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NEXT ISSUE

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Message from the Director,
Lee Rosenberg

We just completed our annual MDA small business conference with over 400 attendees, and from the feedback I received throughout the conference, it was a great return on investment for all who attended. I'd like to thank all who attended, and especially those from the National Defense Industries Association - Tennessee Valley Chapter, whose hard work in partnership with our office made this conference such a success. Briefing charts from the conference are available on our website, and I recommend them to anyone who couldn't attend. There is a lot of great information contained in them.

In this article, I'd like to discuss something that I think causes a lot of confusion and consternation among many. The question is always asked why it takes so long to implement a law that was duly passed by Congress and signed by the President. Such is the case we now face with the upcoming changes to the Limitation on Subcontracting rules.

One might logically think that when a law is passed, it should immediately be implemented; however, there are several issues with that. Laws that are passed are usually broad in nature, and may encompass many changes from previous legislation. By the Constitution, it is the Executive Branch's role to duly execute laws of the land. To do this, a whole body of regulations must be developed to guide the Executive Branch on the procedures for implementing the laws. The development of those regulations is governed by yet another law - The Administrative Procedure Act (APA). That law requires that any new regulations, or changes to existing regulations, be vetted through specific processes for them to become legally enforceable. These processes allow for both internal coordination and commentary by Government Departments and Agencies affected by the regulation in question, as well as public comment on the effects of such a new regulation, or a proposed regulatory change.

Occasionally, a law change requires immediate implementation, and this is done through interim changes to regulations, which provide procedures under the APA for immediately implementing the law, while the final regulations are being vetted through the normal process. This doesn't occur very frequently, and was not the case with the changes to the Small Business Act governing the Limitations on Subcontracting. Those changes are following the procedures outlined in the APA. So let's talk about what is entailed in this regulatory approval process, and use the Limitations on Subcontracting changes as our example.

The Small Business Act was amended by the National Defense Authorization Act of 2013 to generally allow for small businesses to team with similarly situated entities when going after small business set-asides, and have subcontracts to those entities counted towards the prime contractor's 50% utilization requirements, commonly known as the "50% rule". There are two sets of regulations involved in the changes to the law. Those regulations governing the Small Business Administration (SBA) had to be changed to reflect the requirements of the new law, and then the Federal Acquisition Regulation (FAR) had to be changed to provide guidance to contracting officers on implementing the law. Since both regulations had to be synchronized, the FAR couldn't be changed until the SBA regulations were changed, since those SBA regulations drive the FAR requirements.

Generally, to change a regulation, the rulemaking process outlined in the APA requires that the regulation first be drafted by

Congratulations to all that won awards under the TEAMS acquisitions. As of June 14, 2016, the Missile Defense Agency has awarded 15 of the 31 TEAMS acquisition requirements. The awardees are:

COMPANY NAME	REQUIREMENT
a.i. Solutions, Inc.	Quality and Mission Assurance
A-P-T Research, Inc.	Safety
Parsons Government Services, Inc.	Warfighter Integration
Veterans Technology	Business Operations
Mabbett & Associates, Inc.	Environmental Management
Millennium Engineering and Integration	Test, Exercise, and Wargames
Yorktown Systems Group, Inc.	Office Administration
ManTech Advanced Systems International, Inc.	Counterintelligence
Booz Allen Hamilton, Inc.	Security Programs
Booz Allen Hamilton, Inc.	Intelligence Programs
Nou Systems, Inc.	Cybersecurity Engineering
Venturi, Inc.	Logistics
BCF Solutions, Inc.	Acquisition
Parsons Government Services, Inc.	Weapons and Missile Engineering
Strategic Alliance Business Group	Strategic Planning

Throughout the evaluation of the above requirements, we have received both good and bad proposals submitted against the TEAMS acquisitions. I cannot stress enough the importance of attention to detail when providing proposals to our agency. In today's environment, competition is at its strongest point ever, which commands the importance of a quality proposal. In our recent NDIA Annual Small Business Conference, held at the Von Braun Center, Ms. Megan Dake, Acting Contracts Director of the Consolidated Support Office, and Mr. Efrem Hanson, Senior Cost Analyst of the Contract Pricing Directorate, spoke about Tips for Proposal Preparation. I would like to foot stomp some of Megan and Efrem's recommendations and provide a few of my own. Remember, most of the time, the Government reserves the right to award without discussions, so you may not get an opportunity to make corrections to your initial proposal. This is all the more reason to ensure your proposal is the best it can be.

