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October 2019

Approved for Public Release
19-MDA-10228 (2 Oct 19)
Ms. Pam Parker joins the Office of Small Business Programs as a Small Business Specialist and will manage the Mentor-Protégé Program along with supporting other small business initiatives. Pam comes to us from the MDA Consolidated Support Contracting Office where she was a Contracting Officer Representative (COR) serving as the functional and technical expert on multiple technical engineering advisory management service contracts. It was serving as a COR that sparked her desire to work more closely with small businesses. Pam has also supported MDA in the Contract Policy Compliance and Review Office as a Procurement Analyst where her primary role was supporting the MiDAESS and Technical, Engineering, Advisory and Management Support (TEAMS) Contracting Division. Pam has supported other agencies as well during her 34-year career working as a civil servant. She has worked as an Acquisition Specialist supporting the U.S. Army Program Executive Office, Simulation, Training and Instrumentation (PEOStri), Targets Management Office; a Contracting Officer supporting the U.S. Army Aviation and Missile Command, Engineering Division; as well, as a Contracting Officer supporting SMDC under their Systems Engineering and Technical Assistance Contract. Pam graduated Cum Laude from Athens State University in May 2000 with a Bachelor of Business Admin degree in Management of Technology. She received her Level III certification in Contracting in 2003 and became a member of the Department of Defense Acquisition Corps in 2015. Pam has over 19 years of direct government contracting experience and wants to use the experience in her role as the Mentor-Protégé Program Manager.

Ms. Melanie McCormick has worked for MDA as an advanced administrative assistant for 2 years. Melanie started her career at MDA in the Warfighter Operational Support doing all the travel planning for the Warfighters. Prior to coming to MDA, Melanie worked in Modeling and Simulation as part of Emergency and Security services for Redstone Arsenal for 5 years.

Melanie has a college degree in Administration of Justice and a college certificate in Supervisory Management Skills in Transportation which she previously used to be a Transportation Director for a School District.

Ms. Cheryl Michael joins our office as a support contractor from the TEAMS Acquisition contract with BCF Solutions. She will be working to support the Outreach Program, Website Management, and multiple oversight and management tasks. She has a Bachelor’s degree in Advertising from The Ohio State University and 20 years of marketing experience.
Here in the Missile Defense Agency (MDA) Office of Small Business (OSBP) we are always being asked, “So just how does a small business get in to your agency?” or “once I have a foot in the door, what do I do next?”

In this article, I am going to discuss low cost options available to you by the Small Business Administration (SBA) and discuss useful tips when responding to a Request for Proposal (RFP).

Let’s just say, you have an idea that you think will be useful to the MDA, but you have no experience with the business side of things, no infrastructure in place to conduct business and very little budget to get things moving along. Most people think they only have two options: hire a consultant to help with the process or work their way through it themselves. The consultant option offers great insight and benefit by walking you hand-in-hand through the process and using their past experience to help you avoid pitfalls they have been through before, but let’s face it, in this economy, people are looking for ways to do things on a shoestring (or better yet a thread) of a budget. This is where the Government has put in place a series of resources through the SBA to help you in your journey. The first stop in starting a new business is the Small Business Development Center (SBDC) (www.asbdc-us.org). This organization helps new entrepreneurs realize the dream of business ownership and assist existing small businesses to compete in today’s ever-changing global economy. They also help with the mounds of paperwork and navigating the maze of starting a new business.

Once all this is completed, you are now ready to find out how to introduce your capability to Government agencies. The Procurement Technical Assistance Center (PTAC) (www.aptc-us.org) is available to help businesses seeking to compete successfully in federal, state and local Government contracting. PTACs provide a range of expert services at little or no charge. They can help you understand and navigate through the maze and pitfalls awaiting you and point you to the right Government agencies that best fit your capability. Nearly all the SBDCs and PTACs that we work with nationwide are fantastic folks that are dedicated to helping you get started and succeed.

When new companies come from the PTACs to visit our office for a capability briefing, I am always pleasantly surprised at how well they are prepared and understand the process.

