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**Next Issue: January 2011**



## Message From the Director

*Lee Rosenberg*

I'd like to start off by welcoming two new government employees to the MDA Office of Small Business Programs. They are Becky Martin and Laura Anderson. Both have had distinguished careers in industry; Becky with the Boeing Corporation and Laura with Davidson Technologies. They bring a wealth of knowledge to our office and I'm looking forward to bigger and better things now that they are on board. Becky will be working with Chris Evans on our mentor-protégé program management and helping catalogue and track our supporting small business industrial base and Laura will be working with Scott Crosson on our subcontracting oversight program and acting as our liaison to our Small Business Advocacy Council. You can read more about them later in this edition of the newsletter.

In the last edition of the newsletter I addressed what I believed to be important points with regard to marketing to MDA and the Government marketplace in general. In this edition, I'd like to talk to you about some things to consider when putting together your proposal in response to our requests for proposal (RFPs).

As you will recall, in the last article I spoke about your proposal being your ultimate marketing tool in Government contracting. Why do I say that? The rules we operate under in Government contracting are fairly straight forward, albeit, complicated. One of the baseline assumptions going in when evaluating proposals is that we treat all offerors equally. That is, we only evaluate what is submitted on the proposal against a set of previously determined criteria. In the case of past performance information, we also evaluate information we may develop on our own in addition to what's submitted in the proposal.

During an evaluation of the technical portion of a proposal, evaluators will not use information they personally know about an offeror's capabilities, but will stick strictly to what has been submitted in the proposal. I have seen in past source selections in which I was involved, good, capable companies score low in technical because they did not pay enough attention to providing the information asked for. My guess is they figured there was some implicit knowledge that the evaluators would use to credit them for capability because of their previous experience with something and therefore decided not to address what was asked for in the proposal. There are always page limits to the amount of information you can submit. You must be judicious in your use of the allotted page count, but you must focus on "answering the mail" and not leave out information we ask for under the assumption that the evaluators will credit you with what they know about your company's capabilities. Only what you submit will be used in the evaluation.

With regard to past performance, in last edition's article, I spoke about past performance being critical to your marketing efforts in establishing your credibility with a prospective customer. I spoke about the importance of translating the relevancy of your past performance to the work you were targeting and not letting your prospective customer do that translating. The same holds true when you submit past performance information in response to an RFP. You are often ask to provide a summary of past contracts on which you've performed and Government or other points of contact for those efforts. When selecting past contracts to use in response to past performance requirements in a RFP, insure you can "connect the dots" of those efforts' relevancy to the effort being solicited and point out that relevancy in a way that a stranger, reading only your summary information, can understand and "connect the dots" as well.

# Results Are In

**MDA continues to emphasize the payoff when investing in technology.**

by L. Scott Tillett/stillett@nttc.edu



Now more than ever, small businesses seeking research funding from the Missile Defense Agency need to convey the benefit that their innovations hold—both for the agency and for applications beyond missile defense.

Increasingly, the agency wants researchers, especially those pursuing Phase II SBIR/STTR awards, to communicate where their technology will transition into the Ballistic Missile Defense System (BMDS)—and how they plan to insert that technology. Dr. Douglas Deason, director of SBIR/STTR programs at MDA sums it up in a single sentence: “You must make a compelling case that it has a BMDS application and that there’s a realistic insertion path.”

Such a focus should come as no surprise to wise researchers. Technology for technology’s sake never quite cuts it. To be truly successful, an innovation must fill a real need—a business need, a mission need, a real-world/real-problem need. Simply making smaller, faster, lighter widgets amounts to nothing more than a stunt of science unless size, speed, and weight are real limiting factors for widget users—unless making something smaller, faster, and lighter actually proves “enabling” for the customer.

“Results” is a word you can expect to hear often at MDA these days. The agency has proclaimed that its hit-to-kill technology for missile defense works; it produces results. Likewise, the development process for new technology for the BMDS should be results-focused. Says Deason: “We’re managing for results, we’re managing for a real insertion, and we want to start thinking about that. We prefer that the small businesses think about that very seriously before they even write a proposal.”

