



Missile Defense Agency

Office of Small Business Programs

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Message from the Director

Lee Rosenberg

In this issue, I'm going to regurgitate an article I wrote back in 2015 with some updates to reflect today's environment. Obviously the "lay of

the land" is significantly different today than in 2015. We have a different administration in place, budget vagaries continue to play havoc with acquisition planning and the sophistication of our weapons systems continues to evolve with new warfighting venues emerging, most especially cyberwarfare. Too often I talk to small businesses that have been largely successful in a particular Government marketplace and have grown their businesses around that specific marketplace. While nobody doubts the wisdom of "doubling down" on where you've had success, in this day and age, a word of caution is in order. As one "reads the tea leaves" for the future, one can readily discern that in some Defense areas there may be actual growth into the future while in other areas, which have traditionally seen robust budgets, there may be a decline. To add to the complexity of the situation, the acquisition environment is also changing. DoD is reorganizing its whole acquisition infrastructure, changing where decisions are made, splitting research and development management out from acquisition and sustainment management. The whole Federal Government, through Office of Management and Budget (OMB) direction, is shifting to Category Management. If you don't know what that is, especially if you're a service provider of some sort or another, you need to get smart on it quickly. All these changes will affect your future markets and the methods by which you market to DoD specifically, and the Federal Government, in general. Therefore, "fishing from the same

pond" may leave you "high and dry" in the near future even if you caught loads of fish from that pond in the past.

So, what is a business to do in this situation? Well, prudence would dictate that now is the time, while your business still has steady income, to explore new markets both within and external to the Federal Government and DoD. I believe, over the next few years, diversification will be the key to survival when dealing in the federal marketplace. Think about your 401k or IRA. You don't put all your assets in IBM stock or Walmart stock or even Apple stock. While these all may be very good investments, "putting all your eggs in one basket" may spell disaster if that one great stock "goes south". Instead, most people diversify their portfolios as a hedge against the vagaries of the market. Shouldn't the same be said of business planning? The old saying in the financial markets that, "Previous success is no guarantee of future earnings." really applies today in the federal marketplace. But waiting until the last minute to diversify your business may find you a "day late and a dollar short".

Let's look at a hypothetical example of what I'm talking about. Take XYZ Corporation, a small business with great modeling and simulation skills. In fact, XYZ has been doing business with the Air Force for years doing simulations of satellite re-entries and multiple outcome probability assessments from those re-entries using Monte Carlo methodologies to determine which would be the safest way of bringing the satellites down at the end of their life. They have 55 folks on staff, most of which are degreed engineers with modeling and simulation backgrounds in the aerospace industry. Business is good today, but the prospects for future business with the Air Force aren't so

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RFI's... What's in it for me?



One of the perks of the position that I hold, is that I get the opportunity to sit down with small businesses from all across the US to see what capabilities they possess and help them understand if they have what we need to help build and deploy the nations Ballistic Missile Defense System (BMDS).

In those discussions, once we see what their capabilities are and what socio-economic categories they fit in, I always ask what Request for Information (RFI)'s they have responded to and what do they have on their radar for MDA. Over 85% of the time, I am told that they do not reply to RFI's because "it does not matter... we just see what comes out under our NAICS and Socio-Economic category and respond accordingly." Or, someone will tell me that it doesn't matter... the Government already has decided what they want to do before they release the Request for Proposal (RFP). This could not be farther from the truth. I want to spend this time to discuss what we do with an RFI and how we use this information to shape all MDA acquisitions.

So, if I take the time to respond to an RFI, what's in it for me? Why should I spend the time, energy and money to respond to these?

When MDA issues an RFI against an upcoming acquisition, we use this market research to shape the way the acquisition process will go. Over the course of the past several months, we have used the information that we received in the RFI responses to set aside two procurements for women owned small businesses (WOSB), one 8(a) and numerous other Small Business set asides. Even if we don't find the capability from Small Businesses (SB) to do the entire work, if there is a preponderance of evidence, we can pull certain parts out and set them aside for SB's.

What if I can't do all of what is being asked for in the RFI, should I still respond?

The answer is ABSOLUTELY. If you (and your other business partners) respond to an RFI and can only do a portion of the work needed, speak to that portion. If we have enough small businesses respond to that part (the FAR says two or more) we have the option to set that portion aside for SB.

