



Missile Defense Agency

Office of Small Business Programs

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January 2013



Message from the Director, Lee Rosenberg

We are now in a new fiscal year and I know many of you are wondering what the effects of the continuing resolution

and sequestration will mean to the defense industrial base in general and your business, specifically. Well the answer is...no one knows! What I do know, however, is that you can increase your odds of being successful in whatever the market is through your proposal preparation process.

So, now for some editorializing of my views on a particularly bothersome issue. Keep in mind, that what I'll address is in the mode of "tough love". I want you, as small businesses, to succeed with MDA. We need you and your talents to field the best BMDS capability we can to the warfighter in a cost-effective manner.

Over the last several years MDA has increased our contracting to small businesses, particularly in the area of knowledge-based services through our MiDAESS Program. We also have recently solicited several larger Small Business Set-Asides with UEWR BITS, MICS and MDCC. Setting aside acquisitions in the Agency is not always done without some teeth gnashing from some in the requiring activities who feel small businesses aren't necessarily up to the task of satisfying their requirements. Through thorough market research and demonstrated past performance we have been able to convince most that we weren't giving away the farm

by setting aside the work previously done exclusively by large businesses. As a result of these efforts, I've been involved in many source selections both within and external to MiDAESS that involved evaluations of proposals submitted by small businesses. I've seen a disturbing trend that I want to address in this article and perhaps provide some "food for thought" for you as you prepare future proposals. I'm going to concentrate on service contracting since that is where the largest concentration of Small Business Set-Asides occurs in MDA.

There are several "givens" in the contracting processes associated with service contracting in the Federal Government that are both universal and pervasive. First, the process is cumbersome, rule bound, time consuming and, sometimes, very inflexible. Second, the real requirements are rarely articulated in a manner that is easily understood on the first pass, particularly when performance-based contracting is being done. (Oh, I know, some "purists" in the world of contracting academia will argue these assertions, but we live in the real world and know that, more often than not, I'm "dead on" in this regard.) Third, there is never enough time allotted to prepare a response once the RFP is released. Fourth, RFPs are always released just before a major holiday season with proposals due just after the holidays are over. Well, maybe that last one is not always the case, but I'm sure you'll agree, from your perspective, the first three are ground truth.

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Message from the Director

(Cont'd from Page 1)

While the above are givens in the world we deal in, what disturbs me is the poor quality of the proposals that I've seen over the last several years in response to the above situation. One might say it's counterintuitive to expect a great proposal given the circumstances above however, I have a contrarian view. Let me explain.

There is never going to be enough time to put together a perfect solicitation that answers all the questions up front with no ambiguity or guessing required on the part of proposal preparer. What we try to do within MDA is to engage industry early to gain your insight as we're defining our requirements and how best to satisfy the need. Once that's done, we try and continue that communication as much as possible through draft documentation and pre-proposal meetings to clarify those requirements and then follow-up after the source selection process with debriefings designed to explain why your proposal was evaluated the way it was so you can take away lessons learned for future proposals. Understanding that we haven't always hit the mark on all these communications opportunities, the idea is to provide forums with the necessary information for you to respond in a quality manner with your proposal to satisfy our needs. We have learned over time the value of this communication. For example, during the ongoing MiDAESS task order recompetitions, we have instituted a process of industry involvement by floating draft PWS's and draft requests for task order proposals (RTOPs). This was born of feedback we received from industry and provides you with opportunities to ask questions about the requirements to assist you in preparing better proposals. However, this communication is only as good as your participation in it and your willingness to ask the questions. These are not forums for you to try and steer the requirements towards your solution or what you think we should be doing (that can be done through separate discussions before the solicitation goes out), but rather, for you to better understand the requirements we are soliciting in order to develop a better solution that meets those requirements. The key is to ask the questions during this preproposal time period if you don't understand something to get the appropriate clarifications and not try to guess what we want during the proposal preparation process.

