



***The University of Southern California  
MASTER SUBCONTRACTING PLAN  
For the period of March 7, 2014 through March 6, 2017***

# USC MASTER SUBCONTRACT PLAN

## March 7, 2014 to March 6, 2017

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### **The University of Southern California MASTER SUBCONTRACTING PLAN**

The University of Southern California (USC) is a major private research institution and has the knowledge and skills to provide new and innovative answers to specific scientific questions, and the ability to develop unique solutions to problems of federal agencies.

When awarded federal contract funds, USC has a policy to fully consider and promote the use of businesses that have not had the opportunity to work on government contracts, particularly those that are:

- Small Business concerns (SB);
- Small Disadvantaged Business concerns (SDB);
- Women-Owned Small Business concerns (WOSB);
- Historically Black Colleges and Universities and Minority Institutions (HBCU/MI);
- Historically Underutilized Business Zone Small Business concerns (HUBZone);
- Service-Disabled Veteran-owned Small Businesses concerns (SDVOSB); and
- Veteran-Owned Small Business concerns (VOSB); and
- Alaska Native Corporation Business concerns (ANC)

The university encourages its Principal Investigators (PI), university buyers, strategic sourcing and Business Services procurement personnel to consider SB, SDB, WOSB, HBCU/MI, HUBZone, SDVOSB, VOSB and ANC first when buying the goods and services needed for their federally funded projects. Research has shown that these small businesses have demonstrated the ability to perform and foster new and innovative products and services that aide in completing a project's research. Other benefits include experience, cost effectiveness, quality, quicker turn-around, and customer service. USC also has an overall self-imposed 15% utilization goal for small business concerns.

The Master Subcontracting Plan is a major way USC focuses its attention on this goal. This goal is fully supported and encouraged by the university's administration. The following, together with any attachments, is submitted as a Subcontracting Plan to satisfy the requirements of Public Law 95-507, 103-355 and 105-135 as implemented by the Federal Acquisition Regulations, the Defense Supplement thereto, and Public Law 100-180 and 103-337. The goals are required for the basic quantity (base period) and each option quantity (period) of the contract, if applicable.

#### **1. GOALS**

Individual goals will be developed for each subcontracting plan as described by Exhibit 1 and this Master Plan. The Director / Small Business Liaison Officer (SBLO) of USC's Business Services Supplier Diversity department is responsible for the administration of the university's Small Business Contract Compliance Program and the submissions of the subcontract plans and subcontract reports ISR and SSR into the eSRS. Working with the P. I. or project administrator, university buyers, and strategic sourcing procurement personnel, the SBLO will determine appropriate small business subcontracting goals and consider the subcontracting opportunities for the particular project.

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### 2. METHOD USED TO DEVELOP GOALS

The Director/ SBLO of the Business Services Supplier Diversity department will work and consult directly with the project administrator for the PI, university buyers, strategic sourcing teams, and USC procurement personnel responsible for procuring on a particular contract to determine the goods and services that will be subcontracted. Goals will then be developed to identify the suppliers and to determine the contact amount to be subcontracted.

- a. Small Diverse Business Concerns - Supplier Searches for SB, SDB, WOSB, HBCU/MI, HUBZone, SB, SDVOSB, VOSB, or ANC will be performed for firms that can provide the goods and services. An online assessment and review will be conducted to determine if an identified SBC should be further pre-qualified based the firm's capabilities, as well as value added cost competitiveness, quality, or business certifications for consideration by the USC. SBC experience and references are vetted to assist with determining if the business is qualified. Reasonable goals are set after considering the value of the needed subcontracts and the pool of qualified firms.

