



JENKINS ENTERPRISES, LLC

Certified SDVOSB • VOSB

SAMPLE OPPORTUNITY ANALYSIS

Federal Solicitation

Barracks management and janitorial services • Solicitation 70Z08426RDL950002 • Closed and awarded

The requirement

Requirement	Barracks management and janitorial services
Location	USCG Training Center, Yorktown, VA
Agency	Homeland Security / U.S. Coast Guard
Solicitation	70Z08426RDL950002
NAICS	561720 • Janitorial Services
PSC	S216 • Housekeeping, Facilities Operations Support
Set aside	8(a) Competed
Contract type	Firm fixed price
Base period	April 1, 2026 – March 31, 2027
Base period value	\$1,102,619
Offers received	9
Awarded to	ISN Alliance LLC

Source: federal award record for contract 70Z08426CYORK0001, published at USAspending.gov:

https://www.usaspending.gov/award/CONT_AWD_70Z08426CYORK0001_7008_-NONE_-NONE- Acronyms: NAICS is the North American Industry Classification System code. PSC is the Product Service Code. 8(a) refers to the SBA 8(a) Business Development Program. USCG is the United States Coast Guard.

What they were actually buying

The NAICS code says janitorial. The requirement says barracks management. Those are not the same job, and the Product Service Code tells you which one governs: S216 is facilities operations support, not S201 custodial.

In practice that means running the living quarters at a federal training installation. Occupancy turnover, linen, room readiness inspections, and a quality control program the government audits against a performance work statement. A commercial cleaning crew can do the cleaning inside that scope. Very few can staff and document the management layer sitting on top of it.

This distinction is the single most common reason a capable commercial operator writes a losing proposal. They bid the code they recognize instead of the work the evaluator was told to score.

The four gates

Every pursuit clears four gates before we recommend it. Any single failure at gate one ends the conversation, regardless of how good the rest looks.

You cannot submit this offer at all

This was set aside for the SBA 8(a) Business Development Program. If you are not a certified 8(a) participant on the date offers are due, your proposal is ineligible and will not be evaluated. Being a small business does not qualify you. Neither does SDVOSB, VOSB, WOSB, or HUBZone certification. This is a hard stop, not a scoring disadvantage, and it is decided before anyone reads a word you wrote.

The scope is wider than your past performance

Barracks management under PSC S216 asks you to demonstrate a quality control system, staffing plan, and transition plan for a residential facility on a military installation. Commercial janitorial past performance, even at volume, does not map cleanly onto that. You would be answering the evaluation criteria from adjacent experience, which reads as adjacent experience.

Nine offers inside a restricted pool

Nine companies submitted, and all nine were already 8(a) certified. That is a crowded field of firms that had cleared the gate you cannot clear, competing on a scope several of them had performed before. Separately, the adjacent janitorial work at this same installation has gone to the same AbilityOne nonprofit agency every year since 2018 on the Navy side, which is not competable at all. Most of the janitorial dollars at Yorktown are not actually available to bid.

The cash requirement is larger than the contract looks

This is firm fixed price at \$1.1 million for the base year, which means you absorb wage escalation inside the period. Service Contract Act wage determinations set your labor floor whether or not you priced for it. Staff need installation badging and background checks before day one. You are funding payroll ahead of a federal invoice cycle for a facility you have not operated. A firm doing under \$250,000 in commercial revenue cannot carry that, and no amount of proposal quality changes it.

RECOMMENDATION

Do not bid. Not as a scoring judgment, as an eligibility fact.

You are not 8(a) certified, so there is no version of this pursuit you win. The correct answer is to spend nothing on it and put the hours somewhere they can convert.

Our proposal fee on a pursuit this size would have been capped at \$15,000, plus roughly eighty to a hundred hours of your team's time gathering past performance, pricing, and representations. On our recommendation you would have spent none of it. That is the retainer doing its job.

What we would do instead

01 — Go get eligible, if the math supports it

Decide whether 8(a) is worth pursuing

8(a) certification is a nine year, one time program with real reporting obligations. It is the right move for some firms and a distraction for others. That is an analysis, not a default recommendation, and it belongs before you chase a set aside you cannot enter.

Team with a prime who already holds the gate

Subcontract work at this installation builds federal past performance under your own name without requiring you to be the offeror. It is slower and less profitable, and it is the most reliable way a first time federal firm becomes a credible prime later.

Target total small business custodial actions

Smaller S201 custodial requirements under simplified acquisition, set aside for total small business, in a geography your crews already cover. Lower value, far shorter evaluation, and a scope your existing past performance actually answers. That is where a first federal win comes from.

The same four gates, outside federal

This example is federal because federal award data is public, which lets us show you real figures instead of asserting them. The gates themselves are not federal. They are how we evaluate any requirement in any market. What changes is what fills them.

Commercial and private institutional. There is no certification gate. The screen is your insurance limits, your safety record, and whether the buyer's procurement team will onboard a vendor your size at all. Economics is where operators actually get hurt here, because net 45 or net 60 payment terms sit on top of weekly payroll. One inversion worth knowing: veteran and minority ownership stops being a barrier to clear and becomes a scored advantage under corporate supplier diversity programs.

Commonwealth of Virginia. Eligibility is eVA registration, and where it is evaluated, SWaM certification. Competitive position is actually easier to read than federal, because Virginia posts bid tabulations. You can frequently see what the current vendor is charging before you decide whether to compete on it.

County and city government. Eligibility is a jurisdiction vendor registration and sometimes a local business license. The gate most operators miss is the small purchase threshold. Above it a formal sealed process applies. Below it a buyer can simply keep calling the vendor they already use, and no proposal exists for you to respond to.

K-12 and higher education. The gate nobody sees coming is the purchasing cooperative. If the district or university already buys custodial services through a cooperative agreement, the requirement may never be competed in the open at all. That is a five minute check that saves a month of wasted effort.

ABOUT THIS EXAMPLE

This solicitation is closed and the award has already been made, which is why we are willing to publish the analysis. Live pursuits under a client engagement are covered by a mutual non disclosure agreement and are never published. The recommendation above is written against the profile of a commercial cleaning or facilities firm doing under one million dollars in annual revenue with no prior federal award. A different firm would get a different answer, which is the reason the analysis exists.

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