12th Annual Small Business Conference

"Partnering For Success: Small Business & The Military"

Tysons Corner, VA

12-13 November 2008

AGENDA

Wednesday, 12 November 2008

UPDATE ON THE STATE OF THE ARMY SMALL BUSINESS PROGRAM

- Ms. Tracey L. Pinson, Director, *Office of Small Business Programs, Office of the Secretary of the Army*

OUTLOOK FOR THE ECONOMY AND CONSIDERATIONS FOR BUSINESS

- Dr. Christian Lundblad

Edward M. O'Herron Distinguished Scholar & Associate Professor of Finance, The University of North Carolina at Chapel Hill, Kennan-Flagler Business School

Thursday, 13 November 2008

"KEYS TO SMALL BUSINESS SUCCESS"

- Dr. Robert L. Wright, *Chairman, FE Holdings, Inc.*

PANEL: "ASSISTANCE AND OPPORTUNITIES"

"**FUTURE COMBAT SYSTEMS (FCS)"**

- Mr. Steve Marion, *Senior Program, Supplier Management and Procurement, Future Combat Systems (FCS), The Boeing Company*

"**DEPARTMENT OF HOMELAND SECURITY"**

- Mr. Thomas H. Essig, *Chief, Procurement Officer, Department of Homeland Security (DHS)*

THE NEW ARMY CONTRACTING COMMAND (ACC)

- Mr. Jeffrey P. Parsons, *Executive Director, ACC*

NEED PERSONNEL? --EXPERIENCED VETERANS AVAILABLE

- Mr. Rodney Borba, *Program Manager, Always A Soldier Program, HQ AMC*

BREAKOUT SESSIONS – SPECIAL INTEREST TOPICS:

PREPARING YOUR PROPOSALS TO WIN MORE CONTRACTS

- Mr. Robert Spitzbarth, *Procurement Analyst, Acquisition Center, U.S. Army Tank-Automotive and Armaments Life Cycle Management Command*

INDUSTRY PARTNERSHIP OPPORTUNITIES WITH AMC

- Mr. Luis E. Garcia-Baco, *Director, Industrial Base Capabilities, Office of the Deputy Chief of Staff for Business Transformation, G-7, HQs AMC*

TRANSFORMING TO STATE-OF-THE-ART MANUFACTURING

- Mr. John S. VanKirk, *President and CEO, National Center for Defense Manufacturing & Machining (NCDMM)*

IT BUSINESS OPPORTUNITIES

- Ms. Simone Jackson, *Associate Director, Office of Small Business Programs, U.S. Army Contracting Command – Information Technology, E-Commerce and Commercial Contracting Center (ITEC4)*

FUTURE COMBAT SYSTEMS – BUSINESS OPPORTUNITIES

- Ms. Audry Musgrove, *Lead Small Business Liaison Officer, Future Combat Systems, The Boeing Company*

SMALL BUSINESS INNOVATIVE RESEARCH (SBIR) OPPORTUNITIES

- Mr. Christopher Rinaldi, *Program Manager, SBIR, U.S. Army Research, Development and Engineering Command*

WHAT YOU NEED TO KNOW BEFORE YOU TEAM/PARTNER

- Ms. January Dennison, *Chief Executive Officer and President, Technology Research Consultants, Inc.*

TIPS AND OPPORTUNITIES AVAILABLE FOR SMALL BUSINESSES

- Mr. Jim Regan, *Executive Director, Procurement Technical Assistance Program, George Mason University*

MARKETING A SERVICE DISABLED VETERAN OWNED SMALL BUSINESS

- Ms. Michelle Currier, *Associate Director, Office of Small Business Programs, U.S. Army Contracting Command, Enterprise and Installation Operations*

AMC SMALL BUSINESS PROGRAM, SUPPORTING THE WARFIGHTER

- Ms. Kathryn Condon**,** *Executive Deputy to the Commanding General, U.S. Army Materiel Command*

NDIA
National Defense Industrial Association

PROMOTING NATIONAL SECURITY SINCE 1919

KEY BENEFITS OF ATTENDING:

- Learn firsthand about available business opportunities with government and leading large businesses
- Exchange information and ideas directly with senior leaders of government and small business
- Meet government decision makers who set policies and conduct acquisitions

12th Annual SMALL BUSINESS Conference

"PARTNERING FOR SUCCESS: SMALL BUSINESS & THE MILITARY"

NOVEMBER 12-13, 2008

HILTON MCLEAN AT TYSONS CORNER ▸ MCLEAN, VIRGINIA

WWW.NDIA.ORG/MEETINGS/9430

EVENT #9430

12TH ANNUAL SMALL BUSINESS CONFERENCE

OBJECTIVE & SCOPE

Providing for the Nation's security requires an effective partnership between the military and the small business community. For example, in the Army alone, small business is "big business". Last year the Army awarded $22.8 billion in direct contracts. Small businesses received an even greater amount in contracts with major defense firms.

This conference brings together leaders of the industry small business community and the government (Small Business Administration and Department of Defense) to discuss timely topics, including recent changes affecting small businesses. Participants will include key Government decision makers from Washington to field commanders who conduct acquisitions. The conference provides a forum for open exchange of information and ideas between senior government officials and small business leaders.

Breakout sessions will be presented on timely subjects of special interest. The agenda offers a variety of topics designed to meet the varying needs of contractors present.

WEDNESDAY, NOVEMBER 12, 2008

1:00 PM **REGISTRATION OPENS**

3:00 PM **ADMINISTRATIVE REMARKS**

3:05 PM **WELCOME**

- Lt Gen Lawrence P. Farrell, Jr., USAF (Ret), *President & CEO, NDIA*

3:10 PM **OPENING REMARKS**

- GEN Benjamin S. Griffin, USA, *Commanding General, AMC*

3:40 PM **UPDATE ON THE STATE OF THE ARMY SMALL BUSINESS PROGRAM**

- Ms. Tracey L. Pinson, *Director, Office of Small Business Programs, Office of the Secretary of the Army*

4:15 PM **OUTLOOK FOR THE ECONOMY AND CONSIDERATIONS FOR BUSINESS**

- Dr. Christian Lundblad
  Edward M. O'Herron Destinguished Scholar & Associate Professor of Finance, The University of North Carolina at Chapel Hill, Kennan-Flagler Business School

4:55 PM **THE OUTLOOK FOR SMALL BUSINESS**

- Mr. Santanu K. Baruah, *Administrator, U.S. Small Business Administration*

5:45 PM - 7:45 PM **RECEPTION**

THURSDAY, NOVEMBER 13, 2008

7:00 AM **REGISTRATION & CONTINENTAL BREAKFAST**

7:50 AM **ADMINISTRATIVE REMARKS**

7:55 AM **RECOGNITION OF THE AMC SMALL BUSINESS PERSON OF THE YEAR**

- GEN Benjamin S. Griffin, USA, *Commanding General, AMC*

8:05 AM **"KEYS TO SMALL BUSINESS SUCCESS"**

- Dr. Robert L. Wright, *Chairman, FE Holdings, Inc.*

8:40 AM **PANEL: "ASSISTANCE AND OPPORTUNITIES"**

"FUTURE COMBAT SYSTEMS (FCS)"

- Mr. Steve Marion, *Senior Program, Supplier Management and Procurement, Future Combat Systems (FCS), The Boeing Company*

"JOINT LIGHT TACTICAL VEHICLES (JLTV)"

