As we roll into a new Fiscal Year and new authorization, appropriation and/or continuing resolution laws come into effect, I thought I’d address a topic that seems to be a mystery to many, the Federal Government rulemaking process. I’m often asked why we haven’t yet implemented a law passed by Congress since it would enhance the utilization of small businesses on our contracts. After all, it’s the law of the land right? Shouldn’t we be able to immediately implement it and get on with business? Well, unfortunately, it’s not that easy or clear cut. The passage of the law is only the beginning of the process. The Executive Branch of the Government must now decide how it will implement the law through a series of regulations that will be published in the Code of Federal Regulations (CFR). These regulations guide the implementation of the law across the entire Government and have the force and effect of law once they are codified. So, how does a regulation become a regulation?

The Administrative Procedures Act (another law of the land) requires that the Executive Branch execute a rulemaking process in the formulation of those regulations which includes among other things, the cost and impact of implementing the regulation and the ability of the public to comment on it before it is codified into law. This rulemaking process can sometimes take years to accomplish. In this article, I’ll try to touch on the highlights of the process and how it works. Remember that often times implementing one rule born of one law, may affect the implementation of other rules born of other laws. This adds to the complexity of the rulemaking process.

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Welcome to MDA Small Business Office Newest Employees

Genna Wooten

I would like to take this opportunity to welcome two new employees to the MDA Small Business Office. They are Kelvin Carr and Kayla Loper.

Kelvin has worked at MDA as a Government employee since 2008. His previous employment at MDA was in the Contract Policy and Compliance Office supporting the contracting activity for an array of contract actions. Prior to his employment at MDA, Kelvin worked as a procurement manager for a local small business. He is a veteran of the United States Air Force. Kelvin has a Bachelor of Science in Resource Management from Troy State University and a Master of Science in Administration from Central Michigan University. Kelvin will be working with some of our major programs to ensure small businesses are being utilized to the greatest extent possible and will also be acting as our liaison to our Small Business Advocacy Council. He will bring a wealth of knowledge to the MDA Small Business Office, and we are looking forward to capitalizing on Kelvin’s experience to enhance our office.

Kayla joins our SB Office as a support contractor from our TEAMS Acquisition contract with BCF Solutions. Kayla will be working with Chad Rogers in supporting the Outreach Program, Website Management, and multiple oversight and management tasks associated with BCF’s contract. Prior to coming to our office, Kayla worked as a Procurement Assistant for a local small business. She has a Bachelors in Sociology from the University of Central Florida and is currently pursuing her Master Degree in Supply Chain Logistics Management from the University of West Florida. As a recent college graduate, Kayla will bring a fresh perspective to our office, and we are looking forward to her creativity and candor.

The MDA SB Office has been very successful over the past several years in developing our small business industrial base and ensuring small businesses are represented fairly and utilized to the maximum extent possible. With the addition of Kelvin and Kayla, I am excited about the opportunities and ideas that these two will bring to the table to further enhance our small business industrial base.

Mr. Jerrol Sullivan was recognized as “Honor Roll Recipient” for the Missile Defense Agency (MDA) Distinguished Professional Award at the 15th Annual MDA Awards Ceremony 27 September, 2018 in Huntsville, AL.

The purpose of the MDA Distinguished Professional award is to recognize the individual who has developed, refined, and implemented practices, procedures, and methods that have had a major impact on the organization, the MDA mission, and core values. In his nomination packet, Mr. Lee Rosenberg, MDA Office of Small Business Programs (OSBP) Director states that Mr. Sullivan’s outstanding results oriented professionalism in maximizing small business participation in the ballistic missile defense of the nation, our deployed forces around the world and our friends and allies, serve as an example for all acquisition professionals, both within MDA and across the Department of Defense and mark him as a true MDA Distinguished Professional.

Mr. Sullivan was recently presented with a Certificate and Statuette in recognition for this honor at an MDA-wide ceremony.
Small Business Credit for Assisted Acquisitions

When one agency conducts assisted acquisitions for another agency, awarding the contract and administering the contract, who gets the small business credit? The awarding and administering agency or the funding agency? Under the current rules, the funding agency gets credit under the small business goaling program. In the Contract Action Report (CAR), the actual funding office is cited. This information may be found in the Federal Procurement Data System frequently asked questions. In the “Small Business Goaling” section, it states:

Which agency gets small business goaling credit - the funding agency or the awarding agency?

