

## Activity 7.2: Senior Leader Role-Plays—Scenario 3

### Scenario 3 - Increasing Awards to HUBZones

#### Background

Location: A military post (Ft. Detroit) near Detroit, MI.

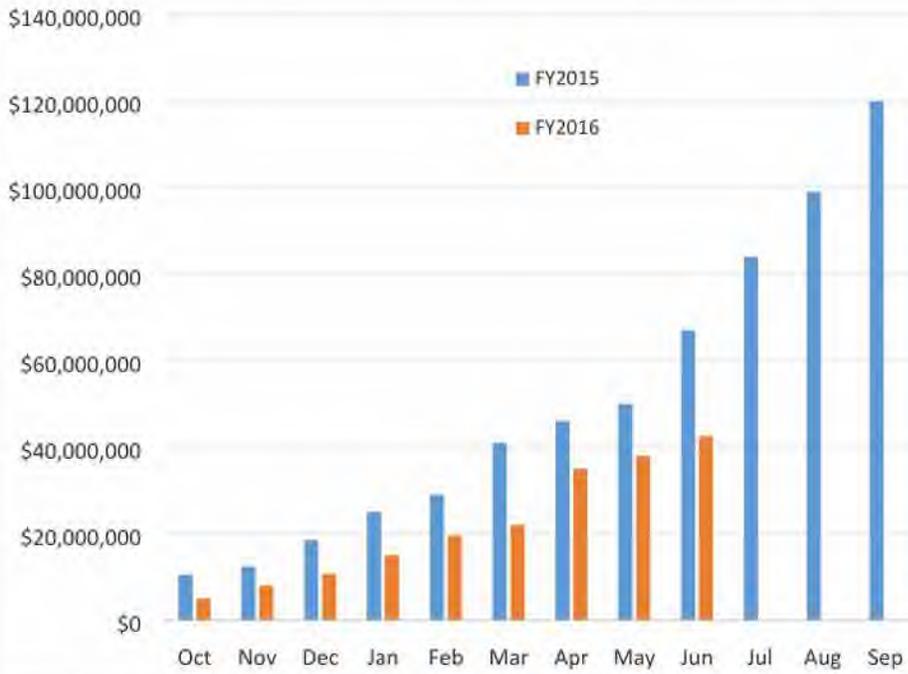
In a recent visit with the post commander, the U.S. Congressman representing the Detroit area discussed the need to help alleviate economic stress in the area that he represents specifically, as well as throughout the state, by awarding more government contracts to local firms. He pointed out that Detroit is the most economically distressed city in the United States.

The commander responded that he would definitely promote small business in the area, especially those firms that are in the HUBZone-designated areas. In a recent meeting with the Small Business Senior Leader in his organization he was reminded that one of the purposes of the small business program is to increase national security by increasing the industrial base, and that small businesses are the engines that drive the economy.

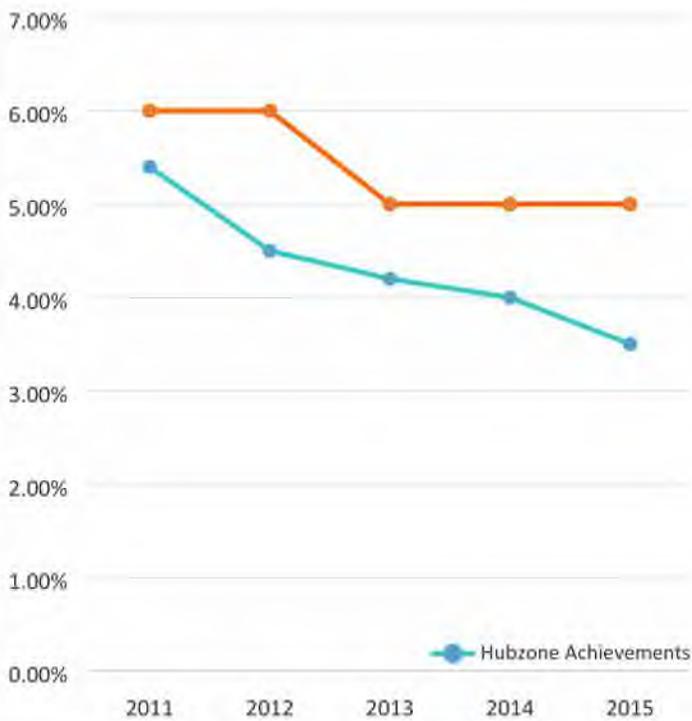
Shortly after the visit, the commander reviewed some charts prepared by the Office of Small Business Programs (OSBP) that showed an alarming decrease over the past five years in the number of awards that have gone to HUBZone small businesses from this post (see below). It is nearing the beginning of the fourth quarter and the charts show that the post is not on track to reach its HUBZone goals by the end of the fiscal year. The commander has been informed that if the post does not meet its goal, the entire command will not meet its goal, and this will impact the department's achievements. The post Director of Small Business Programs informed the commander that they are being pressured by the Department of Defense (DoD) OSBP to meet HUBZone goals for the year and that failure to do so could result in the need for a corrective action plan.

The commander requests a plan to increase awards to HUBZones from the Small Business Senior Leader that requires input from the Contracting Officer and the Civil Engineering Program Manager, so the three of you are meeting to discuss recommendations.

HUBZone Year to Date Accomplishments by Dollar



Detroit Military Post HUBZone Achievements for Past Five Years



**HUBZone Small Business Achievement by Contracting Office 2011-2015**

<b>Contracting Office</b>	<b>Fiscal Year</b>	<b>HUBZone Small Business Percentage</b>	<b>Goal</b>
Ft. Washington	2011	5.39%	8.00%
	2012	0.79%	8.00%
	2013	0.68%	8.00%
	2014	2.07%	8.00%
	2015	0.55%	8.00%
Ft. Detroit	2011	5.40%	6.00%
	2012	4.50%	6.00%
	2013	4.20%	5.00%
	2014	4.00%	5.00%
	2015	3.50%	5.00%
Ft. Idaho	2011	14.50%	8.00%
	2012	5.44%	8.00%
	2013	9.59%	8.00%
	2014	5.74%	8.00%
	2015	1.55%	8.00%
Ft. Nebraska	2011	7.50%	8.00%
	2012	3.33%	8.00%
	2013	6.35%	8.00%
	2014	8.27%	8.00%
	2015	4.18%	8.00%
Ft. Oklahoma	2011	9.03%	8.00%
	2012	8.00%	8.00%
	2013	4.95%	8.00%
	2014	8.87%	8.00%
	2015	1.35%	8.00%

**Scenario 3 Questions**

1. During the analysis what information from the scenario did you consider in making your recommendations?
2. What new information did each role introduce during the scenario discussion? In what ways, if any, did new information change the dynamics of the discussion?

3. What alliances, if any, formed during the discussions? How did they affect the dynamics of the discussion?
  
4. What were your long-term considerations for the role-play? How did your long-term considerations align with your short-term objectives? If your short-term and long-term considerations were in conflict for the scenario, which did you determine were more important?
  
5. What leadership tools would help you prepare and advocate for your position for the scenario?