*See “Results” on page 4*

## Memorandum Correctly Identifying Size Status of Contractors (21 July 2010)

### Summary:

By Memorandum dated July 21, 2010, the Director, Defense Procurement, Acquisition Policy, and Strategic Sourcing (DPAP), Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics (OUSD/AT&L)) has reiterated the process for correctly determining the size status of contractors for contract awards in accordance with FAR requirements and supporting federal-wide electronic systems. The DPAP memo is accessible at <http://www.acq.osd.mil/dpap/policy/policyfault/USA003935-10-DPAP.pdf>. The guidance is effective immediately.

### Discussion:

The following guidance is provided in the referenced DPAP memo for correctly identifying the size status of contractors:

FAR Subpart 9.303, Determining North American Industry Classification System (NAICS) Codes and Size Standards, instructs contracting officers that they must determine the appropriate NAICS code and related small business size standard and include them in solicitations above the micro-purchased threshold. Solicitations and synopses posted via Federal Business Opportunities (FBO) must clearly identify the appropriate NAICS code. FAR provision 52.204-8, Annual Representations and Certifications, which is required in most solicitations, must include the NAICS code and size standards when included in solicitations. When the solicitation is for commercial items, the NAICS code and size standard must be present on the Standard Form 1449 in accordance with FAR provision 52.212-1, Instruction to Offer - Commercial Items. If FAR provisions 52.204-8 or 52.212-1 are not included in solicitations, contracting officers must ensure that the NAICS code and size standard are included in FAR provision 52.219-1, Small Business Program Representations, when that provision is required to be included in solicitations.

## Message From the Director

*(Continued from page 1)*

In preparing to make contract award, contracting officers must review a vendor's completed provisions in the Online Representations and Certifications Application (ORCA) database (<https://orca.bpn.gov>) to determine the small business size status relating to the appropriate NAICS code of a vendor when FAR provision 52.204-8 or 52.212-3, Offeror Representation and Certifications - Commercial Items, is included in the contract. If these provisions are not included, then contracting officers must review the offerors' responses to 52.219-1 in their proposal to determine the size status on associated awards.

Upon contract award, contracting officers must identify the predominant NAICS code from the solicitation and the size of the successful offeror when submitting their contract action report to the Federal Procurement Data System (FPDS). The contracting officer shall indicate either 'Small Business' or 'Other than Small Business' in the Contracting Officer's Determination of Business Size data field in accordance with the offeror's response to the applicable provision described above. If none of the above provisions are included in the solicitation, there is no mechanism to determine the size status, and the vendor must be considered 'Other than Small Business.'

FAR clause 52.219-28, Post Award Small Business Program Re-representation, shall be included in solicitations and contracts exceeding the micro-purchase threshold when the contract will be performed in the United States or its outlying areas. This clause requires contractors identified as small businesses at contract award to re-represent their size status to the contracting officer upon novations, mergers or acquisitions that do not require novations, and on any contracts prior to extending performance into a sixth year or any subsequent option period. If the contractor indicates during re-representation that their size status has changed, the contracting officer must issue a modification to the contract to indicate such and report it to FPDS within 30 days after notification. From that point forward, subsequent actions under that contract will be identified with the new size status.

ORCA is the official authoritative source of the vendor's certifications regarding size at contract award.

Another thing to remember about past performance references you provide; make sure they put your best foot forward. This is especially true of any subcontractor past performance information you want considered. My source selection experience tells me that this is an often neglected area. If you are planning on being a subcontractor on an effort and are asked to provide past performance information, please insure that what you provide is relevant to the effort being solicited and that your customer viewed your performance as excellent. During the source selection process, past performance references are checked as well as the past performance information retrieval systems (PPIRS) where contractor performance assessment reporting system (CPARS) reports are stored. I've seen times where information that was intended to reinforce an offeror's capabilities to do some work actually turned out to have the opposite effect.

With respect to cost or price, be sure your pricing is competitive. Money is tight today across the board in the Government. While MDA will probably always use a best value approach in its acquisitions, the importance of how much we pay will take on more and more importance into the future in that best value determination. To be sure, there are tradeoffs that you will have to make to insure that you make a decent profit while providing sterling service, but understand that cost or price is always evaluated on every source selection and plays a role in the ultimate selection that is made.