- COL John (Steve) Myers, *PM, Joint Combat Support Systems*

"DEPARTMENT OF HOMELAND SECURITY"

- Mr. Thomas H. Essig, *Chief, Procurement Officer, Department of Homeland Security (DHS)*

10:05 AM **BREAK**

10:20 AM **THE NEW ARMY CONTRACTING COMMAND (ACC)**

- Mr. Jeffrey P. Parsons. *Executive Director, ACC*

10:50 AM **PANEL: "OPEN QUESTION PERIOD"**

MODERATED BY: Mr. Jeffrey P. Parsons, *Executive Director, U.S. Army Contracting Command, HQs AMC*

- Mr. Bruce B. Berinato, *Principal Assistant Responsible for Contracting (PARC), Joint Munitions & Lethality Life Cycle Management Command*
- Ms. L. Marlene Cruze, *PARC, U.S. Army Aviation and Missile Life Cycle Management Command*
- Mr. Edward G. Elgart, *PARC, U.S. Army Communications-Electronics Life Cycle Management Command*
- Mr. Harry P. Hallock, *PARC, U.S. Army Tank-automotive and Armaments Life Cycle Management Command*
- Mr. James G. Loehrl, *PARC, U.S. Army Sustainment Command*
- Mr. Michael Patterson, *PARC, U.S. Army Surface Deployment and Distribution Command*
- Mr. Steven Bryant, *PARC, U.S. Army Research, Development and Engineering Command*
- Mr. Bryon Young, *Director, U.S. Army Mission and Installation Contracting Command (MICC)*
- Ms. Carol Lowman, *PARC, MICC*

11:40 AM **NEED PERSONNEL? --EXPERIENCED VETERANS AVAILABLE**

- Mr. Rodney Borba, *Program Manager, Always A Soldier Program, HQ AMC*

12:00 PM **LUNCH**

THURSDAY, NOVEMBER 13, 2008 cont.

1:00 PM - 4:00 PM BUSINESS OPPORUNITIES FAIR

Representatives of each AMC major subordinate command (Life Cycle Commands and the Army Contracting Command), plus the National Guard; Corps of Engineers; and the Medical Command; will be present to discuss future business opportunities, and to address individual contractor concerns.

1:00 PM - 4:00 PM BREAKOUT SESSIONS - SPECIAL INTEREST TOPICS:

The following topics will be presented during the afternoon. Presentations will begin at 1:00 p.m., with multiple topics running concurrently, each in a separate room, and repeated. Each session will take about 40 minutes with the time evenly divided for presentation and comments/questions.

PREPARING YOUR PROPOSALS TO WIN MORE CONTRACTS

▸ *Mr. Robert Spitzbarth, Procurement Analyst, Acquisition Center, U.S. Army Tank-Automotive and Armaments Life Cycle Management Command*

This breakout session is designed to help Small Businesses compete more effectively under RFPs where award will be made on a Source Selection Trade-off basis. Topics include (a) how to better read and understand the RFP evaluation criteria and basis of award, (b) responding to evaluation criteria involving assessments of Proposal Risk (e.g. Technical Approach) and Performance Risk (Past Performance), (c) when to expect the conduct of Discussions, (d) understanding the Government's Source Selection decision making process for selecting the winner, and (e) top messages and tips for competing more effectively.

TRANSFORMING TO STATE-OF-THE-ART MANUFACTURING

▸ *Mr. John S. VanKirk, President and CEO, National Center for Defense Manufacturing & Machining (NCDMM)*

The NCDMM is a not-for-profit organization established to support organizations of all sizes involved in the U.S. defense industry, by implementing the best manufacturing technology to reduce cost, improve lead-time and enhance quality. Specializing in machining and other techniques for producing fabricated metal and non-metallic parts; the NCDMM can provide support to small businesses in a variety of ways. First, NCDMM training programs inform manufacturing engineers and machine operators of the latest technology and how it can be applied. Second, the annual NCDMM Project Call can provide resources and partial funding for efforts that improve fabrication of military components. Third, small businesses can contract directly with the NCDMM for manufacturing and machining expertise to supplement their own internal manufacturing engineering expertise. Fourth, depending on the capabilities within a small manufacturing business, the NCDMM Manufacturing Liaison may be able to help identify opportunities within the defense industry for small shops to pursue directly.

INDUSTRY PARTNERSHIP OPPORTUNITIES WITH AMC

▸ *Mr. Luis E. Garcia-Baco, Director, Industrial Base Capabilities, Office of the Deputy Chief of Staff for Business Transformation, G-7, HQs AMC*

This session will provide information on the Army Materiel Command (AMC) Partnership Program to include defining a partnership, the goal and objectives of the program, examples of current partnerships, and how your firm might participate in the program. AMC has significant industrial capabilities in its depots and manufacturing arsenals, which can be used to supplement work by private sector firms in meeting defense requirements and performing some commercial work. These capabilities include facilities, specialized equipment and tooling, and an available trained workforce. AMC's goal is to develop mutually beneficial relationships that build on the strengths of each partner and create increased value.

IT BUSINESS OPPORTUNITIES

▸ *Ms. Simone Jackson, Associate Director, Office of Small Business Programs, U.S. Army Contracting Command – Information Technology, E-Commerce and Commercial Contracting Center (ITEC4)*

This session will provide an overview of the ITEC4 organization structure and the supplies/services it procures. Contracting opportunities in ITEC4, specifically with Information Technology, E-commerce and Commercial Contracting Center (ITEC4), will be discussed. During the session, Ms. Jackson will also discuss business opportunities and offer suggestions on how to successfully conduct business with ITEC4.

FUTURE COMBAT SYSTEMS – BUSINESS OPPORTUNITIES

▸ *Ms. Audry Musgrove, Lead Small Business Liaison Officer, Future Combat Systems, The Boeing Company*

This breakout session will build on and provide more detail than the formal presentation on FCS, Thursday morning. It will enable small businesses to learn more about current and upcoming business

opportunities by talking directly to representatives from firms now engaged in FCS activities. Technology areas of interest include, but are not limited to, Embedded Training Software, Network Intrusion Detection, Advanced Data Mining, Advanced Robotic Controls, and Modeling & Simulation Tools.

SMALL BUSINESS INNOVATIVE RESEARCH (SBIR) OPPORTUNITIES

▸ *Mr. Christopher Rinaldi, Program Manager, SBIR, U.S. Army Research, Development and Engineering Command*

This session provides attendees with a description of, and the means to, participate in R&D opportunities funded through the two Army programs (SBIR and STTR). With an annual budget of approximately $260M. SBIR funds high impact, dual-use technology projects deemed critical to the Army in ten broad areas of Science and Technology. The overall objectives of SBIR are to stimulate technological innovation, increase small business participation in federal R&D, increase private sector commercialization of technological advances developed with federal R&D, and increase participation by woman-owned and socially and economically disadvantaged small businesses. STTR joins the talents of small businesses and research institutions to quickly move ideas from the laboratory to the marketplace. SBIR and STTR projects are funded in two phases: Phase I (feasibility) lasts about six months with a budget not exceeding $70K for SBIR and $100K for STTR, and Phase II (product development) lasts about two years with a maximum total budget of $750K.