In-house expenses are deducted from the total budget. Of the amount remaining, a determination is made as to expenditures related to either sole source or large business concerns. The balance is the amount available for subcontracting to SB, SDB, WOSB, HBCU/MI, HUBZone, SDVOSB, VOSB and ANC It is possible to decide how to allocate to the small business concerns (SB, SDB, WOSB, HBCU/MI, HUBZone S, SDVOSB, and VOSB, ANC) based on the following formula:

- b. Determination of the subcontract amount: The total budget is identified. In-house expenses are then deducted from the total budget. Of the amount remaining, a determination is made based on project specifications relative to large business concerns or sole source. The remaining identified spend is SBC Subcontractable spend is allocated by goals specified for SB, SDB, WOSB, HBCU/MI, HUBZone, SDVOSB, VOSB and ANC goals to classification minimums per subcontract  
The SBC subcontractable dollars are determined by taking the

**Total Budget – In-house = Subcontract; and  
Subcontract – Large Business Concerns = Small Business Concerns**

### 3. OVERHEAD

Indirect and overhead costs are not included in the USC's goals described.

### 4. SOURCES

Sources utilized in developing the goals for individual contracts include: The University of Southern California Quali – Online Business Procurement Automated Supplier Data Base – Trojan eMarket, USC Purchasing Team Buyers, the University Business Services Strategic Sourcing Team, USC Supplier Diversity Services Supplier Diversity certified list of prequalified SBC, USC Diversity eSearch, System for Award Management (SAM), Los

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Angeles African-American, Hispanic/Latin Chambers, Native American Indian, and Asian Chambers of Commerce, Local Cultural Centers, Southern California Minority Business Supplier Development Council; the City of Los Angeles Minority Business Development Agency, National Association of Women Business Owners, General Services Administration, Women's Business Enterprise Council and the Veteran Business Administration, Small Business Administration.

a) Internal Sources include:

- Business Services Strategic Sourcing team & Purchasing Services Department team buyers
- USC [KUALI@USC](mailto:KUALI@USC) legacy Automated Information System/WEBBA (in-house legacy system)
- [USC eMarket](#) includes Supplier Diversity Services department Diverse Supplier eSearch, an on-line supplier to search of pre-qualified small business concerns
- USC SBDO listing of pre-qualified M/W/VBE or other certified suppliers
- The University of Southern California will maintain records of internal guidance for compliance, recommendations and encouragement which is provided to buyers through workshops, seminars, training, monthly meetings and events for the maximum prime opportunity for inclusion of SB, WOSB, HBCU/MI, HubZone, and SDVOSB, ANC.
- The USC Business Diversity EXPO is held annually for existing USC businesses at USC. This annual business to buyer's summit for education and connection with the SBA, Local Business Councils, and USC faculty, staff and student groups.
- USC Small Business Contract Connections – an annual business to supplier's summit to connect opportunities and contracts with USC and Local Corporate Partners to SBCs.

b) External Sources Include:

- [System for Award Management \(SAM\)](#), <https://www.sam.gov/portal/public/SAM> “Dynamic Small Business Search” at [www.uscontractorregistration.com/DSBS](http://www.uscontractorregistration.com/DSBS) the Small Business Administration (SBA) search tool for small businesses may be used by both large and small businesses to increase their visibility to government and business procurement offices searching for small businesses to meet small business contract goal. This website is a SBA managed website and is free of charge for all potential industry and government users. It is noted that The U. S. Federal Government no longer utilizes Central Contractors Registry)
- SBA database of certified HubZone small businesses at <http://www.sba.gov/hubzone>
- SBA information on size standards and NAICS definitions at [www.sba.gov](http://www.sba.gov)
- Department of General Services at [www.dgs.ca.gov](http://www.dgs.ca.gov)
- U.S. General Services Administration “Schedules e-Library” at [www.gsa.gov](http://www.gsa.gov)
- Department of Education for current listings of HBCU/MIs at [www.ed.gov/about/offices/list/ocr/edlite-minorityinst.html](http://www.ed.gov/about/offices/list/ocr/edlite-minorityinst.html)
- VetBiz for veteran and disabled veteran-owned businesses at [www.vip.vetbiz.gov](http://www.vip.vetbiz.gov)
- National Association of Woman Business Owners at [www.nawbola.org](http://www.nawbola.org)
- DoD Western Regional Council at [www.dodwrc.org](http://www.dodwrc.org).

