

DEPARTMENT OF DEFENSE OFFICE OF SMALL BUSINESS PROGRAMS STRATEGIC PLAN 2009

Leader and advocate for small businesses . . . acquiring the best for our nation's warfighter.





Introduction from the Director

I am proud to present the DoD Office of Small Business Programs Strategic Plan for 2009. This plan is our blueprint for success – creating a business environment that understands, appreciates, and leverages the value of small businesses to America’s economic and military strength. Our approach focuses on achieving operational excellence by providing proactive leadership and governance in all matters relating to small business, and by creating unity of effort within the DoD small business enterprise.



Small business is the economic engine of our country. It is the largest contributor to America’s non-farm Gross Domestic Product and provides two out of three new jobs. From a military perspective, small business is the key to sustaining and improving our industrial base to maintain competition and innovation. With over 38% of our total Defense dollars going to small businesses, they are uniquely positioned to support our National Security Strategy and the Global War on Terror.

Success is often hard to achieve within an organization as large as the DoD, but defining our goals and detailing a plan to reach those goals is a necessary first step. The initiatives selected for our plan are realistic, achievable, and offer the greatest potential return on investment; however, they also require a long-term commitment. Attaining our primary goal to “*Create Maximum Opportunities for Small Businesses within DoD Acquisitions*” will require teamwork and leadership throughout the entire Department. True success depends on the creation of an enabling environment in which the Department recognizes the value of and engages small businesses as critical suppliers of required war fighting capabilities.

While the future holds many uncertainties, we can bring about the desired transformation by applying the basic and time-proven principles of reducing cycle time, increasing competition, and communication. I challenge each of you to embrace our Strategic Plan and renew your personal commitment to the enduring principles and patriotism upon which our great country was founded. Thanks for all your hard work and your continued commitment to excellence.


Anthony Martoccia



Our Vision

An enabling environment in which the Department recognizes the value of and engages small businesses as critical suppliers of required warfighting capabilities.



Our Mission

We advise the Secretary of Defense on all matters related to small business and are committed to maximizing the contributions of small businesses in DoD acquisitions.

We provide leadership and governance to the Military Departments and Defense Agencies to meet the needs of the nation's warfighters, creating opportunities for small businesses while ensuring each tax dollar is spent responsibly.



Areas of Responsibility

Primary Responsibility

The primary responsibility of the DoD Office of Small Business Programs (OSBP) is to advise the Secretary of Defense on all matters related to small business. We develop small business policy and provide oversight to ensure compliance by all Military Departments and Defense Agencies. The OSBP exemplifies the lean organization. Organized functionally, it is comprised of two main divisions: Program Operations, and Plans and Policy. Figure (1) depicts our organizational structure and our major responsibilities are described below.

Areas of Responsibility that have Statutory Goals

Small Disadvantage Businesses, the 8(a) program. The OSBP continues to serve as the principal advocate for the Department of Defense to ensure that contract awards are meeting the congressional mandates prescribed for these programs. The OSBP is committed to working with the Small Business Administration with a primary responsibility to administer and execute the Partnership Agreement between the Department of Defense and the SBA that enables DoD contracting officers to award 8(a) contracts directly to 8(a) program participants in accordance with the Defense Federal Acquisition Regulations Supplement (DFARS) 219.800(a).

Historically Black Colleges and Universities/Minority Institutions. The OSBP works with the Military Departments and Defense Agencies to provide support for managing and collecting information to be included in the annual reports required by several Presidential Advisory Boards.

Women-Owned Small Businesses. DoD emphasizes and directs its efforts to achieve the 5 percent goal for prime and subcontract awards to small business concerns owned and controlled by women. Learn more at www.acq.osd.mil/osbp.

Service Disabled Veteran Owned Small Business/Veteran owned Small Business (SDVOSB/VOSB). The DoD is continuing its efforts to develop and promote an aggressive outreach initiative to identify small business concerns that are owned and controlled by veterans and service-disabled veterans. The purpose of the DoD outreach effort is to improve prime and subcontracting opportunities for veteran and service-disabled veteran-owned small business concerns. The DoD believes that the sacrifices made by veterans in the service of our country need to be recognized at all levels of government. Moreover, the DoD is committed to make the maximum practicable prime and subcontracting opportunities available to such firms. Learn more at www.acq.osd.mil/osbp.