The Funding Agency gets small business goaling credit. If your agency is buying on behalf of another agency you MUST enter the funding agency information.

The SF-279 (Individual Contract Action Report) has space for the funding agency as well as the awarding agency. This became necessary as interagency acquisition became more common and the practice threatened to distort small business goal achievement by agencies.

An SBA final rule, effective August 15, 2013, allows funding agencies to get credit for small business subcontracting implemented in connection with multiagency, Federal Supply Schedule, Multiple Award Schedule, and indefinite-delivery, indefinite-quantity government-wide acquisition contracts. Paragraph (h) of 13 CFR 125.3 states:

Multiple award contracts.
(1) Except where a prime contractor has a commercial plan, the contracting officer shall require a subcontracting plan for each multiple award indefinite delivery, indefinite quantity contract (including Multiple Award Schedule), where the estimated value of the contract exceeds the subcontracting plan thresholds in paragraph (a) of this section and the contract has subcontracting opportunities.

(2) Contractors shall submit small business subcontracting reports for individual orders to the contracting agency on an annual basis.

(3) The agency funding the order shall receive credit towards its small business subcontracting goals. More than one agency may not receive credit towards its subcontracting goals for a particular subcontract.

(4) The agency funding the order may in its discretion establish small business subcontracting goals for individual orders, blanket purchase agreements or basic ordering agreements.

This rule will not appear in the Federal Acquisition Regulation, because subpart 19.7 does not address subcontract reporting and agency credit at this level of detail.

Jerrol Sullivan
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 (MP) teams formed under the auspices of the Department of Defense (DoD) Mentor-Protégé Program.

The Office of the Secretary of Defense, Office of Small Business Programs announced the 2017 winning Mentor-Protégé teams. The winners were honored 17 August, 2017 at the annual Department of Defense Mentor-Protégé conference in Orlando, Florida. The following MDA Mentor-Protégé teams were five out of the eight award winners from across the Department: 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 of San Diego, California and New England Die Cutting of Methuen, Massachusetts and Raytheon Integrated Defense Systems of San Diego, California and TRM Microwave of Bedford, New Hampshire.

Mentor: Raytheon Integrated Defense Systems  
Protégé: Fifth Gait Technologies, Inc.  
PTAC: Bethune–Cookman University

Fifth Gait Technologies, Inc. (FGT), Raytheon Integrated Defense Systems, and Bethune–Cookman University are teamed in an active and innovative Mentor-Protégé agreement and opportunity. FGT, 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. Plus 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. FGT 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 FGT 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, Raytheon business leaders and Bethune–Cookman University). To this end, FGT 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. The team is expecting to achieve AS9100 Rev D Quality Certification this year, a formidable task for a “virtual company” while also addressing the increasing DoD requirements for cybersecurity. Agreement accomplishments include the following:

- New testing and laboratory space developed with added agile aspects for growth in engineering support to the DoD community.
- The increase of FGT 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 Integrated Defense Systems  
Protégé: TRM Microwave  
PTAC: Bethune–Cookman University and George Mason University

TRM Microwave is a Woman Owned Small Business (WOSB) specializing in custom design and manufacture of Radio Frequency (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.
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 benefited in many ways and in many disciplines within their company such as:

- 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 throughput 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 road mapping 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 Systems to assure the training is universal and meets BAE’s needs. L3 Technologies and Lockheed Martin have also benefited from this Raytheon led Mentor-Protégé program.

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 MP agreement which has as its foundation the long-term NGC/QTEC relationship established through years of collaboration on national defense projects for multiple government customers including MDA. QTEC, a 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 DoD MP 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 Cybersecurity 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 MP 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 MP Program.

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All information valid as of 3 October 2018
## CURRENT AND UPCOMING MDA REQUIREMENTS (OTHER THAN TEAMS)

### SOLICITATIONS ISSUED

(ALL DATES NO EARLIER THAN)

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<td>HQ0147-17-R-0015</td>
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<td>Type-4 (T4) Subscale Targets</td>
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<td>HQ0276-17-R-0003</td>
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### SOURCES SOUGHT / RFI’S ISSUED - RFP’S ANTICIPATED

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<td>High Altitude Long Endurance (HALE) Unmanned Aircraft</td>
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<td>Ground-Based Midcourse Defense In-flight Interceptor Communications System Data Terminal in Hawaii</td>
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<td>Analysis and Simulation Development for Advanced Concept Performance Assessment (DVS)</td>
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<td>Aegis BMD Guided Missile, Standard Missile-3 (SM-3) Raytheon Missile Systems</td>
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<td>HQ0147-14-C-0001</td>
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<td>Medium Range Ballistic Missile Targets Aerojet Rocketdyne Coleman Aerospace</td>
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All information valid as of 3 October 2018
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 Integrated Defense Systems  
**Protégé:** New England Die Cutting  
**PTAC:** George Mason University and Bethune–Cookman University

New England Die Cutting (NEDC) is a WOSB 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 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 an aging C4ISR as well as sonars for torpedoes and electronic systems for ships.

