



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
ACQUISITION LOGISTICS AND TECHNOLOGY
103 ARMY PENTAGON
WASHINGTON DC 20310-0103

April 5, 2004

MEMORANDUM FOR

SUBJECT: Utilization of Small Businesses in Iraq Contracts

1. For solicitations that are issued for Iraq construction and non-construction efforts utilizing appropriated funds, contracting officers will make every effort to maximize practicable opportunities for U.S. small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and woman-owned small business concerns, to participate in the contracts awarded. Scopes of work will be evaluated for potential small business set-asides and coordinated with your commands small business specialist.

2. Where appropriate, solicitations will require offerors to submit a small business subcontracting plan. Subcontracting goals will be established by the contracting officer based upon the scope of work, market analysis and best business judgment. Goals shall be based on a percentage of the total dollar value of the contract and not a percentage of total subcontracted dollars. Subcontracting plans shall include a breakdown of the separate percentage goals for using U.S. small businesses, veteran-owned small businesses, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and woman-owned small business concerns in the performance of the contract.

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