



Missile Defense Agency Office of Small Business Programs

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Message from the Director, Lee Rosenberg

Well the fiscal year is finally over and the mad rush to award contracts has died down. Over this last fiscal year, I've had a chance to go around the country and speak to many of you either

through matchmaking or at our booth at various events, or through your in person and telephonic visits to my office. I've seen a variety of approaches to your marketing efforts and can say with some degree of knowledge that a few of you are doing it right, a few of you are failing miserably, and most of you are okay but could be better.

I think all of you know that dealing with the federal market place is vastly different than dealing with the commercial market place. The federal market place goes by different rules, and those rules are necessary to insure transparency and fairness because we are dealing with taxpayer dollars. These rules often complicate and slow down the acquisition process and make it much harder for a neophyte business to break into the federal market. If you're not familiar with how to market to federal activities, then you could find yourself wasting a lot of time and effort. So, I thought I'd devote this article to some tips I've found useful throughout my years both working for federal contractors and in my current position as the Director of Small Business Programs for the Missile Defense Agency (MDA).

Tip #1 - Do your homework. What do I mean by this? You have a product or service you're trying to sell to the Government, but not everyone in the Government will need it, want it, or is ready to buy it. Your homework should be focused on who needs your product or service, when are they going to buy it, and how do they go about buying it. One of the great myths is that the Government is some monolithic entity where everyone buys the same way. After all, don't they all use the Federal Acquisitions Regulations (FAR)? Yes, everyone

does use the FAR, but there are many differences in which various Government activities apply various parts of the FAR to their procurements. Also, there are many approaches to acquisition planning and an infinite variety of acquisition strategies that result from that planning which affects what part of the FAR is used. So, understanding how a particular Governmental activity does business and how they acquire the product or service you're offering is of paramount importance, unless, of course, you have oodles of time to waste.

Doing your homework can be time consuming, but there are activities that can assist you in narrowing down who you might do business with and how they do that business. First and foremost is the web. Back in the olden days, you had to go to the local library and look through lots of data in many books and periodicals to try and discern what federal activity bought your product or service. Today you are several "clicks" away from that information. Now you can sit in your pajamas at home (not suggesting you sit in your pajamas at work) and "google" a particular Government Department or Agency in which you have an interest. All Government activities have websites. Usually, although not always, these websites have a place where small businesses can go to learn how to do business with them. Every Federal activity that does contracting has a small business office associated with that activity. That office often has a website, and contacting a small business specialist in that office can often provide you a wealth of information about how they buy your product or service. As you hone in on your potential markets, the cognizant small business office for the activity you want to sell to should be one of your first stops in your market research.

There are other activities sponsored by the Federal Government that will also be helpful to you in finding the right market for your product or service. For example, the Small Business Administration has offices across the country called Small Business Development

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More Emphasis on Small Business Participation

Did you know that the MDA Office of Small Business Programs (OSBP) representatives are actively participating in early acquisition planning just for you? It's true – your MDA Small Business specialist's work daily to leverage the innovation and creativity offered by small businesses. Each of our specialists has a designated portfolio for every program in the MDA and is an active participant in all acquisition strategy teams. They work side by side with the program's contracting officials, acquisition managers, functional integrators, legal advisors and project managers to identify and ensure maximum opportunities for small businesses at the prime and subcontracting levels in all of the Agency's acquisition programs.

Our agency continues to analyze our requirements to increase small business participation and maximize competition. Aside from the Technical, Engineering, Advisory & Management Support (TEAMS) acquisition, subcontracts represent the primary means of small business utilization to assist in developing, producing, fielding and sustaining the Ballistic Missile Defense System (BMDS). Having said that, you may have noticed an increased emphasis on small business utilization in MDA's full and open solicitations. In addition to assessing participation in small business subcontracting plans and evaluating small business utilization as a part of past performance, we are including small business participation throughout our full and open requirements. When appropriate, we are including small business utilization as an evaluation factor, as a part of the incentive fee criteria; as a requirement in the Statement of Work (SOW), and as a reporting requirement on Contract Data Requirement Lists (CDRL). For example, we may incentivize a prime contractor to successfully develop two or more small business capabilities in an area in which no small business capabilities exist. This incentive not only provides additional fee for the prime contractor, it sets the stage for future competition and possibly a set aside for small business. With the support from our stakeholders, these focused efforts will help ensure steady progress in leveraging the innovation and creativity offered by small businesses.

Genna Wooten

MDA Celebrates Three New Mentor Protégé Relationships!