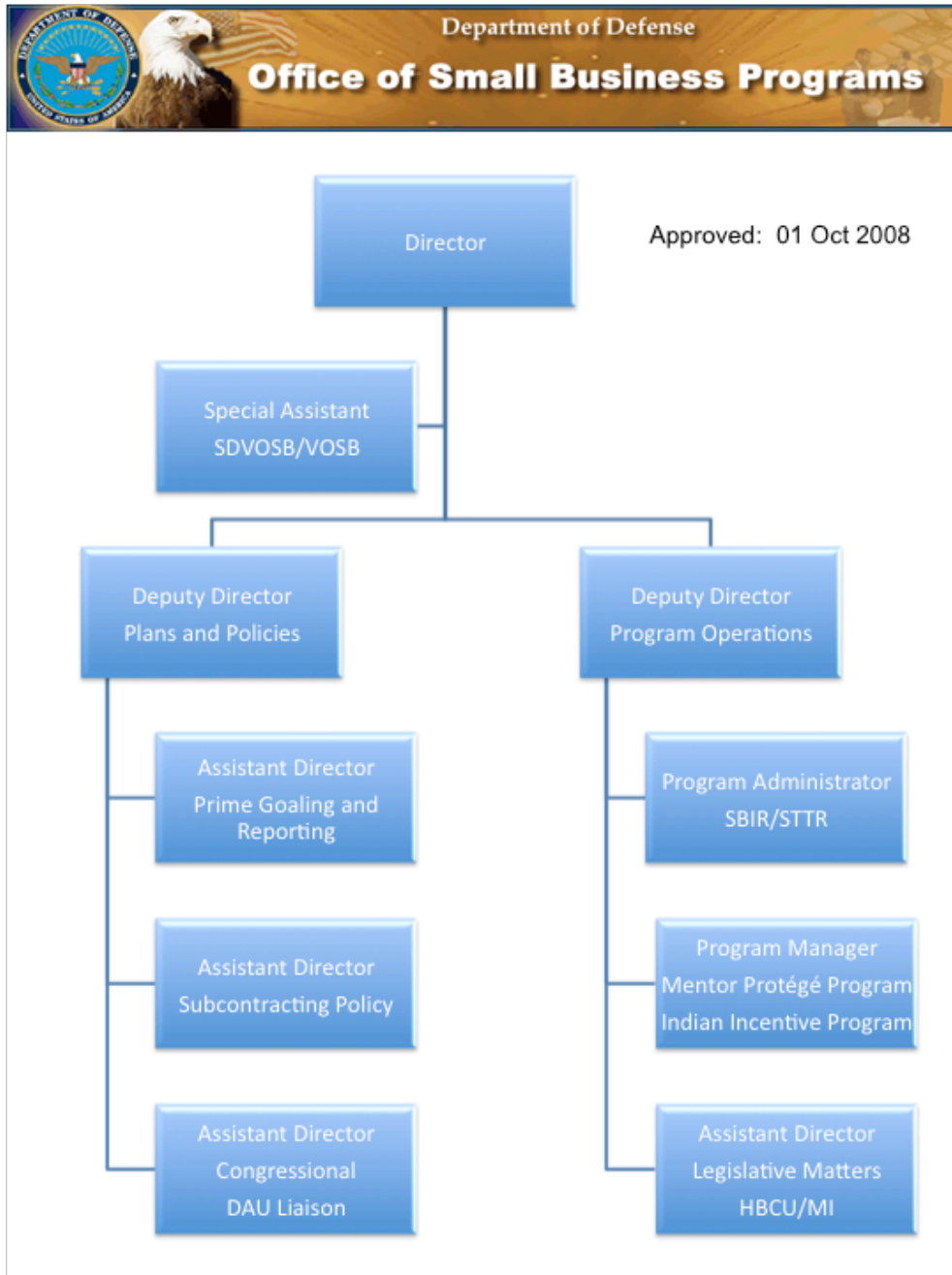


Figure (1)



Historically Underutilized Business Zones (HUBZone) Program. The HUBZone Program stimulates economic development and creates jobs in urban and rural communities by providing Federal contracting preferences to small businesses. The program resulted from provisions contained in the Small Business Reauthorization Act of 1997. Learn more at <http://www.sba.gov/hubzone>.