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- The Greater Los Angeles Chamber of Commerce [www.lachamber.com](http://www.lachamber.com)  
And various local diversity chambers of commerce to include
  - Asian Chamber of Commerce <http://www.aba-la.org/index.asp>
  - Hispanic & Latin Chambers of Commerce [www.lba.com](http://www.lba.com)
  - CA Black Business Chamber of Commerce [www.cbbcc.com](http://www.cbbcc.com)
  - Native American Indian Chamber of Commerce [www.NCAIED.ORG](http://www.NCAIED.ORG)
- SCMSDC Southern California Minority Supplier Development Council [www.scmsdc.org](http://www.scmsdc.org)
- City of Los Angeles Minority Business Development Agency [www.mbda.comM](http://www.mbda.comM)
- National Association of Women Business Owners [www.nawbo.com](http://www.nawbo.com)
- Women's Business Enterprise Council Los Angeles [www.wbencla.org](http://www.wbencla.org)
- National Association of Women Business Owners [www.nawbo.com](http://www.nawbo.com)

### 5. Subcontract Plan Administrator:

The following university employee will administer the subcontracting program:

Name: Rhonda Thornton  
Title: Director | Small Business Liaison Officer (SBLO)  
Address: USC Supplier Diversity Services  
University of Southern California  
University Gardens Building  
3500 S. Figueroa Street, Suite 210  
Los Angeles, CA 90089-8015  
Phone: (213) 821-1783  
Fax: (213) 821-1788

### **Individual specific duties as they relate to the University of Southern California's subcontracting program are as follows**

- To develop, prepare, and execute the individual subcontracting plans, and monitor performance relative to contractual subcontracting requirements contained in each plan.
- To assure that SB, SDB, WOSB, HBCU/MI, HUBZone, SDVOSB, VOSB and ANC will have maximum practicable opportunities to compete for subcontracts consistent with the efficient performance of a contract.
- To assure that the university meets the commitments specified in the subcontract plan.
  - This includes:
- Establishing and maintaining bidder source lists of SB, SDB, WOSB, HBCU/MI, HUBZone, SDVOSB, VOSB and ANC which are capable of providing goods and services for the contract.
- Ensuring that procurement packages are structure to permit SB, SDB, WOSB, HBCU/MI, HUBZone, SDVOSB, VOSB and ANC concerns participate to the maximum prime

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- opportunity. This includes the review of subcontract solicitations to remove statements, clauses, etc., which might tend to restrict or prohibit small business concerns.
- Ensuring the inclusion of SB, SDB, WOSB, HBCU/MI, HUBZone, SDVOSB, VOSB and ANC concerns in all solicitations for products or services where they are capable for providing.
  - Preparing and submitting required periodic reports concerning the subcontract awards made under the plan and the university's progress in meeting its goals.
  - Monitoring the attainment of the proposed subcontract goals. To include an internal P. I. Subcontract Form for requested subcontract plan
  - Directly or indirectly counseling small business concerns on subcontracting opportunities.
  - Attending in-reach and out-reach events including attendance at minority business conferences, Western Regional Department of Defense training, general and Executive Board meetings,
  - Exhibiting or attending Government conferences and trade fairs to include Jet Propulsion Laboratory, Navy Gold Coast
  - Maintaining an online computerized record of the total amount and percentage of total amount with each SB, SDB, WOSB, HBCU/MI, HUBZone, SDVOSB, VOSB and ANC
  - Monitoring to maintain active records and solicitations – USC KUALI Business Intelligence System.
  - Coordinating the University of Southern California activities during the conduct of compliance reviews by all Federal Agencies.
  - Interacting and representing the University of Southern California in all activities related to SB, SDB, WOSB, HBCU/MI, HUBZone, SDVOSB, VOSB and ANC with any interested local, state or federal government agency or corporation.
  - Coordinating the conduct of the University of Southern California activities involving its small and small disadvantaged business subcontracting program.