Start Early! If your company has the capability to perform the requirement that we are looking for, don't wait until the final RFP is issued to start working your proposal. There are numerous opportunities to gather data about the requirement from the RFI/Sources Sought synopsis, Draft RFP, Industry Day, to the final RFP. The more information you can obtain about the requirement, the better equipped you are to write a thorough proposal.

Tell Your Story. Do not just restate or repeat the Performance Work Statement (PWS) or Statement of Work (SOW). Demonstrate how you intend to meet the Government's requirement. If you are an incumbent, don't assume we know how you will do the work. Evaluators can only evaluate what is written in the proposal.

Ask Questions. Please ask questions. All solicitations have a question/answer period. This is your opportunity to clarify any uncertainties you may have. We do not know if our instructions are unclear if you don't tell us.

Answer the Mail. Ensure every requirement is addressed in your proposal. Dissect the RFP. Make a checklist or matrix that includes all the Government's requirements, and then check your proposal to make sure you have included everything from your checklist or matrix.

Write Complete and Clear Responses. e.g., Sub-factor 2: Management Experience – if the question specifically asks for the number of years of experience, and the type of experience the Program Manager has, answer both parts of the subfactor there.

Sections L and M. These are very important sections. The Government evaluates in accordance with Section M ONLY. Section L provides instructions. You should review these very closely and follow the instructions as requested.

Basis of Estimate (BOE). Ensure that your BOE's identify the PWS or SOW section.

Cost Proposal. Include the electronic version of the prime and subcontractor cost proposals. Also ensure that your cost/price analysis of your subcontractor proposals is provided with the proposal. Double check to make sure that all values in your proposal are consistent across volumes; i.e., Section B should match the MS Excel pricing model; hours in the Technical volume should match hours in the Cost Volume. Ensure your MS Excel workbook does not contain math or formula errors.

I hope these tidbits are helpful when you find a requirement that your company has the capability to perform.

Genna Wooten

the lead Agency, in this case, the SBA. Their draft is then sent through the Office of Management and Budget (OMB) to all the affected Departments and Agencies across the Government, for comments and recommended changes. This usually takes 90-120 days to complete. In this case, that was all the Departments and Agencies that do contracting. Once those comments were received by the SBA, the SBA had to adjudicate the comments and change their draft accordingly. This took several months to accomplish. When this was done, the draft regulation was posted to the Federal Register for public comment on December 29, 2014. This is usually left open for public comment for 90 days and comments were due February 27, 2015. In this case the comment period was extended for an additional period of time. Beginning to get a headache yet?

Once public comments are received, the responsible Agency has to adjudicate all the comments, prepare a final regulation as necessary, and prepare the Federal Register announcement that not only articulated the final regulation that will be adopted, but also explain how it adjudicated every comment it received and whether or not changes were made to the draft regulation. For its draft regulation, SBA received hundreds of comments after the comment period and had to address all those comments, as well as develop its final regulations regarding the implementation of the changes to the Limitations on Subcontracting. The final rule, along with all the adjudication explanations, had to go back through OMB and was finally published at the beginning of June 2016, changing the appropriate Code of Federal Regulations. Yep, I'll bet that headache is really throbbing by now.

Many people now ask, "Why aren't contracting officers using that new rule?" The reason is that contracting officers, in the performance of their duties, are governed by the FAR. Therefore, the FAR needs to be changed to implement the new final SBA rule governing the Limitation on Subcontracting. In other words, new guidance and clauses have to be written and incorporated into the FAR before a contracting officer can use them in a solicitation. Since the FAR itself is a federal regulation, the FAR Council also must go through the rule making process. Fortunately, the FAR council has been working with the SBA during the SBA's rule making process, and so it should take a shorter time to implement the FAR changes, but, as of this writing, they have yet to be done. When they are, an implementation date will be given telling all that the new Limitation on Subcontracting rules will take effect on all solicitations issued after that date.

I am sure that your headache is full blown, and you are ready for half a bottle of aspirin. Now you know why it takes sometimes two to three years for the changes in a law to actually get implemented in the FAR.

