Message from the Director, OSBP

Lee Rosenberg

As the Director of OSBP, I appreciate the response to our last newsletter. From the feedback we received you found it to be generally useful information. We are always soliciting ways to improve so, if you were expecting something but didn't see it in the last newsletter or want us to address something in follow-on newsletters, please let us know.

In this article, I’d like to address some fundamentals to marketing to MDA. I’ve had the great privilege of meeting with many small businesses one-on-one over the time I’ve been Director and have always tried to emphasize in those meetings ways in which you can successfully market to the Agency (or at least make an impression on your target audience). What I will talk about is probably not new to you nor is it necessarily rocket science, but I think it’s fundamental to enhancing your opportunities to gain future business with the Agency.

First, let’s look at the environment you’re walking into. MDA buys mostly the services and expertise of people across a wide variety of technical disciplines and functional areas. We buy very little directly in the way of hardware or products. We accomplish our mission largely through the services provided by large systems integrators and a workforce of Government personnel and support contractors who monitor and oversee the performance of those large system integrators in their efforts to develop and field the elements of the Ballistic Missile Defense System (BMDS). Of course, we also have a need for infrastructure and support activities as well as financial management services, janitorial services, facilities management services, IT services, security services, advisory and assistance services, etc. Most of our contractors, with the exception of the large systems integrators, work on-site with the Government workforce. As you would expect, over time, good performers build up a very collegial relationship with those they support.
Missile Defense Flight Test Successfully Completed

On March 21, 2007, Lt. Gen. Henry “Trey” Obering, Missile Defense Agency director, announced the successful execution of an important test involving the tracking of a long-range target missile by radars that are being incorporated into the Ballistic Missile Defense System (BMDS).

The target missile was launched from Vandenberg Air Force Base, Calif. at 9:27 pm PDT March 20 (12:27 am EDT March 21). The target was successfully tracked by the Sea-Based X-band (SBX) radar and two Aegis Ballistic Missile Defense ships using onboard SPY-1 radar. The Missile Defense Agency is developing and deploying an extensive network of land and sea-based radars to detect and track all types of ballistic missiles and to provide targeting information to interceptor missiles through the Command, Control, Battle Management and Communication (C2BMC) system.

Participants from the ballistic missile defense operational community included the Operational Test Agencies, U.S. Northern Command, U.S. Pacific Command and U.S. Strategic Command. The test provided a significant opportunity for warfighters from Combatant Commands to practice and refine tactics, techniques and procedures to defend the United States.

News media point of contact is Rick Lehner, Missile Defense Agency, at richard.lehner@mda.mil

THAAD Radar Completes Successful Target Tracking Test

Lt. General Henry “Trey” Obering, Missile Defense Agency director, announced on March 8, 2007 the successful completion of an important radar data collection flight test for the Terminal High Altitude Area Defense (THAAD) missile defense element. The test was conducted on March 5 and involved the launch of a short-range target missile from an aircraft over the Pacific Ocean.

Air-launched targets provide the capability to structure target missile trajectories during flight tests so that they are able to better replicate potential trajectories hostile ballistic missiles could use during an attack of our homeland, our deployed forces and our allies and friends.

The THAAD element will provide upper-tier defense in the terminal segment of MDA’s integrated Ballistic Missile Defense System, which means that it is designed to destroy ballistic missiles during the terminal, or final, phase of flight. The Ballistic Missile Defense System is designed to provide an integrated, “layered” defense of the United States, our deployed forces, allies and friends against ballistic missile threats of all ranges, in all phases of flight—boost, midcourse and terminal.

For more information, contact Rick Lehner, Missile Defense Agency, at richard.lehner@mda.mil.
Message from the Director, OSBP cont...

As a rule, poor performers don’t last very long at MDA so, unless you are already an incumbent contractor, you face the task of breaking in from the outside into an environment where the customer may already be very pleased with the support he or she is currently receiving. While it may seem a difficult task, in my opinion, it is not impossible to accomplish provided you can do four things well:

1. **Demonstrate** your understanding of your potential customer’s environment, his or her mission, and his or her challenges.

2. **Demonstrate** your understanding of MDA, its mission, the way it conducts business and the uniqueness of the organization which separates us from the run-of-the-mill DoD or other Governmental organizations.

3. **Communicate** what you bring to the table and what differentiates you from the current incumbent recognizing that the customer may be very happy with his or her current support. This implies that you can provide the services that may bring new ideas to the organization, may provide more cost-effective ways of doing business or may have better tools or methodologies that will improve the quality and effectiveness of the manner in which we go about accomplishing our mission.