It's very important that you work with your competitors, business mates, partners etc. (some have termed it "competimates") to ensure you come together and help shape

an acquisition and narrow your field down to something more manageable for you. If you do not know who your competitors are, or if you want to find more companies that do what you do in a certain socio-economic category, you can reach out to any of their national organizations. There is a national organization for nearly every socio-economic category, these include (but not limited to) the National 8(a) Association, Veterans Administration, National HUBZone Council, National Women's Chamber of Commerce etc. These organizations can help you identify "competimates" and help you to understand how to shape any acquisition by responding to RFI's and level the playing field for your businesses.



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 Director's 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

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great. Satellites are flying longer and projected cuts in future Air Force space budget may leave current satellites flying past their predicted service lives. XYZ's current contract with Air Force Space Command has two years left on it. Also the Air Force has decided to get engineering services from the GSA OASIS contracts in the future. What can XYZ do now to insure a stable business base into the future?

Option 1 - Market heavily to the Air Force satellite program office to continue their contract beyond its current period. After all, they do have great past performance and the program offices likes the work XYZ is doing.

Option 2 - Learn about the GSA OASIS contract. When is the next "on ramp" competition in the area of the contract that provides for small business set-asides for engineering services? What do you have to do to compete on those procurements? Can you do it in the short run or do you need to find other work while waiting for the recompetition of those portions of the OASIS contract in which you have an interest?

Option 3 - Explore new, maybe non-traditional markets and begin to compete for contracts in those markets. So XYZ hasn't done business outside DoD before. They know the FAR and DFARS inside out and surely, the commercial marketplace is much easier to deal with than the Government.

Option 4 - Do all of the above.

Let's look at Option 1. What's the likelihood the Air Force will continue the contract with XYZ in a sole source capacity? Not very. Unless XYZ has some super specialized skill, justifying a sole source extension to the contract is unlikely in today's environment of increasing competition to drive down costs. In all likelihood the Air Force will compete any follow-on contract on the GSA OASIS contract, given that they still need the contract which in and of itself may not be certain. And what will that competition do to XYZ's current pricing structure? Remember, the Air Force is going through budget cuts. Option 2 now becomes more important since you know that's the direction the Air Force is headed. Maybe you need to pump your customer for what their plans are and which part of OASIS they intend to order from. Maybe you need to begin discussions with GSA about how to get on the OASIS contract and when the next competition will be.

How about Option 3? Who else flies satellites besides the Air Force? Well, NOAA in the Department of Commerce has satellites. Perhaps exploring how they manage and control those satellites may provide an alternative? And how about all the cable TV companies or those people that use GPS in cell phones? How do they operate? Whose satellites do they use? And here's a possible "out of the box" opportunity. You know the local pharmaceutical company is doing genomic studies for targeting future cancer drugs. You know you have very skillful modelers on staff who can develop models and

run them through Monte Carlo simulations to see probable outcomes. Okay, so you don't have a genome expert. Would hiring that type of subject matter expert, partnered with your on onboard staff, open a market with that pharmaceutical company? Perhaps.

And what about Option 4? Certainly more resource intensive than the other ones alone, but, the Air Force might just decide you're the best company for the job after all, competition or not. You might find out that the next "on ramp" competition for the OASIS contract is in 4 months and you can put together a competitive proposal that will "knock their socks off". On the other hand, the pharmaceutical company might see your company as the best way to most rapidly determine the best manufacturing process for the new contemplated drug that will beat the competition based on your help. To me, keeping all your options open is the best approach, even though you may have to "burn the midnight oil" to accomplish all this.

What about that new Category Management stuff OMB is pushing? How is Category Management going to affect your future business? Is your current customer going to continue to use their own "homegrown" contracts or shift to one of those "Best In Class" contracts under Category Management? Have you planned to get on the "Best In Class" contract applicable to your area of expertise so you can continue to compete for the work you are doing today if your current customer decides to go that route? Are there even "on ramps" for you to get on those contracts and when is the next competition for those "on ramps"? Answering all of these questions may be the key to you remaining in that market or deciding to break into a new market.

So I urge to think about your current markets, where they are headed, and what you can do now to mitigate any foreseeable downturns. Your business may depend on it. I want you to be successful and, especially, I don't want to have to write another article about this and have to think up yet more colloquialisms and old sayings to get you motivated. It hurts my brain!



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

Ruth Dailey

Five Missile Defense Agency (MDA) teams 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.