Now, let's turn our attention to your proposal. While not every proposal I've looked at over the course of the last several years is deficient or of poor quality, too many are! There is often too little attention to detail, too little explanation of how you're going to accomplish a given requirement, too much failure to crosswalk between documents to insure a consistency of your message and proposed solutions. For example, how does one let a proposal out the door that proposes one level of effort in the

technical volume while proposing a different set of skill mix and numbers in the basis of estimate? Why do proposals just parrot back the same language in the RTOP promising what you are going to do without any explanation about how you're going to do it? What happens in the proposal preparation process that fails to address a stated requirement while proposing a solution to another requirement that is not there because you think it's needed? You might be shaking your head now saying, "He's got to be kidding! That doesn't really happen." Well, no I'm not. These are actual mistakes I've seen repeated over and over and not necessarily by the same contractors.

So what's the message you send when you submit proposals with the mistakes as I've described above? Does it instill confidence in the customer that you're a quality performer who should get an award? And what is the effect on the timeliness of the contracting when we have to send many evaluation notices out to get clarification on proposals because of these errors? It too often extends the process far beyond the time it should take to award a task order or contract. There is, perhaps, a more insidious message that follows poor quality proposals coming from small businesses. It's the, "See, I told you small businesses couldn't do the work" message that's reinforced in the minds of some on the Government side when they see these poor quality proposals. These same people may be reluctant to set-aside future work because of the perception they form about small businesses, which is reinforced in their mind when they see poor quality proposals. Are large businesses held to the same standard? Of course not! Don't they submit poor quality proposals as well? You bet they do! Is this fair? Absolutely not, but it is reality.

So what's my message to you? Put a good effort into fully understanding the Government's requirements on any given acquisition, participate in the forums available to ask questions and clarify your understanding of the requirements. Then, insure you address all those requirements in your proposal as they are and not what you think they should be. Listen to the feedback in debriefings and heed the advice given with regard to improving your future proposals. Above all else, pay attention to detail. Use whatever method you think appropriate to insure that there are no disconnects between volumes in your proposals. Make sure you address the "how" as well as the "what" in your proposed solution. As I've said in past articles, your proposal is you when the source selection process begins. The quality of that proposal reflects directly on your company, good or bad. Put a concerted effort into it to achieve the best quality proposal possible. A high quality proposal does have impact and increases your chances for award.

Message from the Deputy, Genna Wooten



In previous issues, I have addressed the subjects of how to actually do business with the Missile Defense Agency (MDA) and what to keep in mind when you are submitting proposals for contracts. In this article I want to focus on what MDA has accomplished in FY12 for Small Business Set-Asides.

As most of you know, the MiDAESS Task Order re-competes have started and to date two task orders have been awarded to small businesses, totaling over \$52M over a five year period of performance. In addition to the MiDAESS small business awards MDA awarded 2 Small Business (SB) contracts totaling more than 97 Million dollars over a five year period of performance. The first SB award was an 8(a) Set-Aside for the MDA Field Activity Support Services (DPF) Contract awarded to Logistics Systems Incorporated located in Washington, DC and the second award was a Service Disabled Veteran Owned Small Business (SDVOSB) Set Aside for the MDA Information Technology Collaboration Services (MICS) Contract awarded to Network Management Resources (NMR) located in Chantilly, VA . We are pleased to have both of these small business companies join the MDA as prime contractors supporting our agency.

So now you might be asking yourself... Ok I missed the boat here, what's next? For FY13 we have A LOT on our plate, we currently have 4 procurements in the works specifically Set-Aside for Small Businesses. Out of the four procurements in the works, three have been Small Business Set-Asides: (1)The Missile Defense Data Center (MDDC); (2) the Packaging, Handling & Storage (PHS) Logistics Support Services for BMDS Assets & Equipment; (3) the Upgraded Early Warning Radar and Cobra Dane (UEWR &CD) Ballistic Missile Defense System (BMDS) Integration and Test (WEWR &CD BIT). We are also very proud to have an 8(a) Set-Aside scheduled for this year for the Test Performance and Interoperability Analysis Support. These four contracts will represent several million dollars over the next five years that will go to small businesses just like yours.