Parsons’ long-term relationship with Mobius has developed into a formal MP 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 the ability to receive their first cost type contract and secure additional credit.
- Cybersecurity 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

NEDC has directly benefited 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.
The Importance of Outreach in Market Research

After spending 20 years of my career in the Wireless Telecommunication Industry in sales and marketing in Business to Business and Government sales, I cut my teeth on the fundamentals of the sales cycle and the importance of “Funnel Management” in all aspects of the sales process. This experience helped me to understand my customers' needs individually, ultimately helping me determine what the sales cycle would be for each company, based on their corporate climate, budget, and competition.

Fast forward 30 years and now I am in a completely new environment. I am on the other side of the fence and helping to understand the Agency’s needs, balanced with the Small Business (SB) Industrial Base that is available while finding those “untapped resources” we talk about in our Mission and Vision statement. How do we do this? Our Agency needs high-tech SB’s who have the capabilities to help us build and deploy the Nations’ Ballistic Missile Defense System (BMDS) plus, we are directed by Congress to ensure SB’s are represented in all Agency acquisitions. Keep in mind; we can’t just go out and find “Radars-R-Us” Small Business and ask them to build us a Sea Based X Band Radar. Even if they did exist, their infrastructure alone would cause them to most likely be outside the size standard for a Small Business. So our office has to break down the individual requirement and see what requirements could be set aside for small business and what capabilities exist in the marketplace that we can use for the individual procurement.

Here is where my 20 years of sales and marketing experience comes into play. Some of you Business Development (BD) folks use the term Sales Funnel and/or Funnel Management as a way to manage what you are tracking, what you feel you have a chance at winning and where they stand in the funnel (or sales) cycle to ensure that you do not have all of your eggs in one basket. So, if one falls out, you have other opportunities working through the funnel to ensure sales come out at the bottom. When you turn this around, the same things happen with the SB Industrial Base. We travel all over the United States looking for those SB's that have the capabilities that we think we will need over the next 4-5 years. We capture their capabilities and ensure that they understand the complexities of working in the Department of Defense arena, advising them on what is needed to do business in this space and what it takes to endure the long sales cycle process.

At each event, we gather data and statistics on every company we meet and talk to, essentially putting them into our “Funnel” for the SB industrial base. This database is then used for a multiplicity of things from determining the types of SB’s that exist that do what we need, to determining the Return on Investment (ROI) for each conference we attend.

As we are setting our outreach calendar for each quarter, our primary goal is to look for events that we hope will produce the types of SB’s that we will need for upcoming procurements, keeping in mind our core small business utilization objectives: 1) Maximizing competition in the supply chain, 2) Reduce single point failures by addressing quality issues and 3) Maximizing utilization of SBIR/STTR/RIF technology throughout the Agency and the Department of Defense as a whole.
Ballistic Missile Defense System (BMDS)

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.

THE SYSTEM OF ELEMENTS

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.
Meet Our Staff

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Deputy Director

Mr. Jerrol Sullivan
Subcontract Manager

Mr. Kelvin Carr
Small Business Services Acquisition Manager

Mr. Chad A. Rogers
Outreach Manager, BCF Solutions

Ms. Christina “Tina” Barnhill
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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 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

OCT
8-11 AUSA, Washington, DC
10 Fall Triad, Chantilly, VA
9-13 National HUBZone, Chantilly, VA
18-19 ChallengeHER, Deadwood, SD
23-25 Rochester PTAC, Rochester, NY
31 UAHuntsville PTAC, Huntsville, AL

NOV
5-8 Alamo ACE, San Antonio, TX
13 JSU SBDC Government Matchmaker, Jacksonville State
30 MDA Breakfast with the Primes, Huntsville, AL

DEC
3-7 Puerto Rico PTAC, Puerto Rico