The following MDA mentor-protégé teams were five out of seven award winners for 2017. The recipients are the teams of Northrop Grumman Mission Systems Sector, Missile Defense & Protective Systems Division of Huntsville and QTEC, Inc. DBA QTEC Aerospace of Huntsville, Alabama; Parsons Government Services, Inc. of Pasadena, California and Mobius Consulting, LLC of Alexandria, Virginia; Raytheon Missile Systems of Tucson, Arizona, and Fifth Gait Technologies, Inc. of Santa Barbara, California; Raytheon Integrated Defense Systems, San Diego, California and New England Die Cutting of Methuen, Massachusetts and Raytheon Integrated Defense Systems, San Diego, California and TRM Microwave of Bedford, New Hampshire.

The winners will be honored August 17, 2017 in Orlando, FL. A total of 7 U.S. teams received the award, which honors companies that excel in commitment, technical assistance, quality, and economic development of small businesses.

Mentor: Raytheon

Protégé: Fifth Gait Technologies

PTAC: Bethune-Cookman University



Fifth Gait Technologies (FGT), Raytheon (RTN) and Bethune-Cookman University (B-CU) are teamed in an active and innovative MP agreement and opportunity. Fifth Gait Technologies, a creative virtual company, is headquartered in Santa Barbara, California. They also have footprint/offices, and laboratories in Colorado Springs, Colorado; Huntsville, Alabama; and Raleigh, North Carolina. They have an additional scientist who telecommutes from Ecuador, South America.

Fifth Gait Technologies, Inc. is a small disadvantaged, minority-woman owned small business founded in October 2007 with the goal of providing quality and timely engineering services and products to DoD, DoE, and NASA with an emphasis on electro-optic sensor components and systems, real-time computing, image and digital signal processing, space, radiation and nuclear effects, and materials. Fifth Gait Technologies provides a home for highly educated and nationally recognized subject matter experts who are dedicated in furthering the state-of-art in their respective areas of expertise with the freedom

and agility of a small organization. In its design the company provides a highly supportive group environment coupled with ties to large aerospace organizations.

Raytheon and Fifth Gait have established an understanding and collaborative working relationship that centers 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 FGT leadership, RTN business leaders and B-CU). To this end, Fifth Gait is gaining exposure and improving their infrastructure and processes while establishing their company as industry leaders and experts in their highly technical field of system survivability. Our team is expecting to achieve AS9100 Rev.

Quality Certification this year, a formidable task for a "virtual company" while also addressing the increasing DoD requirements for cyber security. Agreement accomplishments include the following:

- New testing and laboratory space developed with added agile aspects for growth in engineering support to the DoD community.
- Increase of Fifth Gait facility clearance to Top Secret to allow support of important DoD programs.
- Over 55X increase from 2014 for total contracts from Mentor to Protégé.
- Over 75% increase in total sales in first year of Mentor Protégé Contract
- AS9100 2016 Rev. D Certification in process

Mentor: Raytheon

Protégé: TRM Microwave

PTAC: Bethune-Cookman and George Mason University



TRM Microwave is a Woman Owned Small Business specializing in custom design and manufacture of RF and Microwave components and integrated subsystem assemblies. These RF components are the enabling technology in advanced radars, missile defense systems, radio communications, and flight hardware. TRM is a part of Raytheon Integrated Defense Systems' push to engage critical technology companies in Mentor-Protégé agreements for the benefit of Raytheon, the industry and most importantly, the Warfighter.

Raytheon Integrated Defense Business is a subsidiary of Raytheon Corporation. Raytheon Integrated Defense Systems

specializes in air and missile defense, land and sea-based radars, and systems for managing C4ISR as well as sonars for torpedoes and electronic systems for ships. Raytheon's work with TRM Microwave is largely focused on system elements for critical Missile Defense Systems.

TRM has directly benefitted in many ways and in many disciplines within their company.

- Engineering design software training that supports collaborative design and analysis through Modeling and Simulation improving first pass yield of designs and electrical performance
- Layout, implementation and optimization of a dedicated work cell for RF products using Pick and Place Technology allowing for fewer man hours per part and the improved accuracy and quality of an automated production line.
- Machine based manufacturing that improves quality and through put while reducing cost
- TRM has received over 80 pieces of donated equipment from Raytheon to date to help build out TRMs new 4,000 square foot manufacturing expansion facility
- Technology Roadmapping and Executive Coaching have provided both the direction for the company's growth and the organizational understanding to do so successfully.