These small business set-asides prove to the small business community that our Mission in the Agency is to be YOUR advocate in the early stages of the planning process. We need to know that your business exist and what capabilities you bring to the table. Let us know what your differentiators are and what innovations you can bring to the table. We use this information early on in the Acquisition planning process to carve out Small Business Set-Asides where the Market Research and Outreach Activities show that Small Businesses can perform the work.

We want to know what your business does and how you can help MDA perform our mission. Please contact our office and schedule a capability briefing (either in person or via telecon) and let us know what your company does, and how you think you can bring value to what we are trying to accomplish. If you would like to know more information, please email us at outreach@mda.mil or call our office at 256-450-2872 for an appointment.

Mentor-Protégé Program Update

By Ruth Dailey

We would like to congratulate the new Mentor & Protégé company that has joined us this year, Lockheed Martin's new protégé - IERUS.

Through the Mentor Protégé Program, IERUS's ability to serve the Missile Defense Agency (MDA), DoD, other government agencies, and ultimately the Warfighter will be enhanced through IERUS's explicit goal to bring high tech solutions (with a current focus in RF and EO/IR) to the warfighter quickly and cheaply. IERUS invests heavily through non-reimbursable IRAD (Independent Research and Development) in a variety of cutting edge products. In fact, most of IERUS's profit is reinvested in technology development to support warfighter needs. The Mentor-Protégé program will assist IERUS in becoming a well-rounded company, capable of providing a competitive option for technology solutions in the areas of services, software, design, and products. IERUS's key growth needs include those areas developing IERUS's capability in:

- Certifications necessary to win large business and prime subcontracts such as
 - AS9003
 - Lockheed Martin Approved Supplier List Certification
- Processes necessary to properly execute and manage contracts to include production contracts
- Business development practices necessary to develop and maintain and business pipeline

Lockheed Martin's commitment to help expand IERUS's corporate capabilities will, in turn, further Lockheed Martin building a stable, long term partner in the defense industry. The Mentor-Protégé will continue to build and expand a technically strong HUBZone partner that will continue to assist in the execution of existing contracts. This partnering also allows Lockheed Martin the ability to improve the small, disadvantaged business base in support of DoD goals.

We are looking forward to new companies joining the Mentor-Protégé Program this year to help further develop the technical, programmatic and organizational capabilities of a small business in support of BDMS solutions.



MiDAESS Awards

Full and Open

Blue text indicates IDIQ Awards
Red text indicates Task Order Awards
* Black text indicates Recompete

Acquisition Support (Capability Group 2)			IDIQ Contract Award Date: 9/8/2010
Booz Allen Hamilton	HQ0147-10-D-0018		
Computer Sciences Corporation	HQ0147-10-D-0019	DOB-01-10	1/20/2011
		DOB-03-10	1/21/2011
Paradigm Technologies, Inc.	HQ0147-10-D-0020	DOB-02-10	2/28/2011
Odyssey Systems Consulting Group	HQ0147-10-D-0021		
			Integration Synchronization
			Budget Execution/Funds Control
			Strategic Financial Planning

Engineering Support (Capability Group 3)			IDIQ Contract Award Date: 8/30/2010
ERC, Inc.	HQ0147-10-D-0006		
Madison Research Corporation	HQ0147-10-D-0007		
Computer Sciences Corporation	HQ0147-10-D-0008	DE-01-10	7/8/2011
		DE-05-10	3/22/2011
		DT-04-11	11/4/2011
General Dynamics IT	HQ0147-10-D-0009	DT-02-10	2/14/2011
Sparta, Inc.	HQ0147-10-D-0010	DE-03-10	6/8/2011
		DE-07-10	2/8/2011
		DE-08-10	5/24/2011
		DE-10-10	5/26/2011
		DE-11-10	3/24/2011
		DT-01-10	5/20/2011
		DT-03-10	5/5/2011
			System Engineering Integration
			Sensor Engineering
			General Test Support
			Ground Test Support
			Weapons and Missile Systems
			Space Portfolio Engineering
			C3BM
			M&S Engineering
			Laser (Directed Energy) System Engineering
			Flight Test Support
			Component Test Support