Small Business Administration's (SBA) 7(j) Management and Technical Assistance Services Program can offer Training Resources to Small Businesses

Per the SBA website, the 7(j) Management and Technical Assistance Program is authorized by the Small Business Act to provide high-quality assistance, such as training, executive education, and one-on-one consulting, to eligible small businesses. Eligible Small Businesses include:

- Participants in the 8(a) Business Development Program;
- Small businesses that are owned and controlled by economically and socially disadvantaged individuals;
- Small businesses located in areas of high unemployment or low-income; and,
- Small business owned by low-income individuals.

Much of the assistance that the SBA provides under this Program focuses on helping firms succeed in Federal, state, and local government markets for goods and services, and as subcontractors to government prime contractors. The assistance encompasses a wide spectrum of business disciplines such as marketing, strategic and operational planning, financial analysis, opportunity development, and capture, contract management, and compliance. The types and substance of assistance available under the Program are dynamic, driven by dictates of the marketplace, technology, and specific firms' needs.

The SBA provides 7(j) Management and Technical Assistance through third-party for-profit and non-profit service providers. Depending on the types of service to be provided, the SBA enters into grants, cooperative agreements, or contracts with qualified service providers. The majority of these requirements are awarded competitively. If you are interested in being a service provider to 7(j) eligible small businesses, the SBA recommends consulting FedBizOpps.gov and **Grants.gov**.

To learn more about receiving assistance under the 7(j) Management and Technical Assistance Program, please contact your local SBA district office.

Becky Martin

Another Huge Success -- 2016 Annual Missile Defense Agency Small Business Conference

Have you ever heard the phrase, "It takes a village…"? Well, it definitely took a village of dedicated individuals to make this year's Annual Missile Defense Agency Small Business Conference a huge success. The conference was held at the Von Braun Center – North Hall in Huntsville, AL, June 8th - 9th. This year's conference captured an audience of approximately 430 attendees. Attendees traveled from as far away as Alaska and Hawaii and brought innovative small business ideas from 28 different states.

Welcoming remarks were provided by Madison's Mayor, the Hon. Troy Trulock. The conference was kicked off with an overview of small business resources offered by the Women's Business Center of North Alabama (WBCNA) and the Procurement Technical Assistance Center (PTAC) in North Alabama. Following this overview, a Keynote delivery of MDA Updates was presented by Mr. John James, Executive Director of the Missile Defense Agency. The central theme and intent of the event was centered on providing insight into the MDA's major programs and opportunities for small businesses. Upcoming acquisition updates were provided on GMD Next Follow-On; Advanced Research Center (ARC17); and Sensors Follow-on. The Luncheon speaker was Dr. James Galvin, Deputy Director for Portfolio Management, DoD Office of Small Business Programs (OSBP).

Laura Anderson

Other briefings throughout the day consisted of Research and Development Enterprise Collaboration Services (RECS); SBIR/STTR Updates; and Small Business Administration (SBA) updates.

The first day of briefings came to a close with Ms. Ruth Dailey, Mentor Protégé Manager – MDA providing detailed information on the DoD Mentor Protégé (MP) Program. Please visit **http://www.acq.osd.mil/osbp/sb/programs/mpp/participate.shtml** to obtain more information regarding the Mentor Protégé Program. Another notable highlight consisted of several members of MDA Small Business Advocacy Council (SBAC) supporting a collaborative panel answering outlined small business concerns. For additional information regarding the MDASBAC, please visit **http://www.mda.mil/business/bus_mdasbac.html**. The evening ended with a reception providing optimal networking opportunities for attendees.

Day two continued with a briefing on Cybersecurity Awareness as well as a proposal preparation seminar. An Acquisition Town Hall Forum was presented by Ms. Laura DeSimone, Director for Acquisition - MDA; Ms. Lynne Washburn, Director of Contracts (Acting) - MDA; and Mr. Lee Rosenberg, Small Business Director –

MDA. Questions were presented from the audience on numerous MDA upcoming acquisitions. RADM (ret) Sean Crean, Director of the SBA Office of Government Contracting gave the final briefing before the conclusion of the conference.

The conference concluded with four (4) hours dedicated to matchmaking with the small businesses. There were 40 matchmaking tables and MDA OSBP received matchmaking support from most MDA program offices, prime contractors, and other Government Small Business agencies.