This agreement has already had a positive effect on the Defense Industrial Base. The technical improvements that TRM acquired through in this agreement are being enjoyed by multiple programs and companies today and will continue in the future

- Training has resulted in TRM being used on new programs within Raytheon including the Upgraded Early Warning Radar – UEWR, the 3 Dimensional Expeditionary Long Range Radar – 3DELRR and the Patriot Upgrade Program.
- Transition to machine base manufacturing means lower cost, higher reliability and lower program risk. This gets more reliable equipment in the Warfighters hands, faster and a much lower cost.
- Successes of this agreement are being shared with other Defense Industry Base Companies. The Raytheon Mentors have met directly with BAE to assure the training is universal and meets BAE's needs. L3 and Lockheed Martin have also benefitted from this Raytheon led Mentor-Protégé program



QTEC

Mentor: Northrop Grumman Mission Systems Sector, Missile Defense & Protective Systems Division of Huntsville

Protégé: QTEC, Inc. DBA QTEC Aerospace

PTAC: Oakwood University

MDA, QTEC Aerospace (QTEC), Northrop Grumman Corporation (NGC) and Oakwood University are partnered in an active

Mentor-Protege (MP) agreement which has as its foundation the long-term Northrop Grumman/QTEC Aerospace relationship established through years of collaboration on national defense projects for multiple government customers including the Missile Defense Agency (MDA). QTEC Aerospace, a Women-Owned Small Business (WOSB) centered in Huntsville, Alabama, provides systems engineering, project management, engineering analysis and operations and logistics services for MDA's Ground Based Midcourse Defense (GMD) program, air and missile defense, aviation and NASA space programs. QTEC's strengths are Model-Based Systems Engineering (MBSE) and Condition-Based Maintenance plus (CBM+)/Cost-wise Readiness. The contributions of QTEC have been recognized repeatedly by government and industry partners. Most recently, QTEC received the NGC Enterprise Supplier Competitive Advantage award for creation of cost savings.

The Department of Defense (DoD) Mentor-Protege agreement provided QTEC the transformational technical, business management and infrastructure capabilities necessary for increased productivity, corporate growth, broader partnering, and pursuit of business as a prime contractor. With the support of MDA, NGC and Oakwood University, QTEC has obtained Cyber Security and Systems Engineering certifications, established a Systems Engineering Lab, established a corporate vision and strategic direction to focus investments and pursuits, refined its corporate marketing identity to reflect corporate vision, expanded potential partnering relationships in the aerospace community and refined corporate procedures and Human Resources (HR) policies in preparation for growth. As evidence of the positive effect of this Mentor-Protege agreement QTEC has experienced 64% growth in staff and an increase in annual revenue of 82% from \$7.6M to \$13.4M over the life of the Mentor-Protege Program.



Mobius Consulting

Mentor: Parsons Government Services, Inc.

Protégé: Mobius Consulting, LLC

PTAC: George Mason University PTAC

Parsons, an engineering, construction, technical and professional services firm, is a leader in many diversified markets with a focus on defense/security, industrial and infrastructure services. Our Engineering and Technology market area, where this agreement resides, provides operations support, program management, systems engineering, and delivers critical and essential infrastructure for the safety and security of our nation. Mobius Consulting, LLC. ("Mobius"), a certified Historically Underutilized Business Zone Small Business (HUBZone SB), Woman Owned Small Business (WOSB) provides systems engineering, technical analysis, and program management solutions to federal and commercial customers. Mobius' specialized expertise in Weapons and Missile Systems,