Other Areas of Responsibility

Prime Contracting and Goaling. The OSBP provides leadership to the Department to meet statutory goals for prime contracting with small business. Small Business Goals is the term used to describe Goals established for the Department of Defense as a whole. Each individual defense component is expected to support the overall DoD goals by seeking continuous small business program improvement and by establishing aggressive Small Business Targets based on its unique product mix. The OSBP works closely with each DoD component to establish meaningful target goals that are attainable and which are consistent with DoD's overall goals. Information regarding prime contract goals can be found at <http://www.acq.osd.mil/osbp/statistics/goals.htm>.

Subcontracting. The OSBP provides leadership to the Department to meet statutory goals for subcontracting with small business. The objective of Subcontracting Program is to highlight the importance of small business participation as subcontractors to program managers and executives in industry and DoD. OSBP is coordinating efforts to successfully implement eSRS, (electronic Subcontracting Reporting System) and is also working towards future system enhancements and subcontracting program improvements. A critical component will also be to emphasize training of Small Business Program and Contracts Specialists on policies and requirements to address present day issues and to work with large industry partners for improving the overall subcontracting program as well as the monitoring and oversight processes. Information regarding subcontracting goals can be found at <http://www.acq.osd.mil/osbp/statistics/goals.htm>.

Congressional Testimony. The OSBP prepares and presents testimony to Congress when requested to inform them of progress, issues and program plans and initiatives. The OSBP provides written responses to letters of inquiry from Congress about specific small business issues. Official written responses and testimony require thorough review of current policy and regulations and may also require coordination with other DoD component activities. Another part of this activity involves identifying and addressing specific contracting problems and concerns that are related to the DoD acquisition system, how it functions and performs in light of the problems identified and importantly, how it responds to small business issues.

Training. The OSBP is dedicated to providing information and training to the DoD acquisition workforce and to the Small Business Specialists working within the DoD military departments and other defense agencies to promote small business opportunities within DoD.



The OSBP collaborates with the Defense Acquisition University (DAU), the military departments and other defense agencies to identify training opportunities that will improve and enhance the small business program within DoD. This may include initiating and developing a variety training vehicles, such as webcasts, audio seminars, traditional classroom training, training guidebooks, and other learning materials that will help to develop and disseminate information that will increase the knowledge of small business programs within the DoD acquisition workforce.

Legislative Matters. The OSBP continuously analyzes the level of small business participation in DoD procurement to develop strategies and initiatives aimed at improving small business performance. To this end, OSBP works with OSD stakeholders, other executive agencies and Congress to develop new or amend existing legislation to promote contracting opportunities for small business. In addition, OSBP reviews proposed legislation from other executive agencies, such as the Small Business Administration and from Congress to identify potential conflicts with the Department’s small business program and work to alleviate any adverse impact these initiatives may have on the DoD’s ability to achieve its small business goals. As a member of the FAR Small Business Team, OSBP plays an important role in shaping acquisition regulations to ensure maximum contracting opportunities for small business. The FAR Small Business Team is an integral part of the Defense Acquisition Regulatory System, and supports both the Defense Acquisition Regulation Council and the Civilian Agency Acquisition Council.

Program Responsibilities

Small Business Innovation Research (SBIR) and Small Business Technology Transfer



(STTR). The SBIR and STTR programs afford small businesses opportunities to provide innovation and applied research for the DoD. The Department of Defense (DoD) sponsors the SBIR and STTR programs by providing funding each year to initiate R&D projects at small technology companies -- projects that serve a DoD need and have commercial applications. Learn more at www.dodsbir.net.

Mentor-Protégé. The DoD sponsors the Pilot Mentor-Protégé program as a way to seek and encourage major DoD prime contractors (mentors) to develop strong business relationships to promote the technical and business capabilities of small disadvantaged businesses (SDBs) and other eligible protégés. Learn more at www.acq.osd.mil/osbp.



Indian Incentive. The Indian Incentive program is a congressionally sponsored program that provides prime contractors a 5 percent rebate on the total amount of subcontracted dollars to an Indian-Owned Economic Enterprise or Indian Organization, in accordance with DFARS Clause 252.226-7001. Learn more at www.acq.osd.mil/osbp.