4. **Articulate** the relevancy of your past performance to the needs and requirements of the targeted customer. Not only does this address the inherent risk the customer naturally perceives in going outside the comfort zone of his or her incumbent contractor, but, if done well, sends a subliminal message that you really understand what that potential customer’s mission and needs are all about.

So now, you ask, “How the heck am I going to do all that?!” Well, all is not lost. There are a lot of resources available to you if you practice what I call the 3P’s in your marketing effort…patience, persistence and performance.

**Patience.** It goes without saying that Bill Gates didn’t become a billionaire overnight and neither will most of you receive a billion dollar contract from MDA right off the bat. The most successful business model that I’ve seen contractors utilize within MDA to grow their businesses is to start off reasonably small, become known within the Agency for outstanding performance, and then gradually expand the services you provide. This obviously is not done overnight and takes patience. You have to

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**Calendar of Events, cont...**

**May 7-11, 2007**
Small Business Week

**May 9-12, 2007**
2007 Black Enterprise Entrepreneurs Conference
Walt Disney World Swan and Dolphin Resort in Lake Buena Vista, FL

**May 15-17, 2007**
GSA Int'l Products and Services Expo 2007
Orlando, FL

**June 25-28, 2007**
3rd Annual National Veteran Small Business Conference & Expo
Las Vegas, NV

**August 13-16, 2007**
ASMD 8th Space & Missile Defense Conference
Huntsville, AL

**August 20-23, 2007**
National SBIR Phase II Conference “Beyond Phase II: Ready for Transition”
Hyatt Regency Crystal City, VA

Message from Director continued on next page…
always give your best performance while looking for new opportunities as they arise, but never extend yourselves beyond your capacity to deliver high quality and superior performance. It also means doing your homework. Getting to know your customer’s environment is no easy task.

There’s a lot of market research that has to be done up front to be successful down the road. There are many tools available to assist you in that endeavor. A great place to get started is the Agency’s official website, www.mda.mil. Of course, there’s always the MDA Office of Small Business Programs (OSBP), www.mda.mil/smallbusiness. Yes, this is a gratuitous plug for my office, but, on a serious note, you, the small business community, are our customers and we take that charge seriously.

We are your advocates in the Agency and spending some time with us can usually save you a lot of wasted energy and resources as you begin your quest to do business with us. Finally, I would not discount the value of starting in the Agency as a subcontractor to one of our current incumbent contractors. As I mentioned, being a known, well-respected part of the team through your demonstrated great performance is a distinct advantage when you decide it’s time to venture out on your own as a prime contractor with the Agency. A good way to do that is to spend some time as a subcontractor supporting the Agency.

**Persistence.** As the saying goes, “…there are many ways to skin a cat (cat lovers are going to really love this quote)…” Just because you do not win a contract your first time out does not mean that the door is slammed shut on you forever. Contract competitions in the Agency tend to be very keen, be they full and open or set-asides. Just because you didn’t win this time doesn’t mean that there aren’t future opportunities for you. In those situations, always ask for a debriefing from the Contracting Officers. Listen to what they say, take copious notes and learn from what they tell you to improve your proposal the next time around. Look for opportunities to subcontract in the area in which you have an interest. Do not give up because things didn’t work out for you. Analyze what you can do to improve your approach and continually do your targeted market research, looking for those new opportunities as they arise. If you’re a technically-oriented business with the ability to do research and development, don’t forget the SBIR and STTR programs. They can be a great entrance into the Agency as well.

**Performance.** Nothing sells like demonstrated exceptional performance. Always lead with your strengths and don’t “bite off more than you can chew.” My own experience as a contractor taught me that the best marketing you can do for future work is great performance in your current work. I said it many times and it bears repeating here........
Missile Defense Agency Awards Aegis BMD Contract to Lockheed Martin

Lockheed Martin Maritime Sensors and Systems of Moorestown, New Jersey 08057-0927, is being awarded a $979,175,217 cost-plus-award-fee contract modification to continue design, test, and deliver the AEGIS Ballistic Missile Defense (BMD) Block 2006/2008 (Consolidated) Weapon System capability (BMD Baseline 4.0.1) requirement. Work will be performed at Moorestown, New Jersey and is expected to be complete by Dec. 2010. The contract funds will not expire at the end of the fiscal year. FY2007 research and development funds will be used. The Naval Sea Systems Command, Washington, D.C. is the contracting activity (N00024-03-C-6110).