Infrastructure and Deployment Support (Capability Group 4)			IDIQ Contract Award Date: 6/23/2010
Computer Sciences Corporation	HQ0147-10-D-0022	DDW-01-10	1/25/2011
		DXF-01-10	3/10/2011
		DXF-03-10	3/3/2011
		DT-08-10	8/11/2011
General Dynamics IT	HQ0147-10-D-0023		
Sparta, Inc.	HQ0147-10-D-0024	DDW-02-10	5/26/2011
		DXF-02-10	4/21/2011
			Warfighter Interface
			Facility, Logistics, and Space Management
			Environment & Management
			Warfighter Operational Support
			Operations Support
			Facilities Life-Cycle Management Site Activation Planning, Deployment, and Integration

Agency Operations Support (Capability Group 5)			IDIQ Contract Award Date: 6/17/2010
ALATEC, Inc.	HQ0147-10-D-0002	DS-01-12*	10/26/2012
Computer Sciences Corporation	HQ0147-10-D-0003		
EMC, Inc.	HQ0147-10-D-0004		
			Functional Management and Non-Matrix Admin. Support

Security and Intelligence Support (Capability Group 6)			IDIQ Contract Award Date: 8/30/2010
Booz Allen Hamilton, Inc.	HQ0147-10-D-0011	DXS-02-10	4/18/2011
		DXS-05-10	4/18/2011
		DXC-03-10	7/22/2011
		DEI-03-12 *	5/11/2012
Lockheed Martin, Inc.	HQ0147-10-D-0012		
ManTech International Corporation	HQ0147-10-D-0013	DE-15-10	
		DXS-01-10	5/23/2011
			Declassification
			Counter Intelligence
			BMDs Information Assurance/Computer Network Defense Intelligence
			Cyber Security and Program Protection

Agency Advisory Analytical Support (Capability Group 7)			IDIQ Contract Award Date: 2/14/2011
Booz Allen Hamilton, Inc.	HQ0147-11-D-0001		
MacAulay-Brown, Inc.	HQ0147-11-D-0002	A3-02-11	9/30/2011
SAIC	HQ0147-11-D-0003		
TASC	HQ0147-11-D-0004		
			Test



MiDAESS Awards

Small Business Set-Aside

Blue text indicates IDIQ Awards
Red text indicates Task Order Awards
* Black text indicates Recompete

Quality, Safety, and Mission Assurance (Capability Group 1)				IDIQ Contract Award Date: 1/21/2010
a.i. Solutions	HQ0147-10-D-0027	QS-03-10	9/24/2010	Quality Assurance
A-P-T Research, Inc.	HQ0147-10-D-0028	QS-01-10	12/10/2010	System Safety & Safety Occupational Health
Bastion Technologies, Inc.	HQ0147-10-D-0029	QS-02-10	9/30/2010	Mission assurance

Acquisition Support (Capability Group 2)				IDIQ Contract Award Date: 7/21/2010
Acquisition Services Corporation	HQ0147-10-D-0035			
BCF Solutions, Inc.	HQ0147-10-D-0036	DOB-04-10	11/30/2010	Cost Estimating
		DOB-06-10	12/12/2010	EVMS
		DA-01-10	12/10/2010	Acquisition & Program Management Support
Quantech Services, Inc.	HQ0147-10-D-0037	DXL-01-10	9/30/2010	Readiness Management
		DA-02-10	10/25/2010	Acquisition Executive Support
		DI-01-10	3/23/2011	International Affairs
		DOB-05-12*	7/23/2012	Accounting