Ruth Dailey

The MDA is proud to announce a new Mentor Protégé Agreement between TecMaster Inc and BMK Consultants (BMK). BMK proudly supports the American Warfighter as a Woman Owned Small Business, SBA certified HUBZone, privately owned company with a Top Secret Facility Clearance and a Department of State ITAR creating an agile work relationship while supporting international cooperation. BMK has an extensive history of successfully managing subcontracts with large companies on large ID/IQ prime contracts: AF ETASS, AF SAFTAS, and AF PASS and INTEL Contracts. The Government has relied on their commitment to provide dedicated world class solutions as Top Secret (TS) Technical and Management Subject Matter Experts (SMEs) services to the DoD, and other Federal Agencies. As a cutting edge professional technology company they



offer a range of capabilities with in-depth knowledge and experience supported by their cleared SMEs in the following disciplines: Engineering, Nuclear C2, Space C2 and Launch, Cyber Security, Cyber Cryptography, Predictive Analytics, Human Capital Management, and Force Protection. These disciplines are sustained by BMK through a team approach to agency operations in program management, senior acquisition, configuration management and data management (CM/DM), test/field, inventory control, financial management and PEM support, technical training and administrative support, human capital solutions support. BMK is dedicated to the American Warfighter and the communities in which they provide services. They have created an intern work-study program to inspire professional excellence called: "The Pillar Initiative". It will support the Huntsville/Redstone Community with a focus on the Huntsville Military and Huntsville college and university students through the MDA and the Science,

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Centers. They can be helpful in identifying markets within the Government. The Department of Defense (DoD) annually funds activities across the country called Procurement Technical Assistance Centers or PTAC's. These PTAC's are a great resource to help you locate your markets within the DoD and often offer various training on how to market to federal entities, how to put together proposals, understanding the FAR and the like. As I often tell folks, you're paying for these activities every April 15th; you might as well use them and get a return on your investment!

Finally, make sure you become an expert at searching the Federal Procurement Data System- Next Generation (FPDS-NG). This skill is a must for any Government contractor. The FPDS-NG is a repository of all the unclassified contracts awarded across the entire Federal Government. You can search on variety of fields and can see when contracts were awarded, their duration, and readily discern when the next contract will likely be solicited. It is important to note that you should back off the end date of the contract at least 18 months for larger contracts and 12 months for smaller contracts to begin your marketing efforts.

Tip #2 - So now that you've found your potential markets; target your marketing literature and presentations. Back to the olden days; remember when you had to go down to a print shop and have hundreds of nice glossy brochures made up. You had to figure out the best way to communicate your company's capabilities and the capabilities of the products or services you offered to a wide audience. This "one size fits all" approach was not the most effective approach, but printing those brochures was expensive, and so you couldn't tailor them to one particular potential client. Well, today, you can fire up the old computer, and based on your market research you can tailor your literature to the specific activity you are marketing to. You should have the basic message about your company and your product or service, but present it using language and format that will resonate with your potential client. That means using a lot of language you find on their website and tailoring your message to how your product or service fits in with their mission. You'll also want to tailor your past performance to something meaningful to the prospective client. That means you want to translate the relevancy of that past performance to their mission and needs.

Tip #3 - Don't try to be everything to everybody. What's most important to whoever you're talking to in the Government about your product or service is what that product or service can do for them. This gets to the heart of the matter. Rarely will you pitch your product or service to a Government activity and walk out with a contract in hand. Your marketing effort should be about what I call, "planting the seeds of the realm of the possible". That's why getting in to see folks early in the acquisition process is so important. Letting the Government folks know about your product or service may influence the requirements that come out in the Requests for Proposals later on down the line. Letting folks know your capabilities early on can also influence whether or not a particular acquisition is set-aside for small businesses or not. In my Agency, for example, we use Requests for Information (RFI) and Sources Sought (SS) notices to gain information about the capabilities of small businesses to do what we need done. We ask for specific information and often make resulting acquisition strategy decisions based on the information we receive. Responding to RFIs or SSs is a great way for you to help shape the future acquisition strategy for a particular procurement. Important-When

responding to RFIs or SSs notices be sure to "answer the mail"! Don't just send your latest marketing brochure and expect that it will influence any acquisition decisions. Make sure you provide the information requested in enough detail for the reader to understand your capabilities related to the request and include your relevant past performance that will lend credibility to your capability assertions. If you choose not to respond to RFI or SS notices, then be prepared to live with the resulting acquisition strategy when the RFP comes out whether it's favorable to you or not.

