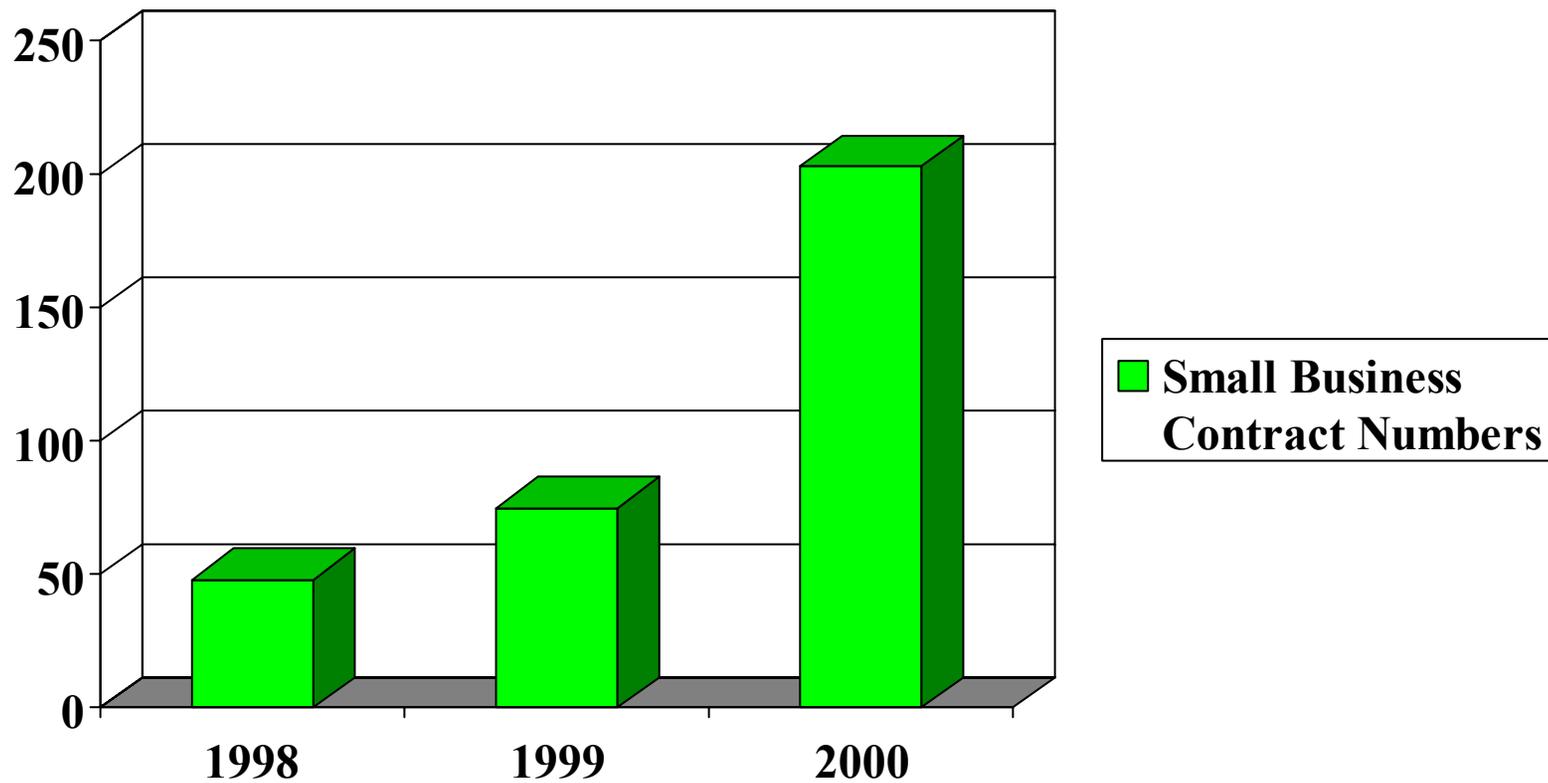
U.S. Department of Education

Number of Contracts to Small Disadvantaged Businesses



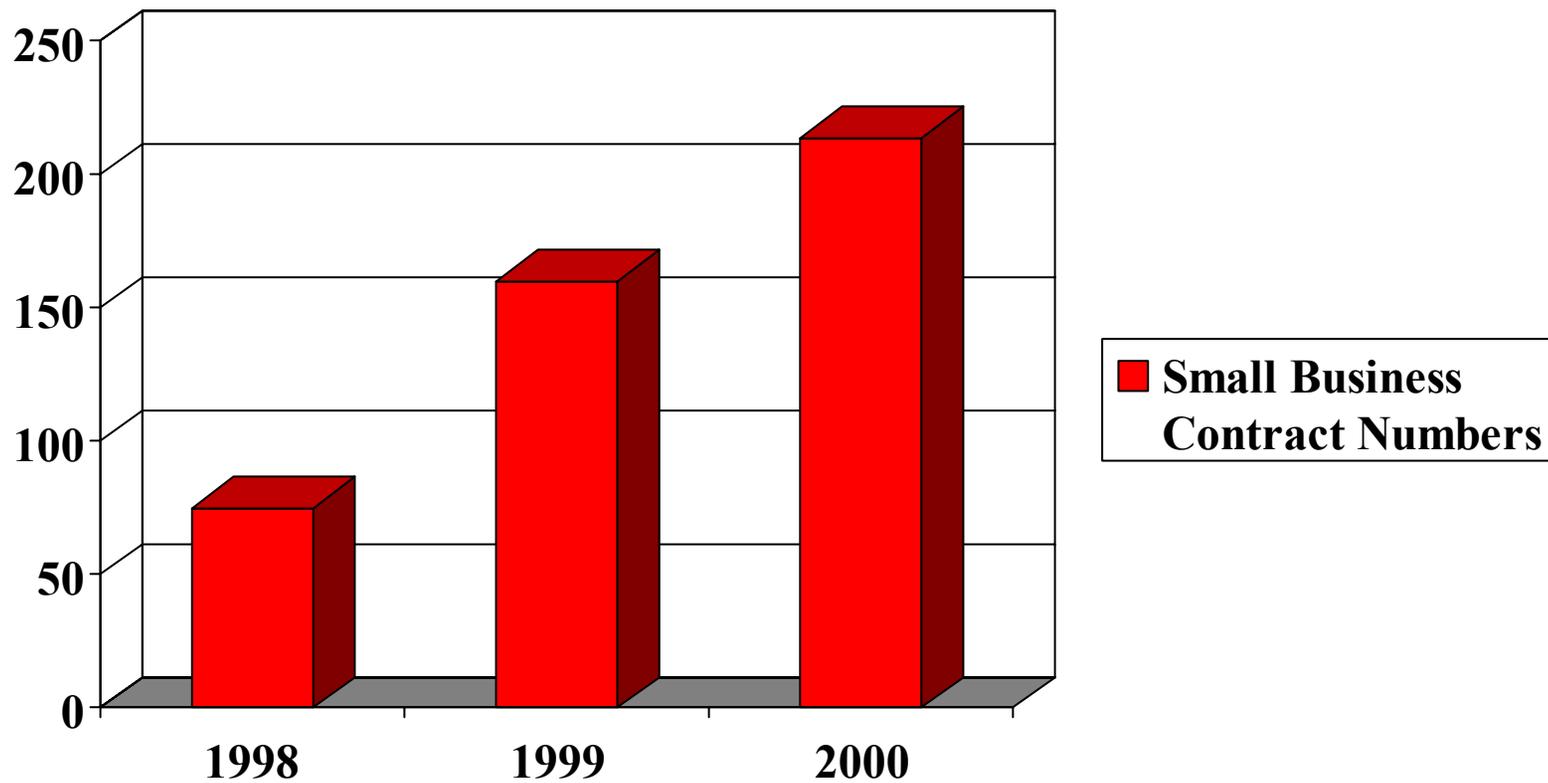
U.S. Department of Education

Number of Contracts to 8(a) Firms



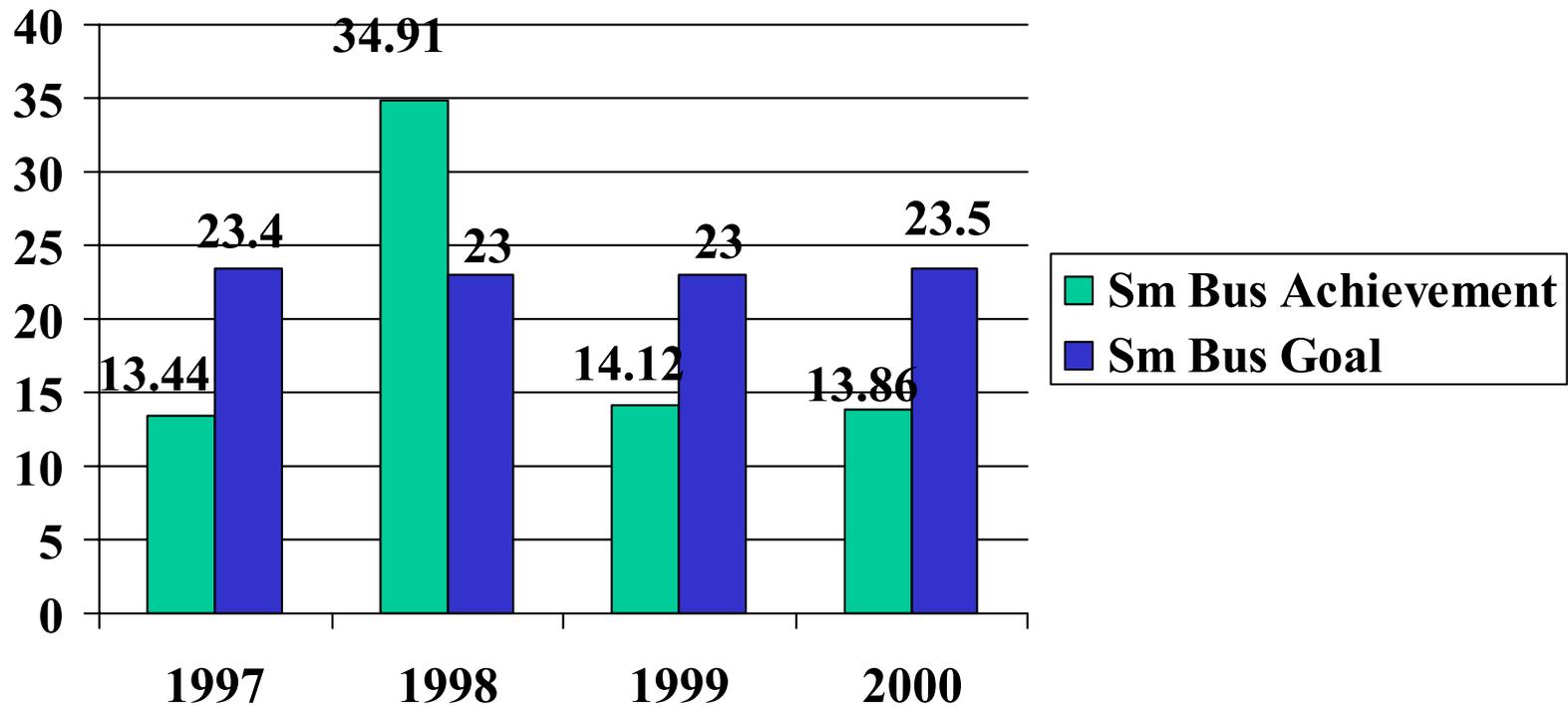
U.S. Department of Education

Number of Contracts to Women-Owned Businesses



Department of Education

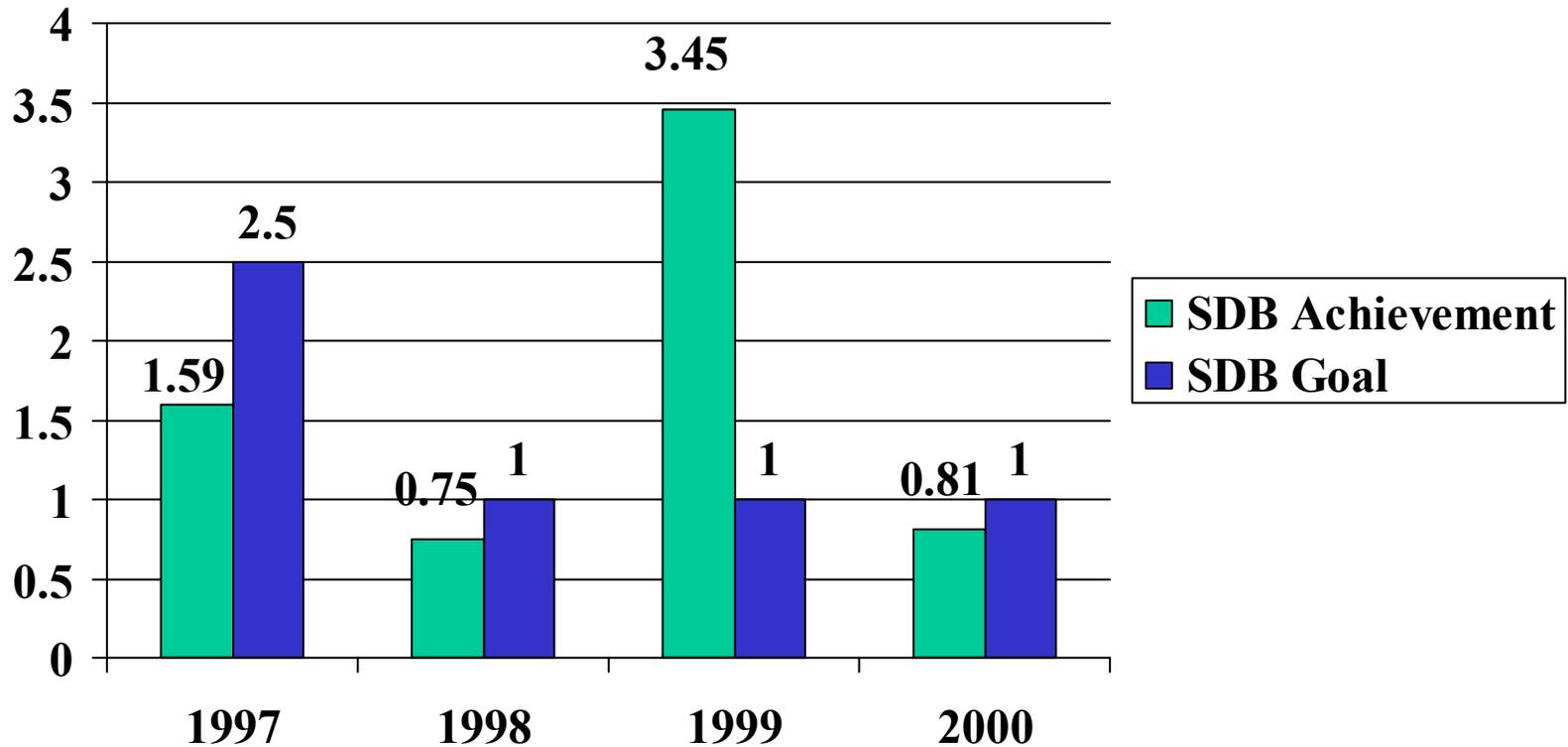
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Education

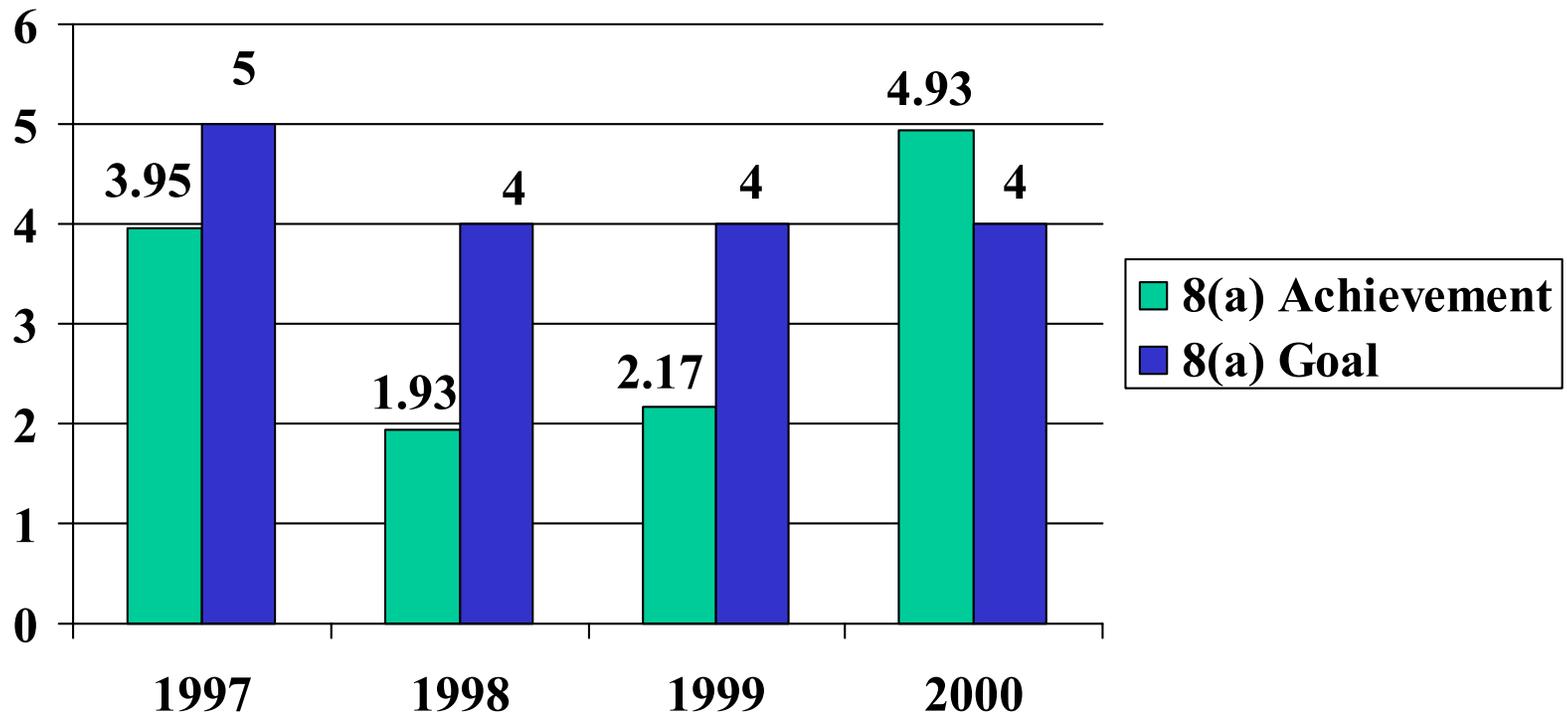
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Education

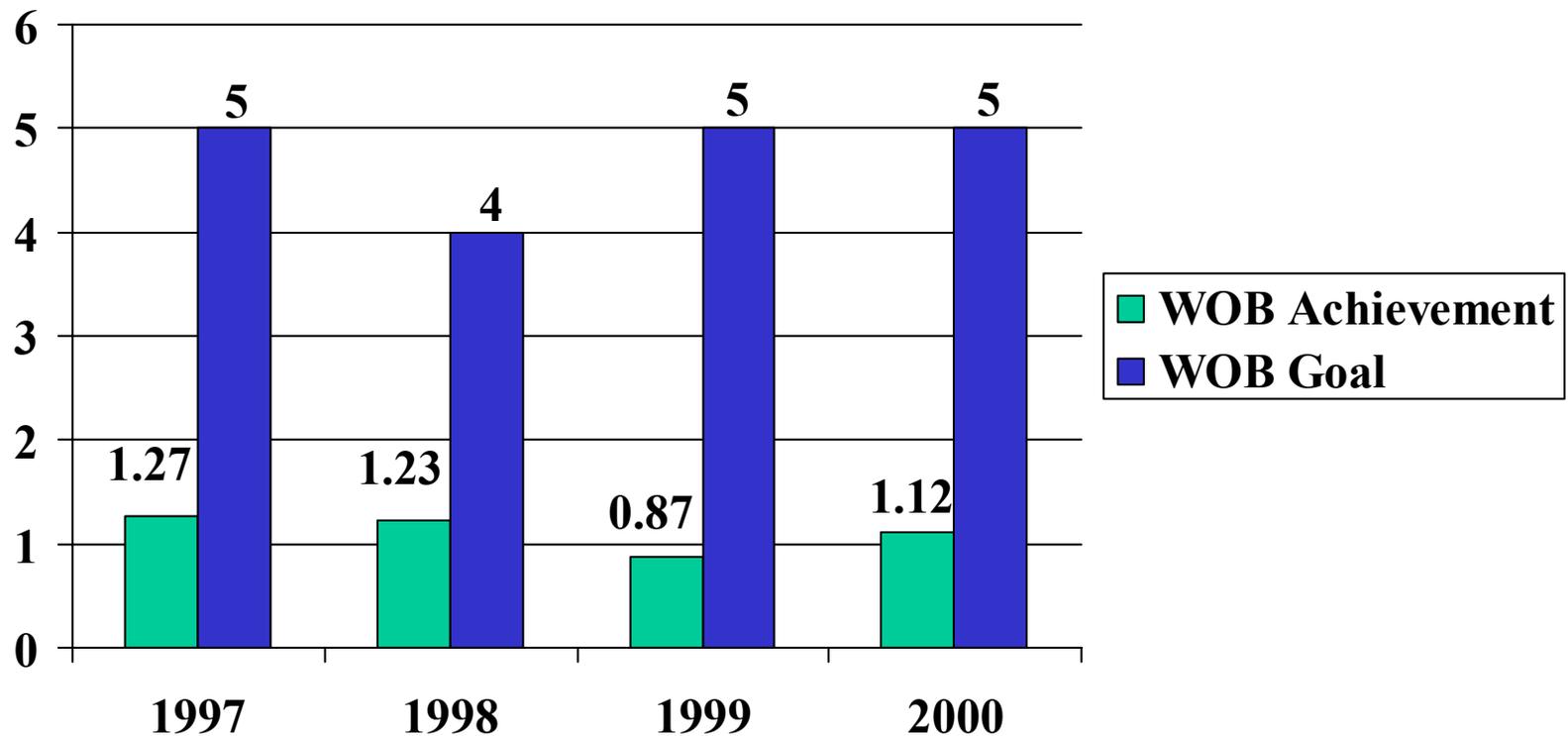
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Education

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Social Security Administration

Procurement Dollar Analysis

The Social Security Administration (SSA) is a small agency as far as procurement activity. In 1994, SSA had activity of only \$1.2 million. In 1995, procurements jumped to \$331.9 million. Another large increase took place in 1996 with procurements of \$522.5 million. A slight decrease occurred in 1997 with procurements of \$424.7 million. An increase occurred in 1998 to \$517.7 million. In 1999, SSA showed a decrease to \$493.5 million. Based on 2000 figures, SSA showed an increase in procurement activity to \$580.3 million.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by SSA decreased from 59,541 in 1998 to 51,695 in 1999. In 2000, SSA awarded 99,557 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by SSA decreased from 1,163 in 1998 to 985 in 1999. In 2000, SSA awarded 10,322 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by SSA increased from 180 in 1998 to 181 in 1999. In 2000, SSA awarded 191 contracts to 8(a) firms.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by SSA decreased from 1,561 in 1998 to 1,345 in 1999. In 2000, SSA awarded 9,804 contracts to women-owned businesses.

Goal Achievement

Small Business Goal

SSA exceeded its small business goal from 1997 through 1999. Based on figures for 2000, SSA again exceeded its small business goal. SSA achieved 38.66 percent. SSA's goal was 35.5 percent. In this case, SSA's grade would normally be an "A."

	1997	1998	1999	2000
SB Goal	30	35	35	35.5
SB Achievement	47.15	38.88	35.58	38.66

Based on the first three years of this study, the average achievement was 40.5 percent. The average goal for the same period was 33.3 percent. As the goal negotiated was significantly below the average achievement, the letter grade would normally be dropped to a "B." However, as SSA has set an unreasonably low goal for the past two years, SSA will be further down-graded to a "C." SSA's goal for fiscal year 2001 is 35.5 percent.

Small Disadvantaged Business Goal

SSA has not met its small disadvantaged business goal from 1997 through 1999. Based on figures for 2000, SSA exceeded its goal. SSA achieved 6.1 percent. SSA's goal was 5.4 percent. As SSA exceeded its goal, the grade will be an "A." SSA has a small disadvantaged business goal of 5.4 percent for fiscal year 2001.

8(a) Program Goal

SSA has not met its 8(a) Program goal from 1997 through 1999. Based on figures for 2000, SSA did not meet its 8(a) Program goal. SSA achieved 7.54 percent. SSA's goal was 13 percent. As SSA achieved 58 percent of its goal, the grade will be an "F." For fiscal year 2001, SSA has a goal of 13 percent.

Women-Owned Business Goal

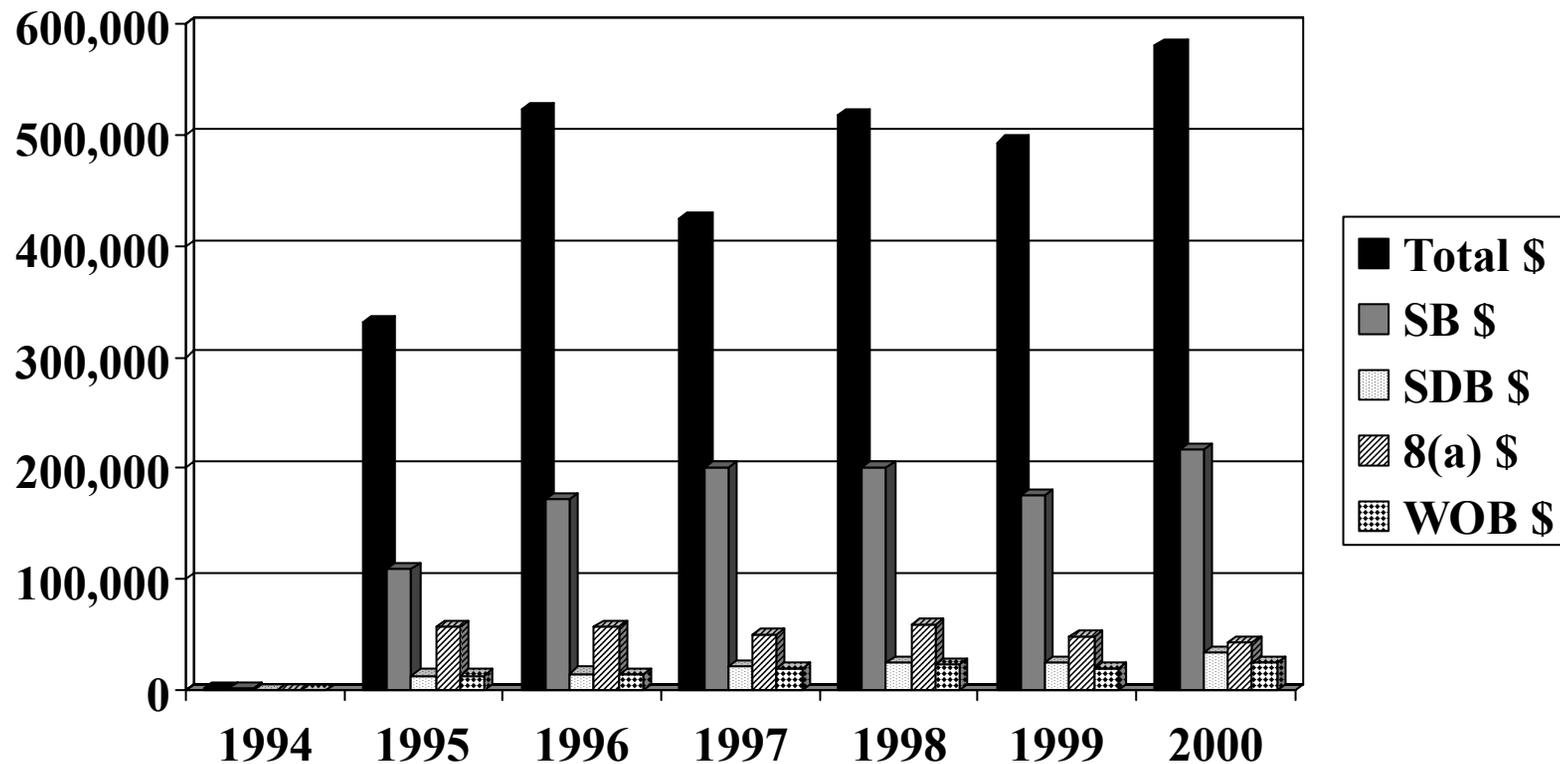
SSA has not met its women-owned business goal from 1997 through 1999. Based on figures for 2000, SSA did not meet its goal. SSA achieved 4.39 percent. SSA's goal was 5 percent. As SSA achieved 87.8 percent of its goal, the grade will be a "B." SSA has a women-owned business goal of 5 percent for fiscal year 2001.