#### **Internal Compliance USC SBDO strategic initiatives:**

The University of Southern California will maintain records of internal guidance for compliance, recommendations and encouragement which is provided to buyers, strategic sourcing teams through workshops, seminars, training, monthly meetings and events for the maximum prime opportunity for inclusion of SB, SDB, WOSB, HBCU/MI, HUBZone, SDVOSB, VOSB and ANC. The University of Southern California will provide timely and adequate consideration of capabilities and potentialities to maximize the prime opportunities for small business concerns for small business, veteran-owned small business, service-disabled veteran-owned small business, HubZone small business, small disadvantaged business and women-owned small business concerns in all "make or buy", strategic sourcing purchasing decisions.

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### **6. EQUITABLE OPPORTUNITY**

The USC Departments of Supplier Diversity Services, Business Services Strategic Sourcing and Purchasing Services will take the following efforts to assure SB, SDB, WOSB, HBCU/MI, HUBZone, SDVOSB, VOSB, and ANC concerns will have an equitable opportunity to compete for subcontracts. Inreach efforts will consist of activities designed to raise awareness to the USC university community on the importance of the utilization of diverse suppliers. Outreach efforts will target the larger small business and community stakeholders and groups which have a vested interest in the development and access of opportunities for small business concerns.

#### **Inreach efforts include but are not limited to:**

- On-line sourcing for marketing through the department of Supplier Diversity Services, Trojan Supplier eMarket at [USC eMarket](#), a database of university-approved small business concerns, to include but not be limited to the USC SBDO certified list of pre-qualified SBCs.
- Offering ongoing orientations to assist USC staff in learning about the university's subcontract goals and the procurement process relative to SBE, WBE, and MBE utilization and to become familiar with the purchasing policies and procedures. The ultimate goal of the orientation is to provide diversity training and awareness to departments with the goal to increase their knowledge and use of diverse suppliers to support subcontract plans.
- Meeting with small businesses seeking to do business or requesting contracts subcontract participation in awards with the University of Southern California
- Serving as the USC Liaison with key university personnel specifically charged with ensuring that USC meets the established goals of the subcontract plan.
- Maintaining records to show USC's performance with regards to the goals established for its submitted plans.
- Maintaining source lists, guides, and other data identifying SB, SDB, WOSB, HBCU/MI, HUBZone, SDVOSB, VOSB and ANC concerns.

#### **Outreach efforts include but are not limited to:**

- Serve as the USC Small Business Diversity advocate and liaison with representatives from the local office of the regional Small Business Administration, other government agencies such as the DoD Western Regional Council Executive Board for Small Business Education and Advocacy, L.A. Minority Business Development Agency (MBDA), the Native American Business Development Center, and Los Angeles Chambers and various minority business organizations such as the Latin Business Association (LBA), the Asian Business Association (ABA), the Black Business Association (BBA), and the National Association of Women Business Owners (NAWBO), and the Women's Business Enterprise Council Los Angeles
- Attending or arranging the attendance of University personnel with purchasing authority at Diverse Supplier Showcases – USC Business Diversity EXPO, USC Research Forums, small and minority business procurement conference and trade fairs or business enterprise

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seminars such as the GSA-Opening Doors, DoD Western Regional Conferences, JPL-NASA High Tech Small Business Conference and the annual Southern California Minority Supplier Business Development Council Trade Expo to identify and pre-qualify prospective suppliers.

- Interacting and representing the University of Southern California in all community or civic activities related to SB, SDB, WOSB, HBCU/MI, HubZone SB, SDVOSB, VOSB or ANC concerns. New Supplier development counseling on USC's procurement process at community events.
- Maintaining contacts with all small, minority, women or veteran business groups, or associations or small business development organizations.
- Available as requested to present, speak or attend U. S. Federal, State or Local government events for small business associations or groups to explain subcontract award opportunities, as the USC Prime to Subs.
- Plan, and provide training, awareness and networking events in association with the DoD, GSA and SBA along with State and Local government agencies. DoD, GSA, SBA or others as identified.