Tip #4 - Practice the 3 P's- Patience, Persistence and Performance. There are no easy roads to success. Most successful Government contractors will tell you that they failed to get a contract on numerous occasions. Some provided proposals on many RFPs before finally getting a contract. You have to be patient in your approach to Government contracting, taking what you learn from your failures and applying those lessons learned to your next effort. It is important to always ask for a debriefing after a contract competition, even if you win! You can gain much valuable feedback on the proposals you submitted and that information can be applied to future proposals to make them even better.

Be persistent. Many small business owners get discouraged when they first try to break into the Government marketplace. As mentioned previously, it's a tough market to break into. There are some things you can do to make yourself more competitive, but often there are lessons that can be learned only through the "school of hard knocks" (a school from which I have many degrees!). Learning from your previous efforts and improving your approach to both marketing and the proposals you prepare will eventually bring you success.

Finally, remember that your most effective marketing in the Government arena is the sterling performance you provide. Whether it's on time deliveries, well written and topical analytical reports, or tremendous customer service, your performance will always play a role in whether or not you ultimately receive a Government contract. Your most effective marketing tool in the Government arena is the proposal you submit against a Government RFP. That, together with your pricing and the past performance that you articulate in the proposal, will win the day for you. All the marketing visits and mounds of marketing literature you provide to a prospective client will, at best, only serve to educate the client as to the realm of the possible as mentioned in Tip #3. In a competitive acquisition, the Government makes its contract award decision only on the proposals it evaluates. If oral proposals are allowed, then you may have a chance to talk to the evaluators, but these are rare. Most of the time it's your written proposal alone that will represent your company in a Government contract source selection.

Yep, it's a lot to digest and I've only scratched the surface. Before you decide Government contracting is not for you, take a deep breath, do your homework, and realize that the U.S. Government is the largest purchaser in the world. There are many opportunities for you across the panoply of Government Department and Agencies. Your job is to narrow the market to the places where your products or services can be used, do the appropriate homework to understand your prospective Government client's needs, and articulate in your proposal why yours is the best solution to the Government's needs given the solicitation requirements and evaluation factors listed.