Alignment

An important outcome of the strategic planning process is alignment of an organization within a larger enterprise. In creating this document, we preserved the intent of the AT&L Strategic Implementation Plan by ensuring alignment of our vision and goals with those of AT&L, and transforming them into specific initiatives to support the OSBP mission. While alignment with higher level goals such as the National Security Strategy is important, the more practical approach of aligning with the goals and objectives of AT&L will pay the biggest dividends towards achieving our mission.

Under Secretary of Defense, Acquisition, Technology, and Logistics (AT&L)

The Honorable John J. Young has defined the following priorities within the AT&L Strategic Implementation Plan v3.0.



Strategic Thrusts

1. Define Effective and Affordable Tools for the Joint Warfighter
2. Responsibly Spend Every Single Tax Dollar
3. Take Care of our People
4. DoD Transformation Priorities

Organizational Goals

1. High-performing, Agile, and Ethical Workforce
2. Strategic and Tactical Acquisition Excellence
3. Focused Technology to Meet Warfighting Needs
4. Cost-effective Joint Logistics Support for the Warfighter
5. Reliable and Cost-Effective Industrial Capabilities Sufficient to Meet Strategic Objectives
6. Improved Governance and Decision Processes
7. Capable, Efficient, and Cost-effective Installations

The OSBP team needs to facilitate the intended transformation by proactively and continuously seeking opportunities to contribute towards these thrusts and goals.



Undersecretary of Defense, Acquisition and Technology (A&T)

The Honorable Dr. James I. Finley has established the following priorities for his organization: 1) Reduce cycle time, 2) Increase competition, and 3) Communicate. Leaders must accelerate change with a sense of urgency, and every member of the organization must have the will to change.

Reduce cycle time. Everything we do takes time. The DoD is an extremely large organization, with over 660,000 civil servants,

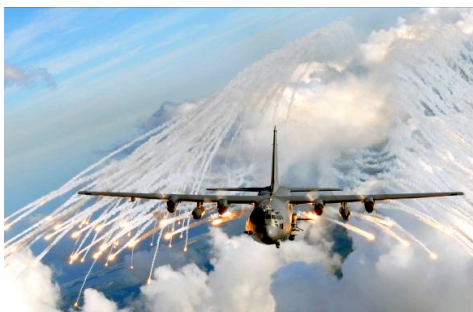


1.3 million active duty military, and another 1.1 million in the National Guard and Reserves. Creating the desired outputs and outcomes within such a large organization can be challenging, as communication, coordination and collaboration all get increasingly difficult. Business processes can be improved through the LEAN process. The LEAN concept has existed for years, and in simple terms, is the process of continuous improvement through the elimination of waste. LEAN provides a disciplined approach for analyzing processes to allow the elimination of steps that do not add value in achieving the desired output or outcome. There is much truth in the old adage, “time is money;” based on the Department’s Total Obligational Authority in 2009, we spend about \$1.3B per day, or \$57.9M per hour, or \$965K per minute, or \$16K every second. The OSBP must seek opportunities to reduce the time it takes to create value for customers within the DoD Small Business Enterprise.



Increase competition. As a public organization, the DoD is committed to responsibly spending each taxpayer dollar and using competition to acquire affordable and cost-effective systems. The strategic value of small business is its critical role in the creation and sustainment of a competitive defense industrial base. Large prime contractors rely on small businesses not only for their products and services, but the competitive characteristics that often elude large companies such as agility, flexibility, innovation, and responsiveness. The President’s Council on Competitiveness has identified innovation as the key to our country’s global competitiveness over the next century. The OSBP’s primary strategic goal to “Create Maximum Opportunities for Small Businesses in DoD Acquisitions” is perfectly aligned with the mandate for increased competition.

Communication is the key to the success of our endeavor to make quantum improvements through reducing cycle time and streamlining and simplification. Effective teamwork requires a



common understanding of the goal, a plan to achieve the goal, and each team member’s part in contributing to the success of the project. Information must flow in every direction, both vertically and horizontally, to ensure all key stakeholders have a clear understanding of the progress being made towards the goal and the issues that must be resolved before success can be declared. The OSBP must ensure that transparency and communication is a priority in each of our initiatives.