Engineering Support (Capability Group 3)				IDIQ Contract Award Date: 3/10/2011
COLSA Corporation	HQ0147-11-D-0005	DXC-01-11	9/29/2011	Information Technology Management and Analysis
ERC, Inc.	HQ0147-11-D-0006			
MEI Corporation	HQ0147-11-D-0007	DE-12-11	9/23/2011	Specialty Engineering / International Engineering
		DE-13-11	8/18/2011	Risk and Lethality Engineering
		DT-06-11	9/2/2011	Ground Test Provisioning Support
		DT-07-11	9/12/2011	Test Infrastructure Support
Torch Technologies, Inc.	HQ0147-11-D-0008	DXC-02-11	6/14/2011	Information Assurance/Computer Network Defense
		DE-02-10	9/30/2011	Test Analysis & Reporting
		DE-04-11	9/15/2011	Threat Engineering
		DE-09-11	8/23/2011	Speciality C3BM
		DT-05-10	9/30/2011	Flight Test Provisioning Support
DCS Corporation	HQ0147-11-D-0009			

Agency Operations Support (Capability Group 5)				IDIQ Contract Award Date: 8/20/2010
Harlan Lee & Associates	HQ0147-10-D-0030	DS-02-10	11/19/2010	Executive Admin. & Executive Support
		DS-04-10	11/19/2010	Strategic Planning & Communication
		DS-05-10	11/10/2010	VIPC
		PA-01-10	12/10/2010	Public Information Support
PeopleTec, Inc.	HQ0147-10-D-0031	DS-03-10	11/10/2010	Protocol & Event Management
		DXH-01-10	11/30/2010	Human Resources
		DXH-02-10	12/1/2010	Training and Development
Total Solutions, Inc.	HQ0147-10-D-0032			

Are You Familiar with the “GET Small Business Contracting Act” ?

By Laura Anderson

What does it equate to? *More contracting opportunities for Small Businesses...*

Many small businesses are overwhelmed by the misconception that only large businesses have the essential tools to do business with the government. Quite often, small and even large companies are intimidated by the federal government’s requirements to win and fulfill government contracts. At the beginning of 2012, the Small Business committee introduced reform bills to increase contract opportunities for small businesses in federal government markets.

GET Small Business Contracting (Government Efficiency Through Small Business Contracting) Act of 2012 (HR 3850), amends the Small Business Act to raise the government-wide prime contract award goal for participation of small business concerns from 23% to 25% and to make the government-wide subcontract participation award goal 40% for such businesses. This equates to additional contract spending with small businesses.

The “GET Small Business Contracting Act” also has repercussions built in to enforce attainment of the 25% goal. This bill (HR3850) along with other small business reform legislation passed through Committee by voice vote on March 17, 2012. On May 18, 2012, the House of Representatives passed the National Defense Authorization, which includes this Committee’s contracting legislation.

If this becomes law, small businesses should see increased opportunities on FedBizOpps (<https://www.fbo.gov>). To ensure you (the small business) does not miss any opportunity to do business with the government it is essential that you are registered and monitoring FedBizOpps.

Market Research - Why Do We Perform It?

By Becky Martin

As we discussed in the July Newsletter, Market Research is a continuous process for gathering data on business and industry trends, products or service characteristics, supplier’s capability and the business practices/trends that surround them.

So why does MDA perform market research? Performing market research is a requirement of Part 10 of the Federal Acquisition Regulation (FAR). The results of performing adequate market research are increased competition, lower costs, increased quality, and the identification of additional sources to fulfill the Government’s requirements. Additionally, by performing market research, the Government can in certain instances, reduce cycle time by identifying commercial solutions. Market research should be considered as part of the cost of doing businesses. An upfront investment in time and resources will result in a more thorough acquisition strategy and ultimately result in a better product at a better price for the Warfighter.

Inadequate market research may result in the delay of approval of an acquisition strategy, it may impact mission support, result in inefficient operations, and increase procurement lead times.

Therefore it is important that market research be performed early in the acquisition process and be performed on a continuous basis to reduce the likelihood of significant issues with an acquisition.

How can you, the small business, assist the Government with market research? The answer is by responding to all Request for Information (RFI) inquiries. RFIs are an important part of market research and by responding, you, the small business can impact acquisition strategy of upcoming requirements. If enough small businesses can be identified as a qualified supplier, requirements may be set-aside for small business participation only.

So in order to help us help you, please be sure you respond to all RFI’s in a timely manner. Additionally, please call your competition and encourage them to respond to the RFI as well.