Overall Grade

Small Business Goal	C 2 points
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	B 3 points
Average Grade	C- 2.25 points

With a “C” in the Small Business Goal, an “A” in the Small Disadvantaged Business Goal, an “F” in the 8(a) Program goal, and a “B” in the Women-Owned Business Goal, with all categories weighed equally, the Social Security Administration has an overall point total of 2.25 points, for a grade of “C-”.

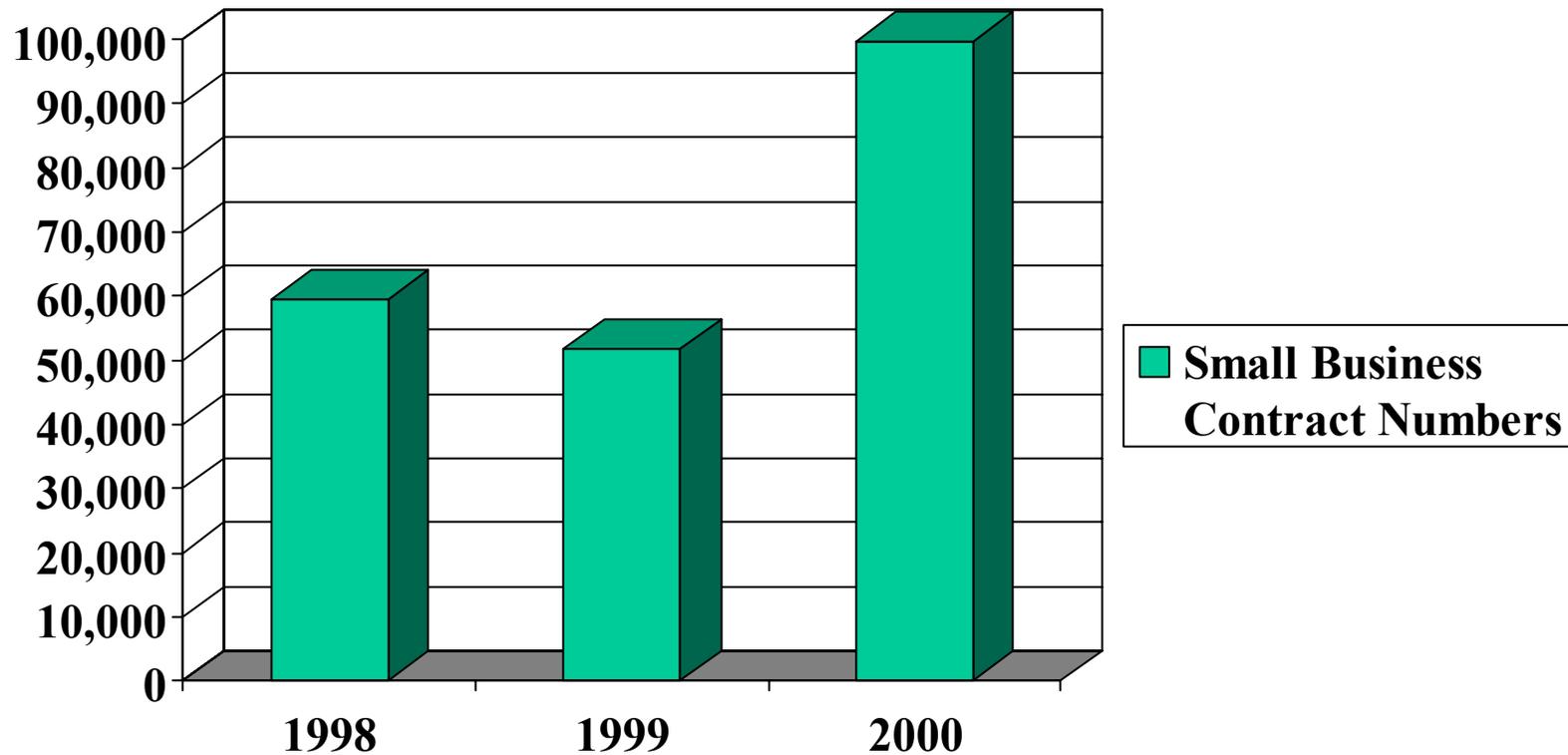
Social Security Administration Procurement Dollars



Dollars are expressed in millions.

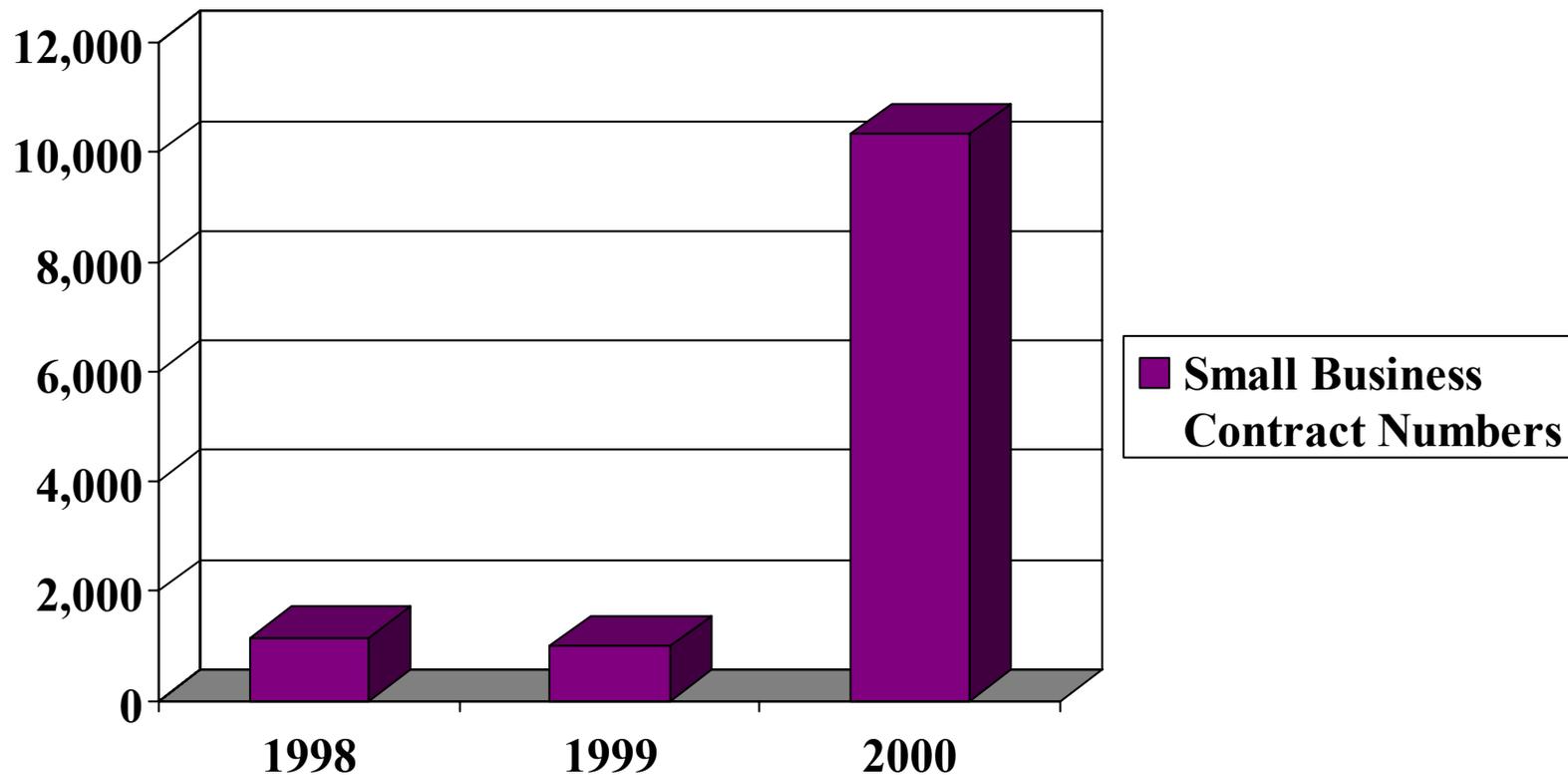
Social Security Administration

Number of Contracts to Small Businesses



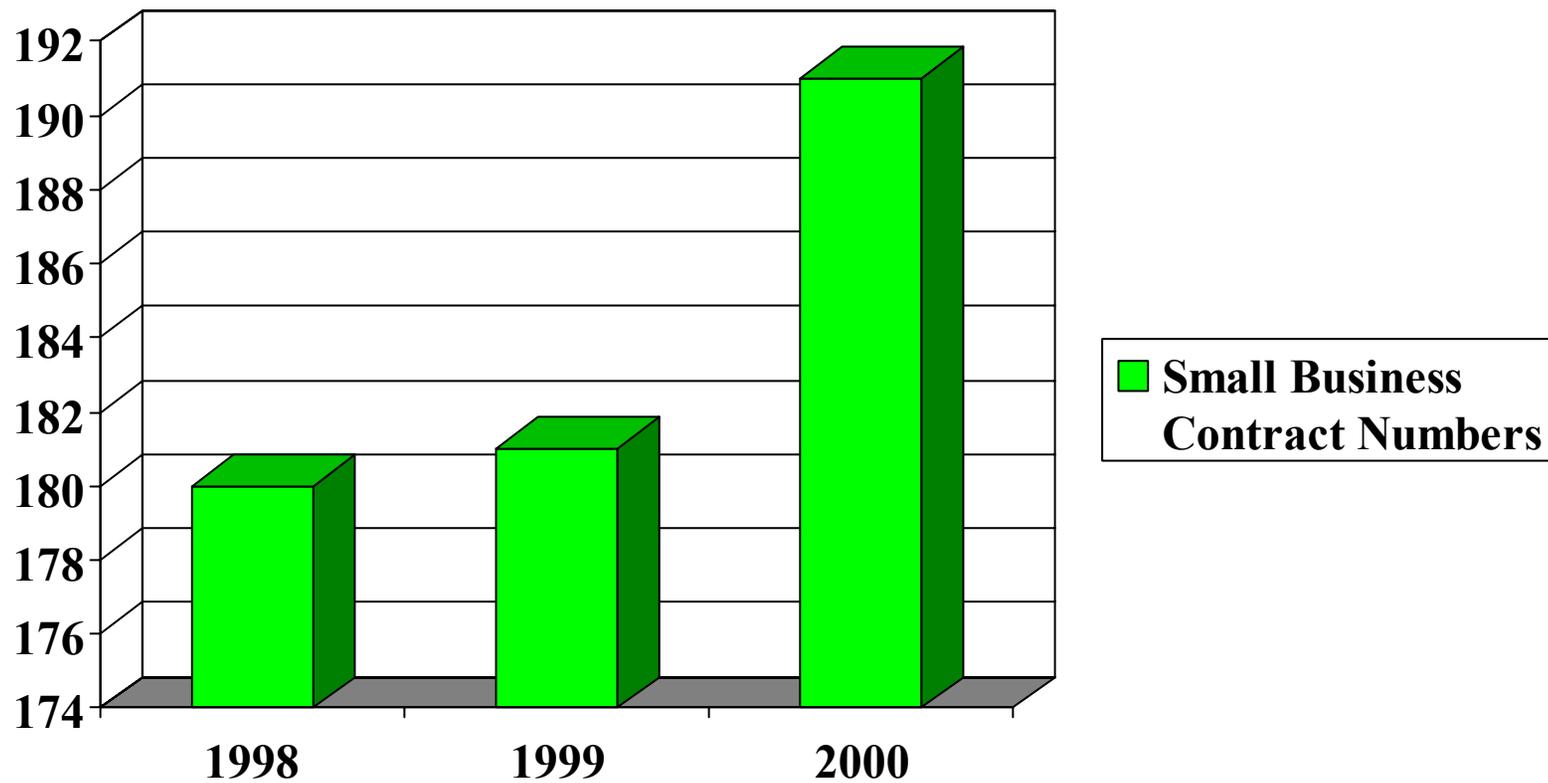
Social Security Administration

Number of Contracts to Small Disadvantaged Businesses



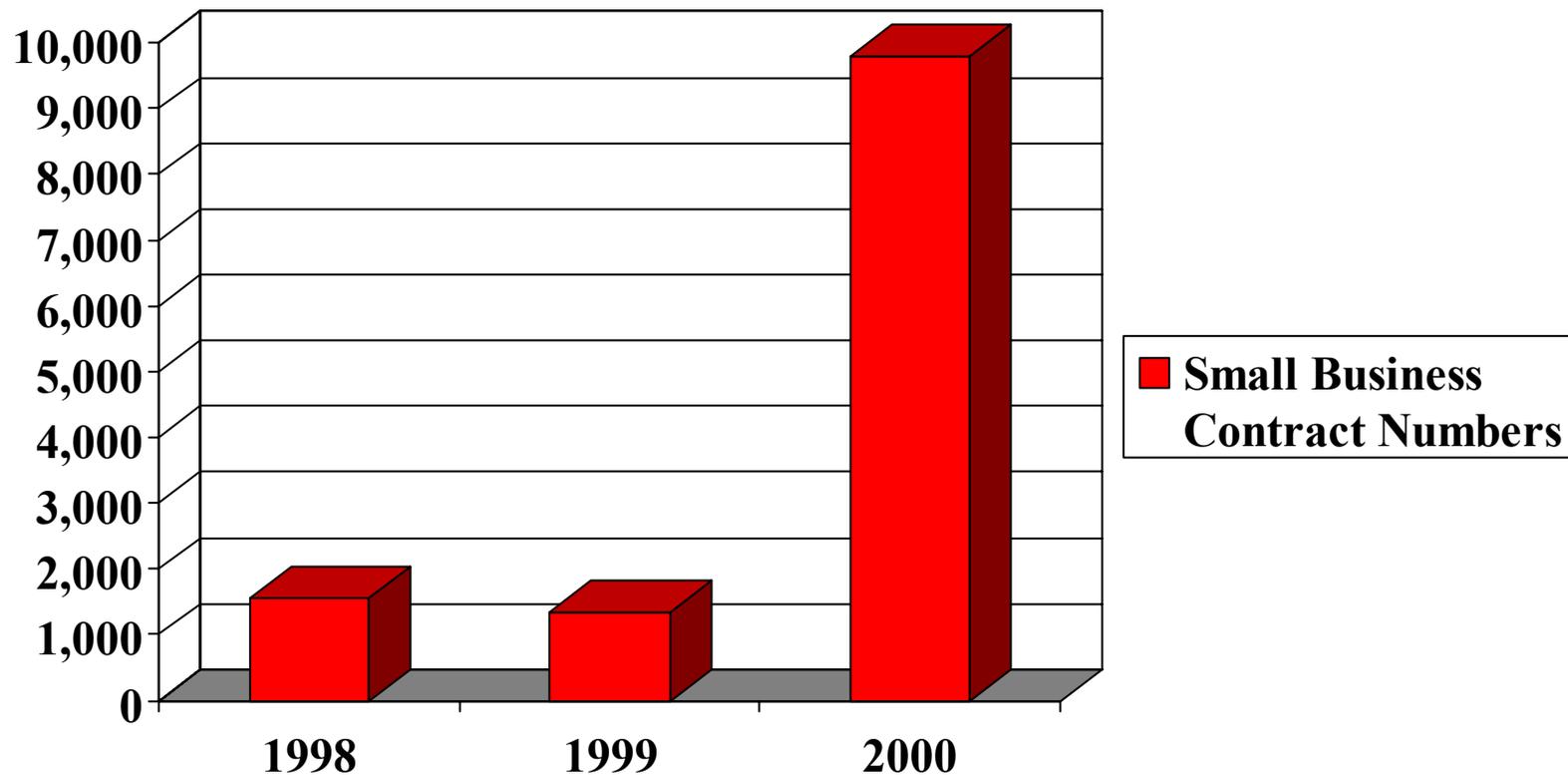
Social Security Administration

Number of Contracts to 8(a) Firms

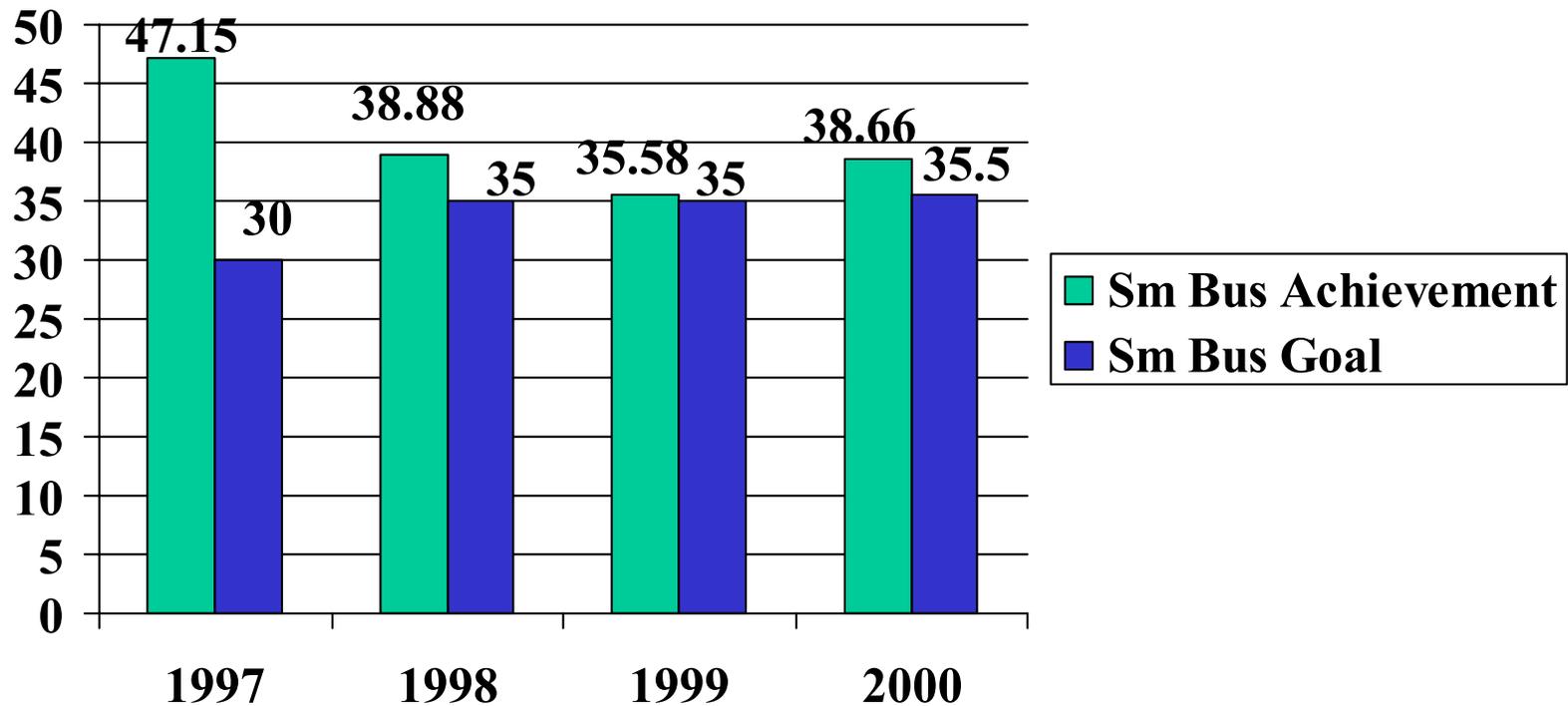


Social Security Administration

Number of Contracts to Women-Owned Businesses



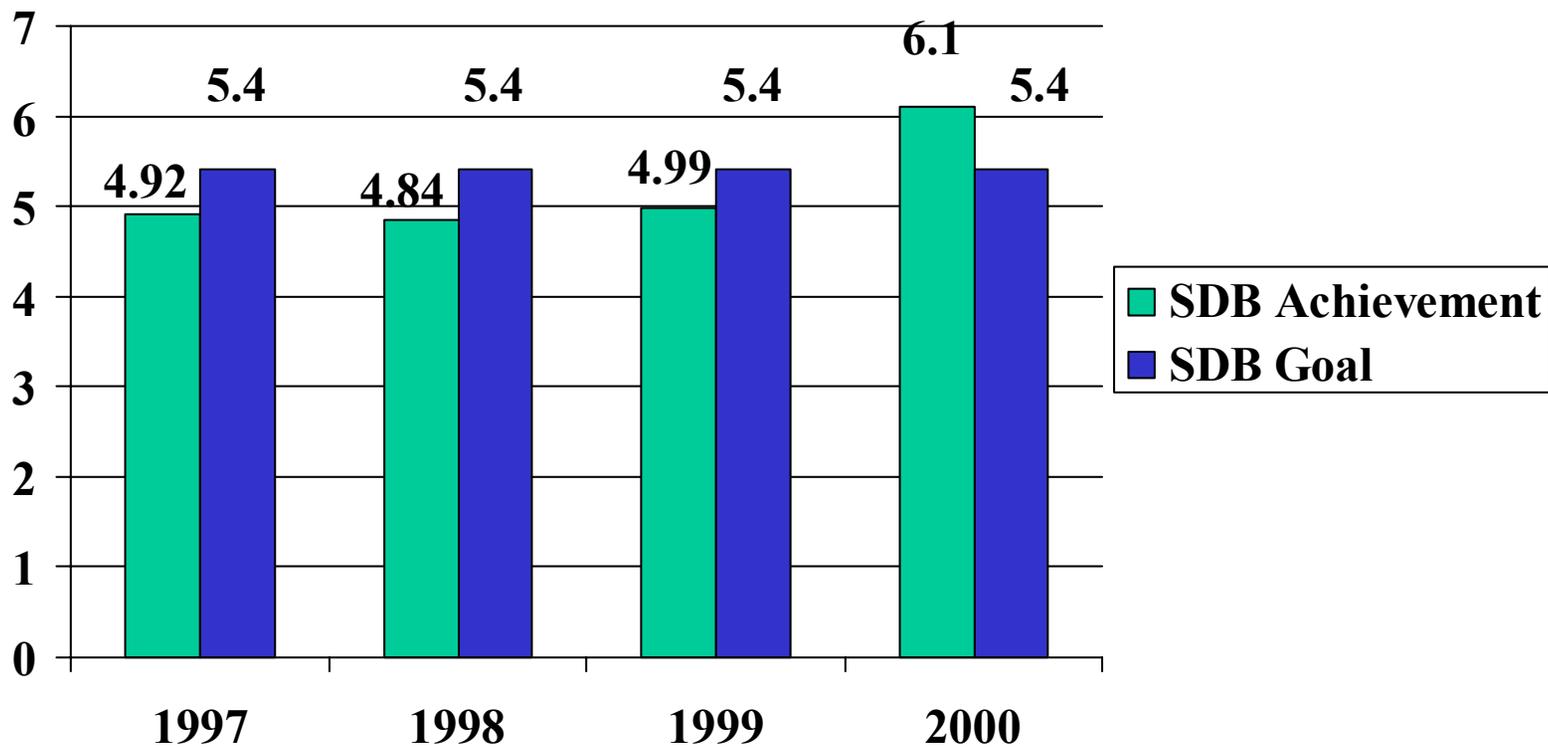
Social Security Administration Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Social Security Administration

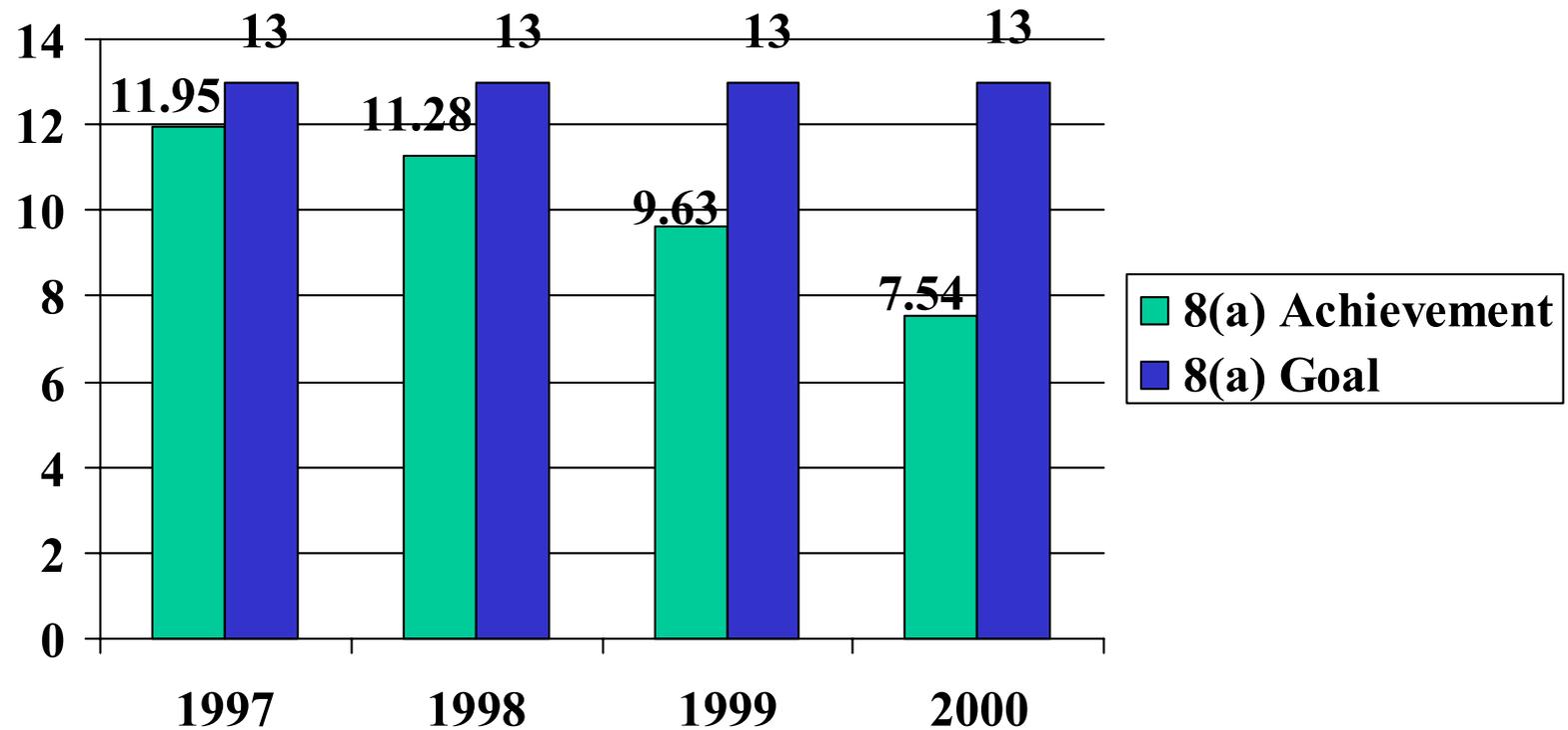
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Social Security Administration

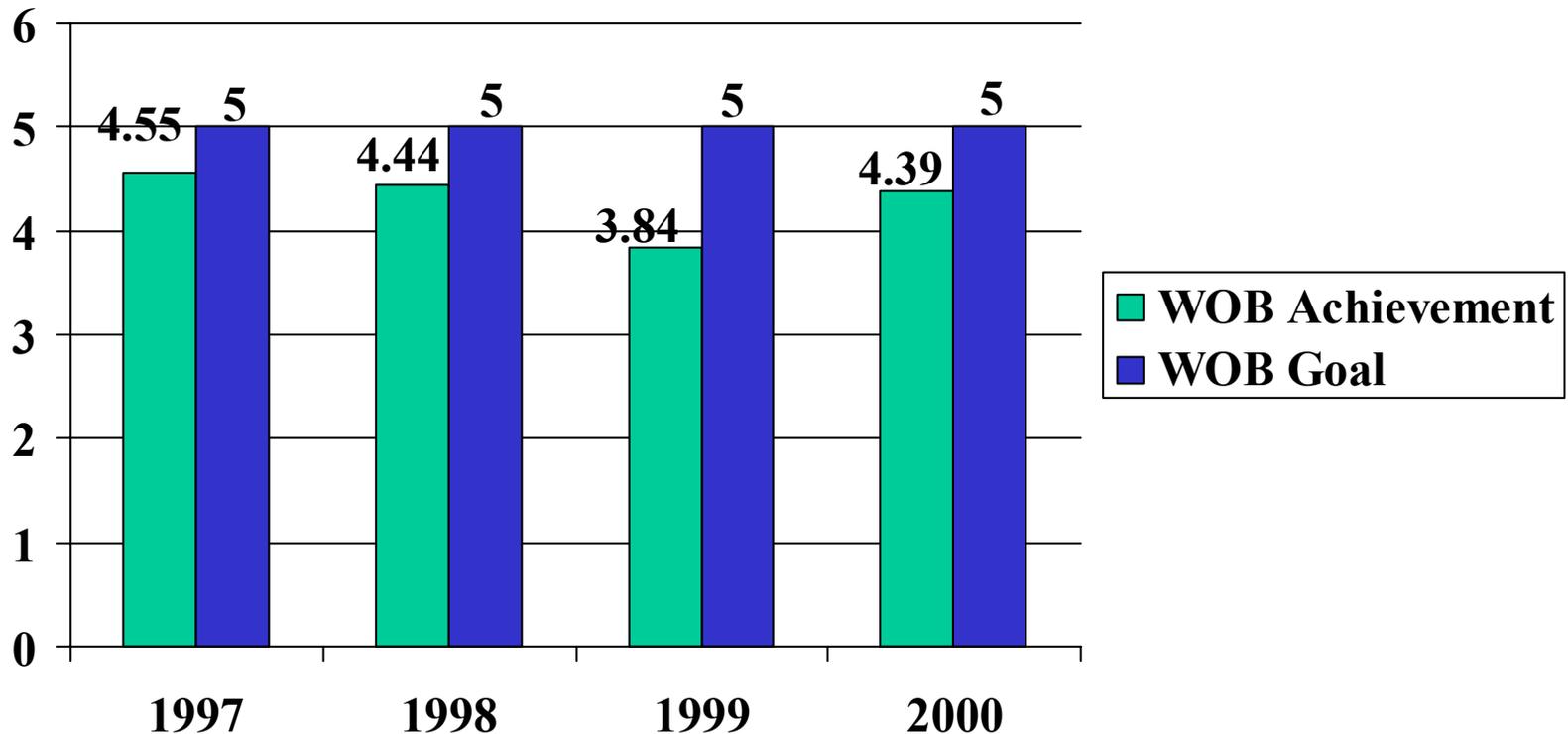
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Social Security Administration

Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Agency for International Development

Procurement Dollar Analysis

In 1994, the Agency for International Development (USAID) had procurement activity of \$549.5 million. Activity increased in 1995 to \$668 million. A substantial decrease occurred in 1996 to \$363.5 million. Another substantial decrease occurred in 1997 to \$68.5 million. A substantial increase occurred in 1998 to \$342.2 million. An increase also occurred in 1999 to \$431.5 million. Based on 2000 figures, USAID shows an increase to \$455.2 million.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by USAID decreased from 1,213 in 1998 to 873 in 1999. In 2000, USAID awarded only 707 contracts to small businesses. The total decrease in the number of contracts awarded to small businesses from 1998 to 2000, was nearly 42 percent.