You have gotten all of this done and now you are ready to respond to your first Request for Proposal (RFP). The ABSOLUTE, #1, most important thing that you can do in responding to an RFP is ANSWER THE MAIL! When the RFP is announced, make sure you read it all the way through then answer all of the requirements in the RFP as specifically as possible. Whatever you do, do not just restate the requirement. Example, if the RFP states “to provide logistics support to “xyz,”” make sure that your response identifies how you will meet the requirement, not just that you can meet the requirement. Be specific. Whatever you do, DO NOT cut and paste your responses from other proposals into your response to the proposal you are working on. You would be amazed how many times we see different contract numbers, RFP names and even different Agency names in the proposals we receive because someone tried to save time by doing a cut and paste into the new RFP. This kind of oversight can be damaging because it can show a lack of attention to detail needed in the intricate work that we do. Checking and double checking your proposal for errors can never hurt. After all, once your proposal has been received by the Government, the ONLY thing that separates you from your competitors is the proposal the Government holds in their hands. It is important to always remember that the Government can only evaluate what they read in your proposal.

If you walk away from this article with nothing else, please remember four things: 1) Reach out to the organizations available. 2) Read the RFP. 3) Answer the Mail. 4) Pay attention to DETAIL!

This office is here to be your advocate inside the Agency. As the new Deputy Director, I work hard to ensure that small businesses are represented early in the acquisition process. Help us help you by submitting a good quality proposals, backing it up with solid work, and being innovative in your approach.
The MDA Office of Small Business Programs (OSBP), partnered with the National Defense Industrial Association (NDIA) – Tennessee Valley Chapter (TVC), has done it again! The 2019 Annual MDA Small Business Programs Conference convened on June 25 & 26, 2019 at the Von Braun Center (VBC) South Hall in Huntsville, Alabama with a record crowd in attendance. The conference theme was “Strengthening the Defense Industrial Base and Supply Chain Resiliency through Small Business Utilization”.

This year was the 20th annual conference and a major milestone achievement. The conference sold out a week before the event, reaching venue capacity and setting a record of over 554 in attendance. Represented at the conference were 273 small businesses, 26 large businesses, and 140 exhibitors consisting of government and industry representatives. Attendees traveled across the continental United States to be a part of this monumental event that catered to small businesses.

It is always a delight having one of our local High School JROTC participate with the Presentation of Colors. This year it was an honor having the Lee/New Century Technology High School Army JROTC under the leadership of First Sergeant Larry Jackson (Retired) join us. We were also adorned with the singing of the National Anthem by the Missile Tones and invocation delivered by Mr. Johnny Bray. What better way to open the Small Business Conference than with a welcome to our beautiful cities by Huntsville Mayor Tommy Battle and Madison City Administrator Marc Jacobson.

Day 1 of the conference was filled with MDA program information. Mr. Lee Rosenberg, MDA Small Business Director opened the conference with remarks and a challenge to the attendees, especially small businesses, to take advantage of the MDA Prime Contractors and Government representatives at the conference by exchanging business cards, asking questions, and using the networking breaks and other opportunities to make a connection. It was also an opportunity for small businesses interested in teaming for the Technical, Engineering, Advisory, Management and Support (TEAMS Next) acquisition requirements and other MDA procurement opportunities to meet. The central theme and intent of Day 1 was centered-around providing insight into the MDA’s major programs and opportunities for small businesses. The main sessions included MDA program overviews, updates from TEAMS Next, Technology Initiatives, Hypersonic Defense Program, Targets and Countermeasures, Sensors, Aegis Ballistic Missile Defense Program (Aegis), Terminal High Altitude Area Defense...
THAAD), Threat Systems Engineering, Organizational Conflict of Interest (OCI), Cybersecurity and Compliance, MDA Software Assurance Approach, MDA Acquisition update and a panel discussion on “Building a Successful Subcontracting Relationship” with the MDA Small Business Advocacy Council (SBAC). The SBAC panel members were open and candid with small businesses on how to establish and build a relationship with the major prime contractors and answered questions from the audience about how small businesses can market themselves to the major primes. It takes more than just presenting a capability statement. Certifications and cybersecurity are very important. They recommended establishing a relationship upfront. Performance is a big thing. Get to know the right people. The Supplier Diversity Office should be your first contact. Timing is everything.