Critical Issues – The Environmental Scan

Assessment of the "environment," or the major factors influencing our ability to achieve success, is crucial to the development of an effective strategy. The issues identified below were considered critical in crafting our Strategic Plan.

Resource Constraints and Cost of Programs

The OSBP continues to be challenged by resource constraints and the continuing need to balance mission requirements to meet these constraints. Each year's annual funding from the budget process provides a challenge that constrains to some extent OSBP program requirements. Existing programs and initiatives struggle to balance requirements with available funding, and the lack of resources limits our ability to respond to new requirements or to pursue new initiatives. We must continue to address affordability through initiatives such as LEAN Six Sigma, enterprise solutions, and reprioritization. OSBP strategies must support and complement these initiatives whenever possible.

Demographic Shifts

The DoD workforce has many cultural dimensions that must be considered to optimize performance. One dimension is the generational aspect of workforce composition. Each generation has a unique experiential base that is reflected in cultural values and work ethic: G.I. (1901-1924), Silent (1925-1942), Boomers (1943-1960), Generation X (1961-1981), Millennial (1982-2001), and New Silent Generation (2001-?). The other cultural dimension is ethnic diversity. We expect the 2010 census to show significant shifts in the diversity profile for the labor pool eligible for employment within the Department of Defense. To create an effective, future workforce the OSBP strategy must consider generational differences in establishing a motivational work environment, and strive to create the appropriate diversity to leverage the power inherent in America's citizenship.



Shifting Political Landscape

Lastly, there are numerous changes that will be brought about by the new President, Administration, and Congress. These changes will have significant impact to our people, our organizations, and ultimately, our priorities. However, instead of using this as an excuse for inaction, we need to remain steadfast in the pursuit of our primary goal that transcends these external influences. The OSBP organization must remain flexible and agile to respond rapidly to these changes while sustaining the level of operational excellence expected from our unique leadership position. True leadership is measured by how well it responds to the challenges thrown in its path.



Creating Value for the Customer

The primary strategic goal of the OSBP is to “Create Maximum Opportunities for Small Businesses in DoD Acquisitions.” In the pursuit of our strategic goal, we must ensure that our focus remains steadfast on the creation of value for our customers:

American Small Business

Our primary customer is the American small business. There is overwhelming evidence that this segment of our national industrial base is the cornerstone of our country, and keeping American small business strong will keep America strong, in terms of military and economic strength. Value to this customer is created by providing and identifying small business opportunities and enabling participation in DoD acquisitions.

Military Departments and Defense Agencies

The Military Departments and Defense Agencies are our internal customers. They have the primary responsibility for the day-to-day oversight and execution of those elements of the Defense Budget under their cognizance, which include the acquisition opportunities for small business. The OSBP creates value by providing governance and leadership to create unity of effort towards achieving small business goals within the DoD enterprise.

Small Business Administration

The OSBP is committed to working with the Small Business Administration to ensure that the small business regulations and programs are successfully implemented within the Department of Defense.

Taxpayer

We are accountable to the American taxpayer to spend every tax dollar responsibly and effectively. We must ensure our decisions take the taxpayer into consideration, and provide transparency in our transactions so we can continue to build the public trust. Value to the taxpayer is created by ensuring cost effectiveness of procurements, including the use and creation of competition whenever possible.

Warfighter

The Sailors, Soldiers, Airmen and Marines are our ultimate customer and user of the products and services provided by small businesses. We must support the mission of the Department of Defense, which is to “provide the military forces needed to deter war and to protect the security of our country. “ Value to the warfighter is created by providing the needed capability quickly and affordably.





Guiding Principles – Who We Are

Guiding principles are those key tenets that we believe underlie the culture of our organization and define “who we are.” These principles define how we behave when dealing with customers, stakeholders, and each other. The Guiding Principles for the OSBP are:

Courtesy – Treat everyone with respect.

Integrity and Ethics – Demonstrate true leadership by acting with integrity and ethics. Do what is right in following our laws and in treating people fairly.

Objectivity – Be impartial, unbiased, neutral, and fair.

Perseverance – Continue to pursue your goals even in the face of adversity.

Proactive – Always remember that change begins with you.