This annual conference provides a forum where senior MDA leadership can communicate directly with a large forum of small businesses interested in doing business with the Agency. It allows those small businesses to learn about MDA's upcoming requirements, and provides a forum to interface with MDA program offices and

large business prime contractors to further their business development efforts, while educating Agency personnel on the capabilities resident in the small businesses in attendance. The MDA OSBP is very grateful for the outpouring of support received at this year's conference. It goes without saying, that the members of the National Defense Industrial Association (NDIA) -- Tennessee valley Chapter (TVC), especially Ms. Patty Popour and Mr. Bob English, provided superior support to the Agency. The MDA's internal support, as well as the members of the MDASBAC, coupled together to make this year's conference a success. Lastly, I would like to thank all of the sponsors, exhibitors, and attendees. Comments expressed to the OSBP have been collectively positive. We have already begun planning for next year, so please provide any additional feedback to **outreach@mda.mil**.

MiDAESS Awards

Full and Open

Acquisition Support (Capability Group 2)
IDIQ Contract Award Date: 9/8/2010

Computer Sciences Corporation	HQ0147-10-D-0019-0004	DP-01	1/19/2013	Integration Synchronization
	HQ0147-10-D-0019-0005	DOB-03	7/25/2013	Budget Execution/Funds Control
ECS Federal	HQ0147-10-D-0020-0004	DOB-07	2/27/2013	Financial Systems Support & Integration
	HQ0147-10-D-0020-0005	DOB-02	1/26/2015	Strategic Planning and Financial Management Support
Odyssey Systems Consulting Group	HQ0147-10-D-0021			

Engineering Support (Capability Group 3)
IDIQ Contract Award Date: 8/30/2010

ERC, Inc.	HQ0147-10-D-0006			
Madison Research Corporation	HQ0147-10-D-0007			
Computer Sciences Corporation	HQ0147-10-D-0008-0005	DE-05	2/10/2014	Sensor Engineering
General Dynamics IT	HQ0147-10-D-0009			
Parsons	HQ0147-10-D-0010-0012	DT-02	9/26/2013	Ground Test Support
	HQ0147-10-D-0010-0016	DE-01	4/9/2015	System Engineering Integration
	HQ0147-10-D-0010-0017	DE-03	7/16/2015	Weapons and Missile Systems
	HQ0147-10-D-0010-0010	DE-07	5/30/2013	Space Portfolio Engineering
	HQ0147-10-D-0010-0013	DE-08	3/20/2014	C3BM
	HQ0147-10-D-0010-0006	DE-10	9/24/2014	M&S Engineering
	HQ0147-10-D-0010-0011	DE-11	7/16/2013	Laser (Directed Energy) System Engineering
	HQ0147-10-D-0010-0014	DT-01	5/02/2014	Flight Component and General Test Support

Infrastructure and Deployment Support (Capability Group 4)
IDIQ Contract Award Date: 6/23/2010

Computer Sciences Corporation	HQ0147-10-D-0022-0007	DPF-01	5/8/2014	Facility, Logistics, and Space Management
	HQ0147-10-D-0022-0006	DPF-03	6/3/2013	Environmental Management
General Dynamics IT	HQ0147-10-D-0023			
Parsons Government Services, Inc.	HQ0147-10-D-0024-0004	DDW-01	2/15/2013	Warfighter Strategic Integration
	HQ0147-10-D-0024-0005	DDW-02	10/23/2013	Operations Support
	HQ0147-10-D-0024-0006	DPF-02	2/20/2014	Facilities Life-Cycle Management Site Activation Planning, Deployment, and Integration
	HQ0147-10-D-0024-0007	DT-08	5/8/2014	Warfighter Operational Support

Agency Operations Support (Capability Group 5)
IDIQ Contract Award Date: 6/17/2010

ALATEC, Inc.	HQ0147-10-D-0002-0003	DS-01	10/26/2012	Functional Management and Non-Matrix Admin. Support
Computer Sciences Corporation	HQ0147-10-D-0003			
EMC, Inc.	HQ0147-10-D-0004			

Security and Intelligence Support (Capability Group 6)
IDIQ Contract Award Date: 8/30/2010