Small Disadvantaged Business

From 1997 to 1998, the number of contracts awarded to small disadvantaged businesses by USAID decreased from 294 in 1998 to 157 in 1999. In 2000, USAID awarded 310 contracts to small disadvantaged businesses.

8(a) Program

From 1997 to 1998, the number of contracts awarded to 8(a) firms by USAID increased from 33 in 1998 to 48 in 1999. In 2000, USAID awarded 17 contracts to 8(a) firms.

Women-Owned Business

From 1997 to 1998, the number of contracts awarded to women-owned businesses by USAID increased from 55 in 1998 to 139 in 1999. In 2000, USAID awarded 112 contracts to women-owned businesses.

Goal Achievement

Small Business Goal

USAID did not meet its small business goal from 1997 through 1999. Based on figures for 2000, USAID again did not achieve its small business goal. USAID achieved 18.54 percent. USAID's goal was 28.5 percent. As USAID achieved only 65.1 percent of its goal, the grade will be a "D." USAID's small business goal for fiscal year 2001 is 28.5 percent.

Small Disadvantaged Business Goal

USAID exceeded its small disadvantaged business goal in 1997 through 1999. Based on figures for 1999, USAID again exceeded its goal. USAID achieved 14.7 percent. USAID's goal was 3 percent. Normally, USAID would receive an "A" for exceeding its goal.

	1997	1998	1999	2000
SDB Goal	5.5	5.6	3	3
SDB Achievement	10.92	10.96	10.57	14.7

Based on the first three years of this study, the average achievement was 10.82 percent. The average goal over the same period was 4.7 percent. Therefore, the letter grade would normally be dropped to a "B." Additionally, because the goal for fiscal year 2000 is less than the statutory goal of 5 percent, the letter grade would normally be further down-graded to a "C." As USAID has set a goal below the statutory goal for the past two years, USAID will be further down-graded to a "D." For fiscal year 2001, the goal is 3 percent.

8(a) Program Goal

USAID has not met its 8(a) Program goal from 1997 through 1999. Based on figures for 2000, USAID again did not meet its 8(a) Program goal. USAID achieved 0.57 percent. USAID's goal was 7 percent. As USAID achieved only 8.1 percent of its goal, the grade will be an "F." USAID has an 8(a) Program goal for fiscal year 2001 of 7 percent.

Women-Owned Business Goal

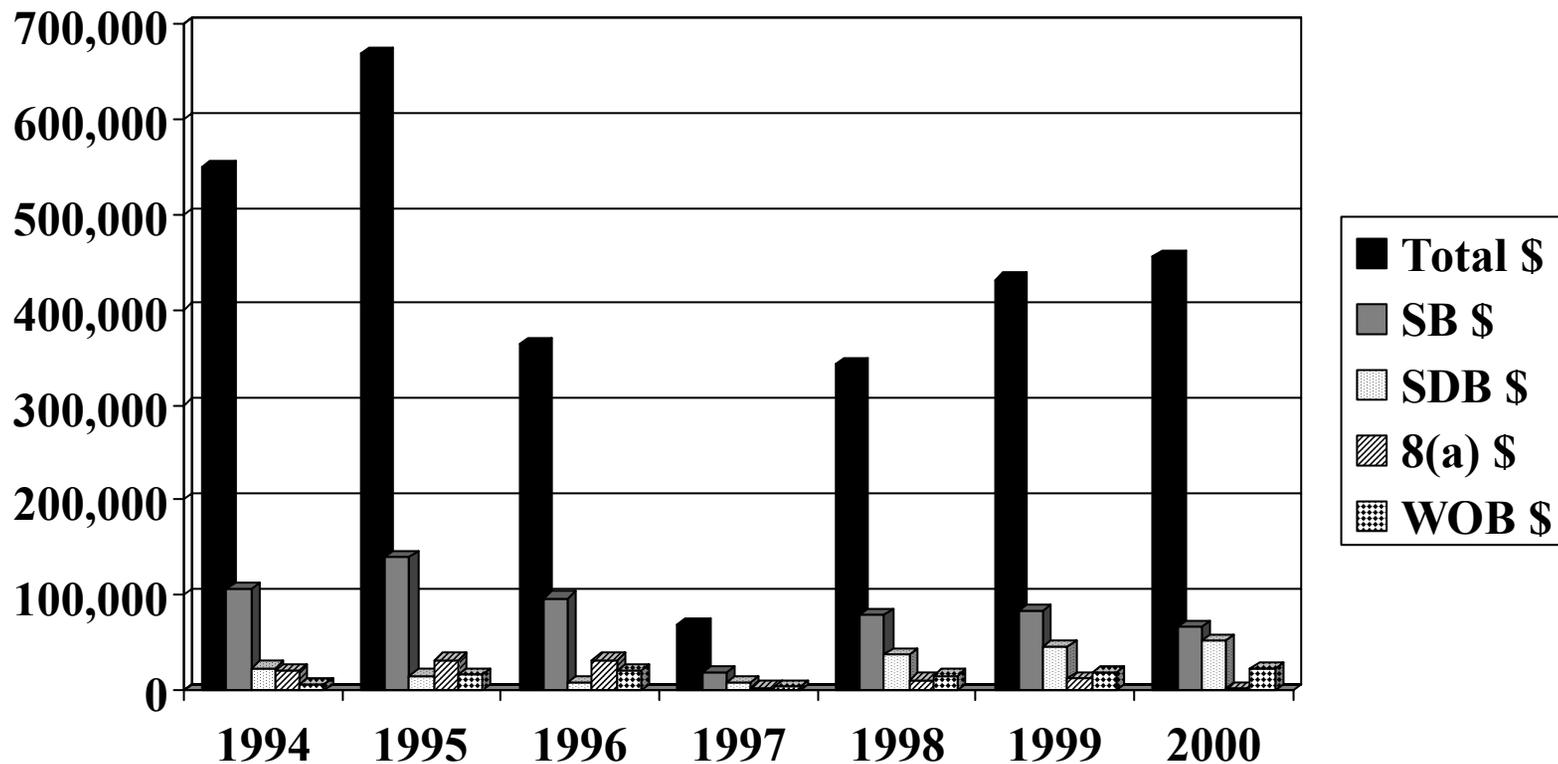
USAID exceeded its women-owned business goal in 1997, but did not meet its goal in 1998 or 1999. Based on figures for 2000, USAID exceeded its goal. USAID achieved 6.52 percent. USAID's goal was 5 percent. As USAID exceeded its goal, the grade will be an "A." USAID has a women-owned business goal of 5 percent for fiscal year 2001.

Overall Grade

Small Business Goal	D 1 point
Small Disadvantaged Business Goal	D 1 point
8(a) Program Goal	F 0 points
Women-Owned Business Goal	A 4 points
Average Grade	D 1.5 points

With a "D" in the Small Business Goal, a "D" in the Small Disadvantaged Business Goal, an "F" in the 8(a) Program goal, and an "A" in the Women-Owned Business Goal, with all categories weighed equally, the U.S. Agency for International Development has an overall point total of 1.5 points, for a grade of "D."

U.S. Agency for International Development Procurement Dollars

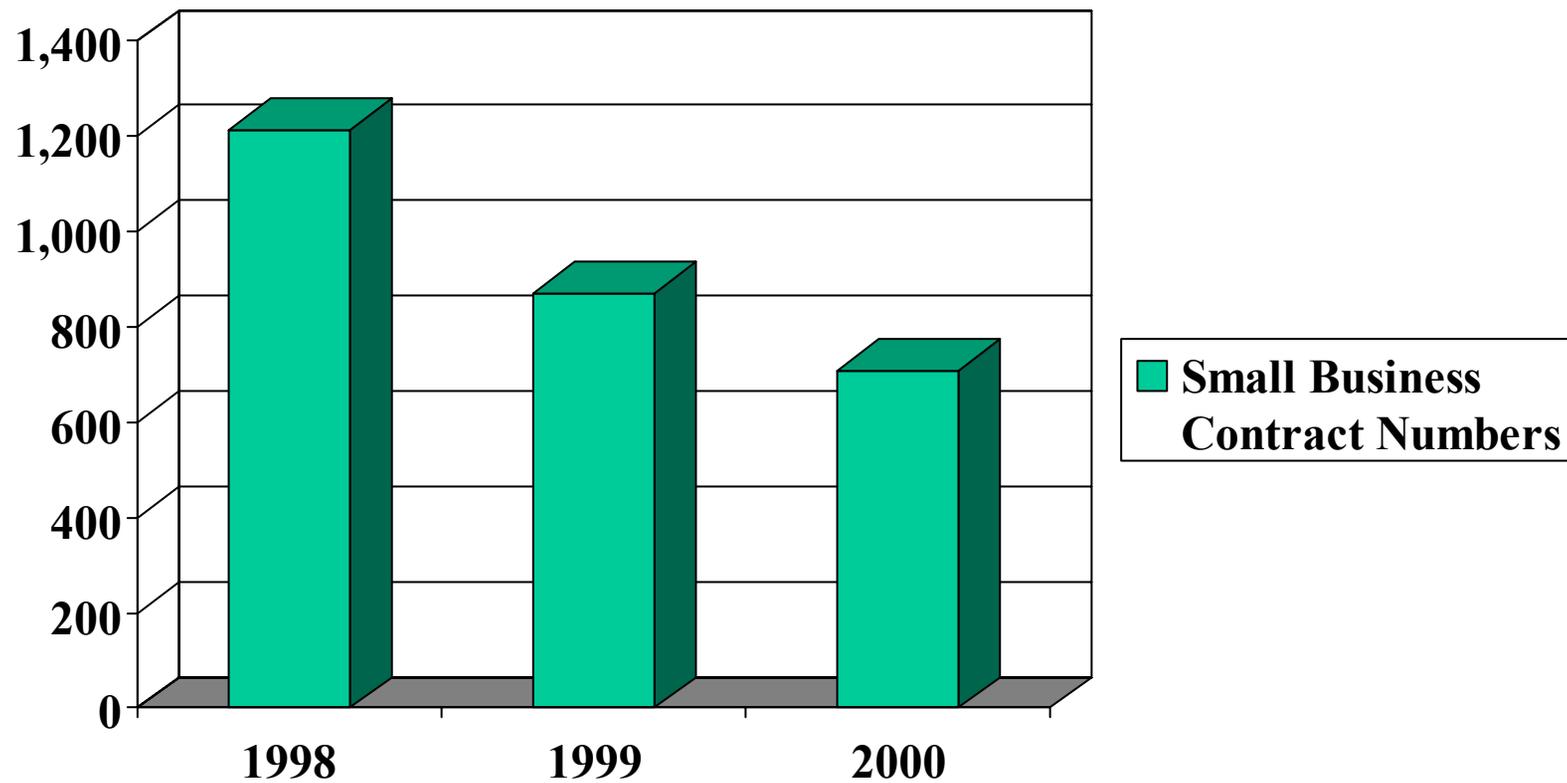


Dollars are expressed in millions.

U.S. Agency for International Development

Development

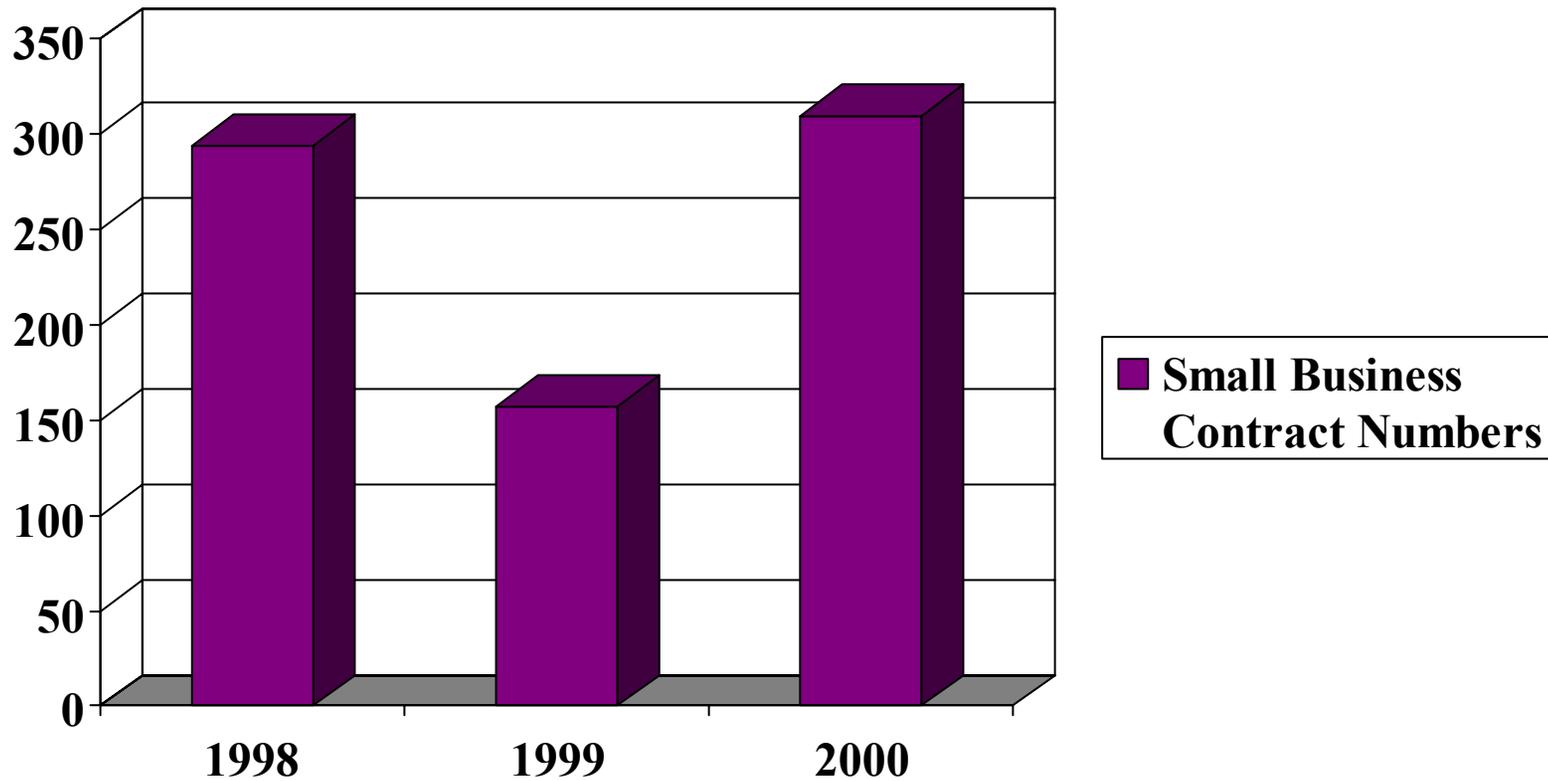
Number of Contracts to Small Businesses



U.S. Agency for International Development

Development

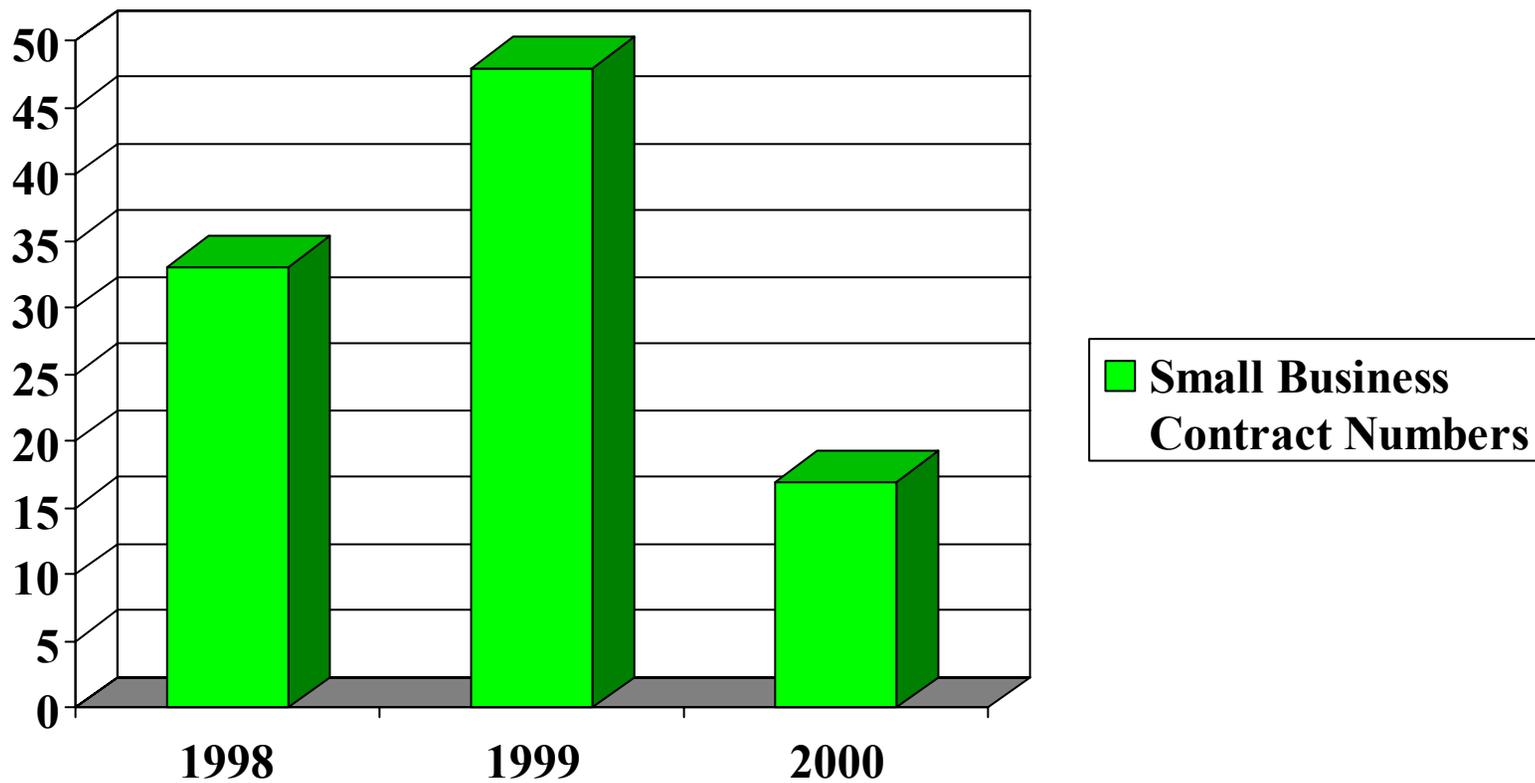
Number of Contracts to Small Disadvantaged Businesses



U.S. Agency for International Development

Development

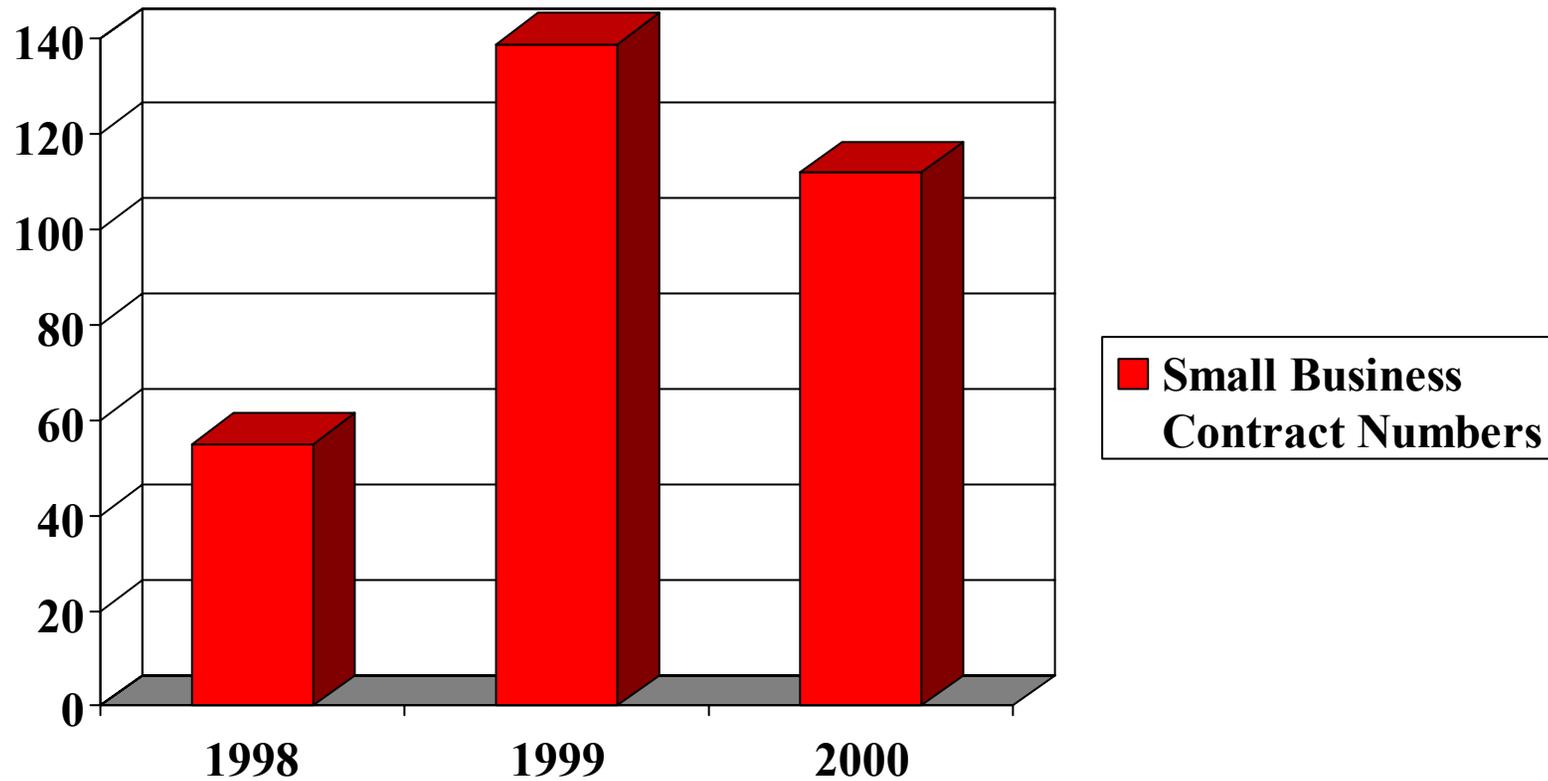
Number of Contracts to 8(a) Firms



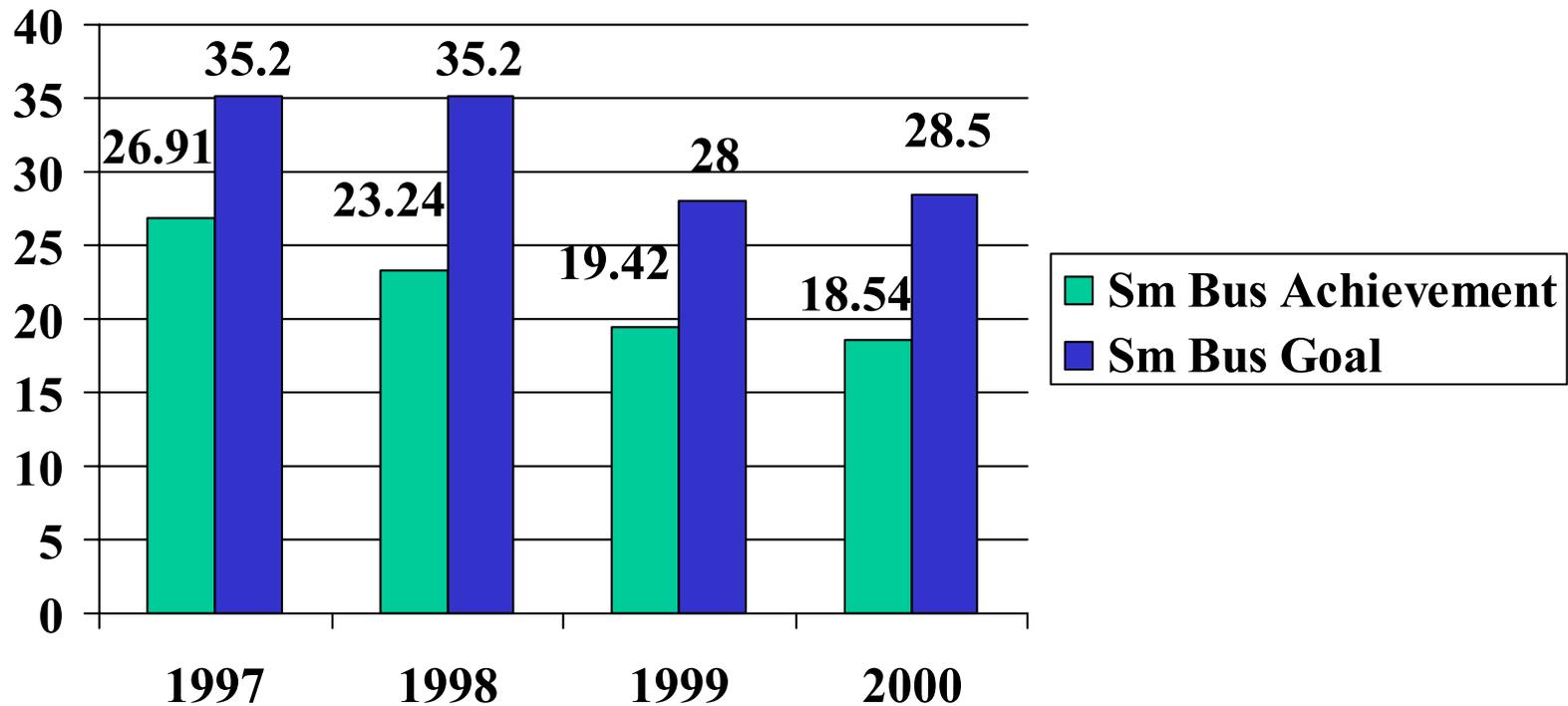
U.S. Agency for International Development