Professionalism and accountability – Take responsibility for your actions and always act with professionalism; seek understanding as the first step in any situation and always put forth your best effort.

Patriotism – You are contributing to a rich tradition and history of fighting and sacrificing for the freedom and the rights guaranteed to our people by the Constitution of the United States of America.



Key Goals and Specific Objectives

Strategic planning involves goals to be achieved over the long term, with 5 years as a typical planning horizon. Conversely, tactical planning periods are usually much shorter, tied to near-term performance objectives. Strategic planning requires the translation of our vision into key operational goals, then finally into specific tactical objectives that can be planned, executed, and measured in the near term with some degree of detail. This plan identifies six key operational goals, all aligned to achieve the primary strategic goal of “Creating Maximum Opportunities for Small Businesses in DoD Acquisitions.” Within each of the six key operational goals are specific objectives, which are intended to be achieved in the near term, and are often pursued on a continuing basis. The hierarchy of goals and objectives, as used in this document, is depicted below:

- Primary Strategic Goal
 - Key Operational Goals
 - Specific Objectives

Learning and Growth - Our People

Goal #1 - Create a High Performance Organization. Employees are the livelihood of any organization. It is the people that have the critical knowledge, skills, and abilities necessary to create value in terms of services and products to our many customers. We want all of our employees to enjoy their jobs and achieve their career goals, even if it means preparing them to leave the OSBP. We do not subscribe to the saying, “a day’s work for a day’s pay,” because it focuses only on compensation and ignores other individual priorities such as patriotism and personal growth. Working as a key member of our organization is way to achieve meaningful life goals through education, experience, and public service. We need to do a world-class job of career development and work hard to create a climate of trust and professionalism.

The Acquisition Community

Goal #2 - Raise Awareness of Small Business Capabilities and the Benefits they Provide to the Acquisition Community, with Emphasis on Engaging Program Managers and Contracting Officers. The DoD acquisition community, especially program managers and contracting officers, have the greatest potential for influencing our primary goal to create maximum opportunities for small business. These two groups control the funding resources and the contracting vehicles, and are empowered to make decisions that will offer the potential to utilize small businesses at the earliest point in the acquisition cycle. If we can increase the awareness of this community to the capabilities afforded by small businesses, and the associated benefits that will accrue to their programs, then the opportunities for small business participation will increase.



Communications

Goal#3: Improve Communications Internally and Externally with our Customers and Stakeholders. In apparent contradiction to this new “information age”, communication is often a point of failure for many initiatives. In the past, we were often “starved” for information and telephone calls and message pads paced our actions. Today, technology has increased the flow of information to the point where the primary constraint has shifted to the human capacity to absorb and process the available information. We have all experienced the trap of sending someone an e-mail, only to discover that it was lost or never read. Communication is critical to the success of any endeavor, and is the keystone of this strategic plan.

Policy

Goal#4: Establish and Maintain Effective OSBP Policies. The primary responsibility of the OSBP is governance, and writing and implementing policy is an essential part of all that we do. The effectiveness of any policy is measured first by compliance, and then by outcome. If a policy does not create the intended effect, then corrective measures need to be taken quickly. The OSBP, in collaboration with the Services and ODAs, must take a proactive role in creating and maintaining policies, as well as monitoring the outcomes that result in order to judge their overall effectiveness.

Continuous Improvement

Goal#5: Pursue Major Program Improvements. In an environment of constant change, program improvements must be pursued on a continuing basis, just to offset the persistent erosion of corporate knowledge and imposition of new mandates. Resource constraints will persist in the near and long-term, limiting our ability to respond to challenges through new initiatives or programs. A strategy of continuous improvement will benefit our mission through cost avoidance or savings, and will allow us to reallocate resources to meet the future needs of our organization.



Implementation of Specific Objectives

The following tables illustrate the plan of action to achieve our goals and objectives. Each specific objective will be assigned to an OSBP employee who will be accountable for achieving results. Progress will be gauged during formal management reviews to be held during the course of the year. Timing with the A&T and AT&L management reviews will be coordinated to make sure our plan remains aligned with broader organizational goals.