Booz Allen Hamilton, Inc.	HQ0147-10-D-0011-0006	DEI-02	6/18/2013	Declassification
	HQ0147-10-D-0011-0008	IC-03	6/26/2014	BMDS Information Assurance/Computer Network Defense
	HQ0147-10-D-0011-0005	DEI-03	5/1/2012	Intelligence
	HQ0147-10-D-0011-0007	DEI-06	3/7/2014	Cyber Security and Engineering
Lockheed Martin, Inc.	HQ0147-10-D-0012			
ManTech International Corporation	HQ0147-10-D-0013-0005	DEI-01	3/7/2014	Security and Program Protection
	HQ0147-10-D-0013-0004	DEI-05	6/6/2013	Counterintelligence

Agency Advisory Analytical Support (Capability Group 7)
IDIQ Contract Award Date: 2/14/2011

Booz Allen Hamilton, Inc.	HQ0147-11-D-0001			
MacAulay-Brown, Inc.	HQ0147-11-D-0002-0003	A3-01	3/26/2013	Engineering & Technical Advisory & Analytical Support
	HQ0147-11-D-0002-0004	A3-02	3/21/2014	Test
SAIC	HQ0147-11-D-0003-0002	A3-03	3/26/2013	Executive Programmatic Advisory & Analytical Support
TASC	HQ0147-11-D-0004			

All information valid as of 1 October 2015

MiDAESS Awards

Small Business Set-Aside

Quality, Safety, and Mission Assurance (Capability Group 1)
IDIQ Contract Award Date: 1/21/2010

a.i. Solutions	HQ0147-10-D-0027-0003	QS-03	5/24/2013	Quality Assurance
	HQ0147-10-D-0027-0004	QS-02	11/07/2013	Mission Assurance
A-P-T Research, Inc.	HQ0147-10-D-0028-0004	QS-01	12/01/2012	System Safety & Safety Occupational Health
Bastion Technologies, Inc.	HQ0147-10-D-0029			

Acquisition Support (Capability Group 2)
IDIQ Contract Award Date: 7/21/2010

Acquisition Services Corporation	HQ0147-10-D-0035			
BCF Solutions, Inc.	HQ0147-10-D-0036-0005	DO-04	5/01/2013	Cost Estimating and Analysis
	HQ0147-10-D-0036-0006	DO-06	4/29/2013	EVMS
Quantech Services, Inc.	HQ0147-10-D-0037	DA-01	4/01/2014	Acquisition & Program Management Support
	HQ0147-10-D-0037-0007	DPL-01	3/27/2013	Logistics Management
	HQ0147-10-D-0037-0006	DA-02	3/27/2013	Acquisition Executive Support
	HQ0147-10-D-0037-0010	DI-01	3/10/2014	International Affairs
	HQ0147-10-D-0037-0008	DI-02	9/20/2013	Aegis BMD FMS and International Support
	HQ0147-10-D-0037-0011	DOB-05	7/23/2012	Accounting

Engineering Support (Capability Group 3)
IDIQ Contract Award Date: 3/10/2011

COLSA Corporation	HQ0147-11-D-0005-0002	IC-01	9/12/2014	Information Technology Management and Analysis
ERC, Inc.	HQ0147-11-D-0006			
MEI Corporation	HQ0147-11-D-0007-0009	DE-12	6/12/2014	Specialty Engineering / International Engineering
	HQ0147-11-D-0007-0008	DE-09	5/05/2014	Speciality C3BM
	HQ0147-11-D-0007-0007	DE-13	3/21/2014	Risk and Lethality Engineering
	HQ0147-11-D-0007-0011	DT-06	6/24/2014	Ground Test Provisioning Support
	HQ0147-11-D-0007-0010	DT-07	6/24/2014	Test Infrastructure Support
	HQ0147-11-D-0007-0006	DE-04	3/27/2013	Threat Engineering
Torch Technologies, Inc.	HQ0147-11-D-0008-0002	IC-02	9/24/2014	Cybersecurity & Risk Management
	HQ0147-11-D-0008-0007	DE-02	6/06/2014	Test Analysis & Reporting
	HQ0147-11-D-0008-0008	DT-05	7/25/2014	Flight Test Provisioning Support
DCS Corporation	HQ0147-11-D-0009			

Agency Operations Support (Capability Group 5)
IDIQ Contract Award Date: 8/20/2010