LEGEND		Anticipated	Draft RFP OR Final RFP	RFP Closed	Awarded	
ALL DATES NO EARLIER THAN:						
Solicitation	Contract Number	TEAMS Schedule Update Valid as of 9/27/2016	Draft RFP	Final RFP	Proposal Due Date	Awarded
		SBSA - Specialty Engineering (Directed Energy, Space, and CTTO)	TBD	TBD	TBD	
		F&O - Facilities Life Cycle Management	TBD	TBD	TBD	
HQ0147-16-R-0015		SBSA - Information Technology Management and Analysis	7/8/2016	TBD	TBD	
HQ0147-16-R-0008		F&O - BMDs CSM/CND	10/7/2015 & 1/15/2016	TBD	TBD	
HQ0147-16-R-0017		F&O - Agency Advisory & Analytical Support	8/15/2016	TBD	TBD	
HQ0147-16-R-0002		SBSA - Predictive BMDs Engineering	8/5/2016	9/7/2016	10/11/2016	
HQ0147-16-R-0009		F&O - BMD Systems Engineering (including M&S)	6/28/2016	9/14/2016	10/13/2016	
HQ0147-16-R-0005		SBSA - Cybersecurity Compliance and Risk Management	5/23/2016	8/29/2016	10/11/2016	
HQ0147-16-R-0016		SBSA - International Engineering	5/16/2016	7/21/2016	8/23/2016	
HQ0147-15-R-0017		SDVOSB - Facilities, Logistics and Space Management	8/13/2015	9/2/2015	10/5/2015	
HQ0147-15-R-0024		SBSA - International Affairs	7/5/2015	8/31/2015	10/13/2015	
HQ0147-16-R-0012		SBSA - Protocol and Public Affairs	8/3/2015	1/6/2016	2/23/2016	
HQ0147-16-R-0010		SBSA - Human Resources	9/30/2015	11/19/2015	1/11/2016	
HQ0147-15-R-0055		SBSA - Business Operations	TBD	TBD	TBD	
HQ0147-15-R-0007	HQ0147-16-C-0013	SBSA - Quality and Mission Assurance	Awarded To:	a.i. solutions Inc.		12/9/2015
HQ0147-15-R-0008	HQ0147-16-C-0015	SBSA - Safety	Awarded To:	A-P-T Research Inc.		1/5/2016
HQ0147-15-R-0011	HQ0147-16-C-0030	F&O - Warfighter Integration	Awarded To:	Parsons Government Services Inc.		3/31/2016
HQ0147-15-R-0014	HQ0147-16-C-0024	SBSA - Environmental Management	Awarded To:	Mabbett & Associates Inc.		4/22/2016
HQ0147-15-R-0027	HQ0147-16-C-0034	SBSA - Test Exercise, and Wargames	Awarded To:	Millennium Engineering and Integration		4/29/2016
HQ0147-15-R-0032	HQ0147-16-C-0033	SDVOSB - Office Administration	Awarded To:	Yorktown Systems Group, Inc.		5/3/2016
HQ0147-15-R-0012	HQ0147-16-C-0036	F&O - Counterintelligence	Awarded To:	ManTech Advanced Systems International, Inc.		5/10/2016
HQ0147-15-R-0009	HQ0147-16-C-0037	F&O - Security Programs	Awarded To:	Booz Allen Hamilton		5/10/2016
HQ0147-15-R-0016	HQ0147-16-C-0038	F&O - Intelligence Program	Awarded To:	Booz Allen Hamilton		5/19/2016
HQ0147-15-R-0022	HQ0147-16-C-0040	SBSA - Cybersecurity Engineering	Awarded To:	nou Systems, Inc.		5/26/2016
HQ0147-15-R-0021	HQ0147-16-C-0041	SBSA - Logistics	Awarded To:	Venturi Inc.		6/13/2016
HQ0147-15-R-0013	HQ0147-16-C-0047	SBSA - Acquisition	Awarded To:	BCF Solutions, Inc.		6/17/2016
HQ0147-16-R-0003	HQ0147-16-C-0042	F&O - Weapons and Missile Engineering	Awarded To:	Parsons Government Services Inc.		6/30/2016
HQ0147-16-R-0014	HQ0147-16-C-0057	SDVOSB - Strategic Planning	Awarded To:	Strategic Alliance Business Group		7/7/2016
HQ0147-16-R-0006	HQ0147-16-C-0056	SBSA - VIPC	Awarded To:	Metro Production Government Services, LLC		7/25/2016
HQ0147-16-R-0004	HQ0147-16-C-0070	F&O - C3BM Engineering	Awarded To:	Parsons Government Services Inc.		8/3/2016
HQ0147-16-R-0011	HQ0147-16-C-0077	SBSA - Test Provisioning	Awarded To:	Torch Technologies		9/22/2016

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Technology, Engineering, and Mathematics (STEM) programs. The Pillar Initiative is BMK's conduit to deliver continued support to the Warfighter and their families, along with college students, to help to also ensure growth in HUBZone communities.

We are also pleased to announce a new Mentor Protégé Agreement between TecMaster Inc and People, Technology and Processes, LLC (PTP). PTP is a US-owned provider of Information Technology (IT) managed services, software solutions and training. Their core competencies evolved from managing IT enablers for Knowledge Management (KM) with an emphasis on Web-Based Knowledge Portals and Web-Based Portal Management, Server/System Services, SharePoint Development, SharePoint System Administration and SQL



**PEOPLE,
TECHNOLOGY
& PROCESSES**



Server Services. Their capabilities have expanded to include Network Enterprise Center (NEC) IT Services

and Support, Post Production Software Support/ Post Deployment Software Support, Global Fielding Services, New Equipment Training (NET) and Delta Training, software development and mobile application development. They are a Service-Disabled Veteran-Owned Small Business (SDVOSB). Our industry certification include CMMI®-DEV, V1.3, Maturity Level 2 software development processes and an AS9100C:2009 / ISO9001:2008 certified Quality Management System. They are experts in U.S. Military IT systems, programs and platforms. PTP have specific subject matter expertise in U.S. Army Mission Command capabilities. They provide Field Support Services and Training for U.S. Army Mission Command capabilities and Capability Set components to include WIN-T Increment 2. PTP also provides IT Services and Support for the Army Mid-Atlantic Regional Network Enterprise Center (RNEC). They have a combat zone proven process for deploying and sustaining team members in austere locations, including Afghanistan

Lastly, we are delighted to announce a Mentor Protégé Agreement between All Points Logistics, LLC and Mission Multiplier Consulting. Mission Multiplier Consulting (Mission Multiplier) is a HUBZone certified small business with a Defense Security Service (DSS) recognized top secret facility clearance, located in downtown Huntsville, Alabama. All POINTS chose Mission Multiplier as a mentor-protégé because of its proven ability to implement an integrated approach to developing and delivering tailored and highly innovative cyber solutions focused on enabling and protecting MDA's mission. Additionally, Mission Multiplier has a long history of successfully teaming with All POINTS on numerous government contracts, and have proven synergies and a strong relationship built on trust.