Development

Number of Contracts to Women-Owned Businesses

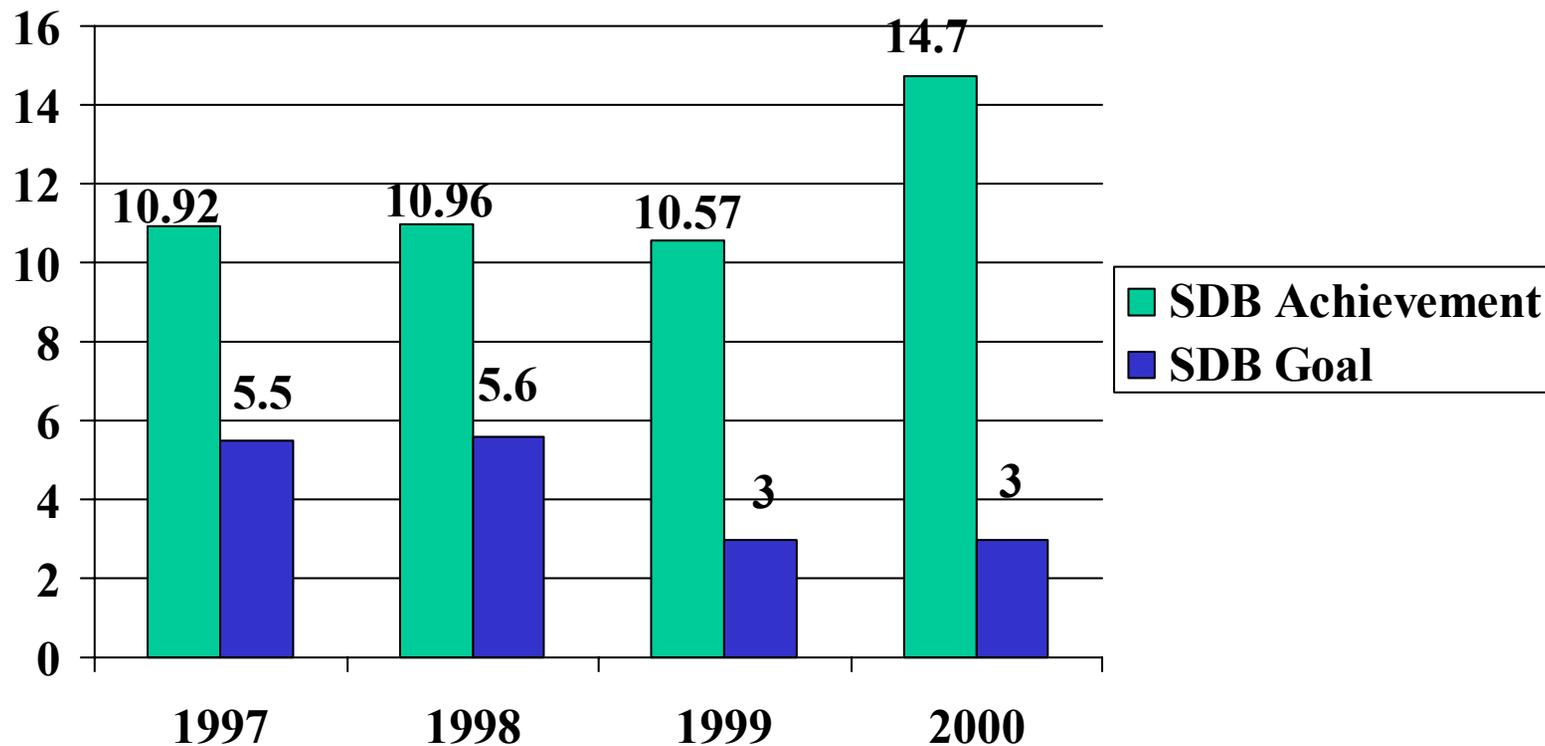


U.S. Agency for International Development Small Business Goal Achievement



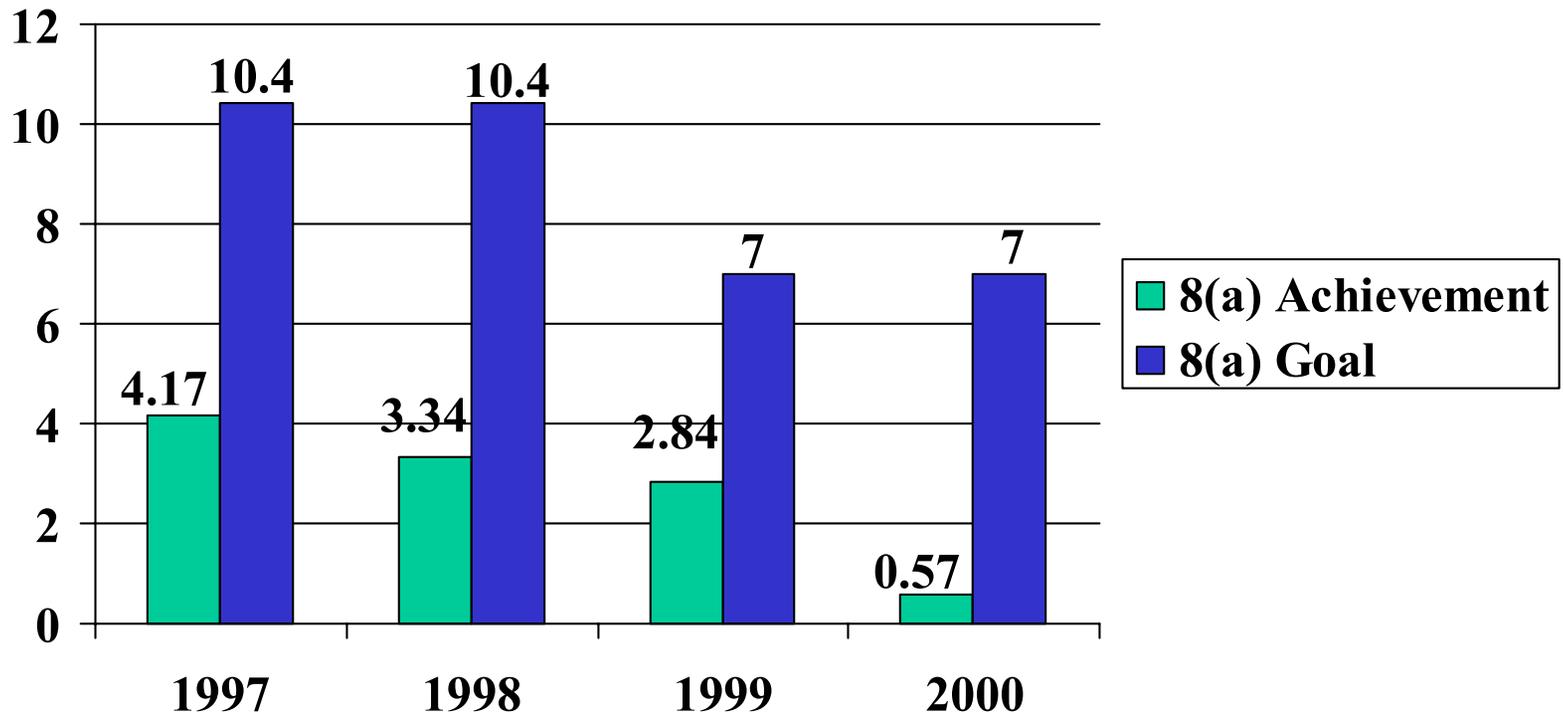
These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

U.S. Agency for International Development SDB Goal Achievement



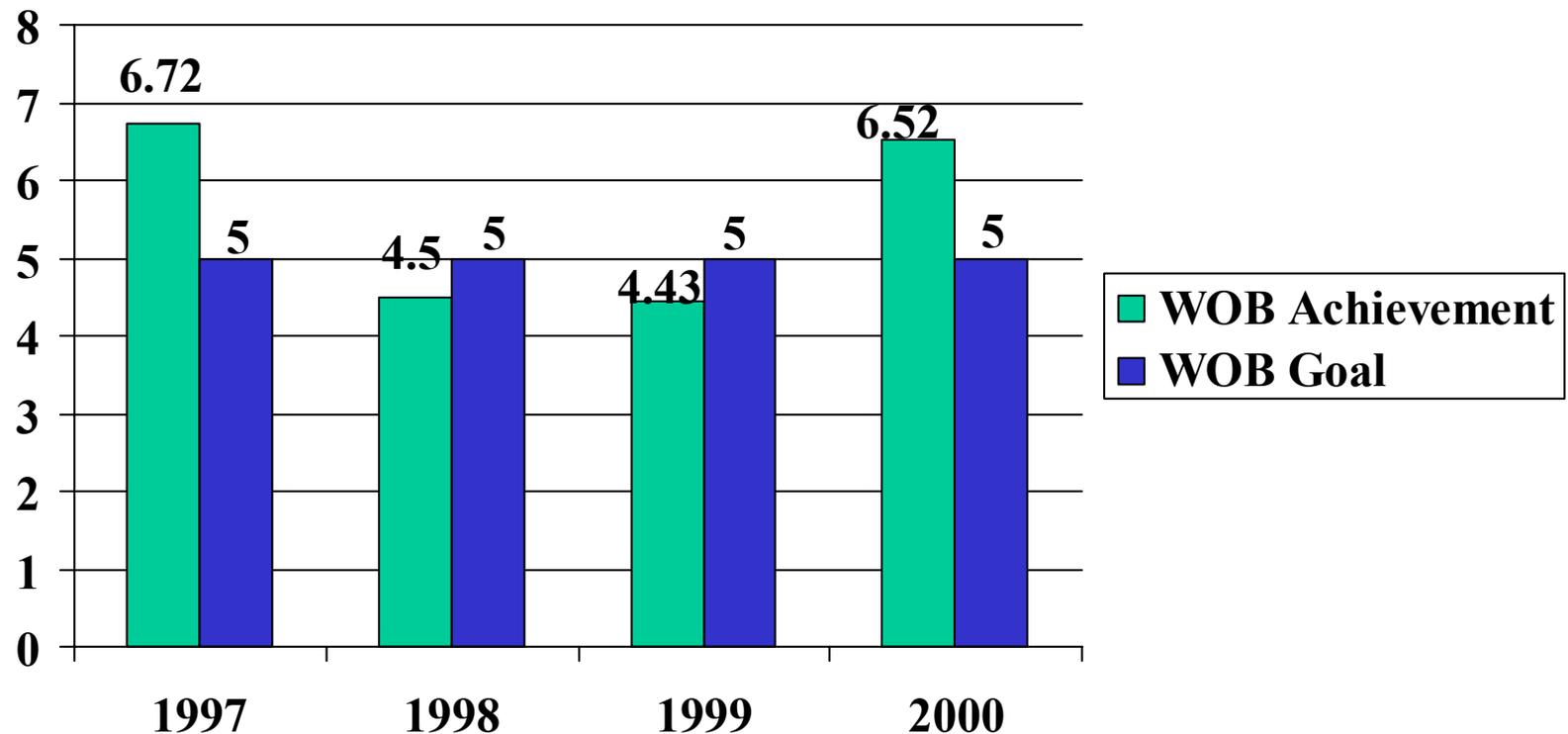
These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

U.S. Agency for International Development 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

U.S. Agency for International Development Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Office of Personnel Management

Procurement Dollar Analysis

The Office of Personnel Management (OPM) had procurement activity of \$90.9 million in 1994. Slight decreases occurred in 1995 and 1996 as follows: 1995 - \$82.8 million and 1996 - \$78.4 million. Increases occurred in 1997 and 1998 as follows: 1997 - \$97.4 million and 1998 - \$165.5 million. In 1999, OPM showed another increase in procurement activity to \$171.3 million. Figures for 2000 show an increase in procurement activity for OPM to \$205.1 million.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by OPM decreased from 5,094 in 1998 to 4,556 in 1999. In 2000, OPM awarded 3,691 contracts to small businesses. The total percentage decrease from 1998 to 2000 was over 27 percent.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by OPM decreased from 100 in 1998, to 86 in 1999. In 2000, OPM awarded 188 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by OPM decreased from 204 in 1998 to 200 in 1999. In 2000, OPM awarded 218 contracts to 8(a) firms.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by OPM increased from 631 in 1998 to 740 in 1999. In 2000, OPM awarded 731 contracts to women-owned businesses.

Goal Achievement

Small Business Goal

OPM has not met its small business goal from 1997 through 1999. Based on figures for 2000, OPM exceeded its small business goal. OPM achieved 73.73 percent. OPM's goal was 66.6 percent. As OPM exceeded its goal, the grade will be an "A." In 2001, OPM has a small business goal of 66.6 percent.

Small Disadvantaged Business Goal

OPM has not met its small disadvantaged business goal from 1997 through 1999. Based on figures for 2000, OPM exceeded its goal. OPM achieved 1.31 percent. OPM's goal was 0.3 percent. As OPM exceeded its goal, the grade would normally be an "A." However, as OPM's goal is less than the 5 percent mandated goal, OPM would normally be down-graded to a "B." As OPM has set a goal below the statutory goal for the past two years, OPM will be further down-graded to a "C." For fiscal year 2001, OPM has a small business goal of 0.3 percent.

8(a) Program Goal

OPM has not met its 8(a) Program goal from 1997 through 1999. Based on figures for 2000, OPM exceeded its 8(a) Program goal. OPM achieved 2.8 percent. OPM's goal was 2 percent. As OPM exceeded its goal, the grade will be an "A." OPM has an 8(a) Program goal for fiscal year 2001 of 2 percent.

Women-Owned Business Goal

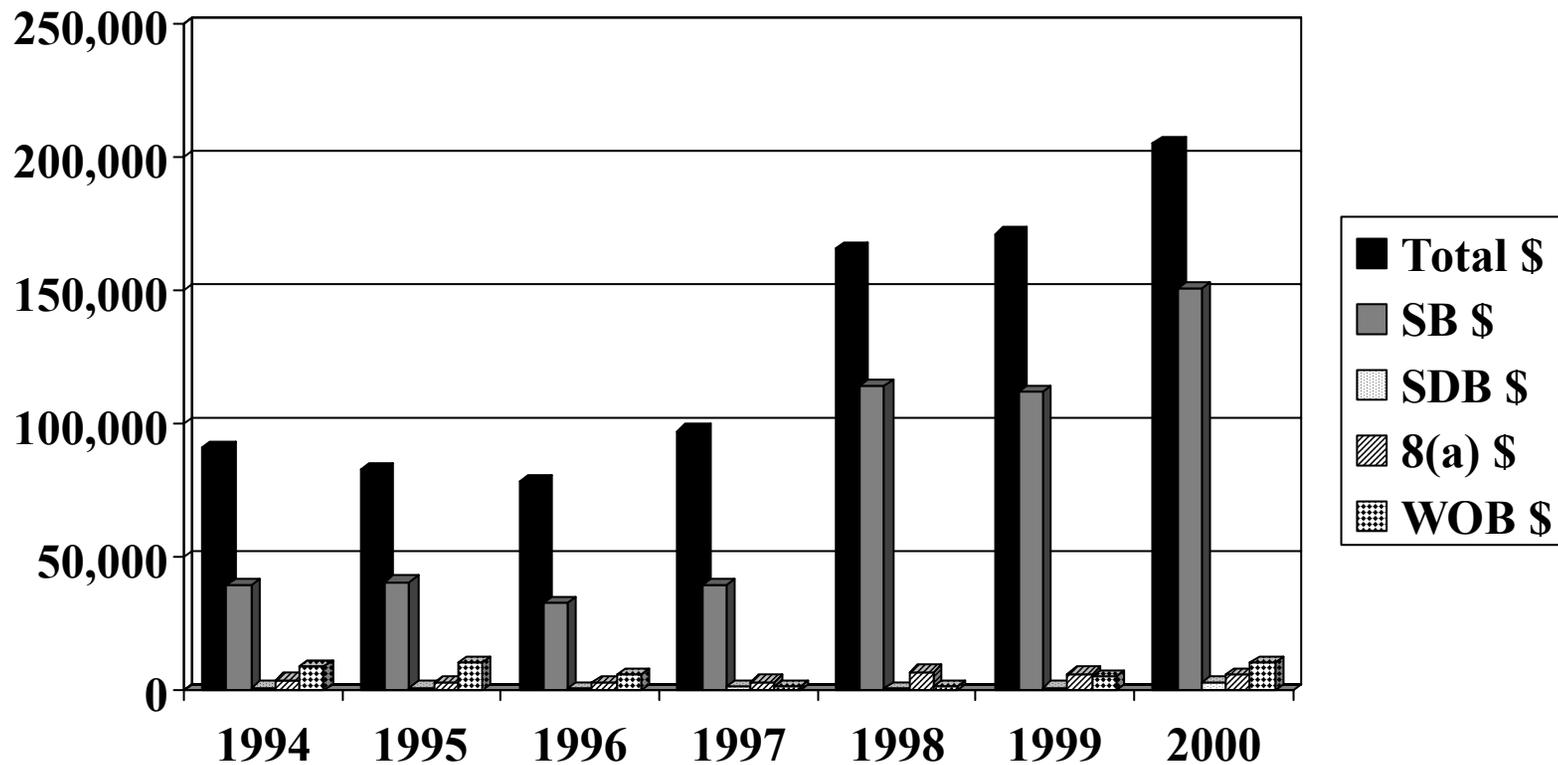
OPM did not meet its women-owned business goal in 1997 and 1998, but exceeded its goal in 1999. Based on figures for 2000, OPM exceeded its goal. OPM achieved 5.03 percent. OPM's goal was 2.4 percent. As OPM exceeded this goal, the grade would normally be an "A." However, as OPM had a goal less than the mandated goal of 5 percent, the grade would normally be down-graded to a "B." As OPM has set a goal below the statutory goal for the past two years, OPM will be further down-graded to a "C." For fiscal year 2001, OPM has a women-owned business goal of 5.03 percent.

Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	C 2 points
Average Grade	B- 3 points

With an “A” in the Small Business Goal, a “C” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, and a “C” in the Women-Owned Business Goal, with all categories weighed equally, the Office of Personnel Management has an overall point total of 3 points, for a grade of “B-.”

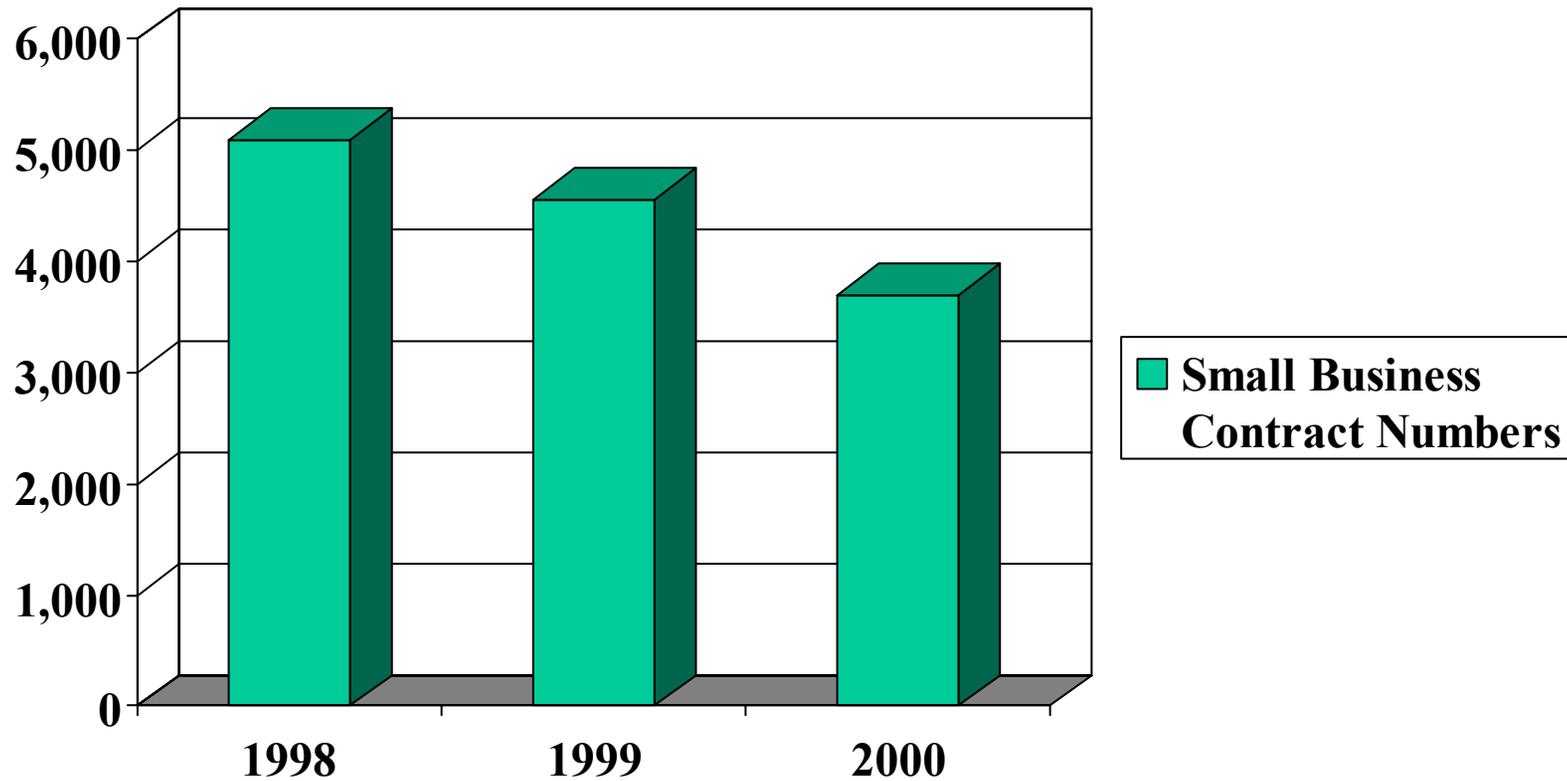
Office of Personnel Management Procurement Dollars



Dollars are expressed in millions.