Harlan Lee & Associates	HQ0147-10-D-0030-0007	DS-04	3/18/2013	Strategic Planning & Communication
	HQ0147-10-D-0030-0008	DS-05	4/17/2014	VIPC
	HQ0147-10-D-0030-0006	PA-01	1/28/2013	Public Information Support
PeopleTec, Inc.	HQ0147-10-D-0031-0007	DS-02	5/17/2013	Executive Admin. & Action Officer Support
	HQ0147-10-D-0031-0008	DS-03	4/17//2014	Protocol & Event Management
	HQ0147-10-D-0031-0005	DOH-01	11/30/2012	Human Resources
	HQ0147-10-D-0031-0006	DOH-02	1/04/2013	Training and Development
Total Solutions, Inc.	HQ0147-10-D-0032			

All information valid as of 1 October 2015

3 MDA Mentor-Protégé's Win Prestigious Nunn-Perry Award

Ruth Dailey

Several Missile Defense Agency (MDA) teams with Huntsville ties were recently named recipients of the Nunn-Perry Award, for their involvement in the U.S. Department of Defense's Mentor-Protégé Program. The Nunn-Perry Award was first awarded in 1995, and is named in honor of former Senator Sam Nunn and former Secretary of Defense, William Perry. The award is given to recognize outstanding mentor-protégé teams formed under the auspices of the DoD Mentor-Protégé Program.

Announced by the DoD's Office of Small Business Programs, the winning Mentor-Protégé teams for 2015 are the teams of Northrop Grumman of Huntsville, Alabama, and Davidson Technologies, Inc. of Huntsville, Alabama; Raytheon Missile Systems of Tucson, Arizona, and Mentis Sciences of Manchester, New Hampshire; and Orbital ATK of Tucson, Arizona and Martinez and Turek, Inc. of Rialto, California.

The winners were honored June 2, 2016 in Atlanta, GA. A total of 10 U.S. teams received the award, which honors companies that excel in commitment, technical assistance, quality, and economic development of small businesses.

Mentor: **Northrop Grumman Systems Corporation**
Protégé: **Davidson Technologies, Inc.**
PTAC: **Alabama Technology Network PTAC**

Davidson Technologies, Inc. (DTI), a Woman-Owned Small Business, has made a strong commitment to the Department of Defense (DoD) Mentor-Protégé program by investing $171,571 in direct and indirect labor costs. DTI has gained more visibility from industry partners after Northrup Grumman Corporation's (NGC) guidance on marketing efforts. NGC has compiled strategic analysis of DTI's current capabilities and technical involvements, yielding focused capture plans. To date, DTI, jointly with NGC, is awaiting the award of four (4) programs. More importantly, DTI now has the technical, management, and information technology (IT) infrastructure in place to better support prime contract acquisitions. DTI has also bolstered success in some related areas, through investment of its own discretionary funds in innovative Cyber and IT solutions. In addition to DTI's commitments to grow, collaborate, and innovate in

related areas, the success of the DoD Mentor-Protégé agreement can also be attributed to NGC's support and the breadth of contribution from across the company. Agreement accomplishments include the following:

- Subcontracts of over $42(M) to DTI with long-term agreements to continue this work
- Successful implementation of DTI's IT infrastructure with innovative cybersecurity platforms
- Strategic planning, value proposition, and market analysis to solidify focused path for continued growth
- Successful ISO 9001:2008 certification as an added strength to DTI's low risk small business credentials
- Successful review of corporate policies and human resources procedures and policies
- Provision of support letters to DTI for two (2) Missile Defense Agency Small Business Innovation Research (SBIR) proposals which contributed to two (2) Phase I Awards

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Mentor: **Raytheon Missile Systems**
Protégé: **Mentis Sciences, Inc.**
PTAC: **Bethune-Cookman University**

The Mentis Sciences (MSI), Raytheon (RTN), and Bethune–Cookman University (B-CU) are teamed in an active and innovative MP agreement and opportunity. Mentis Sciences, Inc. is a small HUBZone engineering firm, located in the heart of Manchester's historic mill district. Since inception, Mentis has grown from 2 employees to some 35 employees, and is developing unique composite materials and applications for missile interceptor radomes, nose cones, windows, prosthetics, lightweight UAV's, and other diverse composite

applications for the DoD and Aerospace Industries. Mentis is known for the use of textile braiding for production of radomes, with much of this technology development funded through SBIRs and research activities for the various DoD customers. Using SBIR funding, Mentis has developed unique composite material formulations, applicable for applications in high stress, high temperature environments that can transition to DoD products.