### c. Sources

- USC Strategic Sourcing and Purchasing Services Department team buyers
- USC KUALI@USC [KUALI@USC](mailto:KUALI@USC) legacy data base Automated Information System/WEBBA (in-house legacy system)
  - Supplier Diversity Services department Trojan Supplier eMarket at [USC eMarket](#), an on-line look-up of pre-qualified certified small business concerns
- Small Business Administration (SBA) "Dynamic Small Business Search" at [www.uscontractorregistration.com/DSBS](http://www.uscontractorregistration.com/DSBS)
- SBA database of certified HubZone small businesses at [www.sba.gov/hubzone](http://www.sba.gov/hubzone)
- SBA information of size standards and NAICS definition at [www.sba.gov](http://www.sba.gov)
- Department of General Services at [www.dgs.ca.gov](http://www.dgs.ca.gov)
- U.S. General Services Administration "Schedules e-Library" at [www.gsa.gov](http://www.gsa.gov)
- Department of Education for current listings of HBCU/MIs at [www.ed.gov/about/offices/list/ocr/edlite-minorityinst.html](http://www.ed.gov/about/offices/list/ocr/edlite-minorityinst.html)
- VetBiz for veteran and disabled veteran-owned businesses at [www.vip.vetbiz.gov](http://www.vip.vetbiz.gov)
- National Association of Woman Business Owners at [www.nawbola.org](http://www.nawbola.org)
- DoD Western Regional Council at [www.dodwrc.org](http://www.dodwrc.org)
- The Greater Los Angeles Chamber of Commerce [www.lachamber.com](http://www.lachamber.com)
  - Asian Chamber of Commerce
  - Hispanic & Latin Chambers of Commerce
  - African American Chamber of Commerce
  - Native American Indian Chamber of Commerce
- Southern California Minority Business Development Council [www.scmdbdc.org](http://www.scmdbdc.org)
- City of Los Angeles Minority Business Development Agency [www.mbdac.com](http://www.mbdac.com)
- National Association of Women Business Owners [www.nawbo.com](http://www.nawbo.com)
- Women's Business Enterprise National Council – Los Angeles [www.wbencla.org](http://www.wbencla.org)



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### **6. FLOW DOWN CLAUSE**

- The University of Southern California agrees that the provisions under Federal Acquisition Regulation (FAR) clause 52.219-8, entitled “Utilization of Small Business Concerns”, will be included in all subcontracts that offer further subcontracting opportunities. All subcontracts, except small business concerns, that receive subcontracts in excess of \$650,000 (\$1,500,000 for construction) must adopt and comply with a plan similar to the plan required by Federal Acquisition Regulation FAR 52-219-9, entitled “ Small Business Subcontracting Plan”: and FAR 19.704 (a). Such plans will be reviewed by comparing them with the provisions of P.L. 95-507 and assuring that all minimum requirements of an acceptable subcontracting plan have been satisfied. The acceptability of percentage goals shall be determined on a case-by-case basis depending on the supplies/services involved, the availability of potential SB, WOSB, HBCU/MI, HubZone SB, SDVOSB, VOSB, and ANC concerns, subcontractors, and prior experience. Once approved and implemented, plans will be monitored through the submission of periodic reports, and/or, as time and availability of funds permits, periodic visits to subcontracting program participants.

### **8. REPORTING AND COOPERATION**

The University of Southern California gives assurance of electronic submission eSRS (or via scan or fax if required to do so by the contracting agency) of Individual Summary and Subcontract Report (ISR) (SSR) on an annual basis \*effective with and upon contract completion for acknowledgement or rejection of the report in accordance with the schedule below:

- The University of Southern California in accordance with or similar to FAR 19.708(b) (10) and 19.704(a)(10)(vii), will provide its prime contract number, its 1. DUNS number, and 2. the e-mail address of the those officially responsible for acknowledging receipt of or rejecting the Individual Subcontract Reports (ISRs) to all first tier subcontractors with subcontracting plans so they can enter this information into the eSRS when submitting the ISRs to the U.S. Federal Government.
- The University of Southern California in accordance with or similar to FAR 19.708(b) (10) and 19.704(a)(10)(vii), 1. will require that each subcontractor with a subcontract plan provide the prime contractor with its own DUNS number, and 2. the email of the subcontractors with subcontracting plans.