TIPS AND OPPORTUNITIES AVAILABLE FOR SMALL BUSINESSES

▸ *Mr. Jim Regan, Executive Director, Procurement Technical Assistance Program, George Mason University*

An overview of local and Internet based resources which can help companies more effectively pursue their government business objectives. In addition to how to find local resources and the services available through nationwide programs, such as Small Business Development and Procurement Technical Assistance Centers. The presentation will highlight a number of sites that any company interested in government procurement must have as part of their knowledge base. Many of these, such as GSA's Federal Supply Schedule Virtual University and Federal Procurement Data Base, are extracted from one of the more popular George Mason University's PTAP seminars entitled "Internet for Government Contractors."

WHAT YOU NEED TO KNOW BEFORE YOU TEAM/ PARTNER

▸ *Ms. January Dennison, Chief Executive Officer and President, Technology Research Consultants, Inc.*

Alliances are formed for a variety of reasons: an increased complexity in the customer base; increased complexity of the channels used to produce products or sell them to customers; lack of knowledge or capabilities in computer applications or operating systems; the desire to achieve a wide choice of options in labor management issues; a desire to minimize investments by shifting them off the balance sheet; the ability to acquire new, dedicated assets such as warehouse facilities or transportation equipment; the need to improve customer performance levels, such as fill order rate or on-time deliveries; a desire to outsource new products or services to minimize/reduce downsize risks; the need to compress the product or service development process to gain competitive advantage; a desire to gain new process or product/service technologies by relying on partner's expertise; the ability to access or enter new markets immediately due to the partner's core competencies, expertise and local knowledge; a desire to shift operations that are difficult to perform or subject to complex administrative work; the ability to release employees from non-core activities so that the firm can concentrate on the activities that it does best; or, the desire to downsize staffs or departments.

This presentation will provide an overview on the process, questions and implementation strategies that can effectively integrate one or more activities, processes or services across companies. Areas of interest will include: Business Reengineering, Partnership Drivers, Partner Selection Methods and Managing a Long Term Partnership.

MARKETING A SERVICE DISABLED VETERAN OWNED SMALL BUSINESS

▸ *Ms. Michelle Currier, Associate Director, Office of Small Business Programs, U.S. Army Contracting Command, Enterprise and Installation Operations*

This session will provide practical marketing tips on where to find opportunities in the Federal Government for SDVOSB firms. Highlights include: locating Small Business Program Offices in the Department of Defense, knowing the relative advantages of your firm -- how SDVOSB status contributes -- finding the Army requiring activity that has the mission of acquiring what you sell, and how to market your firm's capabilities. This session will also include comments on the importance of remaining current on Federal contracting regulations/procedures, and identifying installations affected by BRAC and how that may help you.

Ballroom A-B:
General Session
Wednesday PM - Thursday PM

Ballroom B:
"SBIR Opportunities"

Fairfax Room:
"Preparing Your Proposals to Win More Contracts"

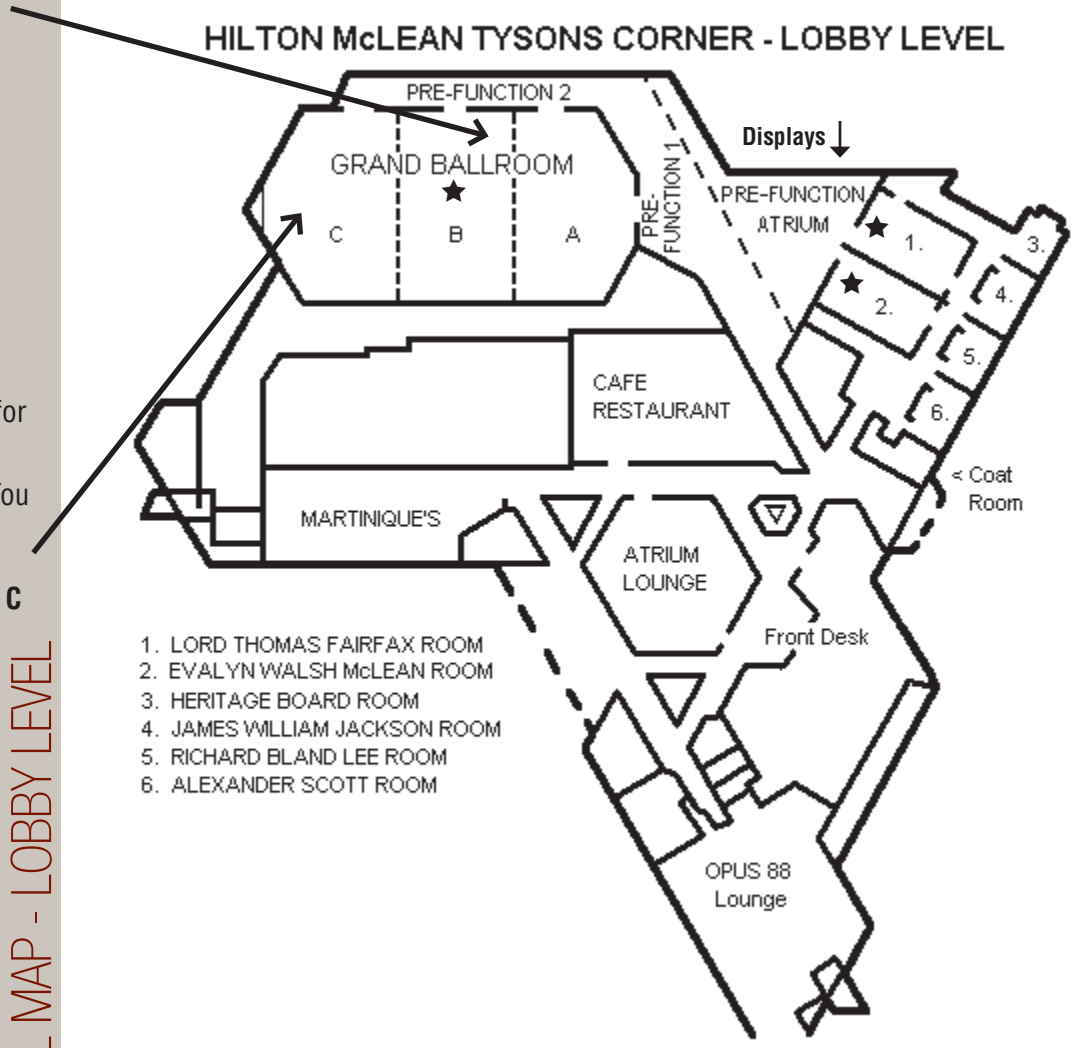
"IT Business Opportunities"

McLean Room:
"Tips and Opportunities Available for Small Businesses"

"What You Need to Know Before You Team/Partner"

Lunch will be served in Ballroom C

HOTEL MAP - LOBBY LEVEL



Sully Room:
"FCS - Business Opportunities"

Gunston Hall:
"Marketing a Service Disabled Veteran Owned Small Business"