Cybersecurity and OCI were two critical and very important topics that generated a lot of interest and discussion. Any business wanting to do business with MDA must address both of these areas at some point in the acquisition process by responding to a Request for Information (RFI) or Request for Proposal (RFP) to be considered for a government contract. Another highlight of the conference each year is the MDA Town Hall Forum presented by Mr. Michael O’Neil, MDA Competition Advocate Office, Mr. John Cannady, Deputy Director for Operations & Services and Mr. Lee Rosenberg, Small Business Director.

Day 2 of the conference kicked off with keynote speaker Mr. Shannon Jackson, Acting Deputy Director for the Department of Defense (DoD) OSBP, Office of the Under Secretary of Defense (OSD) (Acquisition & Sustainment). Mr. Jackson commanded the ballroom by sharing with the conference attendees small business leadership updates from OSD, legislative updates and changes with possible impacts to small business, and an update on the Mentor Protégé Program. He stressed the relevancy of people, policies, processes and performance to small business. Small businesses must stay flexible, agile and on the move.

Mr. Jackson expressed to the audience the importance of Small Business success stories being shared with Senior Leadership who are the decision makers. Small businesses are doing a lot of great and innovative things. We have to share the successful stories.

The conference concluded with four (4) hours dedicated to matchmaking with the small businesses. During the matchmaking one-on-one sessions, small businesses showcased their expertise to both the Agency and Prime Contractor representatives to receive information on upcoming opportunities. Matchmaking is the highlight of the conference each year because it gives small businesses an opportunity to meet face-to-face with a large business or government representative that they may not otherwise get an opportunity to meet. Making a connection is half of the challenge. There were 39 matchmaking tables and MDA OSBP received matchmaking support from the MDA program offices, prime contractors, and other government small business agencies.
In addition to the matchmaking sessions this year, two breakout sessions were conducted. The Sensors Radar Technology and THAAD Program Offices conducted Industry Tactical Market Research Sessions. Small and large business interested in learning more about these programs and potential future acquisition requirements attended these sessions. We also provided Small Business 101 Topics of interest to small businesses. The topics discussed were Capabilities Statements – Dos and Don’ts when Marketing your Product/Service, How to Respond to FedBizOpps.gov Request for Information (RFI)/Request for Proposal (RFP), How do Small Businesses get Government Contracts and Teaming and Proposal Preparation 101. We strategically planned a conference agenda with speakers and information that would be the most valuable and beneficial to everyone in attendance. We hope that at the conclusion of the conference those objectives and expectations were exceeded.

On behalf of the MDA Office of Small Business Programs, thank you sponsors for supporting the Small Business Conference year after year. The Small Business conference is made possible because of the large and small business sponsorships. Thank you Industry and Government exhibitors and matchmaking representatives for making yourself available to share resources and opportunities available to small businesses. The Small Business Conference is a forum to provide valuable information to small businesses, but also an opportunity to meet, greet, network and form new business relationships. Thank you, also, to the local Regional Small Business Offices and other government agencies that participated in the booth exhibits and matchmaking. It was truly a “one stop shop” for small businesses. If you were present at the 2019 MDA Small Business Conference at any time during the two day event, thank you for supporting this event, and we applaud you for your commitment to small businesses and the defense industrial base.

We started planning for the Small Business Conference as early as six months out. We were tweaking the agenda right up to the day before the conference to ensure we had representatives from MDA available to talk with the conference attendees and to discuss potential future procurement opportunities. Thank you Mr. Robert (Bob) English with NDIA-TVC for your logistics planning and everything you do to ensure we have a successful conference. Thank you to the many volunteers for everything you did over the course of the 2 days to ensure the conference runs smoothly.

We are already brainstorming for the 2020 Small Business Conference. Your comments and feedback will be critical to ensure we have the right people and topics presented at next year’s conference. If you have any comments or recommendations that were not captured in a survey response, please email us at outreach@mda.mil. The conference agenda and presentations are available at www.mda.mil and on the NDIA-TVC website.