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### 8. REPORTING AND COOPERATION

The University of Southern California gives assurance of electronic submission eSRS (or via scan or fax if required to do so by the contracting agency) of Individual Summary and Subcontract Report (ISR) (SSR) on an annual basis \*effective with and upon contract completion for acknowledgement or rejection of the report in accordance with the schedule below:

- SBA Final Rule effective Aug. 15th - Reporting small business utilization
  - <https://federalregister.gov/a/2013-16967>
    - a. Cooperation in any studies or surveys that may be required;
    - b. Submission of periodic reports which show compliance with the subcontracting plan;
    - c. submission of Standard Form (SF) 294 “Subcontracting Report for Individual Contracts”, and SF-295 “Summary Subcontract Report” SSR, in accordance with the instructions on the forms to all federal agencies of DoD. Via eSRS or other government compliance guidelines.
    - d. Submission of “Individual Subcontracting Reports” ISR, and “Summary Subcontracting Reports”, SSR on the Electronic Subcontracting Reporting System (eSRS) to Federal agencies other than the Department of Defense.
    - e. Submission of Standard Forms 294/ISR and 295/SSR from subcontractors. See Office of the Under Secretary of Defense Memorandum for Commander United States Special Operations, DARS tracking number 2013-O0014 – Subject Summary Subcontract Report Submission –SUBJECT – Class Deviation – Summary Subcontract Reports Submission: reduces the frequency of reporting form biannual to annual to one consolidated report encompassing all contracts see DARS Attachment 2 for detailed reporting compliance. Reports shall be submitted annually for the twelve month period ending September 30. The report is due 30 days after the close of the reporting period.

Reporting Period	Report Due	Due Date
Oct. 1 – Mar. 31	SF 295/SSR	04/30/yy <i>N/A as of August 2013</i>
<b>Oct. 1 – Sept. 30</b>	<b>SF 295/SSR</b>	<b>10/31/yy</b>

- The University of Southern California in accordance with or similar to FAR 19.708(b) (10) (iii) and 19.704(a)(10)(vii), will provide its prime contract number, its DUNS number, and the e-mail address of the those officially responsible for acknowledging receipt of or rejecting the Individual Subcontract Reports (ISRs) to all first tier subcontractors with subcontracting plans so they can enter this information into the eSRS when submitting the IRSS to the U.S. Federal Government.

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- The University of Southern California in accordance with or similar to FAR 19.708(b) (10) (iii): or 19.704(a)(10)(vii), will require that each subcontractor with a subcontract plan provide the prime contractor with its own DUNS number, and the email of the subcontractors with subcontracting plans.

Address

- (a) SF 294/ISR to be submitted to cognizant Contracting Officer
- (b) SF 295/SSR to be submitted to cognizant Contracting Officer
- (c) Submit “info” copy to the SBA Procurement Center Representative
  - Marina M. Laverdy
  - U.S. Small Business Administration
  - Office of Government Contracting – Los Angeles
  - Phone: (818) 552-3306 | Fax: (202) 481-0346
  - Email: [marina.laverdy@sba.gov](mailto:marina.laverdy@sba.gov)
  - “Providing America’s Small Businesses with the Competitive Edge”

Reports are due 90 days after the expiration of the contract or current budget period. The University of Southern California will ensure that its lower tier subcontractors agree to submit their ISR and SSR in accordance with the instructions above.

In addition and pursuant to 19.708(b) (10) (iii): Shall Submit the Individual Subcontracting Report (ISR), and the Summary Subcontract (SSR) using the Electronic Subcontracting Reporting System (eSRS).

Ensure that its subcontractors with subcontracting plan agree to submit the ISR and the SSR using the eSRS.