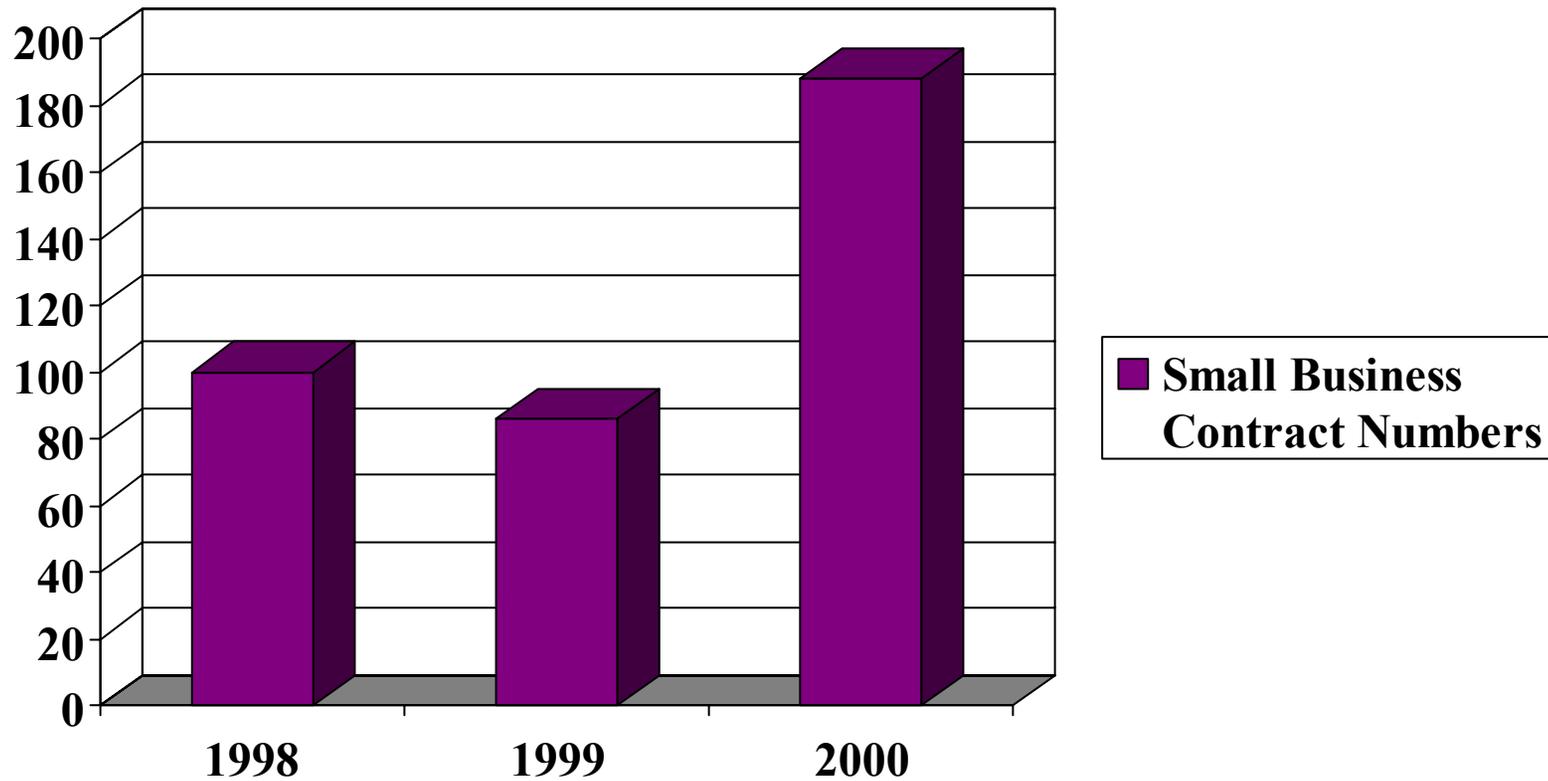
U.S. Office of Personnel Management

Number of Contracts to Small Businesses



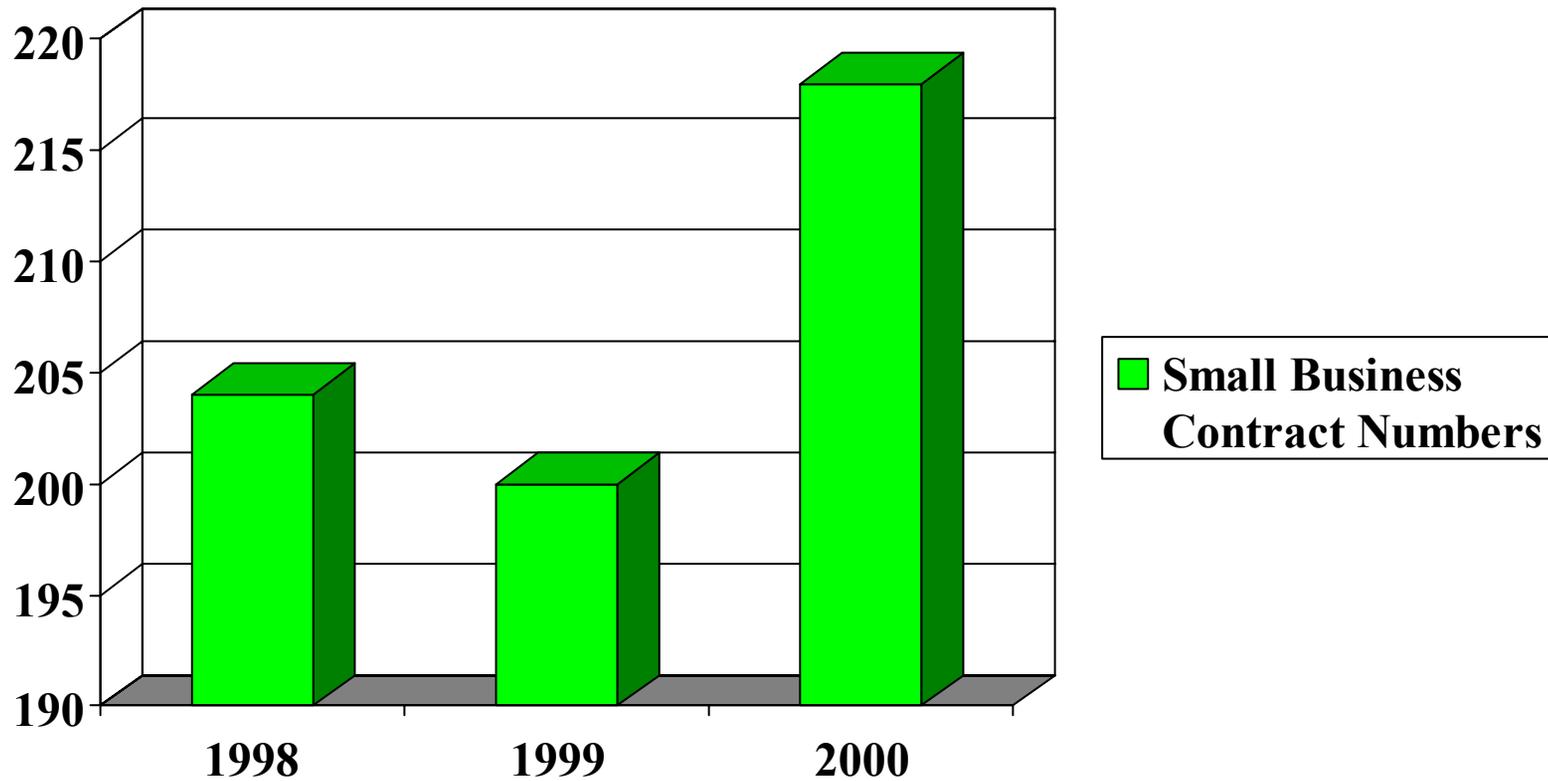
U.S Office of Personnel Management

Number of Contracts to Small Disadvantaged Businesses



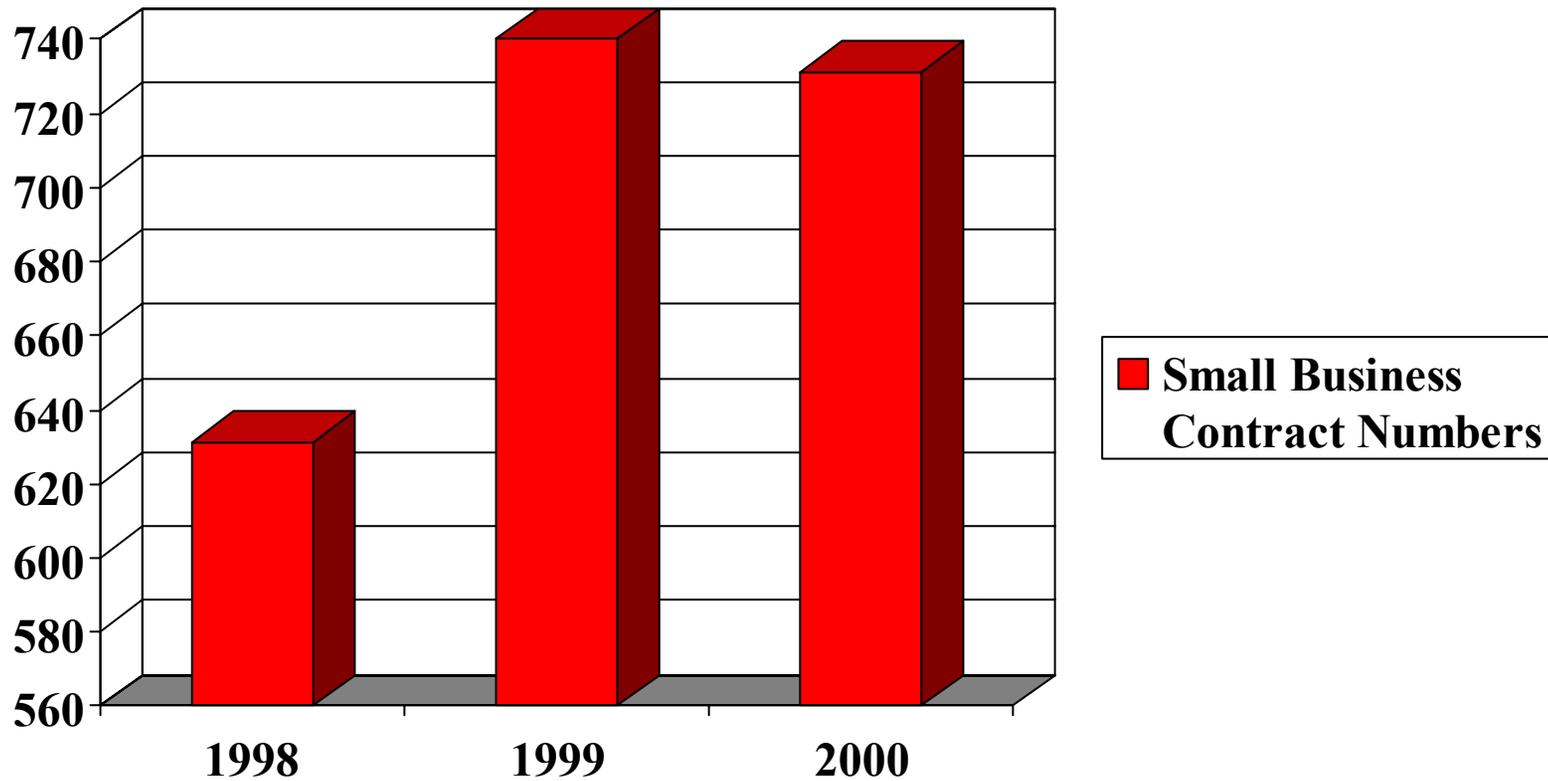
U.S. Office of Personnel Management

Number of Contracts to 8(a) Firms

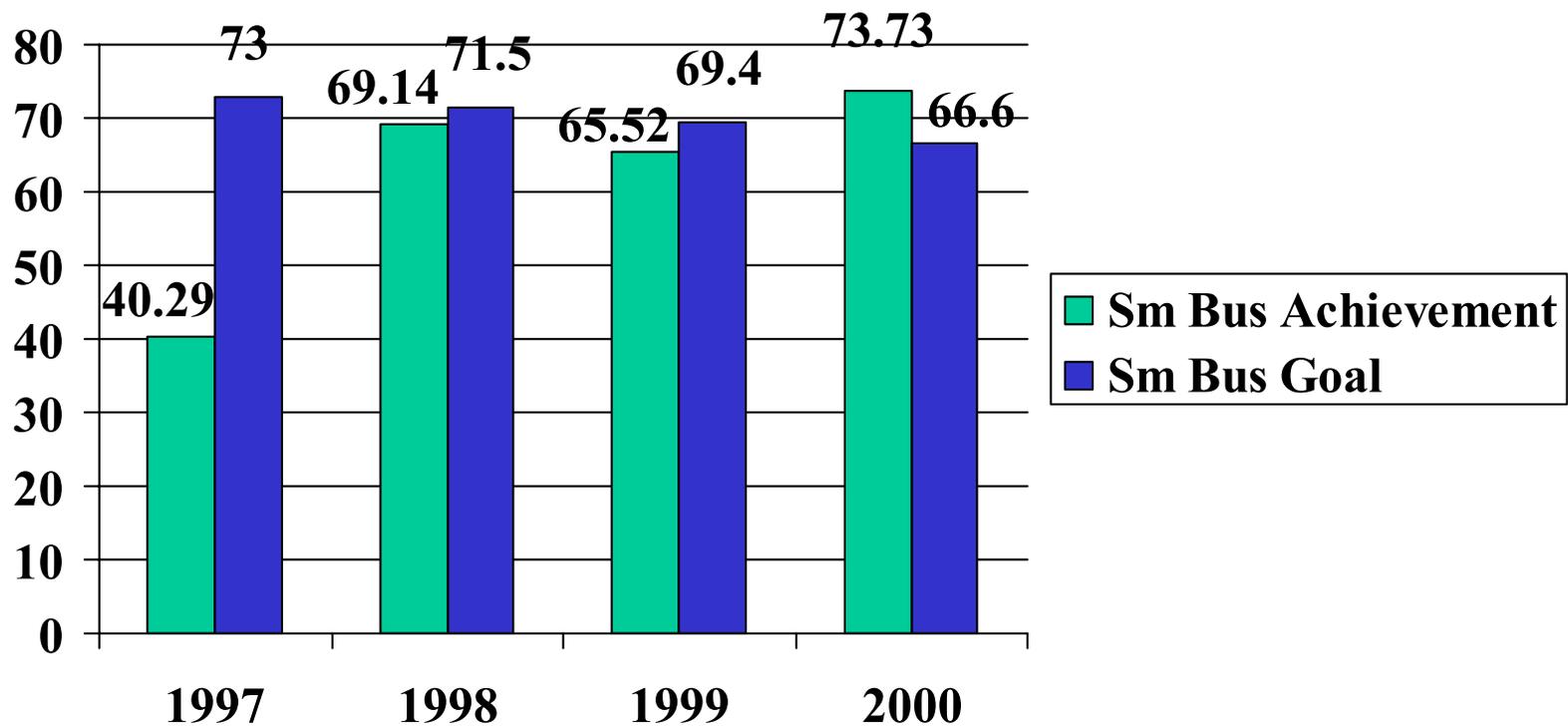


U.S. Office of Personnel Management

Number of Contracts to Women-Owned Businesses

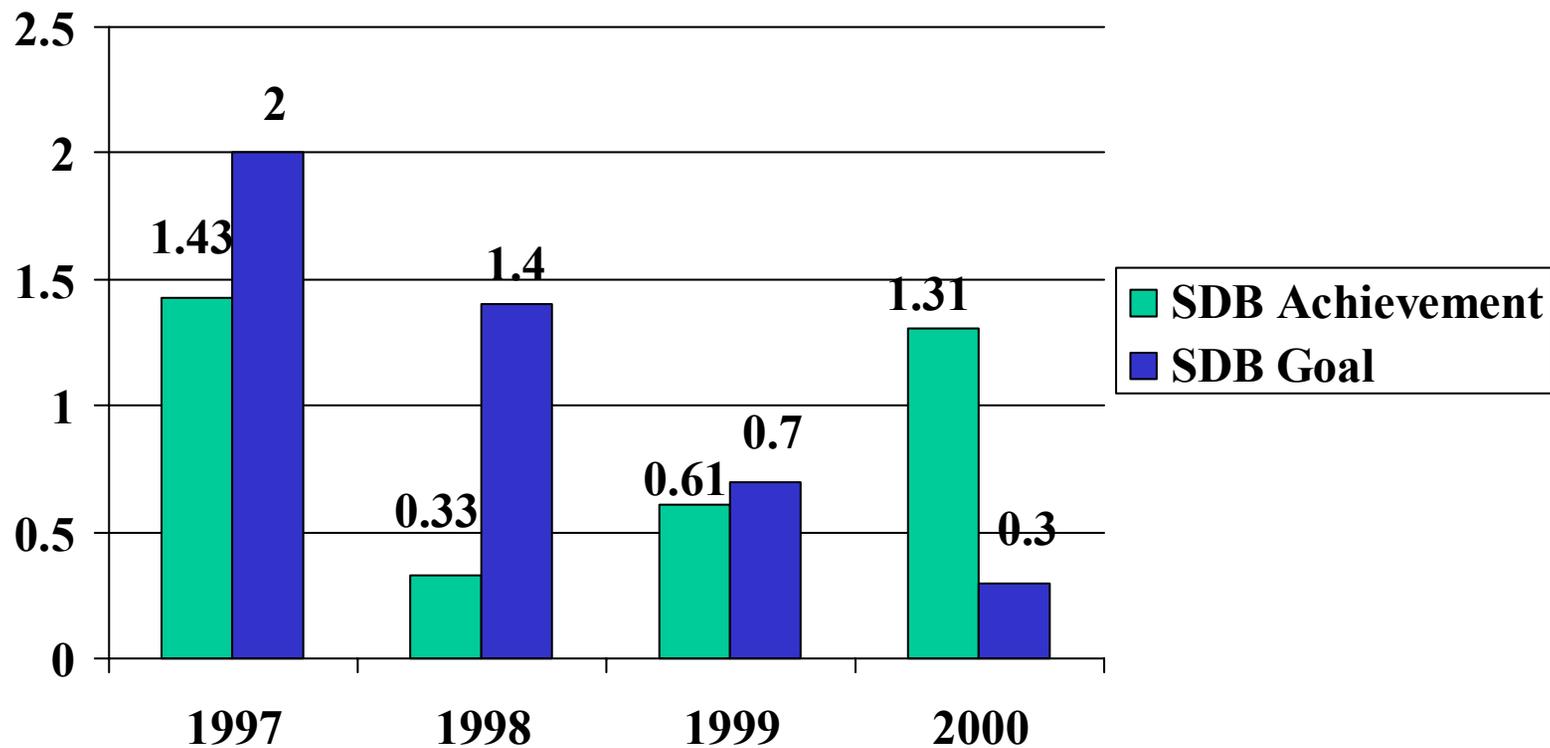


Office of Personnel Management Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

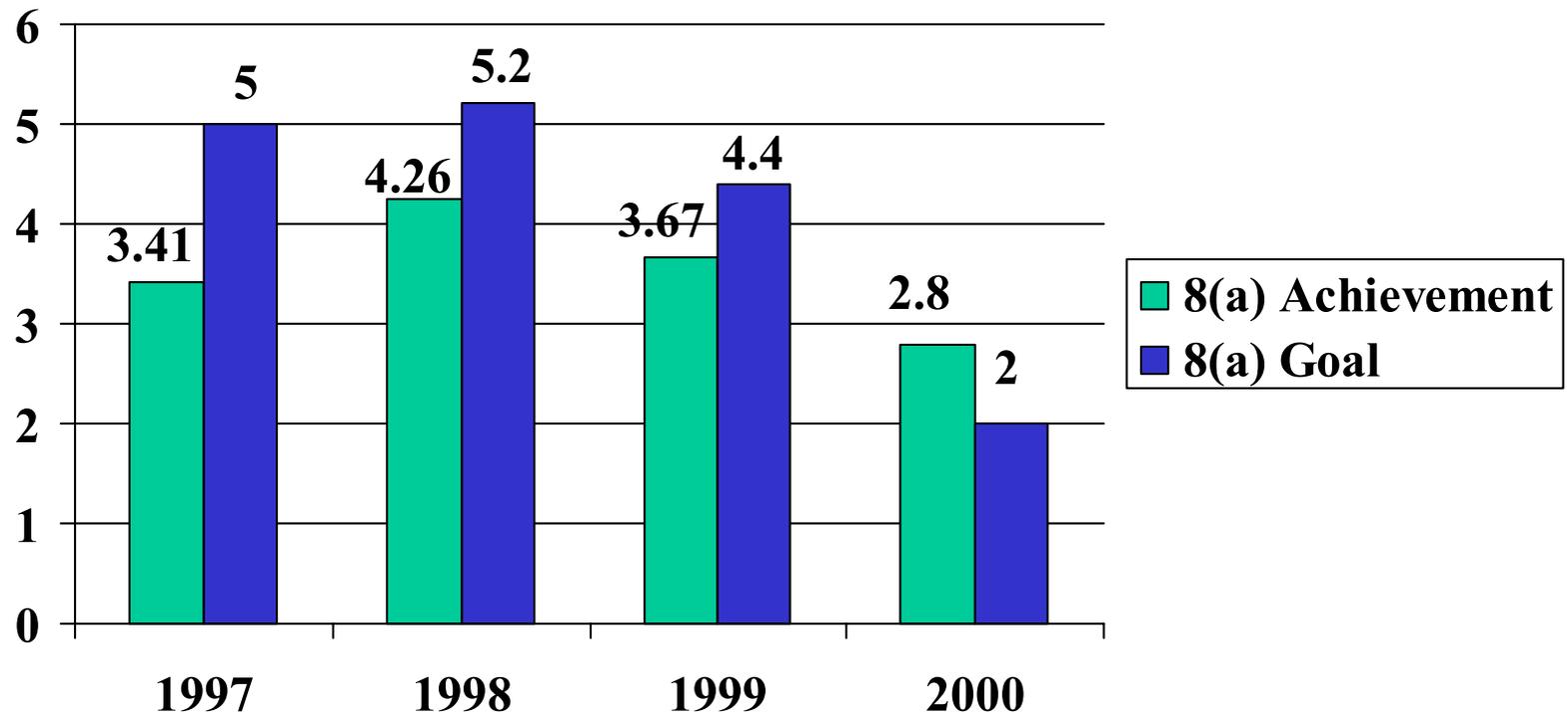
Office of Personnel Management SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

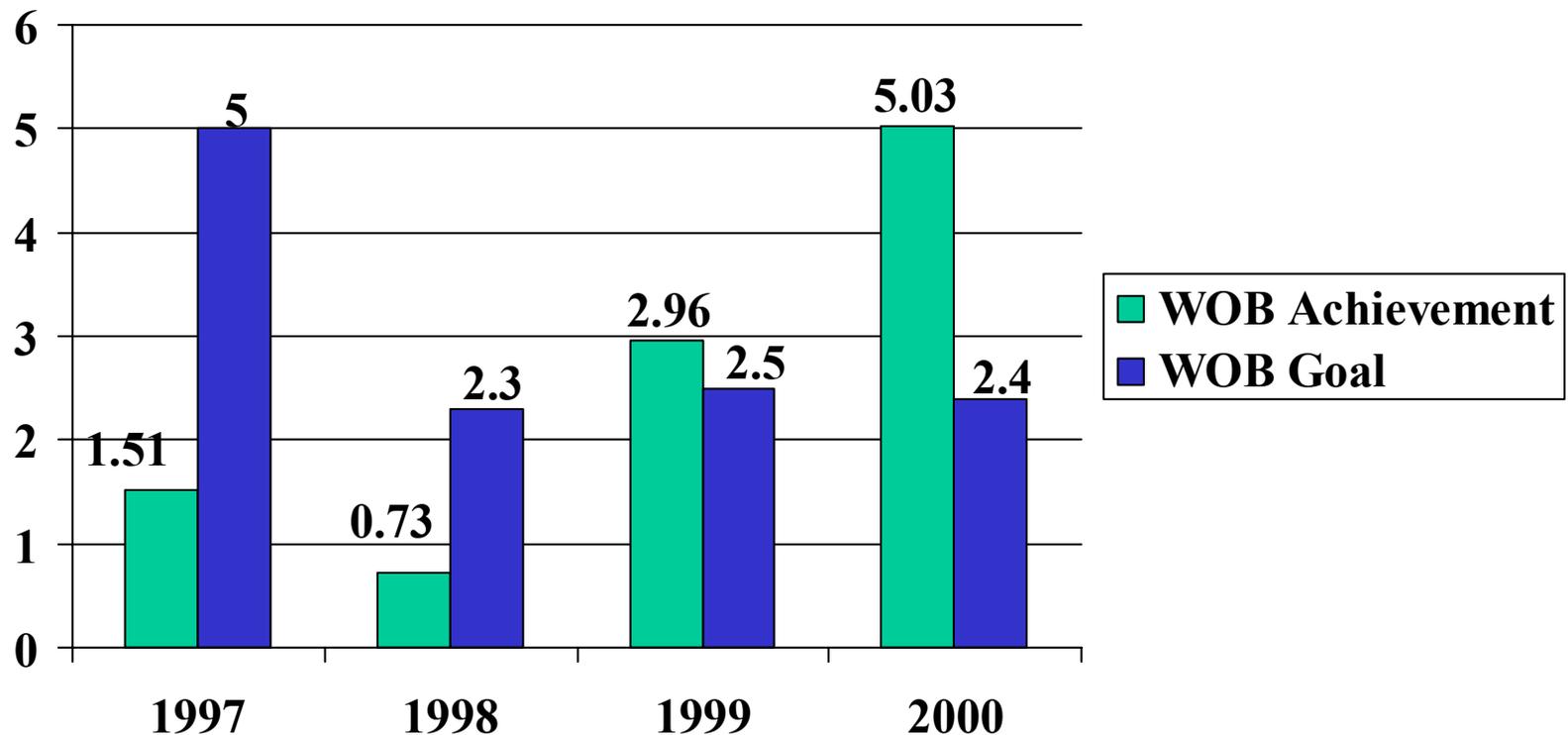
Office of Personnel Management

8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Office of Personnel Management Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Small Business Administration

Procurement Dollar Analysis

The Small Business Administration (SBA) is a small agency as far as procurement activity. In 1994, SBA had procurement activity of \$23.8 million. A significant decrease occurred in 1996 to \$11.7 million. Increases occurred in 1996 and 1997 as follows: 1996 - \$31.1 million and 1997 - \$36 million.

A decrease again occurred in 1998 to \$32.5 million. In 1999, SBA showed an increase to \$44.3 million. Figures for 2000 show a decrease in SBA procurement activity to \$42.7 million.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by the SBA increased from 670 in 1998 to 1,011 in 1999. In 2000, the SBA awarded 766 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by the SBA increased from 59 in 1998 to 154 in 1999. In 2000, the SBA awarded 162 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by the SBA decreased from 179 in 1998 to 137 in 1999. In 2000, the SBA awarded 83 contracts to 8(a) firms.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by the SBA increased from 117 in 1998 to 201 in 1999. In 2000, the SBA awarded 144 contracts to women-owned businesses.

Goal Achievement

Small Business Goal

The SBA exceeded its small business goal in 1998, but did not achieve its goal in 1997 or 1999. Based on figures for 2000, SBA exceeded its small business goal. SBA achieved 62.69 percent. SBA's goal was 55 percent. As SBA exceeded its goal, the grade will be an "A." SBA's small business goal for fiscal year 2001 is 55 percent.

Small Disadvantaged Business Goal

SBA did not achieve its small business goal from 1997 through 1999. Based on figures for 2000, SBA exceeded its goal. SBA achieved 33.89 percent. SBA's goal was 10 percent. As SBA exceeded its goal, the grade will be an "A." SBA has a small disadvantaged business goal of 10 percent for fiscal year 2001.

8(a) Program Goal

SBA exceeded its 8(a) Program goal in 1998, but did not achieve its goal in 1997 or 1999. Based on figures for 2000, SBA did not meet its 8(a) Program goal. SBA achieved 12.63 percent. SBA's goal was 50 percent. As SBA achieved 25.3 percent of its goal, the grade will be an "F." SBA has an 8(a) Program goal for fiscal year 2001 of 50 percent.

Women-Owned Business Goal

SBA has exceeded its women-owned business goal from 1997 through 1999. Based on figures for 2000, SBA exceeded its goal. SBA achieved 7.64 percent. SBA's goal was 8 percent. As SBA achieved 95.5 percent of its goal, the grade would normally be an "A."

	1997	1998	1999	2000
SB Goal	8	8	11	8
SB Achievement	14.06	13.62	15.29	7.64

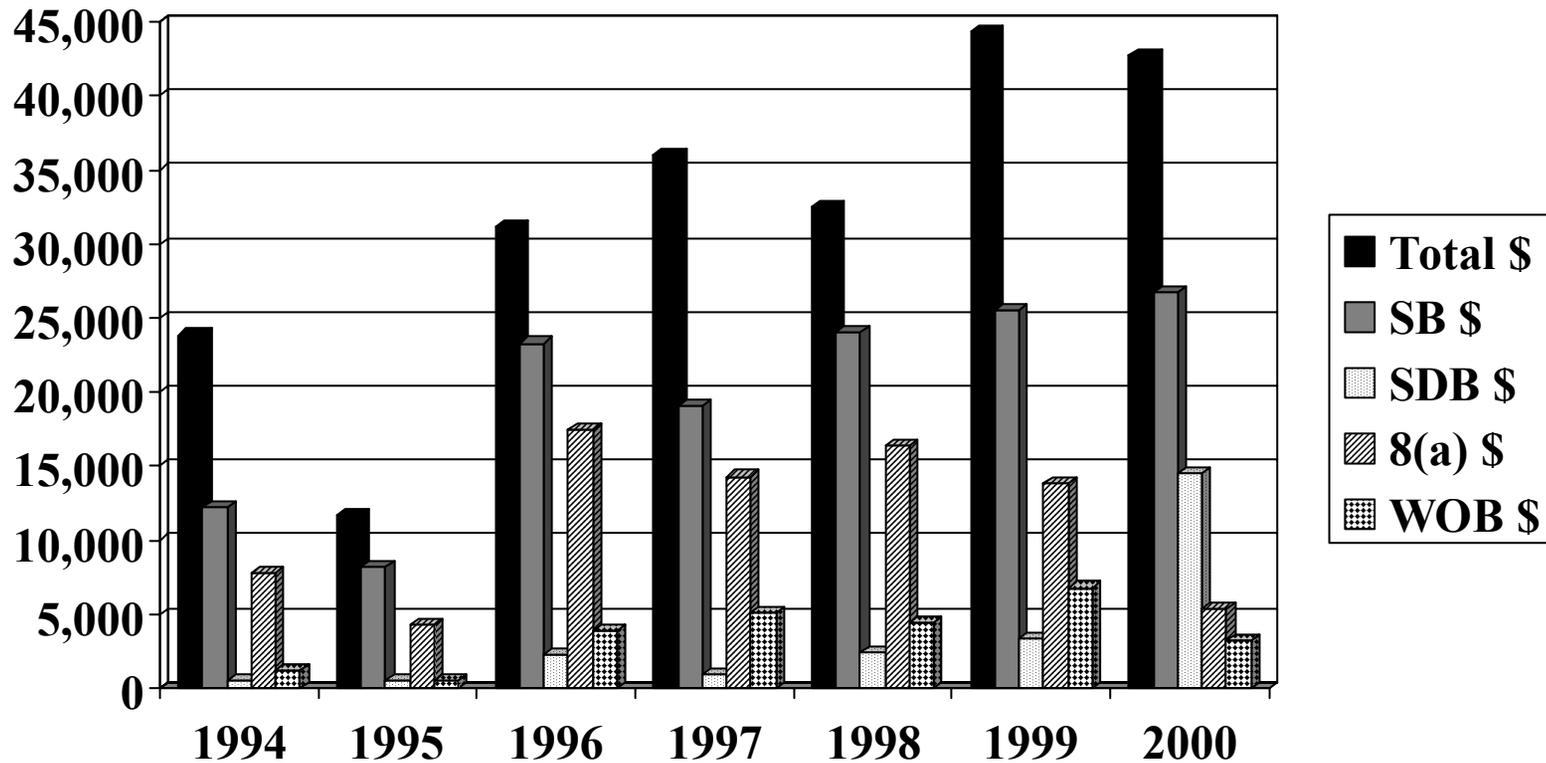
Based on the first three years of this study, the average achievement was 14.3 percent. The average goal for the same period was 9 percent. As the goal negotiated was below the average achievement, the letter grade would normally be dropped to a "B." However, as SBA has set an unreasonably low goal for the past two years, Transportation will be further down-graded to a "C." For fiscal year 2001, SBA has a goal of 8 percent.

Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	C 2 points
Average Grade	C 2.5 points

With an “A” in the Small Business Goal, an “A” in the Small Disadvantaged Business Goal, an “F” in the 8(a) Program goal, and a “C” in the Women-Owned Business Goal, with all categories weighed equally, the Small Business Administration has an overall point total of 2.5 points, for a grade of “C.”