Goal #1: Create a High Performance Organization				
Specific Objective	FY09	FY10	FY11	Notes
1.1 Attract and recruit the best candidates to shape and create a diverse workforce that will meet the leadership challenges of the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Positions shall not remain vacant for more than 90 days.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. The Deputy Director shall review all certificates to ensure a diverse candidate pool, rejecting those that do not.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. Each candidate selection panel shall certify that diversity goals were considered.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. Supervisors will actively recruit interns and entry-level employees to improve succession disposition.
1.2 Develop each employee to his or her maximum potential.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Each Director shall make themselves available as Mentors to the DoD workforce.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. Supervisors shall support the pursuit of advanced degrees by employees and make reasonable accommodations.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. Supervisors shall discuss career development planning with employees at least 2 times per year and document intended training courses.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. All employees shall take leadership training, including a 360 degree survey instrument, or alternatively, the WHS CDR instrument.
1.3 Maximize productivity by balancing workload with the personal needs of employees, and adapting the organizational structure to sustain high performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. The Deputy Director shall implement telecommuting.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. The Deputy Director shall establish a formal workload assessment methodology and maintain workload estimates for the organization.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. The Deputy Director shall assess organizational performance on an annual basis and make adjustments necessary to achieve performance goals.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. An annual workforce survey shall be conducted to solicit employee feedback on organizational leadership and performance.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5. The Deputy Director shall pursue initiatives to create a climate of camaraderie, teamwork, trust, and professionalism.



Goal #2: Raise Awareness of Small Business Capabilities and the Benefits they Provide to the Acquisition Community, with Emphasis on Engaging Program Managers and Contracting Officers				
Specific Objective	FY09	FY10	FY11	Notes
2.1 Collaborate with the DAU to update/create training for Program Managers and Contracting Officers, and Small Business Specialists.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30 Sep 2009
2.2 Participate in Acquisition Conferences, and host outreach events that showcase benefits of using small businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30 Sep 2009
2.3 Develop and issue periodic small business performance reports for each Service Acquisition Executive and Agency Small Business Director.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	31 Mar 2009

Goal #3: Improve Communications Internally and Externally with our Customers and Stakeholders.				
Specific Objective	FY09	FY10	FY11	Notes
3.1 Update and improve the OSBP website and related links.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30 Sep 2009
3.2 Improve relationships with OSBP Directors of the Military Departments and Defense Agencies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30 Sep 2009
3.3 Improve relationships with the Small Business Administration.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	31 Mar 2009
3.4 Review and update the existing OSBP Community of Practice websites.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	31 Mar 2009 – Initial plan



Goal #4: Establish and Maintain Effective OSBP Policies.				
Specific Objective	FY09	FY10	FY11	Actions
4.1 Establish processes for the review and modification of existing policies, and the creation of new policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30 Jun 2009 – Establish process. 30 Sep 2009 – Complete initial review of policies.
4.2 Create and/or update program specific policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30 Sep 2009 – Draft revised policies.
4.3 Pursue SECDEF authority to establish size standards in NAICS codes critical to DoD.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30 Jan 2009 – Prepare proposal for stakeholder coordination and upload into SACCP.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30 Sep 2009 – Adjudicate comments and submit revised legislative package to ARA.

Goal #5: Pursue Major Program Improvements.				
Specific Objective	FY09	FY10	FY11	Actions
5.1 Establish written improvement plans for each program (Small Business Innovation Research/Small Business Technology Transfer, Mentor-Protégé, Indian Incentive).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	31 Jan 2009 – Identify teams.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	31 Mar 2009 – Collaborate with the military departments and defense agencies to identify candidate initiatives.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30 Sep 2009 - Evaluate and select specific initiatives that provide the greatest overall benefit to the Department of Defense.
5.2 Collaborate with internal and external stakeholders to improve the scorecard process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30 June 2009 – Develop a DoD specific methodology.



Shaping Our Future – As a Team

The DoD Office of Small Business Programs is a recognized leader in the small business community, with responsibility for shaping and influencing the performance of the largest military budget in the world. Yet, when viewed in context, we are an extremely small part of the overall military-industrial complex. The true value of our work is reflected in the small steps we take each day to provide opportunities to small businesses while supplying affordable, reliable and innovative capability into the hands of our Soldiers, Sailors, Airmen, and Marines. By working together as a team towards a common vision, we can continue to make a difference and do our part to defend our country and the ideals that make America a great nation.