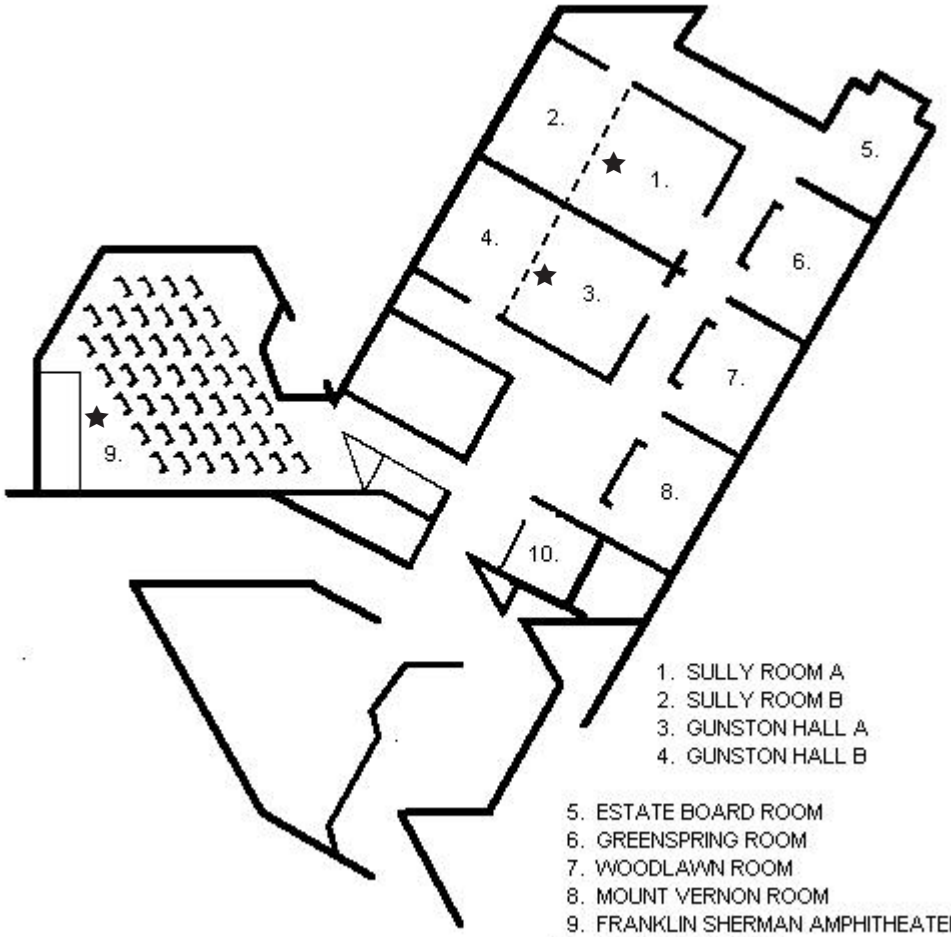
"Transforming to State-of-the-Art Manufacturing"

Amphitheater:
"Industry Partnership Opportunities with AMC"

"Transforming to State-of-the-Art Manufacturing"

HOTEL MAP - LOWER LEVEL

HILTON McLEAN TYSONS CORNER - LOWER LEVEL



1. SULLY ROOM A
2. SULLY ROOM B
3. GUNSTON HALL A
4. GUNSTON HALL B
5. ESTATE BOARD ROOM
6. GREENSPRING ROOM
7. WOODLAWN ROOM
8. MOUNT VERNON ROOM
9. FRANKLIN SHERMAN AMPHITHEATER
10. BUSINESS CENTER

BREAKOUT SESSION SCHEDULE

Topics	Time 1:00 pm - 1:40 pm	Time 1:50 pm - 2:30 pm	Time 2:40 pm - 3:20 pm	Time 3:30 pm - 4:10 pm
"Tips and Opportunities Available for Small Businesses" - Mr. Jim Regan		McLean Room		McLean Room
"What You Need to Know Before You Team/Partner" - Ms. January Dennison	McLean Room		McLean Room	
"FCS – Business Opportunities" -Ms. Audry Musgrove	Sully Room	Sully Room	Sully Room	Sully Room
"Marketing a SDVOSB" -Ms. Michelle Currier	Gunston Room		Gunston Room	
"SBIR Opportunities" -Mr. Christopher Rinaldi	Ballroom B		Ballroom B	
"Preparing Your Proposals to Win More Contracts" -Mr. Robert Spitzbarth		Fairfax Room	Fairfax Room	
"Industry Partnership Opportunities with AMC" -Mr. Luis E. Garcia-Baco	Amphitheater	Amphitheater		
"Transforming to State-of-the-Art Manufacturing" -Mr. John S. Van Kirk		Gunston Room	Amphitheater	
"IT Business Opportunities" -Ms. Simone Jackson	Fairfax Room			Fairfax Room
Visit our Business Opportunities Fair	**Ballroom A**	**Ballroom A**	**Ballroom A**	**Ballroom A**

SPEAKER BIOGRAPHIES

GEN BENJAMIN S. GRIFFIN

General Benjamin S. Griffin assumed the duties of Commanding General, U.S. Army Materiel Command on November 5, 2004. Prior to this assignment, he served as the Department of the Army Deputy Chief of Staff, G-8.

General Griffin began his career when he was commissioned as an Infantry officer in July 1970 following graduation from Officer Candidate School, Fort Benning, Georgia. He served two tours at Fort Bragg, North Carolina in the 82nd Airborne Division: in the 1st Battalion (Airborne), 508th Infantry as a rifle platoon leader and company executive officer, and in the 3rd Battalion (Airborne), 325th Infantry as a commander of Company C and a S-3 Air (Operations) officer. General Griffin also worked as a G3 operations officer, Headquarters, 82nd Airborne Division.

General Griffin's overseas assignments included a tour in Korea as a Company Commander and Brigade S-2 in the 2nd Infantry Division. He served two tours in Germany in the 8th Infantry Division as Secretary of the General Staff and Battalion Executive Officer in the 2nd Battalion (Mechanized), 87th Infantry. He was also Commander of the 3rd Battalion, 8th Infantry Regiment.

His later assignments included: Special Assistant to the Chief of Staff of the Army in Washington, D.C., and Commander of the 2nd Brigade, 6th Infantry Division (Light) in Alaska. In August 1994, he served as Executive Officer to the Commanding General, U.S. Army Forces Command, Fort McPherson, Georgia.

Following his assignment in Georgia, General Griffin took command of Joint Task Force 6, Fort Bliss, Texas. He then served as the Assistant Division Commander (Support), 1st Cavalry Division in Fort Hood, Texas.

In July 1997, he became the Director of Force Programs, Office of the Deputy Chief of Staff for Operations and Plans in Washington, D.C. General Griffin returned to Fort Hood from June 1999 to October 2001 to command the 4th Infantry Division.

General Griffin's awards and decorations include the Distinguished Service Medal, the Defense Superior Service Medal, the Legion of Merit (with three Oak Leaf Clusters), the Meritorious Service Medal (with four Oak Leaf Clusters), the Army Commendation Medal (with one Oak Leaf Cluster), the Army Achievement Medal (with one Oak Leaf Cluster), the Presidential Unit Citation Award, the Joint Meritorious Unit Award, the Army Superior Unit Award, the Master Parachutist Badge, the Expert Infantry Badge, and the Army Staff Identification Badge.

General Griffin received a bachelor's degree in Business Management from Old Dominion University in 1969 and a master's degree in Business Administration from Mercer University in 1981.

His military education includes the Infantry Officer Advanced Course, Command and General Staff College, and the Industrial College of the Armed Forces at the National Defense University.