RTN and MSI have established a general understanding and collaborative working relationship that centered on process improvement, strategic growth, and enhancement of their diverse capabilities in the aerospace and defense space and commercial industries. The team's initial accomplishments are the result of the use of a thorough needs assessment and strategic planning session (with MSI leadership, RTN business leaders and B-CU). To this end, Mentis is transitioning into a more agile production facility, flawlessly achieving AS9100 Rev C. Quality Certification, and are installing and integrating the production enterprise requirements closed loop system into their company business infrastructure. Agreement accomplishments include the following:

- 50% increase in square feet of manufacturing space with added agile aspects for growth in production
- Over 1000% increase from baseline for total work performed on Prime contracts supporting DoD
- Over 2000% increase from baseline for total work performed on DoD subcontracts
- AS9100 2009 Rev. C Certification (achieved with no negative findings)
- Team collaboration with other small businesses and MDA for production and SBIR development
- Enterprise Requirements Planning Implementation
- Extensive community service activity through High School Intern Program and STEM Program

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Mentor: Orbital ATK, Launch Systems Group
Protégé: Martinez & Turek, Inc.
PTAC: El Camino Community College

The Martinez and Turek (M&T) and Orbital ATK are teamed in an active and state-of-the-art MP agreement and opportunity. The Mentor Orbital ATK has a proven history of providing high-tech defense, flight, and space systems. The Protégé has earned the reputation as a quality design and manufacturing service for multiple industries. In 2011, Orbital ATK developed a close working relationship with M&T, when the protégé provided the design and build of the transporter, erector, and launch ground support system for the Antares space vehicle. The year ending September 30, 2015 the focus of the Mentor and Protégé was to improve the manufacturing processes through improvements using three key parameter indicators (KPI): Cost of Poor Quality, On Time Delivery, and Baseline vs. Actual Cost. The following technical innovation was used to facilitate the transition:

- Use, Define, Measure, Analyze, Improve, and Control principals to shift Protégé's current paradigms
- Benchmark high performance companies to determine what has allowed them to be industry leaders
- Evaluate the results, identify key differentiators observed, and define the gaps in the Protégé's use of technologies to support improvement in performance
- Use value stream mapping to determine an implementation path for applicable technologies through benchmarking. The Mentor and Protégé observed that high performing companies were planning all aspects of the work before it was released and scheduled in manufacturing. This change gave the Protégé the ability to do the following:

- Provide work instruction to workforce, without the need for a supervisor to micro-manage all current work
- Provide real-time data to manage throughput and elevate bottlenecks, before they occur
- Improve information flow to the customer base

The Protégé has seen 100% growth in invoiced dollars directly from DoD, and 49% growth in DoD subcontracts over this period of performance. The Protégé accomplished this during a period of less contract and subcontract opportunities from DoD, and showed productivity gains by performing the increased workload with a slightly reduced head count.

The purpose of the Mentor-Protégé Program is to provide incentives for DoD contractors to assist small businesses in enhancing their capabilities, and to increase participation of such firms in Government and commercial contracts.

Mr. Lee Rosenberg, Director, MDA Office of Small Business Programs said "The Mentor-Protégé Program benefits the Missile Defense Agency, by fostering lasting partnerships between large business prime contractors who support the Agency and small innovative businesses that have capabilities we can use." Mentors are prime contractors who agree to promote and develop small businesses, by providing developmental assistance designed to amplify the business success of the protégé. The Mentor-Protégé Program is designed to encourage the mentor to provide beneficial developmental assistance to the protégé.

The Mentor-Protégé Program strengthens subcontracting opportunities for small businesses and enhances contracting goal achievements for MDA. When looking at proposed Mentor-Protégé Agreements to approve, Rosenberg says he is always looking for the 'Win-Win-Win.' "The wins for the large and small businesses involved are inherent to the agreement. That third win is the payoff for the Agency, based on the terms of the agreement," he said. "This return on our investment in DoD dollars is the growth in the small business industrial base supporting MDA."

Congratulations to all awardees.