In any RFP we always tell you what we are going to evaluate (Section M of the RFP) and what information you are required to provide and the format for such information (Section L of the RFP). It's critical that you take a step back and insure that you've provided all the information asked for. I know this sounds like a "no brainer", but you would be surprised at how many times I've seen otherwise good offerors go down the tubes because a critical piece of information was left out. Again, the evaluators will only evaluate what is in the proposal. They will not "assume in" any information.

A good technique I found when preparing a proposal (back in my days working for a contractor) was to use a "red team" concept. Have someone or a team of folks, not associated with putting the proposal together, read your proposal against the RFP requirements and see if they can understand the information provided and assess whether it meets the requirements of the RFP.

Remember, your proposal **is** your company to the evaluators. It will communicate, in many ways, the abilities (or disabilities) of your company to accomplish the tasks required. You want all that communication to be overt, easily understood, address all the requirements of the RFP and demonstrate your capability to meet or exceed the requirements. In this way, you can assure yourself of the strongest competitive position possible during the source selection process. The last thing you want to do is send the wrong message by a poorly written proposal that doesn't answer all the mail.

So, the bottom line to all this is to view your proposal as the only communication tool you have to tell the story of why your company should get the contract to do the work on which you're proposing. Make sure you include all the required information in the proposal and insure that the relevancy of your past performance with respect to the required work is clearly communicated. Finally, have someone outside the proposal preparation process do a sanity check on what you want to submit to insure it communicates what great capability you have and how you've demonstrated that capability on relevant other work that you have accomplished.

# Results

*Continued from page 2*

For taxpayers, whose dollars fund these researchers, that message should be a refreshing one. And there's a bonus for taxpayers: The focus on results does not end with the MDA mission. Technologies funded by MDA hold promise beyond missile defense, and agency-funded innovations can deliver results in the commercial world—in aviation or automotive applications, in manufacturing, in the computing arena, in security-and-surveillance settings, and in a host of other areas.

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*To be truly successful,  
an innovation must  
fill a real need.*

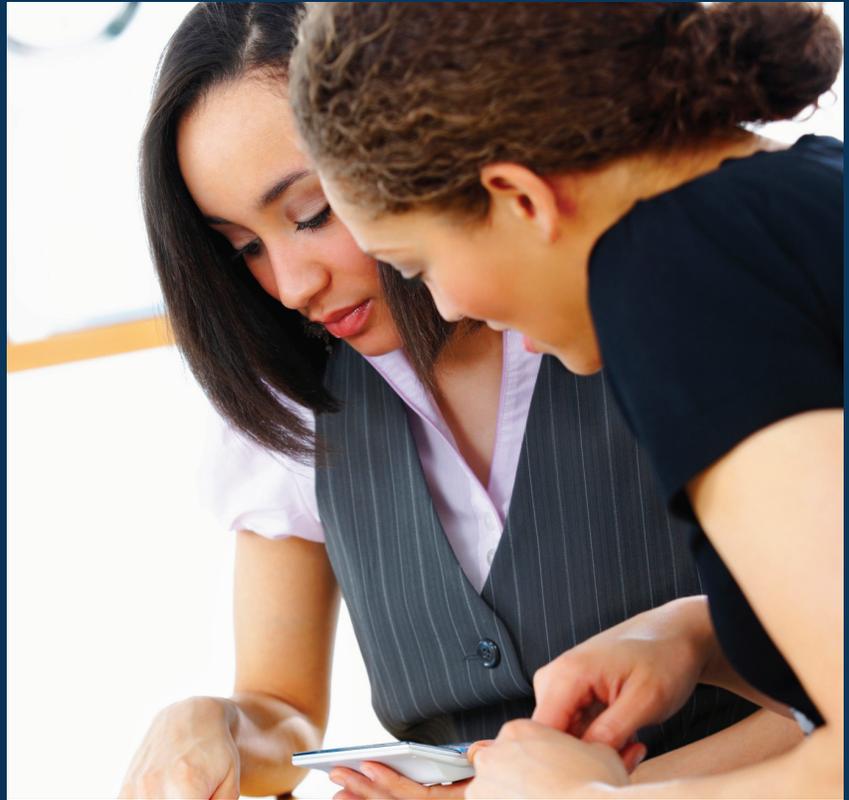
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One program that helps small businesses after they have received funding from MDA, and after they've been vetted as conducting research that holds promise for producing results at the agency, is the MDA Technology Applications program <http://www.mdatechnology.net>. This program provides an extra layer of assistance, helping researchers put their technology to work and get results.