MS. TRACEY L. PINSON

Ms. Tracey L. Pinson became the Director for Small and Disadvantaged Business Utilization, Office, Secretary of the Army in May 1995. Ms. Pinson advises the Secretary of the Army and the Army Staff on all small business procurement issues and is responsible for the implementation of the Federal acquisition programs designed to assist small businesses, including small disadvantaged businesses and women-owned businesses. She is responsible for the management of the Historically Black Colleges and Universities and Minority Institutions (HBCU/MI) program, and develops policies and initiatives to enhance their participation in Army funded programs. As one of the top females in the Army's acquisition career field, she is responsible for the integration of small businesses, HBCUs and MIs in acquisition strategies developed at the Army Headquarters. She also provides management and oversight for the Army's Mentor-Protégé Program.

From 1986 – 1995, Ms. Pinson served as Assistant to the Director, Office of Small and Disadvantaged Business Utilization, Office of the Secretary of Defense. During this time frame she served as the program manager of the DOD Small Disadvantaged Business Program and the HBCU/MI Program. In this capacity she was responsible for developing acquisition policy for the military departments and Defense agencies relative to contracting with small disadvantaged businesses and HBCUs/MIs. She also developed the implementation strategy for the DOD Mentor-Protégé Program resulting in over 250 participants with a budget allocation as high as $120 million. This program has served as the model-mentoring program for all Federal government agencies.

Upon graduation from law school in 1982, Ms. Pinson participated in the Lyndon Baines Johnson Internship Program with the U.S. House of Representatives. She worked in the Congressional office of Representative Augustus Hawkins and was responsible for constituent affairs and legislative analysis. From November 1982 to June 1986, she served as Counsel to the Committee on Small Business, U.S. House of Representatives and Special Counsel to the late Representative Joseph P. Addabbo. In this capacity, she was responsible for drafting legislation and analyzing federal policies and procedures impacting the small and minority business community.

Ms. Pinson was born in Washington, D.C. She received a Bachelor of Science Degree in Political Science from Howard University. She also received a law degree from Georgetown University Law Center. She is a member in good standing of the Maryland Bar Association and the National Contract Management Association. She resides in Silver Spring, Maryland with her husband Darryl Dennis and daughter Maya.

DR. CHRISTIAN LUNDBLAD

Christian Lundblad researches empirical asset pricing issues and international finance, with a specialization in emerging market development.

He served as a financial economist at the Federal Reserve Board in Washington, D.C., where he advised the Board of Governors on international financial market developments.

He joined UNC Kenan-Flagler after holding a faculty position at Indiana University.

He received a PhD in financial economics and a master's degree in economics from Duke University. He earned his BA in economics and English literature with highest honors from Washington University in St. Louis.

MR. SANTANU K. BARUAH

Sandy K. Baruah was designated Acting Administrator of the U.S. Small Business Administration on August 15, 2008.

Baruah, who is pending Senate confirmation as SBA Administrator, has served in the Bush Administration since 2001. Prior to SBA, he was the Assistant Secretary for Economic Development at the Department of Commerce, and comes to SBA with a keen

understanding in how to promote local business growth, manage organizational change, and respond to federal disasters.

Baruah helped lead significant accomplishments for EDA, including the agency's induction into the Balanced Scorecard Hall of Fame, passage of EDA's Congressional reauthorization, the agency's inclusion in President Bush's Executive Order which established the Preserve America Initiative, and achieved the second-highest effectiveness ranking from the White House's Office Management and Budget.

Prior to joining President Bush's team at the Commerce Department, he spent seven years with a Portland, Oregon-based corporate management consulting firm. As a business consultant, he worked on engagements with clients such as Walt Disney World, Intel, Key Bank and Citizens Bank.

Sandy Baruah's previous government service includes work with U.S. Senator Bob Packwood and service to President George H.W. Bush, with positions in the office of the Secretary of Labor and the Secretary of the Interior. Mr. Baruah holds a B.S. from the University of Oregon and earned an M.B.A. from Willamette University

DR. ROBERT L. WRIGHT

Dr. Robert L. Wright was born in Columbus, Georgia and received a Degree in Optometry from The College of Optometry at The Ohio State University.

Dimensions International, Inc. (DI) was founded in 1985 by Dr. Wright, who served as Chairman and CEO, then Chairman Emeritus and Senior Advisor until 2007 when the company was sold to Honeywell.

Starting with only three employees, Dr. Wright built DI into a world-class organization with more than 100 offices in 10 countries and over 1500 employees in 16 different time zones. A proven leader, DI provided leading-edge technology to the government and private sector in the fields of logistics support, systems engineering and integration, information management and technology, airspace management, and security engineering and operations. DI provided property management support to the U.S. Army and Marine Corps in the current theater of operations, as well as executed the fielding all Army tactical vehicles worldwide. DI provided depot-level repair and logistics support services for Navy/Marine Corps Aviation Support Equipment at selected CONUS sites. DI acquired Sentel Corporation in 2004, which became a subsidiary of DI. Sentel is an engineering services company. Its key project expertise is in sensor integration; electromagnetic compatibility; mission-critical software development; and nuclear, biological, and chemical defense.

While Chairman and CEO of DI, Dr. Wright was responsible for the overall direction and leadership of the company, including establishing strategy, goals and objectives. He directed the day-to-day operation of the company and his responsibilities included management of the Board of Directors.

Dr. Wright currently serves as Chairman of Flight Explorer (FE), a global flight tracking, information technology and communications solutions provider to the business aviation and traveler community. FE had its roots at DI and soon became known as the premiere real-time flight tracking and management system in the aviation industry.

Dr. Wright was appointed by President Reagan to the position of Associate Administrator for Minority Small Business at the Small Business Administration, where he managed the office of Minority Small Business/Capital Ownership Development to foster business ownership and to promote competitive viability of eligible socially and economically disadvantaged businesses. He managed the 8(a) program; the 7(j) program: and the Capital Ownership Development Program. He frequently interacted with members of Congress and White House personnel in formulating new policies and procedures.

Dr. Wright served three consecutive terms as a member of the Columbus, Georgia City Council.

MR. STEVE MARION

Steve S. Marion is currently serving as Senior Program Director of Supplier Management for Boeing Combat Systems. As a member of the Office of the Program Manager, Marion leads the development and execution of the acquisition and production strategies in the Army's Future Combat Systems program and other Combat Systems business. Boeing is operating as the Lead Systems Integrator (LSI) for FCS in a firewalled environment, and Marion leads all acquisition activity representing sub-contracts in excess of 12 billion dollars.

Previously, Marion served as Director of Supplier Management and Procurement, Boeing Airplane Services, in Long Beach, California, where he focused on developing and implementing international Supplier Management strategies that supported the new and growing service business in Boeing Commercial Airplane Group. Marion oversaw organizations in Long Beach, Wichita and Puget Sound, which were all critical elements of the businesses.

Marion joined McDonnell Douglas in 1980 and has held increasing levels of responsibility in all aspects of materiel and project management. He has rotated through all west coast divisions of Boeing in various capacities of materiel, and has extensive process knowledge in military, space and commercial.

A graduate of University of Redlands, Marion holds a Bachelor's degree in Business Administration. He also has earned a Master's degree in Business from Pepperdine University.

COL JOHN (STEVE) MYERS

COL John S. Myers is the Project Manager for Joint Combat Support Systems.

COL Myers graduated from Marshall University in Huntington, West Virginia with a Bachelors Degree in Communications. He was commissioned as a 2nd Lieutenant in the Signal Corps in 1985. His military education includes the Signal Officer Basic Course, Signal Officer Advanced Course, Combined Arms Services Staff School, Command and General Staff College, Defense Systems Management College, Army Management Staff College, Information Resource Management College, and the Army War College. He has a Masters Degree in Strategic Studies.