Missile Defense Agency Awards Contract to Northrop Grumman to Conduct a Study for the Space Tracking and Surveillance System

Northrop-Grumman Space Technology of Redondo Beach, California 90278-1001, has been awarded a $17,499,776 cost-plus-fixed-fee contract modification to conduct a study for the Space Tracking and Surveillance System. This effort supports the Ballistic Missile Defense System. Work will be performed at Redondo Beach, California and is expected to be complete by September 2007. The contract funds will not expire at the end of the fiscal year. The Space and Missile Systems Center, Los Angeles Air Force Base, CA is the contracting activity (F04701-02-C-0009). FY 07 research and development funds will be used.

8th Annual MDA Small Business Day Conference

The Office of Small Business Programs is currently in the process of planning this year’s 8th Annual MDA Small Business Day Conference for next Fall. This year’s conference will be held in Huntsville, Alabama. The tentative date is Wednesday, September 19, 2007.

One of the suggestions from last year’s conference was to have more time with Prime Contractors during the breakout sessions. In response to this request, we have added more sessions which will give small businesses additional opportunities to network with our Prime Contractors.

An email with additional information will be sent out shortly and we will post details, as they become available, on www.mda.mil/smallbusiness.
2007 Spring National SBIR/STTR Conference

The Spring National SBIR/STTR Conference will take place April 30 - May 3, 2007 at the Sheraton Imperial Hotel and Convention Center in Research Triangle Park, N.C. and the Missile Defense Agency will be participating in this conference in one-on-one sessions. The conference will focus on helping small businesses learn how to tap into the $2+ Billion Dollar Business Resource of the National SBIR/STTR program.

At this conference, small businesses can learn about the SBIR/STTR Program: how to apply for, and what it takes to win, some of the $2 billion in U.S. Government R&D investments. The SBIR program funds high-risk projects at the earliest stages of technology development-before companies can attract venture capital-and works with you through that development and on into the actual commercialization of your technology.

Following is a list of Federal Agencies participating in the SBIR and STTR programs:

Department of Agriculture
Department of Commerce: NOAA/NIST
Department of Defense: Air Force, Army, Defense Advanced Research Projects Agency (DARPA), Defense Threat Reduction Agency (DTRA), Defense Technology Information Center (DTIC), Missile Defense Agency (MDA), National Geospatial Intelligence Agency (NGA), Navy, Office of the Secretary of Defense (OSD), Special Operations Command (SOCOM)
Department of Education
Department of Energy
Department of Health & Human Services: NIH, CDC, FDA, AHRQ
Department of Homeland Security
Department of Transportation
Environmental Protection Agency
National Aeronautics & Space Administration
National Science Foundation

Federal Agencies Participating in the STTR Program:

Department of Defense: Air Force, Army, DARPA, MDA, Navy, OSD
Department of Energy
Department of Health & Human Services: NIH
Department of Homeland Security
National Aeronautics & Space Administration
National Science Foundation

Please visit http://www.sbtac.org/events/sbir/2007/about.htm for more information on this conference.
Finding the Right Path; The Road to Success is not Always the Obvious Route  

By Scott Tillett

A wise person once said that a career path only makes sense in hindsight. For many researchers, that axiom is a true one. And a similar axiom applies for commercial applications of the technologies those researchers are developing: Sometimes, the path of product development only makes sense in hindsight. We see it a lot here at the MDA Technology Applications program: A technology developed for one application—be it a role in missile defense or a specific commercial use—often ends up seeing great success in an application for which the technology was not originally intended.

Flip through any issue of the MDA TechUpdate, and you’re likely to run across several technologies that deviated from anticipated paths. You might find an article on a laser that, while promising for missile defense, has shown more immediate success as a medical tool. Or you might find an article on a material that, while appropriate for space and aviation applications, has tapped in to ground-based applications as a stronger market.

The challenge for an MDA-funded inventor often is knowing when to guide a technology down a preplanned route and when to let other factors (such as market demand and interest from investors) pull that technology along a different course, toward possibly unanticipated applications. The direction that makes the most sense commercially often is not the same path that an inventor envisions at the beginning of technology development. However, it’s a path that, when viewed in hindsight, can seem as if it were brilliantly planned from Day One.