TECHNICAL, ENGINEERING, ADVISORY & MANAGEMENT SUPPORT

LEGEND	Anticipated	Draft RFP OR Final RFP Released		RFP Closed		Awarded

	ALL DATES NO EARLIER THAN:					
Solicitation	**TEAMS Schedule Update Valid as of 7/26/2016**	**Draft RFP**	**Final RFP**	**Proposal Due Date**	**Awarded**	
	F&O - BMD Systems Engineering (including M&S)	6/1/2016	8/15/2016	TBD		
	SBSA - Specialty Engineering (Directed Energy, Space, and CTTO)	9/7/2016	11/7/2016	TBD		
	SBSA - Predictive BMDS Engineering	7/7/2016	9/7/2016	TBD		
	F&O - Agency Advisory & Analytical Support	6/15/2016	8/1/2016	TBD		
	F&O - Facilities Life Cycle Management	3rd Qtr FY16	11/1/2016	3rd Qtr FY16		
HQ0147 -16-R-0015	SBSA - Information Technology Management and Analysis	7/8/2016	8/8/2016	TBD		
HQ0147-16-R-0008	F&O - BMDS CSM/CND	10/7/2015 & 1/15/2016	5/15/2016	TBD		
HQ0147-16-R-0016	SBSA - International Engineering	5/16/2016	7/1/2016	TBD		
HQ0147-16-R-0005	BSA - Cybersecurity Compliance and Risk Management	5/23/2016	8/4/2016	TBD		
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		
HQ0147-16-R-0004	F&O - C3BM Engineering	10/5/2015	11/21/2015	1/5/2016		
HQ0147-16-R-0011	SBSA - Test Provisioning	10/26/2015	2/10/2016	3/21/2016		
HQ0147-16-R-0011	SBSA - Test Provisioning	10/26/2015	2/10/2016	3/21/2016		
HQ0147-15-R-0007	SBSA - Quality and Mission Assurance	Awarded To:	a.i. solutions Inc.		12/9/2015	
HQ0147-15-R-0008	SBSA - Safety	Awarded To:	A-P-T Research Inc.		1/5/2016	
HQ0147-15-R-0011	F&O - Warfighter Integration	Awarded To:	Parsons Government Services Inc.		3/31/2016	
HQ0147-15-R-0019	SBSA - Business Operations	Awarded To:	Veterans Technology		4/1/2016	
HQ0147-15-R-0014	SBSA - Environmental Management	Awarded To:	Mabbett & Associates Inc.		4/22/2016	
HQ0147-15-R-0027	SBSA - Test Exercise, and Wargames	Awarded To:	Millennium Engineering and Integration		4/29/2016	
HQ0147-15-R-0032	SDVOSB - Office Administration	Awarded To:	Yorktown Systems Group, Inc.		5/3/2016	
HQ0147-15-R-0012	F&O - Counterintelligence	Awarded To:	ManTech Advanced Systems International, Inc.		5/10/2016	
HQ0147-15-R-0009	F&O - Security Programs	Awarded To:	Booz Allen Hamilton		5/10/2016	
HQ0147-15-R-0016	F&O - Intelligence Program	Awarded To:	Booz Allen Hamilton		5/19/2016	
HQ0147-15-R-0022	SBSA - Cybersecurity Engineering	Awarded To:	nou Systems, Inc.		5/26/2016	
HQ0147-15-R-0021	SBSA - Logistics	Awarded To:	Venturi Inc.		6/13/2016	
HQ0147-15-R-0013	SBSA - Acquisition	Awarded To:	BCF Solutions, Inc.		6/17/2016	
HQ0147-16-R-0003	F&O - Weapons and Missile Engineering	Awarded To:	Parsons Government Services Inc.		6/30/2016	
HQ0147-16-R-0014	SDVOSB - Strategic Planning	Awarded To:	Strategic Alliance Business Group		7/7/2016	
HQ0147-16-R-0006	SBSA - VIPC	Awarded To:	Metro Production Government Services, LLC		7/25/2016	

All information valid as of 26 July 2016

eSBIE Registration Steps

Have the following information ready:
1. 9-digit DUNS number
2. Company contact information
3. Company socio-economic 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

- **August 17, SMD Symposium, Huntsville, AL**

- **August 23-24, Navy Gold Coast San Diego, CA**

- **October 11-13, Energy Technology and Environmental Business Association (ETEBA) Annual Business Opportunities Conference Knoxville, TN**

- **October 13-14, National HuBZone Chantilly, VA**

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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