Thank you Chad Rogers for your dedication and support to the Small Business Outreach Program and the annual Small Business Conference. Your untiring efforts made
sure everything was perfect and MDA being well represented does not go unnoticed. Thank you for all of your hard work and contributions to another successful conference. The bar has been raised. A sold out Small Business Conference is now the new standard.

Lastly, MDA Small Business Team, you ROCK! Thank you Lee for entrusting me with the planning of the Small Business conference. Thank you Genna, Jerrol, Kelvin, Laura, Pam, Chad, Kayla, Nancy, Cheryl and Melanie for your support and stepping in to help wherever your assistance was needed. Thank you for your support before, during and after the conference. There is definitely no “I” in “Team”. We have sent Lee and Genna off on their retirement journey flying high. What a perfect way to end their era, with the Small Business Conference sold out.
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<th>Solicitation</th>
<th>Contract Number</th>
<th>Solicitation Name</th>
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## CURRENT AND UPCOMING MDA REQUIREMENTS
(OTHER THAN TEAMS)

### SOLICITATIONS ISSUED
(ALL DATES NO EARLIER THAN)

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<td>HQ0147-19-D-0002</td>
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<td>F&amp;O The Modeling and Simulations Contract for Framework and Tools (MASC-F)</td>
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### SOURCES SOUGHT / RFI’S ISSUED - RFP’S ANTICIPATED

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<td>TC Futures RFI</td>
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<td>19-MDA-9942</td>
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### SOLE SOURCE

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<td>DACW180114</td>
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<td>Aegis BMD Guided Missile, Standard Missile-3 (SM-3) Raytheon Missile Systems</td>
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<td>HQ0147-17-C-0032</td>
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<td>Interceptors, Associated One-shot Devices and interceptor unique support items</td>
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All information valid as of October 2019
As the Government continues its efforts to expand the industrial base and sources of supplies for its requirements, it is vital to ensure small businesses are afforded every opportunity to compete for and receive government contracts. A common showstopper for some small businesses is a determination by the contracting officer that the small business is determined non-responsible. This is where a Certification of Competency (COC) may be an invaluable option for the contracting officer to consider to enhance the possibility of awarding to a promising small business concern, albeit with responsibility concerns. What follows are some common questions about the COC Program

**Question #1:** What is the COC Program? The COC Program is managed by the Small Business Administration (SBA) and serves to empower the SBA to certify to Government contracting officers as to all elements of responsibility of any small business concern to receive and perform a specific Government contract. These elements of responsibility include, but are not limited to, capability, competency, capacity, credit, integrity, perseverance, tenacity, and limitations (on subcontracting) for the purpose of receiving and performing a specific Government contract.

**Question #2:** What is the purpose of the COC Program? The COC Program purpose is to provide the apparent successful small business offeror with an avenue to appeal a contracting officer’s negative responsibility determination to award it a prime Government contract. A great benefit of the COC Program is to help a small business establish or reestablish itself as a viable Government contractor.

**Question #3:** To whom/what is the COC Program applicable? The COC program is applicable to all Government acquisitions. A contracting officer shall, upon determining an apparent successful small business offeror to be non-responsible, refer that small business to the SBA for a possible COC, even if the next acceptable offer is also from a small business. The SBA will issue or decline a COC irrespective of the type of procurement, procurement method, or its dollar value.

**Question #4:** What is the timeline for requesting a COC? The time limit for processing a COC is generally 15 working days beginning with the first working day after receipt of an acceptable referral. SBA may extend this time limit with the contracting officer’s concurrence.

For more information regarding the COC Program, see the Federal Acquisition Regulation Subpart 19.6, “Certificates of Competency and Determinations of Responsibility”; and the Small Business Administration Standard Operating Procedure 60 04-4, Certificate of Competency Program.

**Kelvin Carr**

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**MDA Office of Small Business Programs (OSBP) Mission/Vision**

**Mission:** Facilitate access to ingenuity residing within the small business industrial base the Missile Defense Agency (MDA) relies on for missile defense.