But—and this is the important thing to remember when dealing with technology transfer—MDA does not lose out when technologies zip off down these brilliant commercial paths that seem to have little to do with missile defense. As companies trek toward successful applications that are more commercially oriented, improvements and innovations along the way help create mature products that can be inserted into missile defense applications. Commercial customers of MDA-funded innovations such as software or imaging technology, for example, might suggest improvements or features that will prove helpful to MDA users, as well. Ultimately, MDA can and does benefit from commercial enhancements to the technologies. Promising technologies that follow a commercial path do not simply come to a happy dead end at commercial success. Along the way, innovations serve as loop-backs and bridges that deliver strong, mature technologies for the MDA mission.

“Finding the Right Path” continued on next page…
Message from the Director, OSBP cont...

MDA will NEVER award a contract based solely on the size of a business or their socio-economic category. The great capability you bring to the table coupled with your demonstrated, relevant past performance will be what ultimately wins the day.

I hope this helps in getting you started in your quest to do business with MDA. I see great opportunities on the horizon as we transition to our new locations and organizations due to our ongoing re-engineering and implementation of the Base Realignment and Closure (BRAC) direction.

Finding the Right Path cont...

It’s a path that does not seem obvious during the beginning stages of product development. But it’s a path that makes sense in hindsight—because it benefits both commercial users of technology as well as MDA.

'Tillett is editor of the MDA TechUpdate, which is written and produced for MDA by the National Technology Transfer Center-Washington Operations. This project is sponsored by MDA. The content does not necessarily reflect the position or policy of the Government; no official endorsement should be inferred. More information is available online at http://www.mdatechnology.net. [Approved for Public Release: 06-MDA-2053]

Proposed SBA ’08 Budget Ups Small Business Financing to $28 Billion, Reduces Loan Fees, Increases Most Programs    By Sean Rushton

WASHINGTON – February 7, 2007, President Bush announced a proposed FY 2008 budget for the U.S. Small Business Administration that increases financing capacity by 40 percent over business lending in FY 2006, reduces fees on loans, and provides increased funding and staff for SBA’s ongoing operational reforms.

The proposal sets overall spending for the year at $814 million, including $464 million in new budget authority, $329 million in carryover funds for disaster loans, and $21 million in reimbursable revenues.

The budget would authorize a level of $17.5 billion for the 7(a) Guaranteed Loan program, $7.5 billion for the Certified Development Company, or 504, loan program, and $3 billion for venture capital support under the Small Business Investment company program. It calls for reducing fees in the 7(a) and 504 loan programs, allowing them to continue on the self-funding basis that has enabled them to produce record numbers of loans without interruption for more than two years.

On the technical assistance side, the budget requests more than $87 million for Small Business Development Centers, almost $12 million for grants to Women’s Business Centers and nearly $5 million for SCORE.

For more information or to read the complete article, visit www.sba.gov/news.
On October 30, 2006, the Missile Defense Agency (MDA) issued a Broad Agency Announcement (BAA) seeking proposals from Historically Black Colleges and Universities and Minority Institutions (HBCU/MIs) for set-aside research contracts.

The purpose of this set-aside pilot program is to promote participation of and prepare HBCUs/MIs to compete with major institutions of higher learning for research funding from all other available resources.

In response to the BAA, MDA received 49 proposals which were independently evaluated and ranked. Based on the requirements necessary to meet MDA's goals and objectives, seven HBCUs/MIs were selected to receive contracts. The selected institutions were:

- California State University-Long Beach
- University of Texas Pan American
- Norfolk State University
- University of Puerto Rico
- Florida A&M University
- University of Texas at El Paso
- Alabama A&M University

The following topics were funded for research:

2. Silicon Technology-SWNT Integration Research: Low Temperature Catalys-Free Growth of Carbon Nanotubes for Interceptor Sensors
3. Investigation on Non-Toxic Liquid Bipropellant Micro-Propulsion Technologies
4. Light-Induced Insulator-to-Metal Transition Materials for Novel Device Applications
5. Design Asynchronous Circuits Against Particle Induced Soft Error for Highly Dependable Systems
6. Improving the Propulsion Efficiency of Aero-Spike Engine-Powered Vehicles
7. Laser Beam Coherent Combining Using Multiplexed Volume Holographic Optical Elements and Phase Conjugation

MDA is expected to announce another set-aside BAA before the end of March 2007, or by the next printing of this newsletter. Please watch for this announcement on the Federal Business Opportunities' website at http://www.fedbizopps.gov.