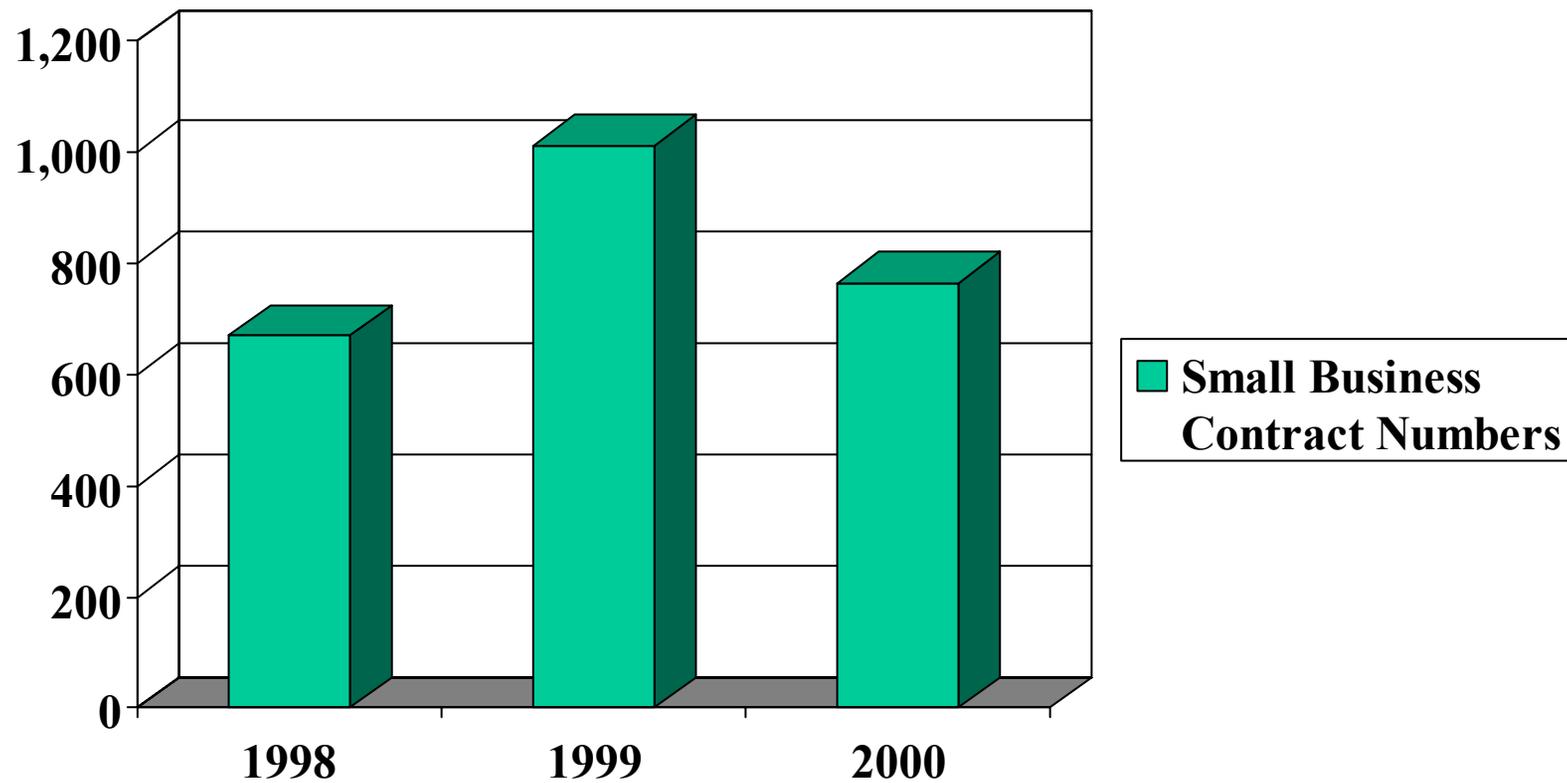
Small Business Administration Procurement Dollars



Dollars are expressed in millions.

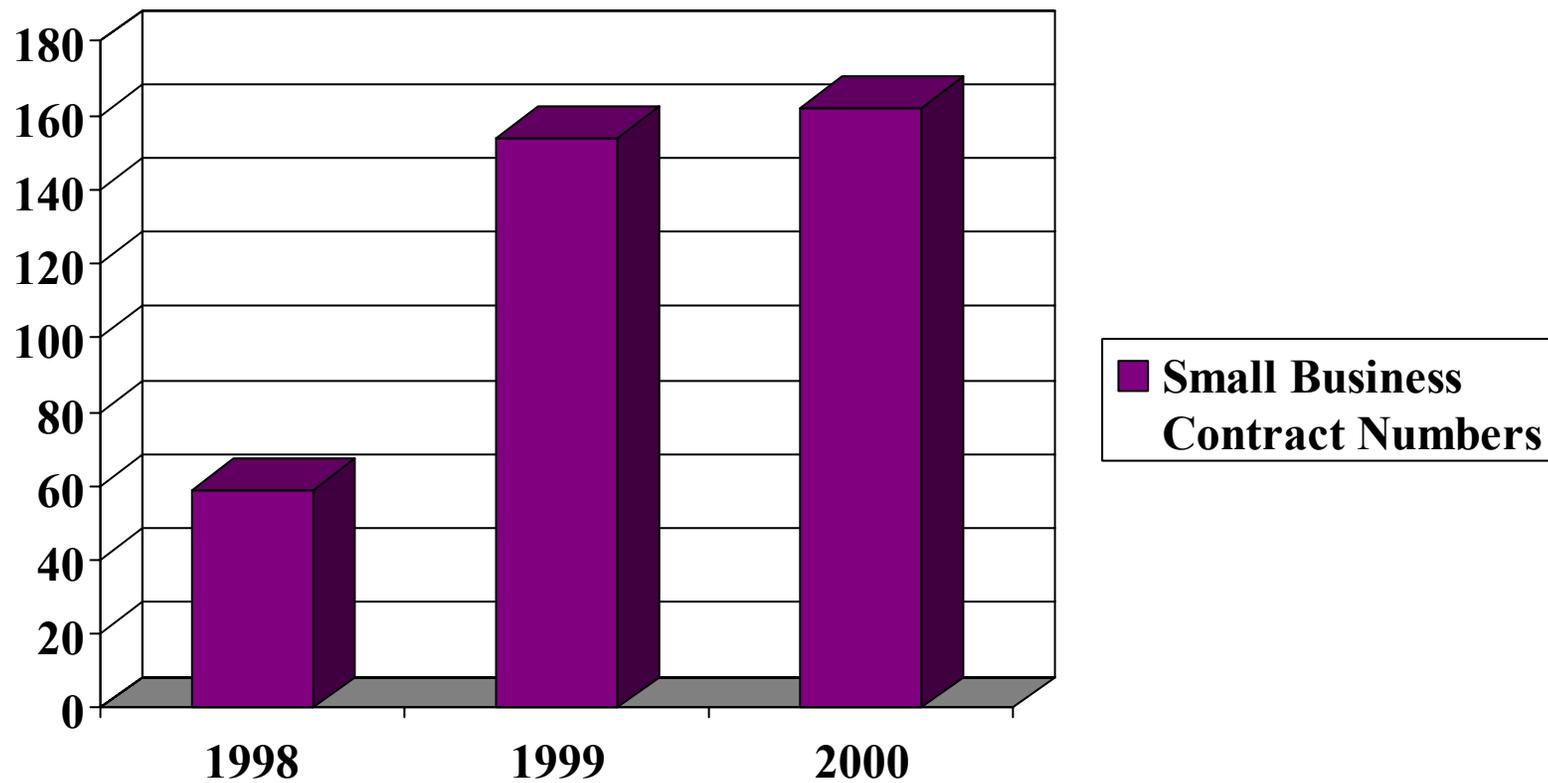
Small Business Administration

Number of Contracts to Small Businesses



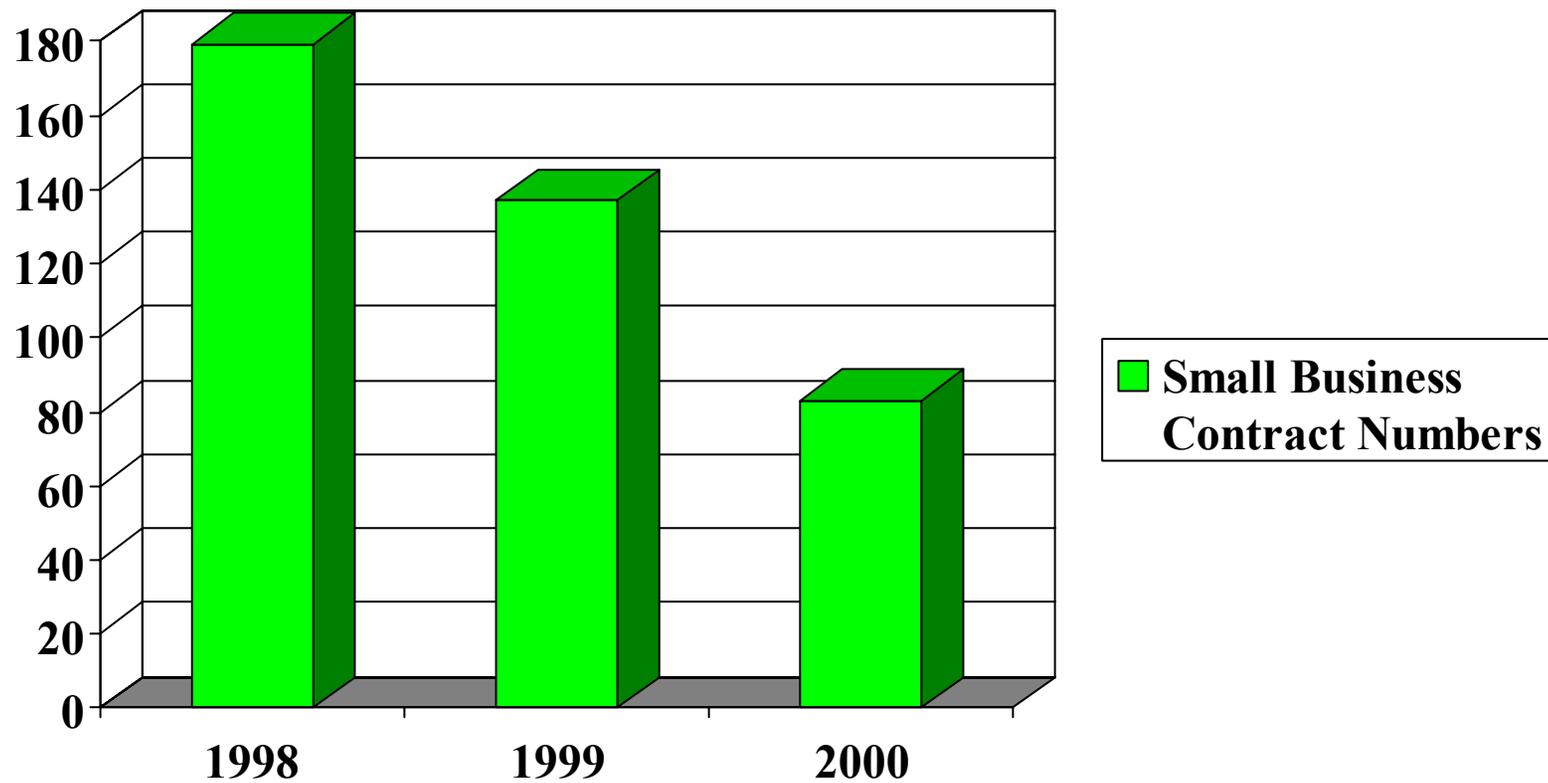
Small Business Administration

Number of Contracts to Small Disadvantaged Businesses



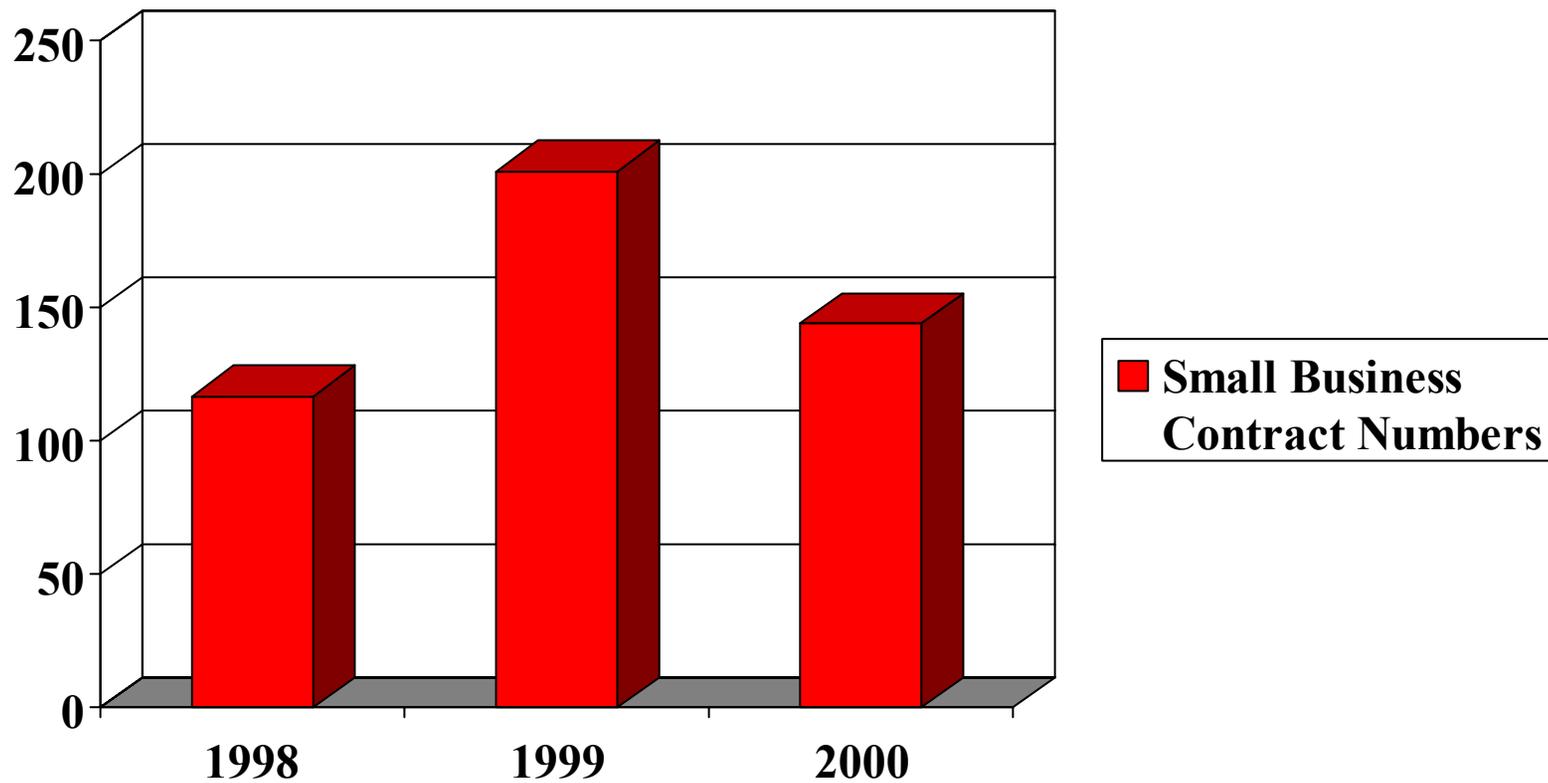
Small Business Administration

Number of Contracts to 8(a) Firms

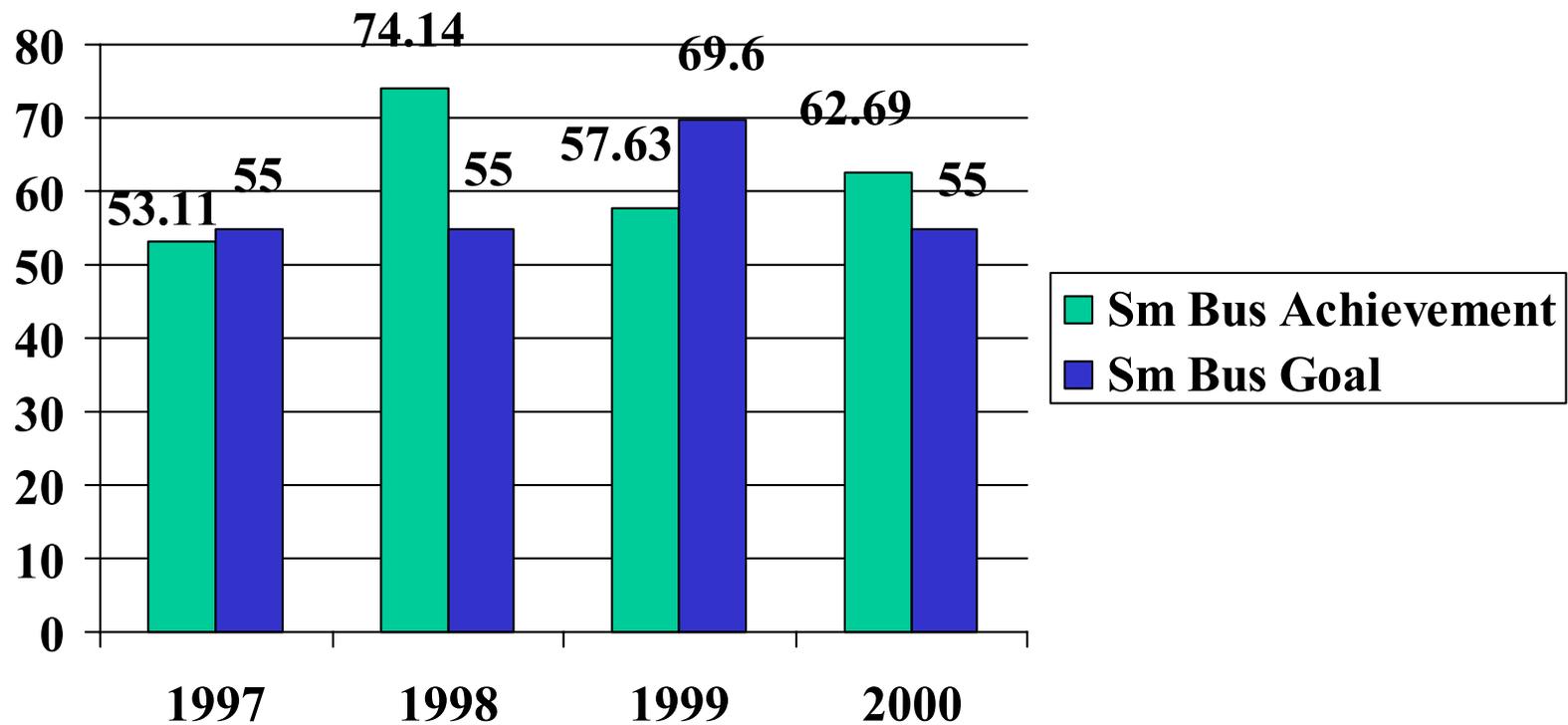


Small Business Administration

Number of Contracts to Women-Owned Businesses

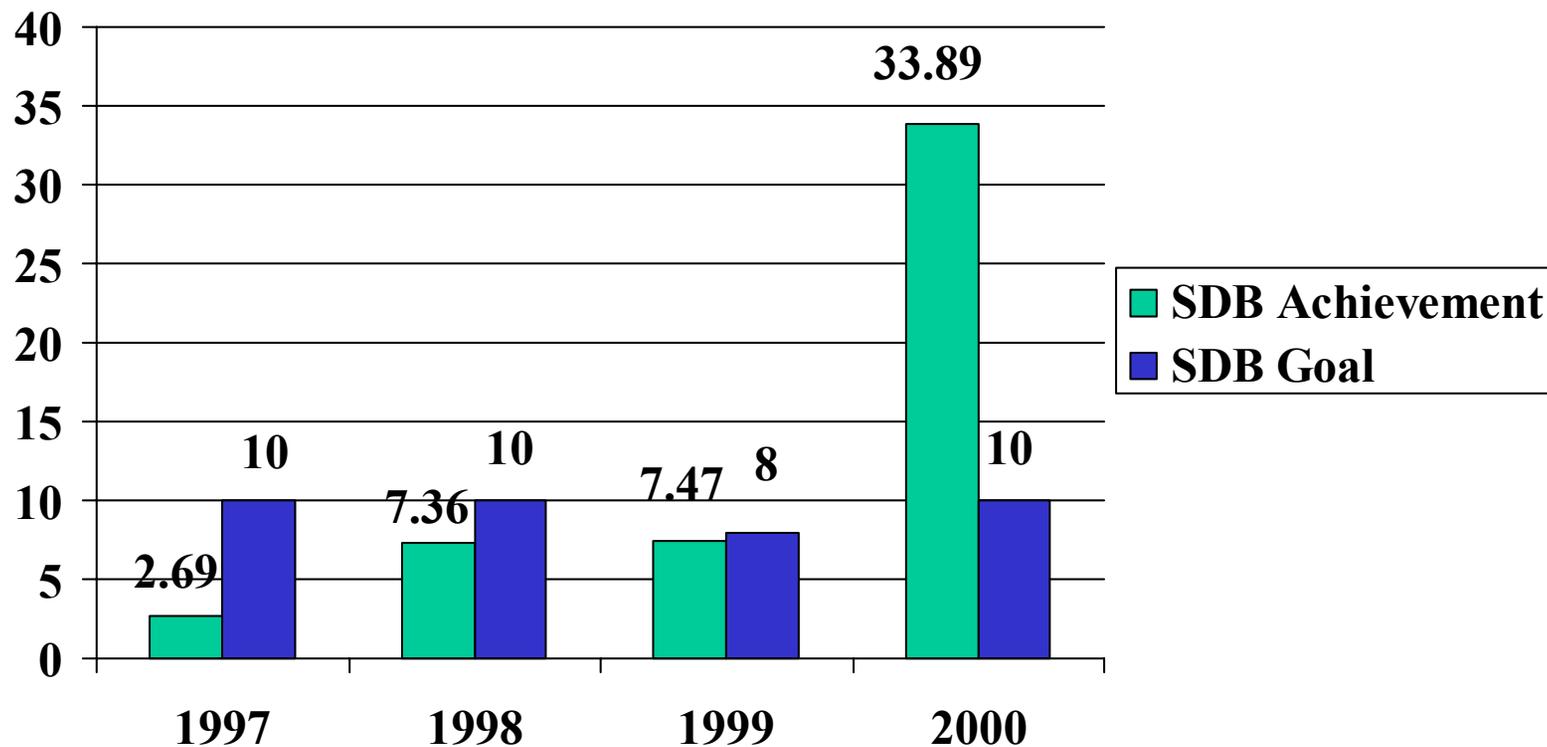


Small Business Administration Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

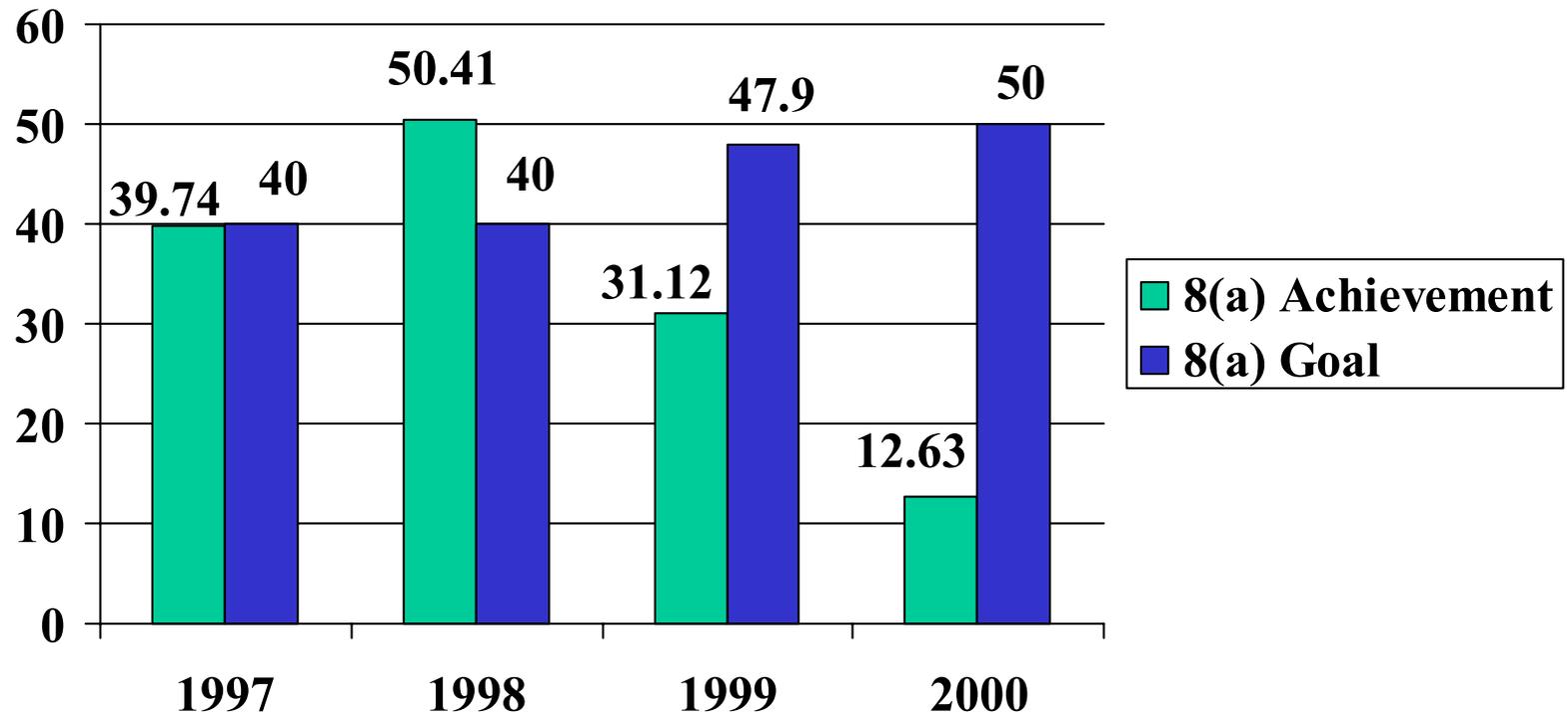
Small Business Administration SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

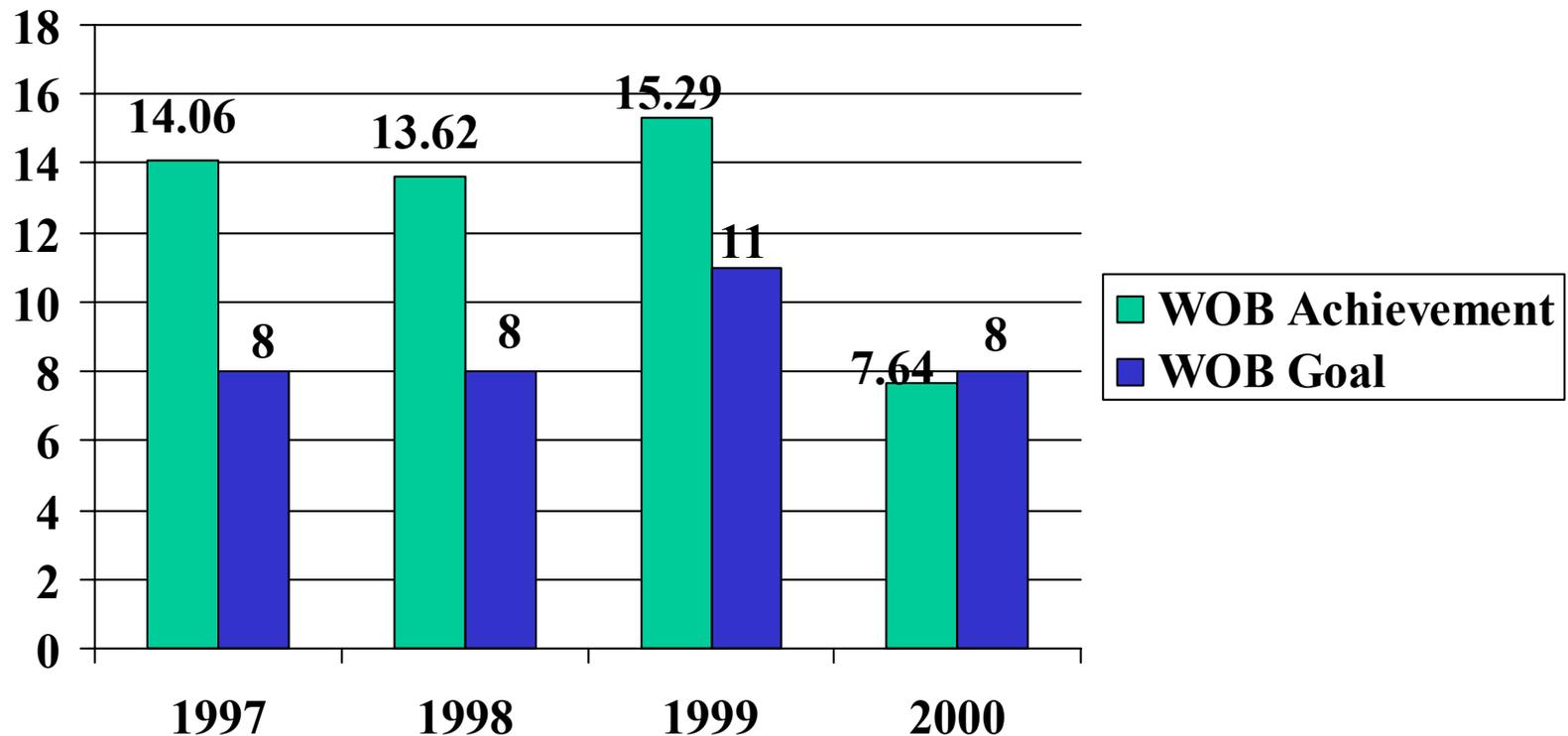
Small Business Administration

8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Small Business Administration Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Federal Agency Scorecard - Recap