**Vision:** We strive to remain an integral player and valued advisor to the workforce developing and implementing acquisition strategies supporting the Director’s lines of efforts, while effectively advocating for use of small businesses in our procurements.
This year’s annual MDA Mentor Protégé Training Workshop was a huge success with over 50 attendees. A special thanks to Parsons for sponsoring this full day event on Monday, June 24th at their Huntsville location. MDA currently has twelve active Mentor Protégé Contracts, and we were thrilled to have each Mentor/Protégé’s respective company represented. We were also fortunate to have our Defense Contract Management Agency (DCMA) representatives – Ms. Lisa Hoestetler and Ms. Marilyn Messina as well as a Historically Black Owned Colleges (HBCU) representative support the workshop.

The training kicked off with three intense hours of hands-on training, “Building Value Through Teamwork,” provided by Mr. Jeff Goode. Mr. Goode separated the room to ensure individuals were placed in teams with new acquaintances out of their comfort zones. His training encompassed the benefits of working strategically as a team to mitigate an optimal solution.

Mr. Forrest Davis of Parsons provided a presentation on the “Introduction to Business Development Framework”. His dialogue was informative highlighting the “Business Development Models/Customer Organization Alignment/Opportunity Pipeline Flow.”

The closing of the training workshop was driven by panel members from Parsons (Mike Dewitz, Dan Testerman, Irene Fleischman, Jai Spivey, and Tim Wood) who graciously provided discussion on “Being an Effective and Efficient Small Business Partner”. This segment was definitely “No Holds Barred” in that the panel strongly encouraged questions. As training concluded the panel members remained to converse with attendees and address any remaining questions.

Laura Anderson

Missile Defense Agency
Office of Small Business Programs

NDIA-TVC Annual Missile Defense Agency Small Business Programs Conference

May 12-14, 2020 (Tentative)
Von Braun Center North Hall, Huntsville, AL

SAVE THE DATE!

More information to come as made available.
Targeted Outreach – Partnering with the Procurement Technical Assistance Centers (PTACs)

If you are a new Small Business you may not be familiar with the Procurement Technical Assistance Center (PTAC) and the resources that are available to help a small business get started or help a small business advance through the government procurement process. Hopefully after reading this article if you have not contacted your local PTAC office you will be motivated to do so.

The Procurement Technical Assistance Program (PTAP) was authorized by Congress in 1985 in an effort to expand the number of businesses capable of participating in the government marketplace. Administered by the Department of Defense (DoD), Defense Logistics Agency (DLA), the program provides matching funds through cooperative agreements with state and local governments and non-profit organizations for the establishment of PTAC offices to provide procurement assistance. The Association for Procurement Technical Assistance Center (APTAC) represents approximately 94 PTACs across the United States. Over 300 local offices form a nationwide network of dedicated procurement professionals working to help local businesses compete successfully in the government marketplace. PTACs have helped businesses win billions of dollars in contract awards.

PTACs are the bridge between the buyer and supplier, bringing to bear their knowledge of both government contracting and the capabilities of contractors to maximize fast, reliable services to our government with better quality and at lower costs. DLA provides the funds to the PTAC offices to provide the services they do with the ultimate goal of increasing the number of vendors performing on government contracts. There are nine regional PTAC offices and at least one local PTAC office in all fifty states.

Under the program, PTACs help businesses pursue and perform under contracts with DoD, other federal agencies, state and local governments and with government prime contractors. Most of the assistance the PTACs provide is free. PTAC support to businesses includes registration in systems such as the System for Award Management (SAM), identification of contract opportunities, help in understanding requirements and in preparing and submitting bids. PTACs are staffed with counselors experienced in government contracting and provide a wide range of services including classes and seminars, individual counseling and easy access to bid opportunities, contract specifications, procurement histories, and other information necessary to successfully compete for government contracts.