COL Myers was stationed in Germany and Korea. He served as a platoon leader, and as a company commander in the 7th Signal Brigade. His acquisition experience began with the Training With Industry (TWI) Program at Rockwell International Corporation. Following TWI he served as the Chief, New Equipment Training Division and as the Chief, Maintenance Engineering Division for the Army Material Command Information Material Management Center. COL Myers served on the Army Staff with both the Office of the Chief, Army Reserve and the Army G-6 / Chief Information Officer. He served as a Product Manager and as the Chief of Staff in the Program Executive Office for Combat Support & Combat Service Support. Prior to this command assignment COL Myers performed duties as the Project Manager for Future Tactical Systems (Provisional).

Awards and decorations include the Army Meritorious Service Medal with 3 oak leaf clusters, the Army Commendation Medal with 3 oak leaf clusters, the Joint Service Achievement Medal, the Army Achievement Medal with oak leaf cluster, the Army Reserve Component Army Achievement Medal with oak leaf cluster, the National Defense Service Medal with bronze star, the War of Terrorism Service Medal, the Korean Defense Service Medal, the Armed Forces Reserve Medal with silver hour glass, the Army Service Ribbon, and the Overseas Service Ribbon. Additionally, COL Myers wears the Department of the Army Staff Identification and Parachutist badges.

COL Myers married the former Lisa Lynn Cummings of Huntington, WV in 1984. They have one daughter; Brianna.

MR. THOMAS H. ESSIG

Thomas W. Essig is the Chief Procurement Officer for the Department of Homeland Security, providing leadership over the department's $17 billion in annual acquisitions. Mr. Essig is designated as the agency's Senior Procurement Executive and the lead executive responsible for the management, administration and oversight of the department's acquisition, strategic sourcing and competitive sourcing programs.

Mr. Essig came to DHS in May 2006 as the Deputy Chief Procurement officer. He transitioned to DHS from the Department of the Navy, where he reported to office of the Assistant Secretary of the Navy for Research, Development and Acquisition and served as the director of the Program Analysis and Business Transformation Division. He was responsible for overseeing analysis and support of contracting and the business aspect of the Department of the Navy's acquisition and procurement programs. He also managed the development and support of business transformation initiatives within the department.

Mr. Essig began his federal career in 1976 when he entered the Navy's Contracting Intern Development Program and was assigned to Naval Sea Systems Command (NAVSEA) as a contract specialist, supporting various Naval weapon systems programs. He was selected as a member of the Senior Executive Service in 1995 and served as the Director of the Surface Systems Contracts Division of NAVSEA. He has also held positions as the Executive Director of the U.S. Navy Office of Special Projects and Director of the Navy Engineering Logistics Office.

Mr. Essig earned a bachelor's degree from the University of Maryland in 1976 and graduated, with distinction, from the Industrial College of the Armed Forces in 1991. He also graduated from the Advanced Program Management Course at the Defense Systems Management College and is certified at career level III in both program management and contracting. He is a 1997 recipient of Vice President Gore's Hammer Award, a 1999 recipient of the Navy Superior Civilian Service Award, a 2004 recipient of the Secretary of the Navy's Distinguished Civilian Service Award, and a 2008 recipient of a Presidential Meritorious Rank Award.

MR. JEFFREY P. PARSONS

Mr. Jeffrey P. Parsons is the Executive Director of the U.S. Army Contracting Command, a new major subordinate command of the U.S. Army Materiel Command (AMC). The Army Contracting Command provides global contracting support to the operational Army across the full spectrum of military operations and in garrison. Mr. Parsons commands over 5,500 military and civilian personnel worldwide, who award and manage over 270,000 contractual actions valued at more than $80 billion per fiscal year. He exercises command and procurement authority over two subordinate commands, the Installation Contracting Command and the Expeditionary Contracting Command, and also leads the AMC Acquisition Centers which support AMC's other major subordinate commands and Life Cycle Management Commands. Mr. Parsons was appointed to the Senior Executive Service on December 15, 2003.

Prior to assuming his current position, Mr. Parsons served as the Director of Contracting, Office of Command Contracting, Headquarters, AMC, Fort Belvoir, Virginia. Responsibilities from the Office of Command Contracting transitioned into the Army Contracting Command. Mr. Parsons continues to serve as the Principal Advisor to the Commanding General of AMC and his staff on all contracting matters and as the AMC Career Program Manager for the Contracting and Acquisition Career Program, with responsibility for the recruitment, training, education, and professional development of the civilian and military contracting professionals who are part of the acquisition workforce.

Prior to his appointment to the Senior Executive Service, Mr. Parsons was the Director of Contracting, Headquarters, U.S. Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio, where he retired from active duty as an Air Force Colonel after 26 years of service. He was responsible for developing and implementing contracting policies and processes to annually acquire $34 billion in research and development, production, test, and logistics support for Air Force weapon systems. He was directly responsible for the training, organizing, and equipping of more than 3,000 contracting professionals.

Mr. Parsons' contracting career began in 1977 as a base procurement officer supporting the 90th Strategic Missile Wing at F. E.

Warren Air Force Base, Wyoming. He held a variety of positions as a contracting officer with a wide range of experience touching on all aspects of systems, logistics, and operational contracting. He was the Director of Contracting for a multi-billion dollar classified satellite program operated by the National Reconnaissance Office and served twice as a plant commander in the Defense Contract Management Agency. Mr. Parsons also held several key staff positions at Headquarters, U.S. Air Force, the Air Force Secretariat, and with the Office of the Secretary of Defense, in which he was responsible for the development, implementation, and management of integrated, coordinated, and uniform policies and programs to govern DoD procurement worldwide.

Mr. Parsons received his bachelor's degree in Psychology from St. Joseph's University, Philadelphia, Pennsylvania, and holds two masters degrees – one in Administration with a concentration in Procurement and Contracting from George Washington University, Washington, D.C., and the other in National Resource Strategy from the National Defense University. He is a graduate of the Industrial College of the Armed Forces and the Defense Systems Management College Executive Program Management Course. Mr. Parsons holds the Acquisition Professional Development Program's highest certifications in contracting and program manage-ment. He also is a Certified Professional Contracts Manager, National Contract Management Association.

MR. BRUCE BERINATO

Mr. Berinato is the Principal Assistant for Contracting (PARC) for the Joint Munitions and Lethality Life Cycle Management Command and is also the Director of the Army Contracting Command, Joint Munitions and Lethality Contracting Center headquartered at Picatinny Arsenal, NJ. He is a native of New Jersey and Holds a Masters of Business Administration (MBA) Degree from Fairleigh Dickinson University, Madison N.J.

Mr. Berinato began his Government career in 1977 as a Defense Logistics Agency Intern. He joined the Procurement Directorate at Picatinny, then HQ ARRADCOM in 1981. Since that time he has served Army Contracting in various positions of increasing responsibilities culminating in his appointment in 2002 as the Director of the Acquisition Center.

From 1986 through 1991, Mr. Berinato was assigned as Contracting Officer supporting a NATO Cooperative Research and Development Program (NATO Project Group 22). In this capacity, Mr. Berinato served as Senior United States Contracting Delegate to, and International Chairman of, NATO Project Group 22 Contract Working Group based in Brussels Belgium and was responsible for overseeing development and award of competitively placed contracts with International Consortia comprised of Industrial Organizations from the 8 NATO nations participating in Project Group 22.