Mission Multiplier was founded in 2013 and currently develops and produces cyber security-solutions, approaches, best practices and techniques to provide a total solution to its customers. Mission Multiplier offers an approach to assist clients with defining their security strategy, vision, goals, objectives, and supporting policy/



policies. Their approach is based on the organization's business value proposition and current operating environment. They work closely with the client organization to define a strategy that supports and aligns with the overall business objectives. Critical to their approach is achieving consensus with the key stakeholders on what the security strategy should look like.

Mission Multiplier works with clients to design security organizational structures/models, to create the underlying security function blueprint and corresponding organizational roles and responsibilities. Their approach is based on the organization's business value proposition, current operating environment, and decision-making culture. They work closely with the client organization to create an organization model that aligns with the overall business objectives. Mission Multiplier's performance management capability provides clients with a strong understanding of the effectiveness of their security program. By actively tracking security performance, organizations can decrease their overall level of risk and facilitate decision-making on how best to spend security resources.

Mission Multiplier's security control design/deployment capability enables clients to identify and adhere to their targeted risk profile. To support this capability, they typically work with the client to implement Cybersecurity engineering activities and integrate security control design/deployment capability enabling clients to identify and adhere to their targeted risk profile.

We are proud of all of our mentors and protégés and past experience has shown how successful this program can be in growing the small business industrial base for the BMDS. For information relating to the MDA Mentor Protege Program, please contact Ms. Ruth Dailey at ruth.dailey@mda.mil.



Small Business Subcontracting Improvements to the Federal Acquisition Regulation (FAR)

DoD, GSA, and NASA published a proposed rule in the Federal Register at 80 FR 32909 on June 10, 2015. The proposed rule discussed regulatory changes made by the Small Business Administration (SBA) in its final rule published at 78 FR 42391, on July 16, 2013, concerning small business subcontracting. SBA's final rule implements the statutory requirements in sections 1321 and 1322 of the Small Business Jobs Act of 2010 (Pub. L. 111-240), as well as other changes aimed at improving subcontracting regulations to increase small business opportunities. The changes being implemented in this final rule include the following:

(1) Requiring prime contractors to make good faith efforts to utilize their proposed small business subcontractors during performance of a contract to the same degree the prime contractor relied on the small business in preparing and submitting its bid or proposal. To the extent a prime contractor is unable to make a good faith effort to utilize its small business subcontractors as described above, the prime contractor is required to explain, in writing, within 30 days of contract completion, to the contracting officer the reasons why it is unable to do so.

(2) Authorizing contracting officers to calculate subcontracting goals in terms of total contract dollars in addition to the required goals in terms of total subcontracted dollars.

(3) Providing contracting officers with the discretion to require a subcontracting plan in instances where a small business represents its size as an "other than small business."

(4) Requiring subcontracting plans even for modifications under the subcontracting plan threshold if said modifications would cause the contract to exceed the plan threshold.

(5) Requiring prime contractors to assign North American Industry Classification System (NAICS) codes to subcontracts.

(6) Restricting prime contractors from prohibiting a subcontractor from discussing payment or utilization matters with the contracting officer.

(7) Requiring prime contractors to resubmit a corrected subcontracting report within 30 days of receiving the contracting officer's notice of report rejection.

(8) Requiring prime contractors to provide the socioeconomic status of the subcontractor in the notification to unsuccessful offerors for subcontracts.

(9) Requiring prime contracts with subcontracting plans on task and delivery order contracts to report order level subcontracting information after November 2017.

(10) Funding agencies receiving small business subcontracting credit.

(11) On indefinite-delivery, indefinite-quantity contracts, the contracting officer may establish subcontracting goals at the order level (but not a new subcontracting plan).

DoD, GSA, and NASA are issuing a final rule amending the FAR to implement regulatory changes made by the Small Business Administration, which provide for a Government-wide policy on small business subcontracting. MDA is looking forward to the codification of these small business subcontracting improvements in the FAR. When codified in the FAR, the MDA Office of Small Business Programs plans to implement these changes in our small business program initiatives to benefit MDA's contracting and acquisition offices as well as the small and large business industrial bases MDA relies on for missile defense.