Most PTACs offer a range of training to small businesses with government contracting, such as:

- **Introduction to Government Contracting**: A general overview of how the government buys goods and services.
- **Small Business Certifications**: Guidance on how to become certified and registered and the benefits for small business participating in the 8a, Small Disadvantaged Business (SDB), HUBZones, Woman Owned Businesses and Veteran Owned Businesses.
- **Navigating SAM**: How to manage GSA’s System for Award Management (SAM), required for government contracting.
- **Doing Business with GSA**: An introduction to GSA Schedules and requirements and processes for GSA Schedule contracts.
- **Contract Accounting**: Designed to acquaint businesses with the accounting system standards that are found acceptable by units of government.
- **Response to RFPs/Proposal Writing**: Learn the structure of an RFP, how to understand every section and its requirements, how to identify required sources, and how to plan, develop write, review and deliver a complete, compliant and compelling proposal.
- **Teaming Arrangements and Subcontracting**: Designed to teach and help small businesses to develop successful teaming and subcontract relationships with large businesses, other small businesses and individuals.

The PTAC’s goal and mission is to assist small businesses to succeed in obtaining government contracts, which stimulates economic growth and creates jobs. The reason we do what we do is to support the Warfighter. The MDA OSBP will continue to maintain a business relationship with the regional and local PTAC offices for assistance with connecting new small businesses that have not been exposed to MDA.

Learn more about how to use the PTACs to connect businesses with the Government by going to the DLA Small
Electronic Small Business Information Exchange (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 5 valid 2017 NAICS codes (These determine marketplaces you can enter and the email notifications you will receive.)
5. Company facility clearance
6. Two points of contact

How to Register:
1. Go to https://esbie.mda.mil/
2. Click on ‘Register’ button on the top left of the page and enter the information you collected earlier.
3. View current marketplaces and select any you would like to enter for matchmaking capabilities.
4. Click on the ‘Submit’ button and stand by while we review your application for authenticity.

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: outreach@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

Jayne C. Gold
Today’s Layered Missile Defense System

**C2BMC** Command and Control, Battle Management, and Communications

The Command and Control, Battle Management, and Communications (C2BMC) program is the hub of the layered Missile Defense System. It is a vital operational system that enables the President, Secretary of Defense and Combatant Commanders at strategic, regional and operational levels to systematically plan 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.

**Boost**
- **Defense Segment**
  - GMD (Ground-Based Midcourse Defense)
  - Aegis
  - THAAD (Terminal High Altitude Area Defense)

**Ascent/Midcourse**
- **Defense Segment**
  - 5M-3 IIA Standard Missile
  - 5M-3 IA/IB Standard Missile
  - Terminal Defense Segment
  - 5M-6 Standard Missile

**Sensors**
- Satellite Surveillance
- Upgraded Early Warning Radars
- Forward-based Radars
- Aegis BMD Spy Radars
- Discriminating Radars

**The System of Elements**

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.
Meet Our Staff

Mr. Jerrol Sullivan  
Acting Director

Ms. Laura K. Anderson  
Specialty Programs Manager

Mr. Kelvin Carr  
Subcontracting Program Manager

Ms. Jayne C. Gold  
Outreach Program Manager

Ms. Pamela Parker  
Mentor-Protégé Manager

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Ms. Cheryl Michael  
Analyst, BCF Solutions

Ms. Melanie McCormick  
Administrative Assistant, Yorktown Systems Group

Ms. Hannah Aplin  
Analyst, BCF Solutions
2019 Calendar of Events

**SEPTEMBER**

4 - 5 2019 National HUBZone Contractors National Conference, Chantilly, VA

16 - 18 AFA Air, Space & Cyber PA- AIRFORCE, Washington, DC

**OCTOBER**

14 - 16 2019 AUSA, Washington, DC

24 UA Huntsville PTAC 11th Annual SB Matchmaker, Huntsville, AL

**NOVEMBER**

19 - 20 2019 Alamo ACE, San Antonio, TX

**DECEMBER**

2 - 5 Defense Manufacturing Conference, Phoenix, AZ

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**OSBP Staff**

Jerrol Sullivan, Acting Director

Kelvin Carr, Subcontracting Program Manager

Laura Anderson, Specialty Programs Manager

Pam Parker, Mentor-Protégé Manager

Jayne C. Gold, Outreach Program Manager

Melanie McCormick, Administrative Assistant - Yorktown Systems Group

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Redstone Arsenal, AL 35898

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

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

**Websites of Interest**

MDA Office of Small Business Programs

www.mda.mil

MDA 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