Comprehensive Subcontracting Plan Test Program

By Jerrol Sullivan

The DoD Comprehensive Subcontracting Plan Test Program authorizes the negotiation, administration, and reporting of subcontracting plans on a plant, division, or company-wide basis as appropriate. The purpose of the test is to determine whether comprehensive subcontracting plans will result in increased subcontracting opportunities for small business while reducing the administrative burden on contractors. Section 866, P.L. 112-81: Extended the program to December 31, 2014 to coincide with the CSP Trade Study results.

In an effort to be proactive and influence the Prime Contractors' and Subcontractors' with Subcontracting Plans CSP recommendations to complement the CSP Trade Study results, consider starting a dialog session with Prime Contractors and Subcontractors with Subcontracting Plans to let them know how your company believes the current Comprehensive Subcontracting Plan Test Program effects small business subcontracting opportunities. The intent should be to foster an open dialogue about CSP, what's working, challenges and sharing ideas that fosters concepts for the path forward. Your comments may be crucial in determining if the program is successful in meeting the intent of the statute.

The following is a listing of participants under the Comprehensive Subcontracting Test Program:

Company Name	Point of Contact	Company Name	Point of Contact
BAE Systems	Susan M. King Nashua, NH 03061-0868 (603) 885-2966 susan.king@baesystems.com	L3 Communications CSB Sector	Thosie Varga Greenville, TX 75402 (903) 457-3928 thosie.varga@L-3com.com
Boeing Company	Sherman Dupre Director of Small/Diverse Business & Strategic Alliances Boeing Defense, Space & Security sherman.dupre@boeing.com	Lockheed Martin (Corporate Plan)	Nancy H. Deskins Cherry Hill, NJ 08002 (856) 792-9610 nancy.h.deskins@lmco.com
GE Aviation	Maria King Cincinnati, OH 45215 (513) 552-5572 maria.king@ge.com	Northrop Grumman Electronic Systems	Rodney Patrick Baltimore, MD 21203 (410) 765-5800 rodney.patrick@ngc.com
General Dynamics/C4 Systems	Lynn Simmons Taunton, MA 02780 (508) 880-1658 lynn.simmons@gdc4s.com	Pratt & Whitney	Alton Moss East Hartford, CT 06108 (860) 565-1764 alton.moss@pw.utc.com
Hamilton Sundstrand Corporation	Joan M. Davidson Windsor Locks, CT 06096 (860) 654-5748 joan.davidson@hs.utc.com	Raytheon Company (Corporate Plan)	Benita Fortner Waltham MA. 02451 (781) 522-6337 benita_fortner@raytheon.com
Harris Corporation Government Communications Systems Division	Rhonda Sammon Melbourne, FL 32902 (321) 729-2093 rsammon@harris.com	Sikorsky Aircraft Corporation	Francisco Vasquez Stratford, CT 06615 (203) (203) 386-7506 francisco.vasquez@sikorsky.com



OSBP Update: *The Von Braun Complex Gets a New Neighbor*

On September 5, MDA Director LTG Patrick O'Reilly officially marked the ground breaking for the VBIV Complex at Redstone Arsenal. Once the new complex is completed, more than 5,700 employees will be working on one campus, making it "the epicenter of missile defense expertise in the world." Construction started at the beginning of October and is expected to be complete by August 2014. We look forward to seeing the progress!



November 14-15 - Oklahoma City, OK
RES Oklahoma 2012

November 15-16 - Huntsville, AL
AMC Small Business Conference

January 15-17 - Washington, D.C.
Surface Navy Symposium

March 13 - Tampa, FL
MacDill SDVOSB Conference

MORE TO COME!

OSBP Staff

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Genna Wooten, *Deputy Director*

Jerrol Sullivan, *Subcontracting Program Manager*

Laura Anderson, *eSRS Manager*

Becky Martin, *Outreach and Specialty Program Manager*

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

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

Websites of Interest

MDA Office of Small Business Programs

www.mda.mil

MDA Marketplaces and Directory

www.mdasmallbusiness.com

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