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LEGEND						
Anticipated		Draft RFP OR Final RFP		RFP Closed		Awarded
ALL DATES NO EARLIER THAN:						
Solicitation	Contract Number	Solicitation Name	Draft RFP	Final RFP	Proposal Due Date	Awarded
HQ0147-16-R-0010		VIPC	TBD	TBD	TBD	
HQ0147-18-R-0006		SBSA - Human Resources	1/23/2018	4/16/2018	5/25/2018	
HQ0147-17-R-0018		WOSB - Protocol Support	5/11/1/	TBD	TBD	
HQ0147-18-R-0004		SBSA - Information Technology Management and Analysis	8/22/2019	10/3/2017	5/25/2018	
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-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
HQ0147-15-R-0024	HQ0147-17-C-0007	SBSA - International Affairs	Awarded To:	Allied Associates International, Inc.		11/8/2016
HQ0147-16-R-0009	HQ0147-17-C-0028	F&O - BMD Systems Engineering (including M&S)	Awarded To:	Parsons Government Services Inc.		3/23/2017
HQ0147-17-R-0001	HQ0147-17-C-0034	F&O - Facilities Life Cycle Management	Awarded To:	Parsons Government Services Inc.		5/23/2017
HQ0147-16-R-0008	HQ0147-17-R-0055	F&O - BMDs CSM/CND	Awarded To:	Booz Allen Hamilton		8/15/2017
HQ0147-15-R-0017	HQ0147-18-C-0004	SDVOSB - Facilities, Logistics and Space Management	Awarded To:	Strategic Alliance Business Group		10/4/2017
HQ0147-16-R-0002	HQ0147-18-C-0001	SBSA - Predictive BMDs Engineering	Awarded To:	Torch Technologies		10/19/2017
HQ0147-16-R-0018	HQ0147-18-C-0003	SBSA - Specialty Engineering (Directed Energy, Space, and CTTO)	Awarded To:	Modern Technology Solutions, Inc.		10/30/2017
HQ0147-16-R-0016	HQ0147-18-C-0016	SBSA - International Engineering	Awarded To:	PeopleTec, Inc.		1/16/2018
HQ0147-16-R-0005	HQ0147-18-C-0012	SBSA - Cybersecurity Compliance and Risk Management	Awarded To:	Decisive Analytics Corporation		1/26/2018
HQ0147-17-R-0019	HQ0147-18-C-7121	8(a) - Public Affairs Support	Awarded To:	DigitalSpec, LLC		2/14/2018
HQ0147-17-R-0017	HQ0147-18-C-0020	F&O - Agency Advisory & Analytical Support	Awarded To:	Maculay-Brown		4/18/2018



CURRENT AND UPCOMING MDA REQUIREMENTS (OTHER THAN TEAMS)

SOLICITATIONS ISSUED					
(ALL DATES NO EARLIER THAN)					
Solicitation	NAICS	Solicitation Name	Draft RFP	Final RFP	Proposal Due Date
HQ0147-16-R-0022	541511	SBSA – Modeling and Simulation Contract, Truth Modeling and Element Representations (MASC-T)	5/24/2017	1/10/2018	3/14/2018
HQ0147-15-R-0047	541511	F&O - Modeling and Simulation Contract (MASC)	4/29/2016	9/1/2017	11/1/2017
HQ0276-17-R-0003	541715	F&O Aegis Ashore Missile Defense Test Complex (AAMDTC) Operations and Support (O&S) Services		3/15/2018	5/15/2018
HQ0147-18-R-0002	541715	F&O High Power Amplifier Replacement	12/19/2017	3/23/2018	5/7/2018
HQ0147-18-R-0009	541715	WOSB - Advanced Research Center (ARC)	3/13/2018	TBD	TBD
HQ0147-17-S-0001	541712	Advanced Technology Innovation (ATI) Broad Agency Announcement (BAA) for the Missile Defense Agency (MDA) Advanced Technology	3/1/2017	6/10/2018	OPEN
HQ0147-17-R-0015	541715	Type-4 (T4) Subscale Targets	12/08/2017	TBD	TBD
HQ0147-17-R-0036	334511	Missile Defense Agency: Homeland Defense Radar – Hawaii (HDR-H)	TBD	TBD	TBD
HQ0147-18-R-0025	334220	Zodiac Data Systems Transportable Telemetry Systems (TTS) Antennas		5/11/2018	5/15/2018
HQ0147-18-S-0002	541715	Hypersonic Defense Component Technology	4/27/2018	OPEN	OPEN
HQ0147-18-S-0001	541715	Concept Definition for Hypersonic Defense Weapon Systems	4/27/2018	OPEN	OPEN
SOURCE SOUGHT / RFIS ISSUED - RFPS ANTICIPATED					
Solicitation	NAICS	Announcement	RFI Issued	Estimated Draft RFP Date	
HQ0147-17-BAA-RFI_HALE	541712	High Altitude Long Endurance (HALE) Unmanned Aircraft	7/12/2017	TBD	
HQ0276-18-R-0005	541715	Ballistic Missile (BM) Flight Test Missions (FTM) Support	3/20/2018	TBD	
MDA18DACNSN03	336419	Ground-Based Midcourse Defense In-flight Interceptor Communications System Data Terminal in Hawaii	5/10/2018	TBD	
MDA-18-DV-RFI01	541715	Analysis and Simulation Development for Advanced Concept Performance Assessment (DVS)	5/1/2018	TBD	
SOLE SOURCE					
Solicitation	NAICS	Announcement	Notice Date	Award Date	
HQ0276-18-R-0002	336414	Standard Missile-3 Block IB Missile Production and Integration Raytheon Missile Systems	3/20/2018		
DACW180114	336414	Aegis BMD Guided Missile, Standard Missile-3 (SM-3) Raytheon Missile Systems	3/13/2018		
HQ0147-17-C-0032	336414	THAAD Lot 9/10 Interceptors, One Shot Devices Lockheed Martin Missile and Fire Control	4/10/2017		
HQ0147-18-C-0013	336414	Technical Assistance Support for the Royal Saudi Air Defense Forces (RSADF) Terminal High Altitude Area Defense (THAAD) Foreign Military Sales (FMS)	1/19/2018		
HQ0147-14-C-0001	336414	Medium Range Ballistic Missile Targets	4/30/2018		