Rank	Federal Agency	Small Business Goal	SDB Goal	8(a) Program Goal	WOB Goal	Total Points	Grade
1	Interior	A	A	A	B	3.75	B
2	Labor	A	C - note 4	A	C	3	B-
2	OPM	A	C - note 4	A	C - note 4	3	B-
4	Commerce	B	A	F	A	2.75	C
5	Agriculture	B	A	B	F	2.5	C
5	HUD	A	C - note 4	F	A	2.5	C
5	NASA	C - note 4	C - note 4	A	C - note 4	2.5	C
5	SBA	A	A	F	C - note 4	2.5	C
5	VA	B	C - note 4	C - note 4	B - note 2	2.5	C
10	EPA	A	F - note 4	A	D	2.25	C-
10	GSA	B - note 1	A	F	C	2.25	C-
10	Social Security	C - note 4	A	F	B	2.25	C-
10	State	C - note 4	B	C - note 4	C	2.25	C-
10	Transportation	C - note 4	C - note 4	C - note 4	B	2.25	C-
15	Justice	A	C - note 4	F	C - note 4	2	C-
15	Treasury	C - note 4	D - note 4	C	B - note 2	2	C-
17	Energy	F	B - note 2	C	C - note 2	1.75	D
17	HHS	B	C	C	F	1.75	D
19	USAID	D	D - note 4	F	A	1.5	D
20	Education	F	D - note 4	A	F	1.25	D-
21	Defense	A	F	F - note 3	F	1	D-
	Average Points	2.76	2.3	1.86	2.1	2.26	
	Average Grade	C	C-	D	C-	C-	C-

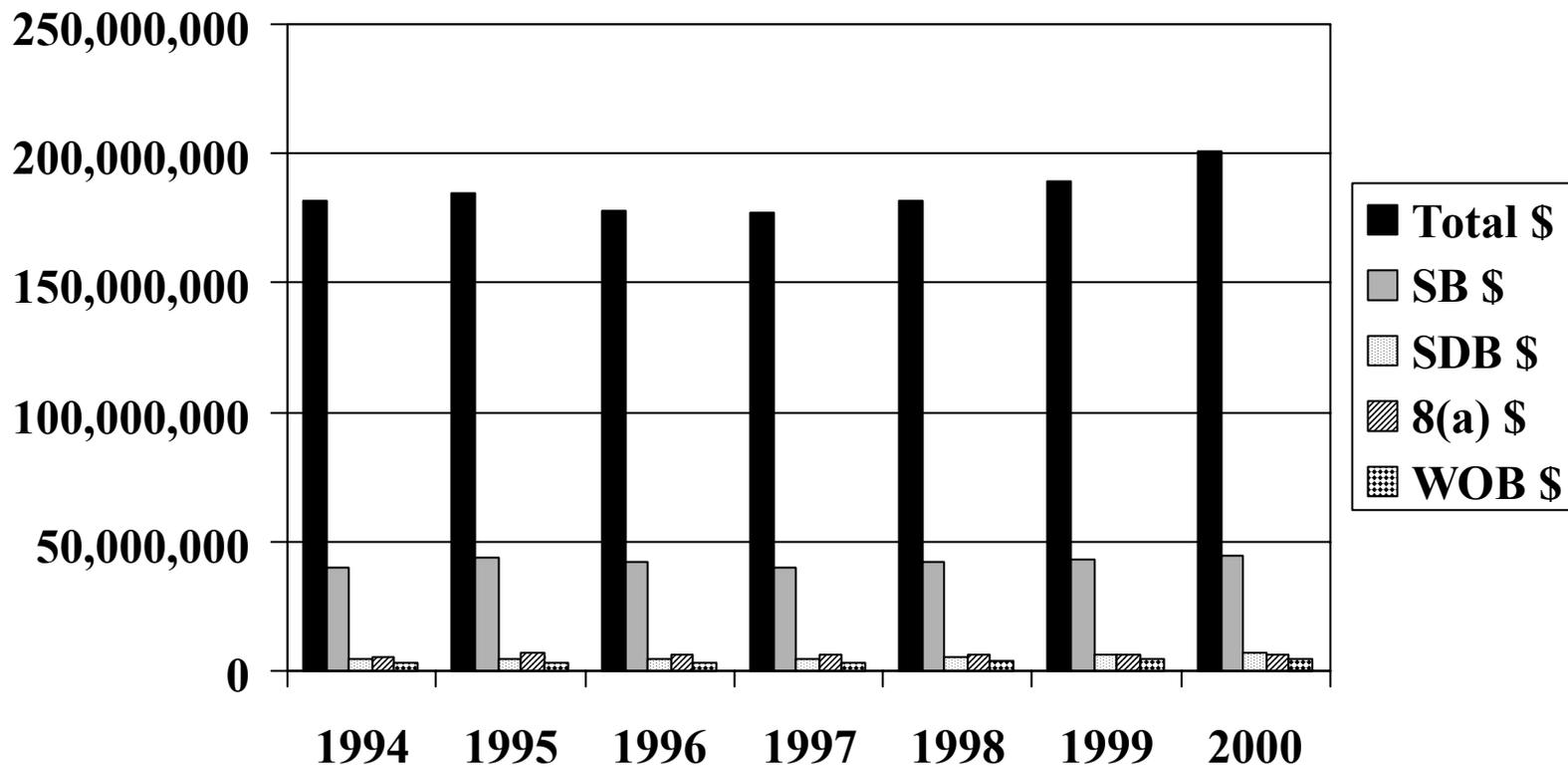
note 1 - downgrade due to unreasonably low goal

note 2 - downgrade due to goal below mandatory goal

note 3 - downgrade - no goal set

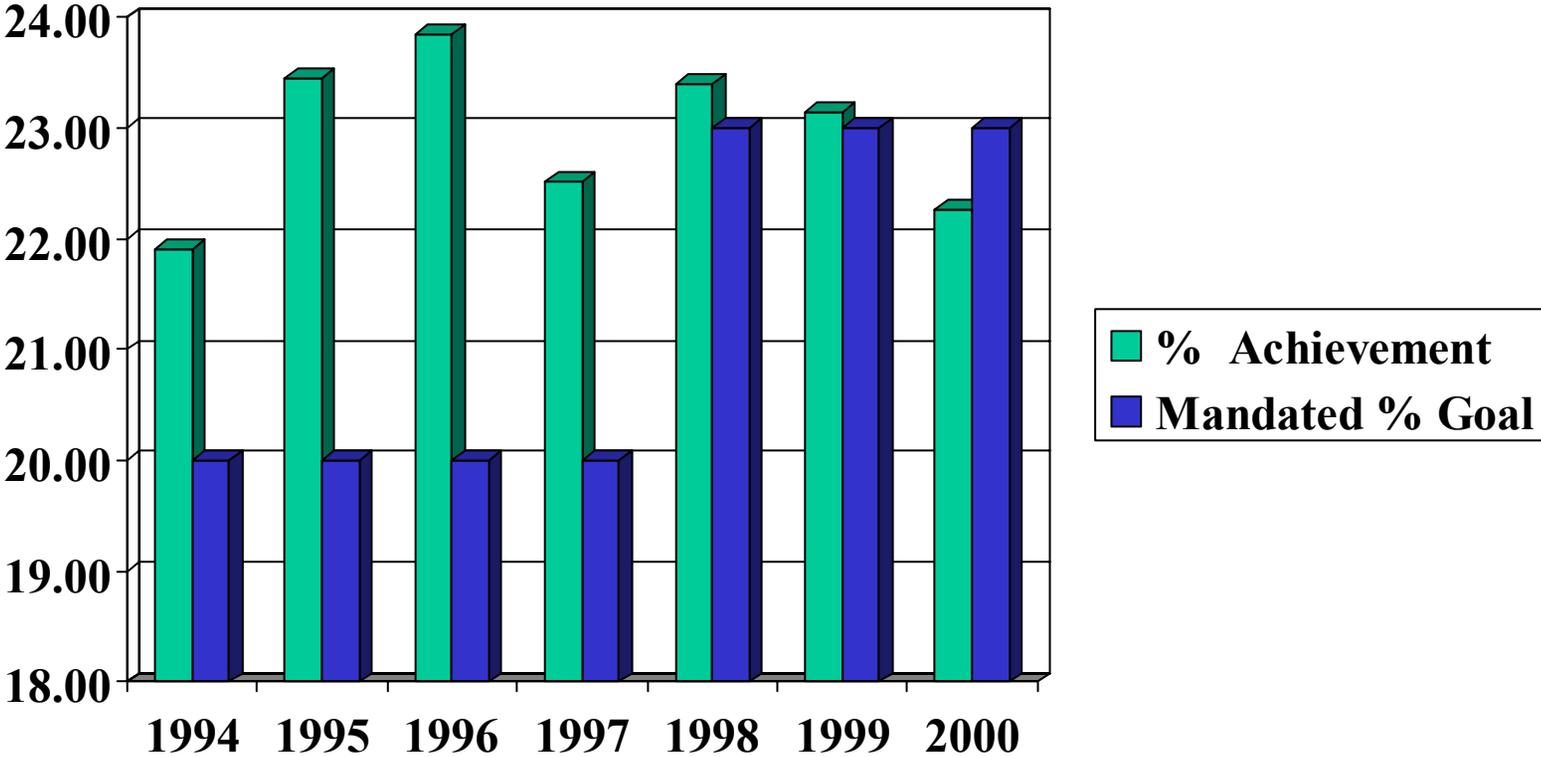
note 4 - downgrade - unreasonably low goal or goal below the mandated goal two years in a row

Small Business Participation in Federal Procurement 1994 - 2000

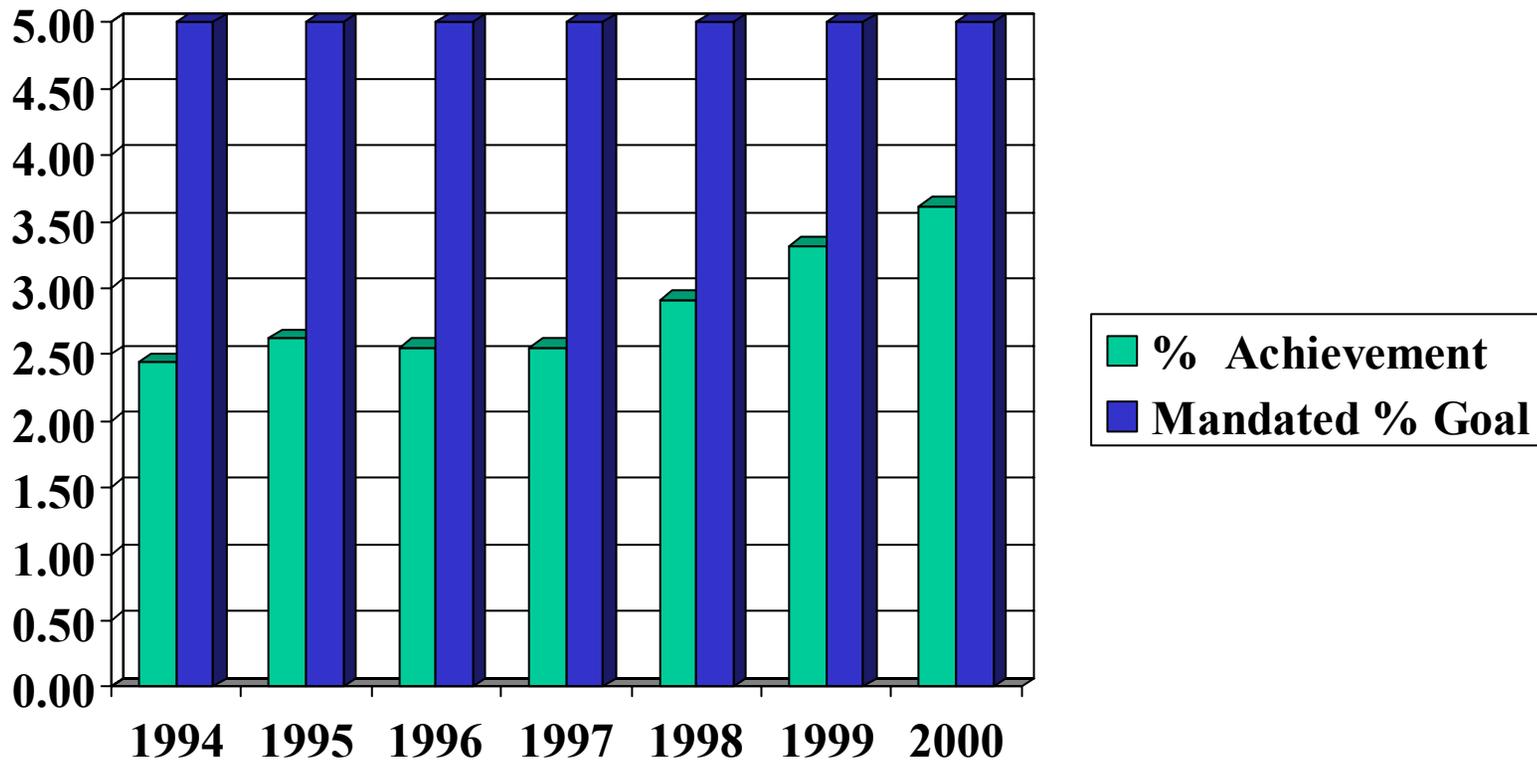


Dollars are expressed in millions.

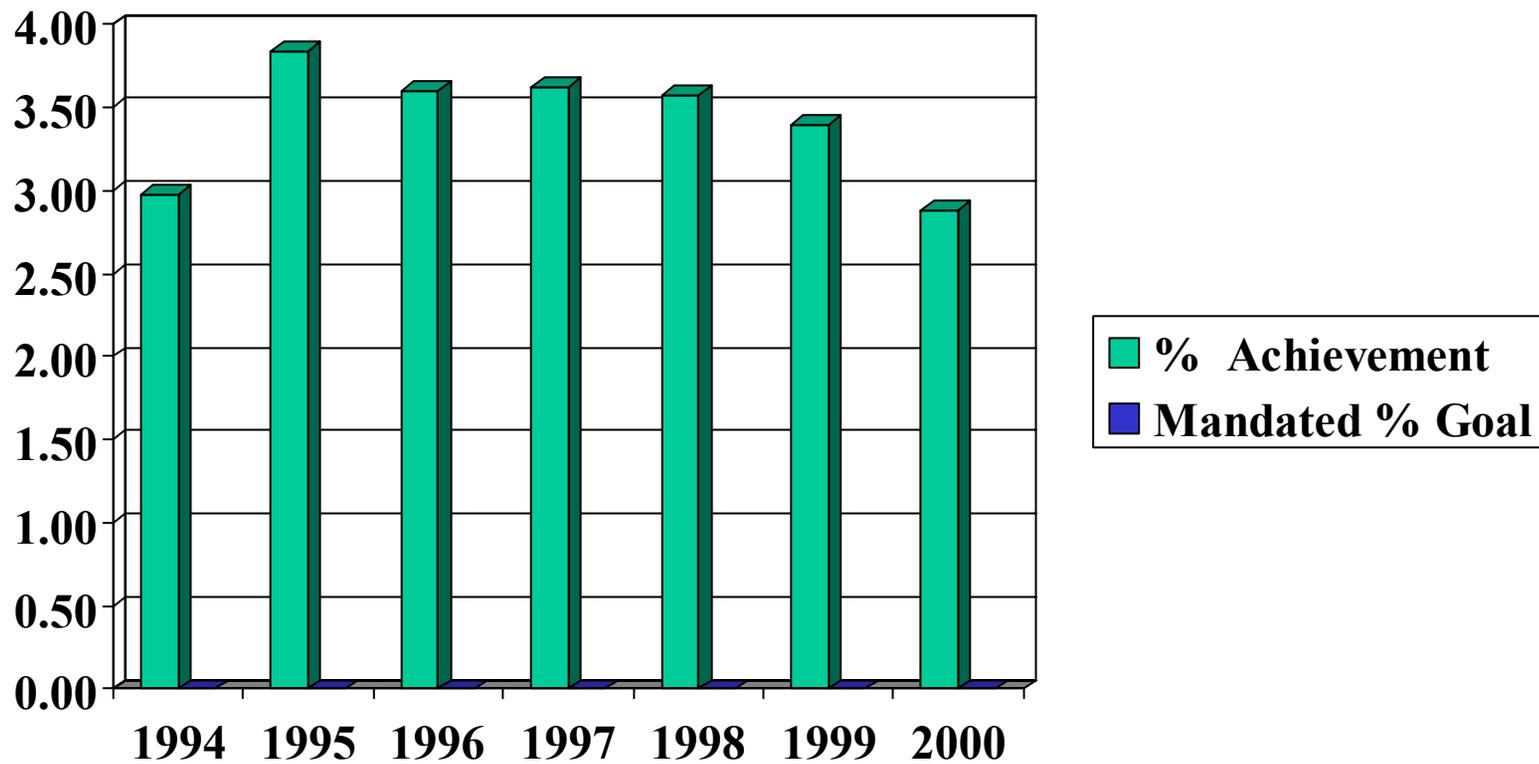
Small Business Goal Achievement in Federal Procurement



Small Disadvantaged Business (SDB) Goal Achievement in Federal Procurement

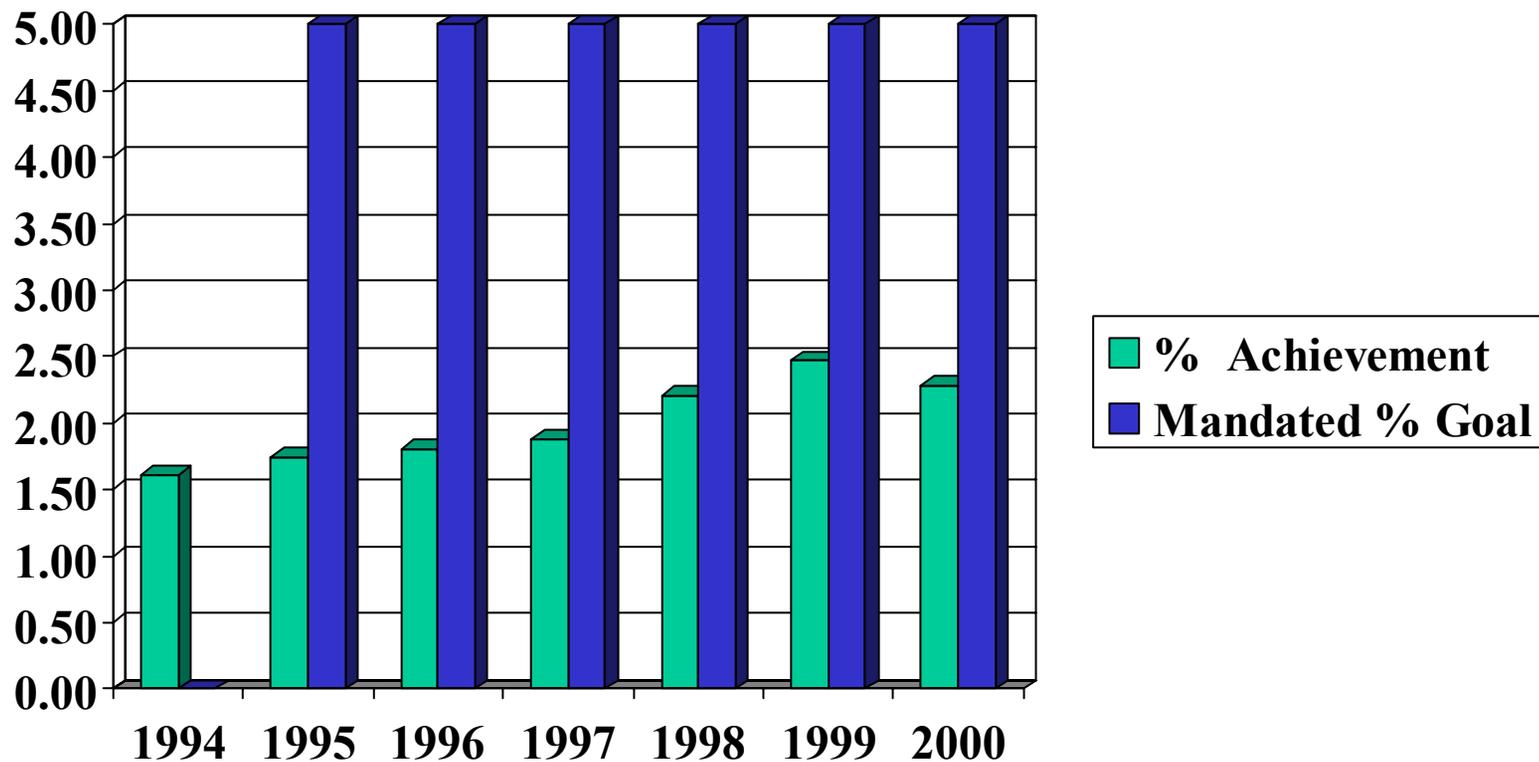


8(a) Program Goal Achievement in Federal Procurement



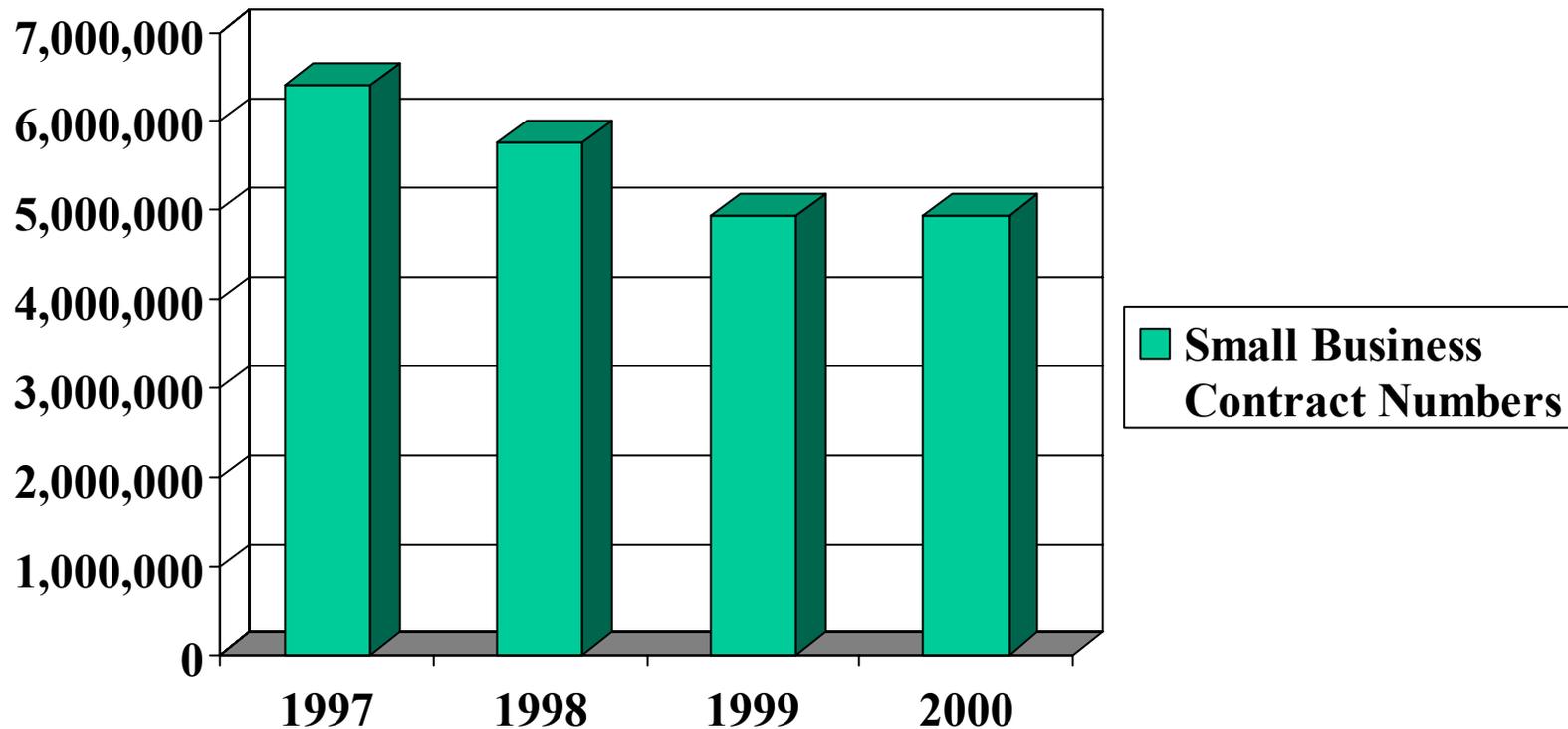
*There is no federally-mandated 8(a) Program goal.