As a result of his leadership as International Contracting Chairman under the NATO APGM Program, he successfully awarded the first set of U.S. Army Contracts to operate under 8 different sets of national laws and procedures and utilized multi-national commercial banking arrangements to allow international payments to be accomplished outside the US Treasury system. Mr. Berinato also developed the concept of National Contracting representatives, which allowed Contracting Officer authorities to be operational within the borders of each Participant nation. These concepts were utilized as benchmarks and ultimately adopted for use by subsequent NATO cooperative programs. For these achievements, Mr. Berinato received the Henry Knox Secretary of the Army Award for Individual Outstanding Achievement in Material Acquisition.

Mr. Berinato is a member of the Army Acquisition Corps and has received many honors and decorations in addition to the Henry Knox award mentioned above, including the Department of the Army Meritorious Civilian Service Award and the Department of the Army Achievement Medal for Civilian Service. He is DAWIA certified Level III in contracting and Level II in Program Management, and is a graduate of the Leadership for a Democratic Society Program conducted at the Federal Executive Institute, Charlottesville VA.

MS. L. MARLENE CRUZE

Ms. Cruze is currently the Executive Director of the U.S. Army Aviation and Missile Command Acquisition Center (AMCOM AC) managing 600 contracting personnel with annual obligations exceeding $12 billion and $100 billion of active contracts. The AMCOM AC acquires aircraft and missiles along with their research, development, engineering, total logistical support, and the base operations contracting for Redstone Arsenal, Alabama.

Previously, Ms. Cruze held positions with U.S. Army Communications and Electronics Command (CECOM) and the U.S. Navy, Naval Sea Systems Command (NAVSEA) and Naval Air Systems Command (NAVAIR). As the CECOM Associate Director for Contract Operations, Ms. Cruze managed the acquisition personnel at Vint Hill Farms Station and Fort Belvoir Research and Development Center in Virginia. In this capacity, Ms. Cruze provided direction for the execution of Army, joint agency electronic warfare, satellite communications, and other intelligence gathering agencies.

When Ms. Cruze worked for the NAVSEA in Washington, DC, she managed the contracting officers for the Navy's largest acquisitions, i.e., the construction of nuclear powered ships to include U.S. NIMITZ class aircraft carriers, TRIDENT submarines, LOS ANGELES nuclear class submarines, the Navy's battleship reactivation program, and public-private competition for the overhaul of nuclear submarines and overhaul of aircraft carriers. Ms. Cruze was the Navy's contracting officer for acquisition planning and execution of the new class submarine SEAWOLF Program. She has negotiated and awarded many multi-billion dollar contracts for Navy ships supra and Navy aircraft at NAVAIR in Washington, DC, i.e., OV-10 Broncos, T-2 training jets, KFIR aircraft manufactured by the Israeli Aircraft Corporation, the E-6A aircraft, prototype AH-1 COBRA, SH-60B LAMPS MK III, CV-HELO (SH-60F), and TH-57 training helicopters. Ms. Cruze was a Presidential Management Intern from 1982 through 1984.

Ms. Cruze has held offices in the Federal Executive Women's Association and the National Contract Management Association. Additionally, she plays Dobro (resophonic guitar), pedal steel and Hawaiian style guitars; and is a charter member of the Virginia Bluegrass Association, owns and shows Tennessee Walking Horses and Peruvian Paso Horses. Ms. Cruze is a native of Thomasville, Georgia. She received her Baccalaureate Degree from Auburn University and her Master's Degree from Georgia College. She has been a member of the Senior Executive Service since 1995.

MR. EDWARD G. ELGART

Edward G. Elgart is the Director of the Acquisition Center, U.S. Army Communications-Electronics Life Cycle Management Command (C-E LCMC) with locations at Fort Monmouth, New Jersey, Fort Huachuca, Arizona, and Alexandria, Virginia. He also serves as the Principal Assistant Responsible for Contracting for that activity, Tobyhanna Army Depot and the Technical Application Office (TAO). He is responsible for the acquisition and support of Army and joint command, control, communications, computers, intelligence, surveillance, and reconnaissance systems, estimated in excess of $14 billion annually. Twice during his tenure, Mr. Elgart has served as the Acting Deputy Assistant Secretary of the Army for Procurement from August 2000 - January 2002 and May 1997 - May 1998. In that capacity, he was responsible for oversight and policy for all Army procurements, acquisition excellence and reform, and advocacy for the industrial base, as well as the proponent for the Army contracting career field. He completely revised Army procurement regulations and source selection policies during that assignment. Additionally, in partnership with the user community, he helped define doctrine for contractors on the battlefield. He also acted as the Army's Competition Advocate General during that time. Mr. Elgart was instrumental in directing resources to reconstitute Army procurement operations in the Pentagon following the September 11, 2001 attack.

From 1985-1989, Mr. Elgart served in a variety of management positions with the Defense Logistics Agency, first at DCASPRO Teledyne CAE, then at DCASMA Detroit, and culminating as the Director of Contract Management for Defense Contract Administration Services Region Chicago. In that position, he was responsible for the administration of 18,000 defense contracts valued in excess of $19 billion.

Mr. Elgart began his career in government service in 1976 as a Contract Specialist intern. As a Contracting Officer he was responsible for the negotiation and award of the $4.3 billion contract for the Mobile Subscriber Equipment battlefield communications system.

Mr. Elgart entered the Senior Executive Service in June 1989, and has twice been a recipient of the Presidential Meritorious Executive Rank Award (in 1996 and 2002). He is a Fellow of the National Contract Management Association and a previous Fort Monmouth Chapter President and Executive Director. He was appointed to the National Board of Advisors in 2005. His awards and decorations include the Decoration for Exceptional Civilian Service, two Meritorious Civilian Service awards, the Honorable Order of Saint Barbara, the Signal Corps Regimental Association Bronze Order of Mercury and the Army Staff Identification Badge. He was the first recipient of the Acquisition Career Management Advocate of the Year award and was presented with the Secretary of the Army Professionalism in Contracting Award (Civilian) in 2000. He is Level III Certified in Contracting and in Program Management Oversight.

Mr. Elgart holds membership in numerous professional associations and is a member of the Army Acquisition Corps and the American Mensa Society. He has published numerous articles on the field of Government contracting and has taught graduate courses in that field at Farleigh Dickinson University. In 2004, he was named a Distinguished Alumni by Brookdale Community College.

Mr. Elgart is a graduate of the Federal Executive Institute and the Command and General Staff Officer Course. He is also a graduate of the Brookings Institute-University of North Carolina Leadership 2000 program, The Aspen Institute Executive Seminar and the Center for Creative Leadership. He has a Bachelor's Degree in Biology from Kean University and a Masters Degree in Business Administration from Fairleigh Dickinson University.

He is married to the former Mary Ellen Reed of Deal, New Jersey. They have two children, Lindsay (LTJG, USNR), a graduate of the U.S. Merchant Marine Academy, and Stephen, a College student.