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Space Systems, and Intelligence has been proven through several successful programs supporting Parsons' contracts with the Missile Defense Agency.

Parsons' long-term relationship with Mobius has developed into a formal mentor protégé relationship to enhance its business management/corporate infrastructure, technical service offering and capabilities. This developmental assistance includes several technical innovation areas for Mobius:

- Growth of the modeling simulation capabilities of Mobius with training on the STK modeling/simulation tool
- Implementation of a recognized Quality Management System providing ISO-9001 ensuring consistent and effective processes across Mobius infrastructure enhancing program delivery
- Cost Accounting System support to ensure processes and procedures in place to support an approved Cost Accounting System which has led to ability to receive their first cost type contract and secure additional credit
- Cyber Security Risk Management Plan defining areas and processes to put Mobius on track for compliance

Business infrastructure development assistance supports administrative, program management, and business development functions. Key features include the provision of HR tools and processes enhancing Mobius' recruiting practices, provision of facility space at multiple Parsons locations to provide easy access to clients and new markets, and business development engagements for market expansion.



Mentor: Raytheon Defense Systems

Protégé: New England Die Cutting (NEDC)

PTAC: George Mason University and Bethune-Cookman

NEDC is a Woman Owned Small Business that provides Sealing Solutions. In order for any system to meet the rigors of the Defense Industry, the internal workings must be protected from the environment, shielded from electronic interference, and isolated from shock and vibrations. NEDC provides these enabling solutions to system and subsystem integrators across the defense industry. The Warfighter relies on their system to work the first time and every time. The Sealing Solutions provided by NEDC assure the Warfighter of that reality.

Raytheon Integrated Defense Systems is a subsidiary of Raytheon Corporation. Raytheon Integrated Defense Systems specializes in air and missile defense, land and sea-based radars, and systems for man aging C4ISR as well as sonars for torpedoes and electronic systems for ships.

NEDC has directly benefitted from this agreement and enjoyed many successes such as:

- A company-wide scheduling system driving performance and manufacturing efficiency up 21%
- Machine uptime improvements from 70% to 90%
- Automation in inspection and First Article Inspection Reporting
- Expansion from a 20,000 square foot facility to a 70,000 square foot facility
- Quality System improvements that will lead to ISO9001-2015 and AS9100 Rev D certification

This agreement has made a positive impact on the Defense Industrial Base that will last well into the future. NEDC's technical improvements as a direct result of this agreement are improving performance on existing program and attracting new business from customers across the industry.

- Improvements have resulted NEDC earning business on new programs within Raytheon including new parts for the F-35 Joint Strike Fighter.
- Efficiency and process improvements have translated into lower cost, higher reliability and lower program risk. This translates to more reliable equipment in the Warfighters hand's, faster and a much lower cost.
- Other Defense Industry Base Companies have taken notice of NEDC's improvements and as a result, NEDC has earned contracts on new programs. BAE has awarded new programs in support of the Advanced Precision Kill Weapon System (APKWS), Thermal High Altitude Area Defense (THAAD) and the F-35 Joint Strike Fighter. Lockheed Martin has also benefitted from this Mentor- Protégé program and in turn has awarded NEDC with new contracts on the F-35 Joint Strike Fighter.

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.