Women-Owned Business Goal Achievement in Federal Procurement

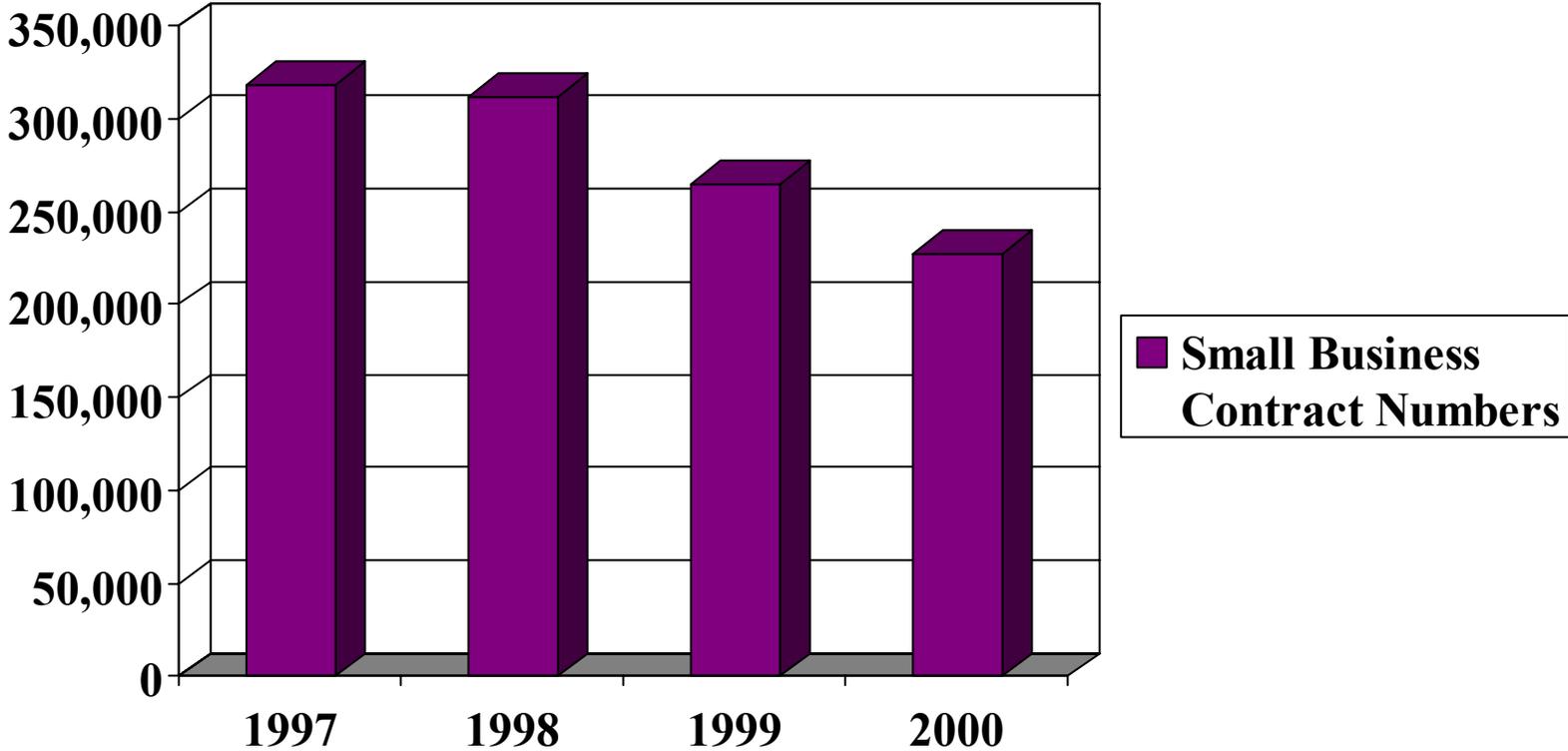


*The federally-mandated women-owned business goal was not established until the signing of P.L. 103-355 on 10/13/94

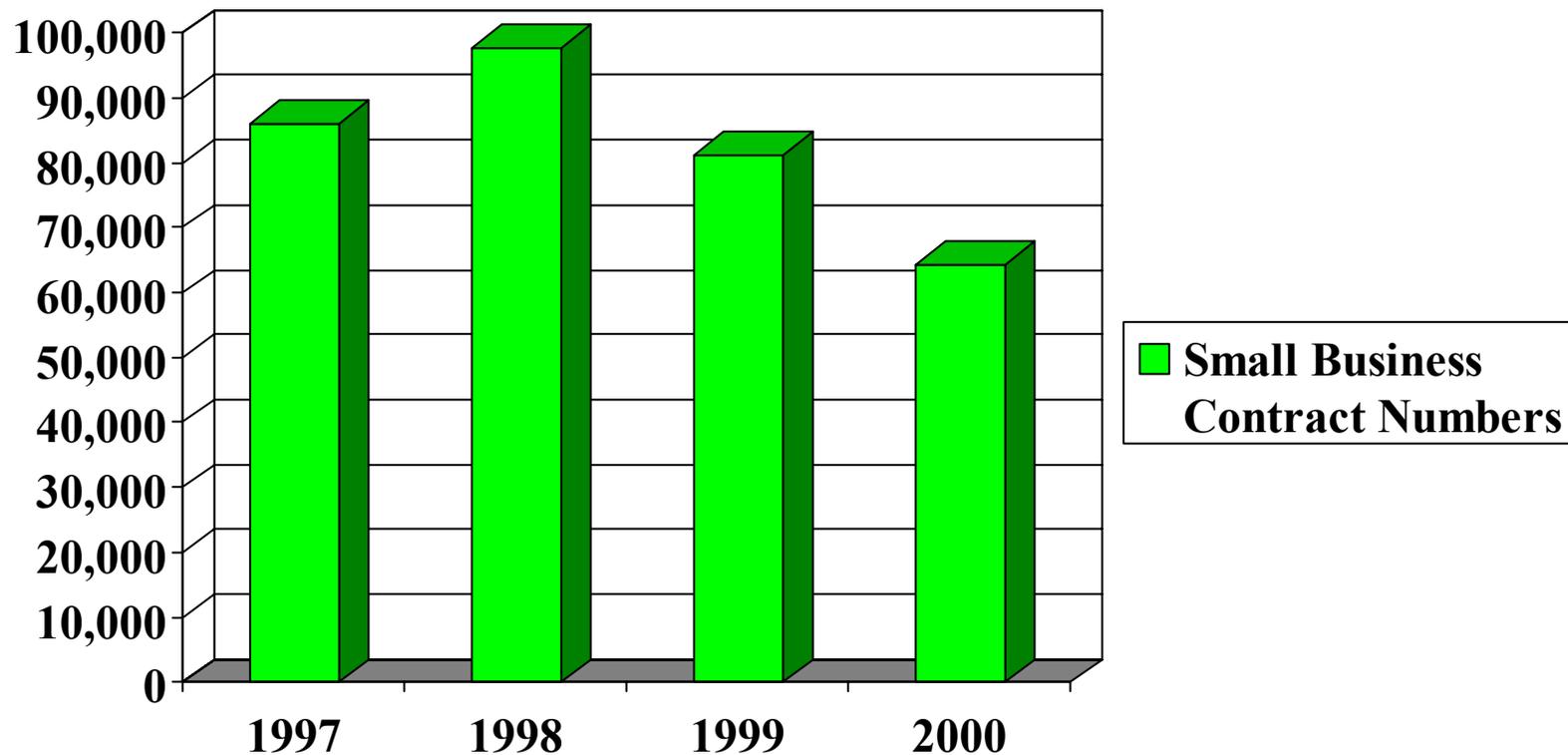
Small Business Contracts in Federal Procurement



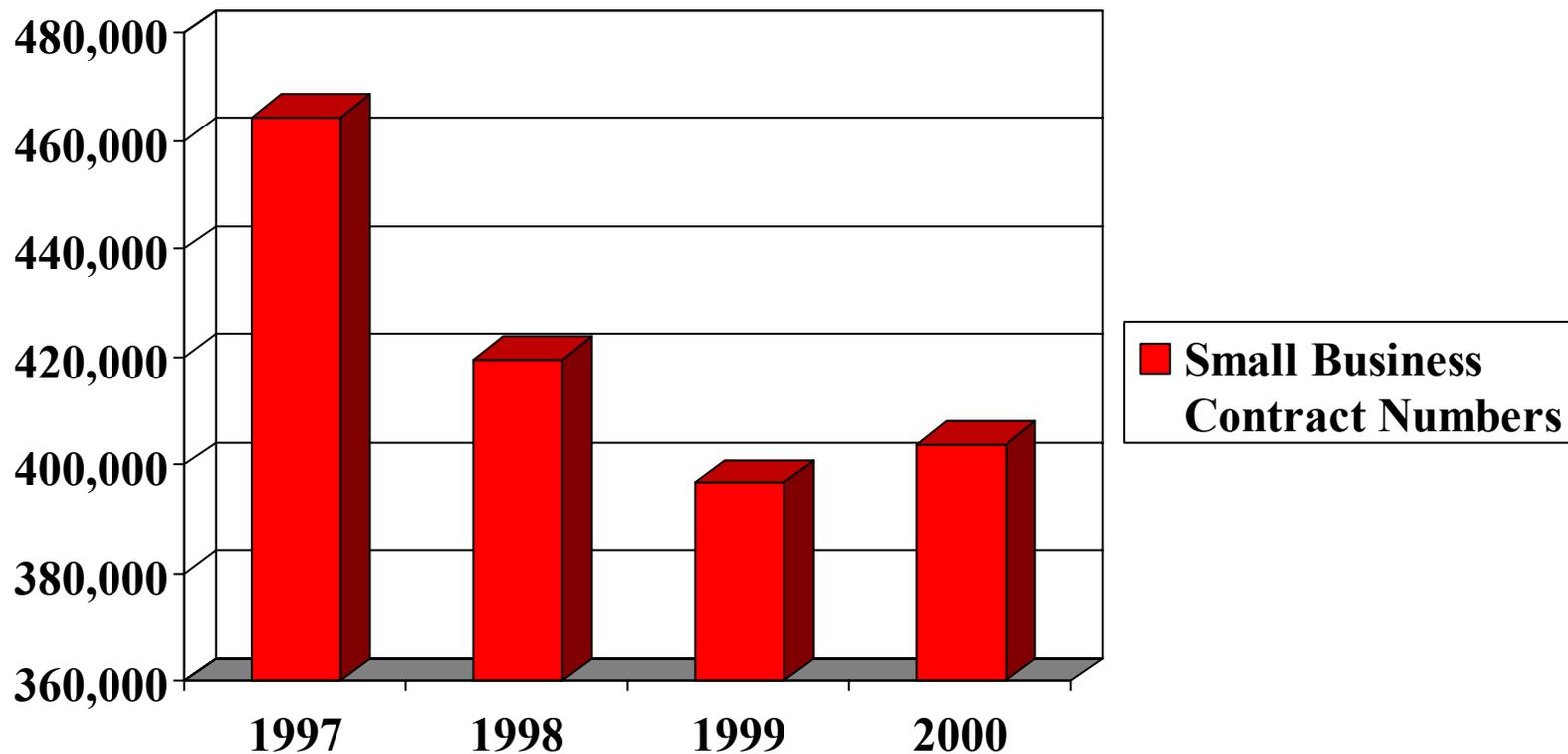
Small Disadvantaged Business Contracts in Federal Procurement



8(a) Business Contracts in Federal Procurement



Women-Owned Business Contracts In Federal Procurement



Total Procurement Dollars Worksheet

	1994	1995	1996	1997	1998	1999	2000
DOD	\$117,664,434,000	\$116,390,112,000	\$114,481,946,000	\$113,116,802,000	\$115,656,750,000	\$119,732,697,000	\$126,230,152,000
SB \$	\$25,580,909,000	\$26,346,026,000	\$26,626,093,000	\$25,408,459,000	\$24,166,123,000	\$25,330,713,000	\$27,029,062,000
SDB\$	\$3,363,851,000	\$3,645,414,000	\$3,366,091,000	\$3,191,515,000	\$3,284,722,000	\$3,768,393,000	\$3,680,997,000
8(a) \$	\$2,757,149,000	\$3,611,216,000	\$3,611,216,000	\$3,628,429,000	\$3,433,154,000	\$3,330,749,000	\$3,334,241,000
WOB \$	\$1,595,073,000	\$1,644,879,000	\$1,773,777,000	\$1,901,814,000	\$2,087,319,000	\$2,304,266,000	\$2,524,747,000
Total Pref\$	\$33,296,982,000	\$35,247,535,000	\$35,377,177,000	\$34,130,217,000	\$32,971,318,000	\$34,734,121,000	\$36,569,047,000
Energy	\$17,910,325,000	\$16,897,278,000	\$15,895,094,000	\$16,174,212,000	\$15,142,938,000	\$15,650,286,000	\$16,909,511,000
SB \$	\$528,569,000	\$509,930,000	\$460,145,000	\$490,037,000	\$2,745,040,000	\$2,608,681,000	\$500,254,000
SDB\$	\$39,756,000	\$31,403,000	\$36,155,000	\$31,290,000	\$285,389,000	\$427,078,000	\$59,452,000
8(a) \$	\$262,213,000	\$220,394,000	\$220,394,000	\$219,629,000	\$333,321,000	\$292,907,000	\$126,943,000
WOB \$	\$82,210,000	\$74,697,000	\$40,445,000	\$35,699,000	\$440,081,000	\$399,056,000	\$41,770,000
Total Pref\$	\$912,748,000	\$836,424,000	\$757,139,000	\$776,655,000	\$3,803,831,000	\$3,727,722,000	\$728,419,000
GSA	\$7,733,056,000	\$8,959,541,000	\$7,996,026,000	\$8,305,021,000	\$8,039,593,000	\$7,405,439,000	\$11,118,974,000
SB \$	\$2,284,030,000	\$3,291,087,000	\$4,364,913,000	\$3,120,299,000	\$3,162,551,000	\$3,075,415,000	\$4,386,284,000
SDB\$	\$224,805,000	\$194,721,000	\$251,030,000	\$318,186,000	\$431,362,000	\$481,090,000	\$1,238,146,000
8(a) \$	\$204,278,000	\$531,460,000	\$531,834,000	\$496,308,000	\$415,479,000	\$536,069,000	\$407,581,000
WOB \$	\$139,205,000	\$149,738,000	\$249,151,000	\$199,665,000	\$268,662,000	\$352,087,000	\$401,117,000
Total Pref\$	\$2,852,318,000	\$4,167,006,000	\$5,396,928,000	\$4,134,458,000	\$4,278,054,000	\$4,444,661,000	\$6,433,128,000
NASA	\$11,451,445,000	\$11,759,217,000	\$11,302,922,000	\$11,191,552,000	\$10,972,295,000	\$11,003,293,000	\$11,066,765,000
SB \$	\$1,125,572,000	\$1,157,068,000	\$1,141,680,000	\$1,257,855,000	\$1,239,119,000	\$1,312,717,000	\$1,485,504,000
SDB\$	\$115,848,000	\$142,831,000	\$108,125,000	\$177,017,000	\$203,687,000	\$239,132,000	\$382,035,000
8(a) \$	\$314,250,000	\$329,277,000	\$329,277,000	\$335,090,000	\$317,140,000	\$351,033,000	\$334,263,000
WOB \$	\$128,249,000	\$179,498,000	\$166,335,000	\$172,557,000	\$151,614,000	\$180,676,000	\$226,912,000
Total Pref\$	\$1,683,919,000	\$1,808,674,000	\$1,745,417,000	\$1,942,519,000	\$1,911,560,000	\$2,083,558,000	\$2,428,714,000
DVA	\$3,718,033,000	\$4,708,979,000	\$4,200,881,000	\$4,533,943,000	\$4,250,008,000	\$3,846,077,000	\$5,286,214,000
SB \$	\$1,339,566,000	\$1,895,492,000	\$1,576,651,000	\$1,716,315,000	\$1,573,249,000	\$1,342,088,000	\$1,594,865,000
SDB\$	\$96,028,000	\$148,416,000	\$118,246,000	\$159,460,000	\$123,758,000	\$117,396,000	\$241,425,000
8(a) \$	\$80,441,000	\$159,512,000	\$159,563,000	\$288,007,000	\$301,374,000	\$204,894,000	\$214,437,000
WOB \$	\$134,434,000	\$223,384,000	\$213,718,000	\$268,440,000	\$231,373,000	\$215,177,000	\$223,795,000
Total Pref\$	\$1,650,469,000	\$2,426,804,000	\$2,068,178,000	\$2,432,220,000	\$2,229,754,000	\$1,879,555,000	\$2,274,522,000
HHS	\$2,549,086,000	\$3,722,308,000	\$4,109,617,000	\$3,619,198,000	\$4,244,673,000	\$4,984,303,000	\$4,541,865,000
SB \$	\$867,772,000	\$1,477,074,000	\$1,223,817,000	\$997,877,000	\$1,423,541,000	\$1,364,958,000	\$1,129,116,000
SDB\$	\$73,089,000	\$112,120,000	\$147,626,000	\$136,981,000	\$208,613,000	\$149,274,000	\$315,564,000
8(a) \$	\$116,146,000	\$198,914,000	\$198,914,000	\$238,135,000	\$444,003,000	\$221,074,000	\$144,934,000
WOB \$	\$59,110,000	\$171,729,000	\$122,698,000	\$152,288,000	\$145,871,000	\$165,985,000	\$169,938,000
Total Pref\$	\$1,116,117,000	\$1,959,837,000	\$1,693,055,000	\$1,525,281,000	\$2,222,028,000	\$1,901,291,000	\$1,759,552,000
Justice	\$2,778,640,000	\$2,674,498,000	\$2,740,468,000	\$3,198,493,000	\$3,309,923,000	\$3,641,226,000	\$3,659,726,000
SB \$	\$1,185,885,000	\$1,178,913,000	\$993,333,000	\$1,117,005,000	\$1,139,697,000	\$1,074,270,000	\$1,192,246,000
SDB\$	\$33,440,000	\$57,247,000	\$53,801,000	\$73,818,000	\$97,462,000	\$146,419,000	\$169,483,000
8(a) \$	\$398,571,000	\$189,436,000	\$189,436,000	\$203,217,000	\$190,016,000	\$138,914,000	\$111,967,000
WOB \$	\$222,955,000	\$137,806,000	\$73,892,000	\$75,089,000	\$95,601,000	\$119,068,000	\$112,602,000
Total Pref\$	\$1,840,851,000	\$1,563,402,000	\$1,310,462,000	\$1,469,129,000	\$1,522,776,000	\$1,478,671,000	\$1,586,298,000
USDA	\$3,639,638,000	\$3,034,229,000	\$2,937,359,000	\$2,703,640,000	\$2,958,353,000	\$3,532,225,000	\$3,532,937,000
SB \$	\$1,716,743,000	\$1,434,177,000	\$1,437,158,000	\$1,244,834,000	\$1,257,956,000	\$1,340,728,000	\$1,435,009,000
SDB\$	\$79,470,000	\$60,941,000	\$67,212,000	\$66,009,000	\$73,203,000	\$117,959,000	\$175,879,000
8(a) \$	\$144,648,000	\$147,247,000	\$147,233,000	\$88,558,000	\$120,442,000	\$140,177,000	\$166,044,000
WOB \$	\$129,208,000	\$94,161,000	\$89,743,000	\$85,879,000	\$91,394,000	\$134,424,000	\$101,775,000
Total Pref\$	\$2,070,069,000	\$1,736,526,000	\$1,741,346,000	\$1,485,280,000	\$1,542,995,000	\$1,733,288,000	\$1,776,932,000
Treasury	\$1,538,753,000	\$1,418,966,000	\$1,380,415,000	\$1,255,394,000	\$1,784,165,000	\$2,168,618,000	\$2,858,828,000
SB \$	\$619,067,000	\$590,335,000	\$488,288,000	\$469,759,000	\$665,971,000	\$773,576,000	\$614,301,000
SDB\$	\$27,340,000	\$28,461,000	\$50,165,000	\$52,224,000	\$122,474,000	\$170,020,000	\$135,783,000
8(a) \$	\$197,325,000	\$172,061,000	\$167,426,000	\$128,713,000	\$129,359,000	\$171,679,000	\$74,248,000
WOB \$	\$64,455,000	\$70,533,000	\$63,381,000	\$74,985,000	\$66,337,000	\$101,888,000	\$111,189,000
Total Pref\$	\$908,187,000	\$861,390,000	\$769,260,000	\$725,681,000	\$984,141,000	\$1,217,163,000	\$3,794,349,000
Transp	\$2,212,721,000	\$2,129,763,000	\$2,093,342,000	\$1,810,945,000	\$1,897,242,000	\$1,847,443,000	\$1,933,751,000
SB \$	\$1,131,174,000	\$1,097,785,000	\$1,122,335,000	\$1,035,305,000	\$1,050,631,000	\$1,072,973,000	\$1,010,013,000
SDB\$	\$78,831,000	\$90,702,000	\$78,468,000	\$46,503,000	\$52,385,000	\$100,449,000	\$92,817,000
8(a) \$	\$247,807,000	\$236,092,000	\$239,244,000	\$254,482,000	\$270,633,000	\$229,763,000	\$241,964,000
WOB \$	\$68,563,000	\$80,084,000	\$64,457,000	\$77,363,000	\$69,719,000	\$75,292,000	\$84,078,000
Total Pref\$	\$1,526,375,000	\$1,504,663,000	\$1,504,504,000	\$1,413,653,000	\$1,443,368,000	\$1,478,477,000	\$1,428,872,000
Commerce	\$906,085,000	\$1,172,050,000	\$977,329,000	\$905,056,000	\$1,182,044,000	\$1,203,943,000	\$1,911,903,000
SB \$	\$368,705,000	\$647,008,000	\$446,927,000	\$411,509,000	\$454,762,000	\$491,571,000	\$638,057,000
SDB\$	\$30,256,000	\$35,267,000	\$43,084,000	\$41,863,000	\$65,279,000	\$82,968,000	\$183,114,000
8(a) \$	\$81,534,000	\$100,669,000	\$100,669,000	\$112,999,000	\$86,854,000	\$83,817,000	\$66,088,000
WOB \$	\$29,441,000	\$48,258,000	\$51,473,000	\$49,503,000	\$59,500,000	\$63,438,000	\$119,227,000
Total Pref\$	\$509,936,000	\$831,202,000	\$642,198,000	\$615,874,000	\$666,395,000	\$721,794,000	\$1,006,486,000
State	\$602,429,000	\$662,221,000	\$536,814,000	\$557,873,000	\$565,720,000	\$902,869,000	\$1,543,355,000
SB \$	\$280,765,000	\$314,370,000	\$278,573,000	\$238,544,000	\$236,847,000	\$443,697,000	\$420,908,000
SDB\$	\$19,691,000	\$41,383,000	\$18,357,000	\$11,634,000	\$21,623,000	\$18,867,000	\$77,589,000
8(a) \$	\$75,461,000	\$80,867,000	\$80,867,000	\$65,818,000	\$69,535,000	\$194,931,000	\$143,430,000
WOB \$	\$36,626,000	\$39,697,000	\$29,391,000	\$25,415,000	\$33,720,000	\$75,022,000	\$36,875,000
Total Pref\$	\$412,543,000	\$476,317,000	\$407,188,000	\$341,411,000	\$361,725,000	\$732,517,000	\$678,802,000

Total Procurement Dollars Worksheet

	1994	1995	1996	1997	1998	1999	
Interior	\$2,418,304,000	\$2,024,478,000	\$1,225,448,000	\$1,412,824,000	\$1,478,873,000	\$1,248,353,000	\$1,436,386,000
SB \$	\$1,218,063,000	\$1,081,439,000	\$687,830,000	\$785,693,000	\$804,739,000	\$677,088,000	\$871,686,000
SDB\$	\$64,250,000	\$69,156,000	\$42,549,000	\$53,757,000	\$64,252,000	\$58,228,000	\$122,848,000
8(a) \$	\$280,918,000	\$109,946,000	\$109,940,000	\$110,958,000	\$132,412,000	\$138,192,000	\$120,169,000
WOB \$	\$96,413,000	\$103,959,000	\$58,009,000	\$56,792,000	\$60,248,000	\$55,977,000	\$62,147,000
Total Pref\$	\$1,659,644,000	\$1,364,500,000	\$898,328,000	\$1,007,200,000	\$1,061,651,000	\$929,485,000	\$1,176,850,000
Labor	\$843,970,000	\$876,087,000	\$880,896,000	\$1,054,106,000	\$1,120,143,000	\$1,136,479,000	\$1,329,765,000
SB \$	\$217,716,000	\$200,554,000	\$210,533,000	\$207,212,000	\$195,890,000	\$221,039,000	\$347,700,000
SDB\$	\$69,579,000	\$49,012,000	\$14,835,000	\$15,156,000	\$23,690,000	\$28,714,000	\$49,432,000
8(a) \$	\$31,420,000	\$40,395,000	\$40,395,000	\$45,495,000	\$37,096,000	\$53,392,000	\$68,370,000
WOB \$	\$17,435,000	\$24,686,000	\$17,741,000	\$14,552,000	\$15,268,000	\$35,675,000	\$55,102,000
Total Pref\$	\$336,150,000	\$314,647,000	\$283,504,000	\$282,415,000	\$271,944,000	\$338,820,000	\$520,604,000
HUD	\$220,119,000	\$230,805,000	\$258,643,000	\$258,222,000	\$228,208,000	\$792,193,000	\$1,108,526,000
SB \$	\$41,192,000	\$34,255,000	\$63,893,000	\$32,849,000	\$93,251,000	\$265,995,000	\$427,424,000
SDB\$	\$3,812,000	\$3,755,000	\$5,970,000	\$4,135,000	\$10,191,000	\$22,758,000	\$73,412,000
8(a) \$	\$17,452,000	\$23,218,000	\$23,218,000	\$12,713,000	\$13,571,000	\$18,453,000	\$24,393,000
WOB \$	\$5,757,000	\$5,634,000	\$23,851,000	\$3,788,000	\$5,573,000	\$118,429,000	\$110,883,000
Total Pref\$	\$68,213,000	\$66,862,000	\$116,932,000	\$53,485,000	\$122,586,000	\$425,635,000	\$636,112,000
EPA	\$1,323,389,000	\$1,167,502,000	\$1,171,584,000	\$1,038,046,000	\$1,109,826,000	\$1,288,614,000	\$991,569,000
SB \$	\$336,171,000	\$301,765,000	\$225,429,000	\$224,176,000	\$294,655,000	\$347,484,000	\$277,681,000
SDB\$	\$3,413,000	\$6,140,000	\$16,669,000	\$27,365,000	\$33,180,000	\$53,405,000	\$23,733,000
8(a) \$	\$65,269,000	\$47,816,000	\$47,816,000	\$32,141,000	\$41,206,000	\$29,027,000	\$68,208,000
WOB \$	\$17,080,000	\$25,594,000	\$23,808,000	\$20,397,000	\$29,371,000	\$39,212,000	\$35,930,000
Total Pref\$	\$421,933,000	\$381,315,000	\$313,722,000	\$304,079,000	\$398,412,000	\$469,128,000	\$405,552,000
Education	\$698,141,000	\$425,856,000	\$444,964,000	\$675,283,000	\$964,857,000	\$680,817,000	\$899,296,000
SB \$	\$67,614,000	\$86,301,000	\$75,322,000	\$90,763,000	\$336,828,000	\$96,162,000	\$125,927,000
SDB\$	\$8,709,000	\$12,251,000	\$16,477,000	\$10,745,000	\$7,284,000	\$23,461,000	\$7,321,000
8(a) \$	\$27,138,000	\$21,428,000	\$21,428,000	\$26,643,000	\$18,593,000	\$14,780,000	\$44,783,000
WOB \$	\$7,341,000	\$8,433,000	\$5,643,000	\$8,551,000	\$11,824,000	\$5,911,000	\$10,204,000
Total Pref\$	\$110,802,000	\$128,413,000	\$118,870,000	\$136,702,000	\$374,529,000	\$140,314,000	\$188,235,000
SSA	\$1,168,000	\$331,901,000	\$522,479,000	\$424,718,000	\$517,652,000	\$493,505,000	\$580,302,000
SB \$	\$1,020,000	\$109,038,000	\$171,680,000	\$200,237,000	\$201,244,000	\$175,581,000	\$217,345,000
SDB\$	\$54,000	\$13,272,000	\$15,052,000	\$20,914,000	\$25,072,000	\$24,606,000	\$34,281,000
8(a) \$	\$0	\$56,451,000	\$56,451,000	\$50,739,000	\$58,390,000	\$47,539,000	\$42,379,000
WOB \$	\$351,000	\$13,366,000	\$13,813,000	\$19,308,000	\$22,962,000	\$18,961,000	\$24,690,000
Total Pref\$	\$1,425,000	\$192,127,000	\$256,996,000	\$291,198,000	\$307,668,000	\$266,687,000	\$318,695,000
USAID	\$549,497,000	\$668,006,000	\$363,510,000	\$68,463,000	\$342,219,000	\$431,478,000	\$455,223,000
SB \$	\$106,106,000	\$139,445,000	\$97,173,000	\$18,426,000	\$79,535,000	\$83,807,000	\$66,666,000
SDB\$	\$23,843,000	\$15,377,000	\$8,934,000	\$7,478,000	\$37,495,000	\$45,614,000	\$52,858,000
8(a) \$	\$20,864,000	\$32,128,000	\$32,128,000	\$2,858,000	\$11,426,000	\$12,258,000	\$2,047,000
WOB \$	\$5,718,000	\$16,680,000	\$20,363,000	\$4,602,000	\$15,391,000	\$19,130,000	\$23,425,000
Total Pref\$	\$156,531,000	\$203,630,000	\$158,598,000	\$33,364,000	\$143,847,000	\$160,809,000	\$144,996,000
OPM	\$90,943,000	\$82,793,000	\$78,368,000	\$97,379,000	\$165,486,000	\$171,271,000	\$205,075,000
SB \$	\$39,496,000	\$40,639,000	\$32,818,000	\$39,231,000	\$114,411,000	\$112,223,000	\$150,881,000
SDB\$	\$1,050,000	\$1,020,000	\$517,000	\$1,389,000	\$547,000	\$1,052,000	\$2,691,000
8(a) \$	\$4,099,000	\$3,139,000	\$3,139,000	\$3,324,000	\$7,057,000	\$6,278,000	\$5,727,000
WOB \$	\$9,041,000	\$10,527,000	\$5,905,000	\$1,467,000	\$1,211,000	\$5,063,000	\$10,302,000
Total Pref\$	\$53,686,000	\$55,325,000	\$42,379,000	\$45,411,000	\$123,226,000	\$124,616,000	\$169,601,000
SBA	\$23,839,000	\$11,707,000	\$31,132,000	\$35,979,000	\$32,474,000	\$44,328,000	\$42,728,000
SB \$	\$12,218,000	\$8,212,000	\$23,311,000	\$19,107,000	\$24,075,000	\$25,548,000	\$26,786,000
SDB\$	\$490,000	\$547,000	\$2,254,000	\$968,000	\$2,391,000	\$3,313,000	\$14,481,000
8(a) \$	\$7,811,000	\$4,307	\$17,457,000	\$14,299,000	\$16,371,000	\$13,794,000	\$5,395,000
WOB \$	\$1,228,000	\$474,000	\$3,864,000	\$5,060,000	\$4,422,000	\$6,778,000	\$3,265,000
Total Pref\$	\$21,747,000	\$9,237,307	\$46,886,000	\$39,434,000	\$47,259,000	\$49,433,000	\$49,927,000