Jerroll Sullivan

MDA Small Business Advocacy Council (SBAC) Update

The MDA OSBP continues to be a strong advocate for small business participation in MDA acquisitions. We work actively with our program offices, contracting officials, as well as the MDA SBAC. For small businesses looking to do work with MDA it is imperative to not overlook subcontracting opportunities with MDA Prime Contractors.

MDA's OSBP relies heavily on the support and collaboration of its SBAC which consists of several of MDA's large prime contractors. The MDA SBAC seeks to strengthen its alliance with MDA and large prime contractors to support the Agency's mission and small business goals. The MDA OSBP will continue to leverage the SBAC as a conduit for positive information exchanges regarding small business utilization in support of the BMDS.

The MDA SBAC recently held an event entitled "Breakfast with the Primes" at the Jackson Center in Huntsville, AL, on August 4, 2016. The SBAC hosts "Breakfast with the Primes" twice a year, and I encourage all small businesses to attend. Speakers provide insightful information relating to topics of interest to small business as well as information relating to potential opportunities.

Becky Martin



eSBIE Registration Steps

Have the following information ready:

1. 9-digit DUNS number
2. Company contact information
3. Company socioeconomic categories
4. Up to 10 VALID 2012 NAICS codes
5. Company facility clearance
6. Two points of contact

How to Register:

1. Go to http://www.mda.mil/business/smallbus_programs.html
2. Click on the 'OSBP Directory' button on the right side of the page
3. Click on the 'Register' button at the top of the page and enter the information you collected earlier
4. Click on the 'Submit' button and stand by while we review your application for authenticity



Having issues? Have questions?
Please contact Outreach@mda.mil

Missile Defense Agency (MDA) How to do business with MDA?

- Send the MDA Office of Small Business Programs (OSBP) an email requesting a meeting or teleconference) to: nancy.hamilton.ctr@mda.mil
- Attach your company capability statement, briefing or overview with your initial request. You will be sent a reply with several dates and times that are available on the OSBP Directors calendar and the option to choose one that will work with your schedule.
- For face-to-face meetings our office can provide access to Redstone Arsenal by way of a visitor pass. You will be provided with directions and a map to our location in Von Braun III, Bldg. 5224.
- For teleconferences our office can provide multiple call-in lines if required.
- All small business capability briefings are scheduled for one hour in duration.

Having issues? Have questions?
Please contact Outreach@mda.mil

2016 Calendar of Events

- **October 3-5, AUSA Annual Meeting,**
Washington, DC
- **October 12, Fall Triad**
Chantilly, VA
- **October 13-14, The National HUBZone**
Conference, Chantilly, VA
- **October 13, Jacksonville State University**
PTAC Matchmaker,
Jacksonville State University
- **October 20, National Women's**
Chamber of Commerce Matchmaker,
Washington, DC
- **October 26-27, Florida Defense Expo**
Ponte Verde, FL (Jacksonville)
- **October 27, UAHuntsville PTAC Matchmaker**
Huntsville, AL
- **November 1-3, National Veterans SB**
Engagement, Minneapolis, MN
- **November 27-30, DMC,**
Denver, CO
- **December 1, MDA SBAC Breakfast with**
the Primes, Huntsville, AL
- **December 4-6, 2016 Alamo ACE,**
San Antonio, TX



OSBP Staff

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Genna Wooten, *Deputy Director*
Jerrold Sullivan, *Subcontracting Program Manager*
Laura Anderson, *Outreach Program Manager*
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Redstone Arsenal, AL 35898

For additional information regarding Subcontracting activities at MDA, please email us at subcontracting-oversight@mda.mil.

For additional information regarding Outreach activities at MDA, please email us at outreach@mda.mil.

Websites of Interest

MDA Office of Small Business Programs
www.mda.mil

MDA Marketplaces and Directory
www.mda.mil/business/smallbus_programs.html

MDA Business Acquisition Center
www.mda.mil/business/acquisition_center.html

MDA SBIR/STTR Programs
www.mdasbir.com

Fed Biz Opps
www.fbo.gov

Electronic Subcontracting Reporting System (eSRS)
www.esrs.gov

MDA Small Business Advocacy Council
www.mda.mil/business/bus_mdasbac.html

MDA Unsolicited Proposal Guide
www.mda.mil/global/documents/pdf/MDA_Unsolicited_Proposal_Guide.pdf