SAVE THE DATE

The Annual MDA Small Business Conference has been approved for May 15th and 16th in Huntsville, AL. The agenda is being secured as we speak, however here is a sneak peek at a few highlights of the upcoming speakers attending the Conference.

- Dr. Moshe Rubinstein, UCLA Executive Leadership Coach
- Mr. Joseph Keelon, Acting Program Executive for Advanced Technology, MDA
- Ms. Becky Martin, MDA OSBP and the MDA Small Business Advocacy Council (SBAC)
- Ms. Ruth Dailey, Mentor Protégé Program Manager, MDA OSBP
- Ms Sandra E. Clifford, Deputy Director, All Small Mentor Protégé Program
- MDA Acquisition Town Hall Forum
- Future Acquisitions of MDA Program Offices
- Other Government Agencies & PTAC
- Matchmaking available Wednesday afternoon, May 16

Look forward to seeing you there.

Tina Barnhill

Missile Defense Agency Office of Small Business Programs

*NDIA-TVC Annual Missile Defense Agency
Small Business Programs Conference*

May 15th & 16th, 2018

Von Braun Center South Hall, Huntsville, AL



*For Registration, Please Visit:
www.ndiatvc.org*

Small Business FAR Changes

Some major changes in the Federal Acquisition Regulation (FAR) took place over the past year that affect small businesses. One of the changes designed to improve subcontracting with small business concerns occurred through Federal Acquisition Circular (FAC) 2005-89, effective November 1, 2016. The intent is to hold large, prime contractors more accountable to their own subcontracting plans by mandating written justification when plans are not met. The recent changes establish additional requirements for a small business subcontracting plan:

- A subcontracting plan from a large business offerer must demonstrate good-faith effort to use its proposed small business subcontractors during performance to the same degree as indicated when the bid or proposal was prepared. The plan must also contain assurances that the contractor will provide the contracting officer (CO) a written explanation within 30 days of contract completion if the contractor fails to achieve the good-faith effort in fulfilling the plan objectives.
- COs can require subcontracting goals to be based on total contract dollars in addition to the previous method of basing goals on subcontract dollars. Thus, a plan may contain two sets of goals. This potentially achieves greater benefits for small business, as the basis for the plan's accomplishments becomes actual subcontracting dollars as a share of contract performance as opposed to goals of whatever work the prime decides to subcontract.
- The plan must contain assurances that the contractor will not prohibit a subcontractor from discussing with the CO any material matter pertaining to payment or use of a subcontractor.

COs can now also require a subcontracting plan where a small business re-represents its size as other than small in accordance with FAR 52.219-28. That clause requires re-representation of size status following certain events, such as a corporate merger or extension of long-term contracts (more than five years' duration, including options where the CO must obtain size certification prior to exercising an option). If the contractor cannot re-represent its small business status. It is considered other than small and must submit a small business subcontracting plan. In addition, Subcontracting plans are now required when a contract modification brings the value above the threshold for requiring a plan. Finally, for indefinite-delivery, indefinite-quantity (IDIO) contracts, the CO may establish subcontracting goals at the order level, but may not require a new subcontracting plan at the order level.

The recent changes to small business contracting are significant and impact members of the acquisition team and the small business community.

We recommend:

Become familiar with the changes to small business subcontracting plan requirements and comply with them accordingly.

Source: VAO Small Business FAR Changes, April 2017

Jerrol Sullivan

The FCC Provides the Following Ten Cybersecurity Tips for Small Businesses

1. **Protect against viruses, spyware, and other malicious code**

Make sure each of your business's computers are equipped with antivirus software and antispyware and update regularly. Such software is readily available online from a variety of vendors. All software vendors regularly provide patches and updates to their products to correct security problems and improve functionality. Configure all software to install updates automatically.

2. **Secure your networks**

Safeguard your Internet connection by using a firewall and encrypting information. If you have a Wi-Fi network, make sure it is secure and hidden. To hide your Wi-Fi network, set up your wireless access point or router so it does not broadcast the network name, known as the Service Set Identifier (SSID). Password protect access to the router.

3. **Establish security practices and policies to protect sensitive information**

Establish policies on how employees should handle and protect personally identifiable information (PII) and other

sensitive data. Clearly outline the consequences of violating your business' cybersecurity policies.