For more information on the HBCU/MI Program at MDA, please contact Dr. Pravat K. Choudhury via email at Pravat.Choudhury@mda.mil.
New MDA Mentor-Protégé Agreement between Northrop Grumman and Boecore

On February 16, 2007, a Mentor-Protégé Agreement between Northrop Grumman Corporation’s (NGC) subsidiary sector Northrop Grumman Mission Systems (NGMS) as the Mentor and Boecore Corporation as the Protégé was approved by the Missile Defense Agency’s (MDA) Office of Small Business Programs (OSBP). Under the Mentor-Protégé Program agreement, NGMS is receiving direct reimbursement funded by the Office of the Secretary of Defense (OSD) OSBP.

NGC, including the corporation’s subsidiaries, has been approved under the Department of Defense (DoD) Mentor-Protégé Program since 1992 and has received 15 Nunn Perry Awards in recognition for participation in the Mentor-Protégé Program. The second-largest provider of Information Technology (IT) for the government, NGMS is a prime contractor for the Missile Defense Agency performing under the Individual Subcontracting Plan.

Boecore is a woman-owned small business (WOSB) and has built a strong reputation for delivering quality Engineering and IT Services from their three current MDA subcontracts with NGC.

In 2005, NGC awarded Boecore the Socio-Economic Business Supplier and Socio-Economic Business Programs Special Recognition Award. During the same year, NGC provided a total of $3.8 billion in subcontracting work for small businesses. Of the $3.8 billion, WOSB received $588 million.

Under the three-year Mentor-Protégé Agreement, Boecore will receive development assistance in emerging technology services, contract and subcontract development, strategic planning, Capability Maturity Model Integration (CMMI) and Quality Assurance, operational infrastructure, and marketing. To provide more opportunity for Boecore, NGMS entered an agreement with New Mexico State University’s (NMSU) Physical Science Laboratory, a Minority Institution. NMSU has also been a collaborator on previous MDA contracts.

NGMS and Boecore believe that the Mentor-Protégé Program will enhance Boecore’s capability to perform as a supplier and teaming associate of Engineering and IT Programs with MDA, other DoD agencies, and private corporations.
Legislative Updates – Small Business Regulations

S.98
Title: A bill to foster the development of minority-owned small businesses.

S.904
Title: A bill to provide additional relief for small business owners ordered to active duty as members of reserve components of the Armed Forces, and for other purposes.
Latest Major Action: 3/15/2007 Referred to Senate committee. Status: Read twice and referred to the Committee on Small Business and Entrepreneurship.

H.R.46
Title: To amend the Internal Revenue Code of 1986 to provide tax incentives for small businesses, and for other purposes.

H.R.109
Title: To amend the Small Business Act to make service-disabled veterans eligible under the 8(a) business development program.

H.R.1265
Title: To amend the Small Business Act to authorize the Administrator of the Small Business Administration to award contracts to small business concerns owned and controlled by service-disabled veterans under the section 8(a) program.
Latest Major Action: 3/1/2007 Referred to House committee. Status: Referred to the House Committee on Small Business.

Search for Legislation at www.thomas.gov
Background
The Department of Defense Mentor-Protégé Program was established in 1991 under Section 831 of Public Law 101-510. 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. Mentor-Protégé Program is designed to encourage mentor to provide beneficial developmental assistance to all categories of protégé. The program will strengthen subcontracting opportunities for small businesses and enhance contracting goal achievements for Missile Defense Agency (MDA).

Mentor’s Eligibility
- Must have at least one active approved subcontracting plan (FAR 19.702)
- Must be eligible for the award of Federal contracts
- Must demonstrate the capability to assist in the development of a protégé
- May be a graduated 8(a) business
- May have an active, long-term involvement of Historically Black Colleges and Universities and Minority Institutions (HBCUs/MIs), Procurement Technical Assistance Centers (PTACs) & Small Business Development Centers (SBDCs) with a minimum subcontracting goal of 5 percent
- May have more than one protégé

Protégé’s Eligibility
- May be Small Disadvantaged Businesses
- May be Service-Disabled Veteran-Owned Small Businesses
- May be Women-Owned Small Businesses
- May be HUBZone Small Businesses
- May be Qualified Organizations Employing the Severely Disabled Businesses
- May be Indian-Owned Small Businesses
- May be Native Hawaiian Organization-Owned Small Businesses
- Must be eligible for award of Federal contracts
- May have only one approved mentor