Through free workshops, special technology reviews, and outreach publications, the TA program assists researchers who often don't know where to begin when it comes to commercializing their MDA-funded technologies, or how to get the word out about what they have created.

It's in the interest of MDA and the public at large that America wrings results out of its research investments. Results matter—and they matter even more these days. Without results, we're left with problems still needing solutions.

*Tillett is editor of the MDA TechUpdate newsletter ([www.mdatechnology.net](http://www.mdatechnology.net)), produced by the National Technology Transfer Center (Washington Operations) through a cooperative agreement with MDA.*



## Mentoring a Protégé *A Rewarding Experience*

by: Phil de Fontenay

The origins of the mentoring process are unknown. However, the word “mentor” is derived from Homer’s *Odyssey*. The original “Mentor” was an older man who served as an advisor to the king. Unfortunately Mentor was rather ineffectual in his advice. However, the term in this context refers to the goddess Athena, who took on the form of Mentor to advise a younger man in the art of war.

There have been many famous mentor-protégé pairs throughout history. One of the earliest and most well-known was Paul of Tarsus and Timothy, a first-century Christian bishop. Minister, activist, and Morehouse college president Dr. Benjamin Elijah Mays served as a mentor to Martin Luther King, Jr.; and the poet Ezra Pound guided a fledgling T.S. Eliot through his literary career.

More recently, the protégé concept has been illustrated through billionaire Donald Trump’s reality television show *The Apprentice*, where young men and women compete for the opportunity to claim Trump as their business mentor. Learning a trade or an industry from someone with more experience has been a consistent occurrence throughout history, and it is still a viable and successful approach.

You don’t have to be Ezra Pound or Donald Trump to offer something worthwhile to a protégé. If you’ve had experience in a business or industry, you can benefit someone new to your field and have the pleasure of watching a new talent unfold.

There are few experiences more rewarding than teaching what you know to someone else. The mentor-protégé relationship is perhaps the ultimate teaching experience: a one-on-one transfer of accumulated knowledge and wisdom designed to benefit both parties involved.

Protégés are a common occurrence in the business world today. Experienced people in every industry often decide to “adopt” a protégé - whether the arrangement is through a formal mentoring program, or an informal mutual decision to take a new employee “under your wing” and show him the ropes. The reasons to enter into a mentor-protégé relationship are many, but the most common is when the protégé candidate shows promise from the start.

*You don't have to be  
Ezra Pound or Donald  
Trump to be a mentor.*

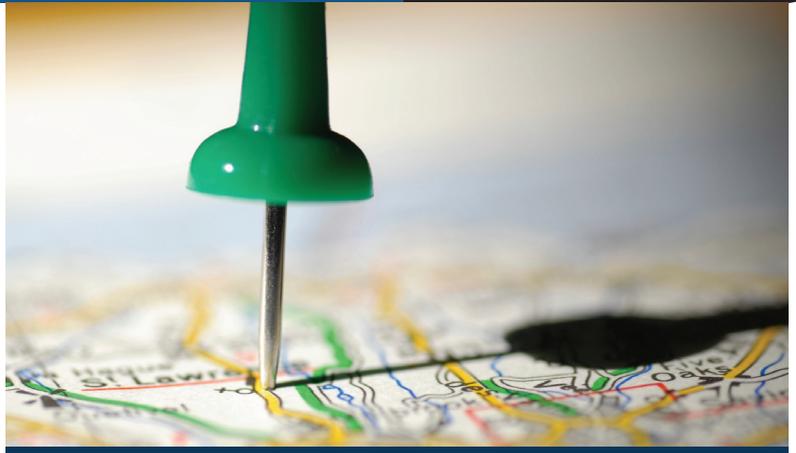
Mentor-protégé relationships can be either formal or informal. Informal mentoring relationships often develop on their own, with the more experienced person offering advice and assistance and the newcomer taking that advice to heart. Many organizations have formal mentoring programs, which can be either within the company or within the industry.