### **9. RECORD KEEPING**

The University of Southern California agrees to maintain at least the following types of records to document compliance with this subcontracting plan:

- a.** Certified and Pre-qualified Source lists, guides and other data that identify SB, WOSB, HBCU/MI, HubZone SB, SDVOSB, VOSB or ANC concerns.
- b.** Organizations contacted in an attempt to locate sources that are SB, SDB, WOSB, HBCU/MI, HubZone SB, SDVOSB, VOSB or ANC firms. Maintain outreach efforts to contact trade associations, business development organizations, attendance at conferences, and trade fairs.
- c.** Records to document compliance with subcontract program requirements.
- d.** On a contract-by-contract basis, records to support award data including the name, address, and business size of each subcontractor on each subcontract solicitation resulting in an award or more than \$100,000 indicating on each solicitation:
  - (1) Whether SB, concerns were solicited, and if not, provide an explanation of why not an SBC was not identified. (2) Whether SDB, WOSB, HBCU/MI, HubZone, SB, SDVOSB, VOSB, ANC concerns were solicited, and if not, why not (3) If applicable, the reason the award was not made to a SB, , WOSB, HBCU/MI, HubZone SB, SDVOSB, VOSB or ANC concerns.

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### THE UNIVERSITY OF SOUTHERN CALIFORNIA INDIVIDUAL SUBCONTRACT PLAN GOALS FORM

#### INDIVIDUAL SUBCONTRACT PLAN GOALS

Proposal No:  
 Title:  
 P.I. Name:  
 Period:

As described by the University of Southern California's Master Subcontracting Plan, individual goals for this solicitation/contract are indicated below. The total percentage of planned subcontracting with small business concerns includes total dollars planned to be subcontracted with small business (SB), small disadvantaged business (SDB), women-owned small business (WOSB), HubZone small business (HubZone SB), service-disabled veteran-owned small business (SDVOSB) and veteran-owned small business (VOSB) concerns. The SDB goals include participation of historically black colleges and universities (HBCU) and minority institutions (MI), Alaskan Native Corporations (ANCs) and Indian tribes.

Entities	Subcontract Dollars	Percentage of Subcontract Dollars	Percentage of Contract Value
Small Business Concerns (Total of SB, SDB, WOSB, HubZone, VOSB, SDVOSB)	\$	%	%
Small Disadvantaged Business	\$	%	%
Women-Owned Small Business	\$	%	%
Historically Underutilized Business Zone	\$	%	%
Veteran Owned Small Business including Small Disadvantaged VOSB	\$	%	%
Historically Black Colleges and Universities and Minority Institutions (subset of SDB goals)	\$	%	%
Alaska Native Corporations	\$	%	%

**Products and Services for Small Business Participation [SB SDB WOSB HubZone VOSB SDVOSB HBCU/MI, ANC]**

- 1.) Travel
- 2.) Subcontracts <\$25K
- 3.) Subcontracts >\$25K

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
                     Rhonda S. Thornton  
 Title: Director | Small Business Liaison Officer  
 Small Business Diversity Office,  
 The department of Supplier Diversity Services

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**Contract Administrator**

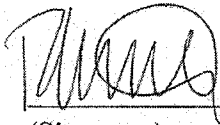
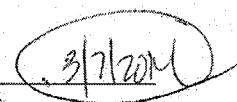
**ISR | SSR**

Renee F. Luna  
Team Lead, Administrative Contracting/Grants Officer  
Office of Naval Research Regional Office  
140 Sylvester Road, Bldg 140, Room 218  
San Diego, CA 92106-3521  
Phone: (619) 221-5601  
Fax: (619) 221-5615  
E-mail: renee.luna@navy.mil



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**SUBMITTED BY:**

(Signature)

Rhonda S. Thornton, Director / SBLO  
USC Small Business Diversity Office  
The department of Supplier Diversity Services  
[rhondat@usc.edu](mailto:rhondat@usc.edu)

**APPROVED BY:**

 03/07/14

Signature

Renee F. Luna, Small Business Deputy  
Team Leader, ACO/AGO/PA  
San Diego Office of Naval Research  
140 Sylvester Road, Bldg. 140, Room 218  
San Diego, CA 92106-3521  
(619) 221-5601 main tel