4. **Educate employees about cyberthreats and hold them accountable**

Educate your employees about online threats and how to protect your business's data, including safe use of social networking sites. Depending on the nature of your business, employees might be introducing competitors to sensitive details about your firm's internal business. Employees should be informed about how to post online in a way that does not reveal any trade secrets to the public or competing businesses. Hold employees accountable to the business's Internet security policies and procedures.

5. **Require employees to use strong passwords and to change them often**

Consider implementing multifactor authentication that requires additional information beyond a password to gain entry. Check with your vendors that handle sensitive data, especially financial institutions, to see if they offer multifactor authentication for your account.

6. Employ best practices on payment cards

Work with your banks or card processors to ensure the most trusted and validated tools and anti-fraud services are being used. You may also have additional security obligations related to agreements with your bank or processor. Isolate payment systems from other, less secure programs and do not use the same computer to process payments and surf the Internet.

Are you ready for the shift from magnetic-strip payment cards to safer, more secure chip card technology, also known as "EMV"? October 1st is the deadline set by major U.S. credit card issuers to be in compliance. Visit SBA.gov/EMV for more information and resources.

7. Make backup copies of important business data and information

Regularly backup the data on all computers. Critical data includes word processing documents, electronic spreadsheets, databases, financial files, human resources files, and accounts receivable/payable files. Backup data automatically if possible, or at least weekly, and store the copies either offsite or on the cloud.

8. Control physical access to computers and network components

Prevent access or use of business computers by unauthorized

individuals. Laptops can be particularly easy targets for theft or can be lost, so lock them up when unattended. Make sure a separate user account is created for each employee and require strong passwords. Administrative privileges should only be given to trusted IT staff and key personnel.

9. Create a mobile device action plan

Mobile devices can create significant security and management challenges, especially if they hold confidential information or can access the corporate network.. Require users to password protect their devices, encrypt their data, and install security apps to prevent criminals from stealing information while the phone is on public networks. Be sure to set reporting procedures for lost or stolen equipment.

10. Protect all pages on your public-facing websites, not just the checkout and sign-up pages

Visit fcc.gov/gov/cyberplanner to create a free customized Cyber Security Planning guide for your small business and visit www.dhs.gov/stophinkconnect to download resources on cyber security awareness for your business.

Becky Martin

Ballistic Missile Defense System (BMDS)

SENSORS
An effective layered defense incorporates a wide-range of sensors to detect and track threat missiles through all phases of their trajectory. Satellites and a family of land- and sea-based radars provide worldwide sensor coverage.

- SATELLITE SURVEILLANCE
- FORWARD-BASED RADAR
- UPGRADED EARLY WARNING RADAR
- AEGIS BMD SPY-1 RADAR
- SEA-BASED X-BAND RADAR
- LONG RANGE DISCRIMINATION RADAR

BOOST/ASCENT Defense Segment

- Potential New Technologies
- SM-3 Standard Missile-3
- AEGIS ASHORE
- Vertical Launch System
- Deckhouse
- AEGIS Ballistic Missile Defense

MIDCOURSE Defense Segment

- EKV Exoatmospheric Kill Vehicle
- GBI Ground-Based Interceptor
- GMD Ground-Based Midcourse Defense

TERMINAL Defense Segment

- SM-3 Standard Missile-3
- AEGIS Sea-Based Terminal
- THAAD Terminal High Altitude Area Defense
- PAC-3 Patriot Advanced Capability-3

THE SYSTEM OF ELEMENTS

C2BMC Command and Control, Battle Management, and Communications

The Command and Control, Battle Management, and Communications (C2BMC) program is the hub of the Ballistic Missile Defense System (BMDS). It is a vital operational system that enables the U.S. President, Secretary of Defense and Combatant Commanders at strategic, regional and operational levels to systematically plan ballistic missile defense operations, to collectively see the battle develop, and to dynamically manage designated networked sensors and weapons systems to achieve global and regional mission objectives.

NMCC USSTRATCOM USNORTHCOM USPACOM USEUCOM USCENTCOM

2018 Calendar of Events

APRIL

3 Birmingham PTAC MM, Birmingham, AL

15-20 2018 National Space Symposium,
Colorado Springs Co

18-20 Government Procurement Conference,
Washington, DC

MAY

15-16 2018 MDA Small Business Conference,
Huntsville, AL

23-25 2018 Space Tech Expo, Pasadena, CA

JUNE

4-8 2018 National Cyber Summit, Huntsville, AL



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Becky Martin, *eSRS Manager*

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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