So, why should large or graduated 8(a) companies consider taking on a small business protégé? It's an opportunity to develop long-term relationships with qualified small businesses, add a government authorized component to their subcontracting plans, and receive compensation in the form of direct reimbursement or credit against applicable SBA subcontracting goals.

The MDA Mentor-Protégé Program Manager would be glad to talk with your company about the agency's mentor-protégé program. Companies are encouraged to review the new MDA Mentor-Protégé Procedure Manual for comprehensive guidance in developing, submitting, processing and administering reimbursable agreements. Visit [www.mdasmallbusiness.com](http://www.mdasmallbusiness.com) for more information.

*~ Mentoring is a brain to pick, an ear to listen,  
and a push in the right direction. ~*

John Crosby



# Roadmap for Better Buying Power

## Guidance for Obtaining Greater Efficiency and Productivity in Defense Spending

By: The Honorable Ashton B. Carter Under Secretary of Defense for Acquisition, Technology & Logistics

In a Memorandum for Acquisition Professionals dated September 14, 2010 Dr. Carter outlines his Guidance for Obtaining Greater Efficiency and Productivity in Defense Spending. The information below is an overview of the directives given. To read the entire guidance, please visit [www.acq.osd.mil](http://www.acq.osd.mil)

### Target Affordability and Control Cost Growth

- Mandate affordability as a requirement
  - At Milestone A set affordability target as a Key Performance Parameter
  - At Milestone B establish engineering trades showing how each key design feature affects the target cost.
- Drive productivity growth through Will Cost/Should Cost management
- Eliminate redundancy within warfighter portfolios
- Make production rates economical and hold them stable
- Set shorter program timelines and manage to them

### Incentivize Productivity & Innovation in Industry

- Reward contractors for successful supply chain and indirect expense management
- Increase the use of FPIF contract type where appropriate using a 50/50 share line and 120 percent ceiling as a point of departure
- Adjust progress payments to incentivize performance
- Extend the Navy's Preferred Supplier Program to a DoD-wide pilot
- Reinvigorate industry's independent research and development and protect the defense technology base

**See Roadmap on page 6**

## Roadmap (Continued from page 5)

### Promote Real Competition

- Present a competitive strategy at each program milestone
- Remove obstacles to competition
  - Allow reasonable time to bid
  - Require non-certified cost and pricing data on single offers
  - Require open system architectures and set rules for acquisition of technical data rights
- Increase dynamic small business role in defense marketplace competition

### Improve Tradecraft in Services Acquisition

- Create a senior manager for acquisition of services in each component, following the Air Force's example
- Adopt uniform taxonomy for different types of services
- Address causes of poor tradecraft in services acquisition
  - Assist users of services to define requirements and prevent creep via requirements templates
  - Assist users of services to conduct market research to support competition and pricing
  - Enhance competition by requiring more frequent re-compete of knowledge-based services
  - Limit the use of time and materials and award fee contracts for services
  - Require that services contracts exceeding \$1B contain cost efficiency objectives
- Increase small business participation in providing services

### Reduce Non-Productive Processes and Bureaucracy

- Reduce the number of OSD-level reviews to those necessary to support major investment decisions or to uncover and respond to significant program execution issues
- Eliminate low-value-added statutory processes
- Reduce by half the volume and cost of internal and congressional reports
- Align DCMA and DCAA processes to ensure work is complementary
- Increase use of Forward Pricing Rate Recommendations (FPRRs) to reduce administrative cost

# More Evaluation of Small Business Participation in MDA Acquisitions

*By Scott A. Crosson, Subcontracts Manager*

Leveraging the diverse capabilities, innovation and agility of small business enterprises is smart business and MDA Office of Small Business Programs (OSBP) representatives are actively participating in early acquisition planning to identify opportunities to engage small businesses at the prime and subcontract levels in all phases of our acquisition programs. Agency officials continue to carefully scrutinize requirements to introduce more competition and increase small business participation in the agency's very large, complex acquisitions, many of which are simply beyond the reach of small primes.