Mentor’s Incentives
- An opportunity to develop long-term relationships with qualified small businesses
- A government-authorized component added to their subcontracting plans
- Compensation in the form of direct reimbursement for costs associated with their Mentor-Protégé Agreements

Protégé’s Incentive
- Technology transfer
- Developing long-term business relationships
- Marketing, business development & overall business planning assistance
- Business opportunities with other prime contractors
- Direct assistance from a successful major prime contractor
- Teaming opportunities with other protégés to win new contracts and/or subcontracts
HBCU/MI PROGRAM OBJECTIVE

The Missile Defense Agency’s HBCU/MI program invests in our Nation's future by:

• Providing HBCU/MI researchers with opportunities to be involved in leading edge technologies relevant to MDA’s mission.
• Providing training to a diverse workforce that will resolve evolving global security and technological challenges.
• Providing incentives for enhancing the structure of HBCU/MI academic and research environments at the undergraduate and graduate levels.

TERMINOLOGY

Historically Black Colleges and Universities (HBCUs): The Higher Education Act of 1965, as amended, defines an HBCU as "any historically black college or university that was established prior to 1964, whose principle mission is the education of Black Americans, and that is accredited by a nationally recognized accredited agency or association determined by the Secretary of Education to be reliable authority as to the quality of training offered or is according to such an agency or association, making reasonable progress toward accreditation."

Hispanic Serving Institution (HSI): An IHE that is an eligible institution at the time of application, has an enrollment of undergraduate full-time equivalent students that is at least 25 percent Hispanic students and provides assurance that not less than 50 percent of the institution's Hispanic students are low-income individuals.

Institution of Higher Education (IHE): Any post-secondary educational institution in the United States or its territories that offers at least two-years of college-level studies. Qualified institutions are listed in the Education Directory of Colleges and Universities, published by the National Center for Education Statistics.

Minority Institutions (MIs): Term used to identify institutions, in addition to HBCUs, as having significant minority enrollments. Designated minority groups include African-Americans, Asian-Americans, Alaskan Natives, Hispanic/Latino-Americans, Native Americans, and Pacific Islander-Americans. Referred to in sections 1046(3) and 316(b)(1) of the Higher Education Act of 1965, as amended (20 U.S.C. 1135d-5(3) and 1059c(b)(1), respectively).

Tribal Colleges and Universities (TCUs): Tribal Colleges and Universities are those institutions cited in section 532 of the Equity in Educational Land-Grant Status Act of 1994 (7 U.S.C. 301 note), and any other institution that qualifies for funding under the Tribally Controlled Community Colleges Assistance Act of 1978 (25 U.S.C. 1801) including Sand Dine College, which was authorized by the Navajo Community College Assistance Act of 1978, Public Law 95-471, title II (25 U.S.C 640a note).
Background:

The Department of Defense (DoD) Comprehensive Subcontracting Plan Test Program was established under Section 834, Public Law 101-189 to determine whether comprehensive subcontracting plans on a corporate, division, or plant-wide basis will reduce administrative burdens on contractors while enhancing subcontracting opportunities for small business concerns.

Participants:

• Are large businesses with at least 3 DoD contracting (supplies/services) aggregating $5 million or more.
• Have plans approved annually by the Defense Contract Management Agency (DCMA). DCMA administers the plans.
• Comply with DFARS Subpart 215 for source selection purposes.

Clauses:

DFARs 252.219-7004, Small, Small Disadvantaged and Women-Owned Small Business Subcontracting Plan (Test Program) instead of DFARS 252.219-7003, Small, Small Disadvantaged and Woman-Owned Small Business Subcontracting Plan (DoD Contracts)

• Exclude: FAR 52.219-16, Liquidated Damages-Subcontracting Plan; and FAR 52.219-10, Incentive Subcontracting program

• Contracting Officers must modify existing contracts to incorporate the most recently approved Comprehensive Subcontracting Test Plan.

Participants: (For Fiscal Year 2007)

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<th>BAE Systems</th>
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For additional information, please visit: http://www.acq.osd.mil/osbp/programs/csp/index.html
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Websites of Interest:

Missile Defense Agency (MDA)

MDA Office of Small Business Programs
www.mda.mil/smallbusiness

MDA Technology Applications Program (Technology Transfer)
www.mdatechnology.net

Department of Defense Contracting Information

Defense Procurement and Acquisition Policy
http://www.acq.osd.mil/dpap/

SBA Office of Advocacy
http://www.sba.gov/advo

SBA Free Online Training
http://www.sba.gov/services/training/onlinecourses/index.html