Aside from the Missile Defense Agency Engineering and Support Services (MiDAESS) acquisition, subcontracts represent the primary means of small business contributions to developing, producing, fielding and sustaining our nation's Ballistic Missile Defense System (BMDS). You may have noticed an increased emphasis on small business utilization in some recently released MDA solicitations. We are beginning to include small business "participation" as an evaluation subfactor when appropriate. Assessing participation in addition to small business subcontracting plans enables the evaluation of all offers, not just those from large businesses, and adds flexibility to support particular acquisition objectives. For example, we can encourage small business primes (including teams), by defining participation as small business contributions to contract performance at the prime and first tier subcontracting levels. Alternatively, for large, systems integrator type requirements where there are limited first tier small business subcontracting opportunities, we can revise the definition to include second tier small business subcontractor contributions.

MDA also evaluates small business utilization as part of past performance assessments. While small business participation is generally not among the most important evaluation criteria, its inclusion as a separate subfactor provides increased visibility and helps drive industry performance to achieve both BMDS mission and small business program objectives.

These and other proactive measures have enabled us to be "out in front" of recent small business related Undersecretary of Defense Guidance on efficiency and productivity in defense spending. We have expanded our market research and outreach efforts to identify and use capable small businesses to support our BMDS mission. In addition to considering small business participation in source selection decisions, we are continuing assessments during contract performance through award fee criteria and past performance evaluations. Finally, the small business set-aside under MDA's MiDAESS acquisition will improve opportunities for small business participation in our acquisition of support services.

You can help us be even better small business advocates through your full participation in the draft request for proposal comment process and by providing complete, quality responses to sources sought notices and other requests for information. Your input is important and does influence MDA acquisition strategy decisions. Thank you for your continuing support!

# OSBP Update:

## *Welcome Two New Employees*



### **Laura K. Anderson**

*Subcontracting Program Analyst,  
Missile Defense Agency*

Laura Anderson serves as Subcontracting Program Analyst for the MDA Office of Small Business. Prior to working for MDA, Laura worked as Contract Administrator for Davidson Technologies, Inc. She has over 10 years of experience in Contracts and Acquisition.

Prior assignments include contracting and procurement positions with Computer Sciences Corporation and The Boeing Company.

Laura holds a Master of Science in Management - Acquisition & Contract Management from Florida Institute of Technology, and a Bachelor of Science in Business Administration - Management Information Systems from the University of Alabama in Huntsville.

In addition to various professional affiliations, Laura previously served as an Ambassador for the Huntsville/ Madison County Chamber of Commerce.



### **Becky P. Martin**

*Small Business Specialist,  
Missile Defense Agency*

Becky Martin serves as Small Business Specialist for the MDA Office of Small Business. Prior to coming to work for MDA, Becky worked for The Boeing Company as a Senior Manager of Supplier Diversity where she retired after 22 years of service.

Becky has a Bachelor of Science in English from Athens State University and a Masters of Science in Acquisition and Contract

Management from Florida Technical Institute. She is a Certified Supplier Diversity Professional and brings over 16 years experience as a small business advocate.

In addition to her professional affiliations, Becky is a past member of the NASA Marshall Space Flight Center Prime Contractor Council and the Missile Defense Agency Small Business Council. She provides advocacy to various associations and has served on non-profit boards such as: Women's Business Center of North Alabama and National Defense Industrial Association.

## **Memorandum**

### **Class Deviation - Authorizing Direct Submission of Interim Vouchers.**

Effective immediately, this class deviation deletes the words "for contractors with approved billing systems" from DF ARS 242.803(b)(i)(C). This deviation eases the requirements, especially for small businesses, to qualify for direct billing, thereby reducing DoD administration and conserving resources in processing low risk payment vouchers.

This deviation remains in effect until incorporated in the DF ARS or otherwise rescinded. The point of contact for this matter is Mr. Mark Gomersall, 703-602-0302 or [mark.gomersall@osd.mil](mailto:mark.gomersall@osd.mil).

## **Memorandum**

### **Small Business Goal Achievement Fiscal Year 2010.**

American small businesses are a key source of innovation, providing needed capability to the Warfighter. They are the largest contributor to American's non-farm Gross Domestic Product and provide two out of three new jobs. From a military perspective, small businesses are the key to sustaining and improving our industrial base to maintain competition and innovation.

Each year the Department establishes goals with each Component to help achieve the Federal-wide statutory small business goal of 23 percent. Achieving the goals in FY2010 is particularly important because of small businesses' role in economic recovery. In this last quarter of the fiscal year, I strongly encourage each of you to seek contracting opportunities with small businesses. Ms. Linda Oliver, the Acting Director of Small Business Programs, will provide me with bi-monthly reports on the Department's progress in achieving its small business goal. The reports will be reviewed to track performance against goals and will be made available at <http://extranet.acq.osd.mil/osbp>.

# 2010

## Calendar of Events

### MDA OSBP Will Attend:

**October 14, 2010**

*WBCNA - Business Opportunities  
Matchmaker  
Decatur, AL*

**October 25 – 27, 2010**

*AUSA Annual Meeting  
Washington, DC*

**October 24 – 27, 2010**

*National Minority Supplier Diversity  
Council Annual Conference  
and Business Fair  
Miami, FL*

**October 28, 2010**

*Chamber of Commerce Business Expo  
Huntsville, AL*

**November 2-4, 2010**

*USSTRATCOM Strategic Space Symposium  
Omaha, NE*

**November 9, 2010**

*Procurement Technical Assistance Center  
Matchmaker Event  
Huntsville, AL*

**November 10, 2010**

*Alliance Baltimore Small Business  
Procurement Fair  
Baltimore, MD*

**November 29 – Dec. 2, 2010**

*Defense Manufacturing Conference  
Las Vegas, NV*

## The OSBP Staff

*Lee Rosenberg, Director*

*Donna Cancel, Deputy Director*

*Scott A. Crosson, Subcontracting Program Manager*

*Christopher Evans, Specialty Programs Manager*

*Jerrol Sullivan, Outreach Manager*

*Chad A. Rogers, Outreach Specialist, PbSi*

*Nancy Hamilton, Sr. Administrative Assistant, EMC*

*Teddy Powell, Program Analyst, PbSi*

*Laura Anderson, Subcontracting Program Analyst*

*Becky Martin, Small Business Specialist*

### OSBP Main Office Numbers

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Subcontracting activities at MDA, please email us  
at [subcontracting-oversight@mda.mil](mailto:subcontracting-oversight@mda.mil).*

*For additional information regarding Outreach  
activities at MDA, please email us at  
[missiledefenseagencyoutreach@mda.mil](mailto:missiledefenseagencyoutreach@mda.mil).*

## Websites of Interest

Missile Defense Agency (MDA) and  
MDA Office of Small Business Programs  
[www.mda.mil](http://www.mda.mil)

MDA Business Acquisition Center  
[www.mda.mil/business/acquisition\\_center.html](http://www.mda.mil/business/acquisition_center.html)

MDA Marketplaces and Directory  
[www.mdasmallbusiness.com](http://www.mdasmallbusiness.com)

MDA SBIR and STTR Programs  
[www.mdasbir.com](http://www.mdasbir.com)

MDA OSBP Survey  
[www.surveymk.com/s/mdasmallbusiness](http://www.surveymk.com/s/mdasmallbusiness)

Fed Biz Opps – (MiDAESS)  
[www.fbo.gov](http://www.fbo.gov)

Electronic Subcontracting Reporting System – (eSRS)  
[www.esrs.gov](http://www.esrs.gov)

The Missile Defense Agency, Small Business Advocacy Council  
[www.mda.mil/business/bus\\_mdasbac.html](http://www.mda.mil/business/bus_mdasbac.html)