MR. HARRY HALLOCK

Harry moved to Michigan in 1980, shortly after obtaining his undergraduate degree, and began his Army contracting career as an Army Materiel Command (AMC) Contract Specialist Intern assigned to the Tank-automotive & Armaments Command (TACOM) Procurement & Production Directorate, where he has performed various contracting and acquisition functions. He has contracting and systems acquisition experience with both Tactical and Combat systems managed by TACOM, the Program Executive Office (PEO) for Ground Combat Systems, and the PEO for Combat Support & Combat Service Support Systems. These include his role as Procuring Contracting Officer (PCO) for Five Ton Truck Programs, Heavy Tactical Truck Programs, Trailer Programs, the Bradley Fighting Vehicle System (BFVS) and M113 Programs; and Contracting Group Leader for Combat and Commercial Vehicles, to include the BFVS, and various Material Handling Equipment (MHE) and Commercial Construction Equipment (CCE). As Associate Director for the Heavy Combat Commodity Business Unit, he oversaw contracting and logistics support efforts for the M1 Abrams Tank program and related heavy combat vehicle systems. Prior to becoming the Director, he was the Associate Director for Operations and served as Chief of the R&D and Installation Support Contracting Division, which included oversight of contract execution and administration for the $21B System Design and Development (SDD) phase of the Army's Future Combat Systems (FCS) program.

He holds a Bachelor of Science degree in Business Administration from the University of Delaware, Newark, DE (1979), and a Master of Science degree in Program Management from the Naval Postgraduate School, Monterey, CA (2001). He is level III certified in his primary career field of Contracting, as well as Program Management and Logistics. He is level II certified in Test & Evaluation.

Since November 2002, he also serves as the Acquisition Support Center's Acquisition Career Management Advocate (ACMA) for the Acquisition and Technology Workforce in Warren, Michigan, and the entire North Central region, which includes Ohio,

Indiana, and Kentucky.

He is the recipient of the Department of the Army Achievement Medal for Civilian Service (1991) and the Department of the Army Commander's Award for Public Service (1997).

His permanent residence is in Sterling Heights, Michigan.

MR. JAMES G. LOEHRL

Mr. James G. Loehrl serves as Director and Principal Assistant Responsible for Contracting (PARC) for the US Army Contracting Command's Rock Island Contracting Center (RICC). As such, he serves as the Center's senior civilian procurement and production authority, supporting the acquisition requirements of both the U.S. Army Sustainment Command (ASC) and the Joint Munitions & Lethality Life Cycle Management Command (JM&L-LCMC) – Rock Island. In this position, he advises the Commanding Generals of both Commands on the total acquisition process, including policy development, compliance and review, contract pricing, contract management, and associated support. As PARC, Mr. Loehrl is responsible for staff supervision and management of major contracting areas such as Chemical Demilitarization, Ammunition and Installation, the Logistics Civil Augmentation Program (LOGCAP), Army Prepositioned Stocks (APS), and the Contract Support Staff. Mr. Loehrl has oversight of about 260 contracting personnel and more than $80 billion worth of contracts.

MR. MICHAEL PATTERSON

He grew up as the child of a Naval Officer, graduated from the University of Houston in 1990 with a Bachelor of Arts, received a Master of Public Administration from Indiana University. He also received a Master's Certificate in Government Contract Management from George Washington University in 2007.

Mr. Patterson entered Federal Civil Service in 1992 as a contract specialist with the Navy Regional Contracting Center, Washington, DC. He completed overseas assignments with the Navy Regional Contracting Center, Navy Engineering Field Activity Mediterranean in Bahrain and Maddlena, Italy from 1996 to 1998. From 1998 to 2000 he served as the supervisory contracting officer for the US Navy Engineering Field Activity Mediterranean, Bahrain. From 2000 to 2003 he served as a contracting officer for the National Imagery and Mapping Agency. His most recent assignment was 4 years as a procurement analyst with USTRANSCOM at Scott AFB.

Mr. Patterson is also a Major in the US Army Reserves currently serving as a contracting staff officer with the Defense Contract Management Agency, St. Louis. He enlisted in the Army National Guard while in High School. MAJ Patterson has served on two temporary tours of active duty as a contracting officer in support of the Global War on Terrorism. In 2003 he backfilled a CONUS position and in 2004 he deployed as a contingency contracting officer.

Mr. Patterson is Level III Certified in Contracting and is a member of the Army Acquisition Corps. Additionally, he is Level II Certified in Program Management by the Army Acquisition Corps.

Mr. Patterson is married to Ms. Cinnamon Patterson, from Bloomington, Illinois. They met and were married in Bahrain. They have two children, Sarah, age 8, and Mark, age 5.

MR. STEVEN BRYANT

Mr. Bryant currently serves as the Acting Director, of the US Army Research Development and Engineering Command Contracting Center. The organization is headquartered at Aberdeen Proving Ground with various contracting offices throughout the country.

Mr. Bryant additionally serves as Director of Business Management for the PARC Office, heads up the Competition Management

Program, and serves as the Special Competition Advocate and Ombudsman for the Aberdeen and Edgewood areas of the RDECOM Contracting Center.

Having worked for the Department of the Army for 23 years, Mr. Bryant has spent all of his time in the procurement arena, progressing from Contract Specialist to Procurement Analyst to Chief of Policy to his current position as Deputy Director of the US Army Research Development and Engineering Command Contracting Center.

Mr. Bryant has a B.A. degree from Towson University and an M.B.A. from Loyola College of Baltimore. He is Level III certified in Contracting and Acquisition.

He lives in Bel Air, Maryland, with his wife Cathie, his daughter Alexandra, and his son Austin.

MR. BRYON YOUNG

Bryon Young was appointed Director, Mission and Installation Contracting Command in March of 2008. In this capacity, he is responsible for providing contracting support to US Army IMCOM for Base Operations, for mission support to TRADOC, FORSCOM, ATEC, and MDW. Additionally, he is responsible for the procurement of all common use information technology hardware, software and services. This includes direct procurement support for the Army's Network Enterprise Command (NETCOM), the Program Executive Officer Enterprise Information Systems (PEO EIS) and the Army CIO/G6.

Prior to his current appointment he served as the Director of the Army Contracting Agency. Mr. Young served in the United States Army for 27 years retiring in January 2003. He graduated from the University of Delaware (with high honors) in 1976 and subsequently earned a Master of Science in Business Administration from Boston University. Mr. Young is dual-certified at Level III in the Army Acquisition Corps for Contracting and Program Management. His professional education and training includes the Defense Systems Management College – Program Manger's Course and Executive Program Manager's Course, the U.S. Army War College and the U.S. Army Command and General Staff College.

Mr. Young's previous key acquisition assignments include; Director, Army Contracting Agency; Director, Information Technology, E-Commerce and Commercial Contracting Center; Deputy Director, Army Contracting Agency, Director for Contracting, Assistant Secretary of the Army-Acquisition, Logistics and Technology; Commander, DCMA Raytheon; Commander, DCMA Milwaukee; Chief Procurement Division, DPSC-Europe; and Procurement Team Chief, U.S. Army Missile Command.

Prior to being assigned to the Army Acquisition Corps Mr. Young served for 13 years as an Air Defense Officer in Army operational assignments primarily in the XVIII ABN Corps, 101st Airborne Div (Air Assault), 32nd Army Air Defense Command, and as an ROTC instructor at Princeton University.

He is married to the former Mary Rives of Wilmington Delaware. They have 2 children, William who is a commissioned officer in the U.S. Army and Daniel who works in New York City.

MS. CAROL LOWMAN

Ms. Carol Lowman was appointed to the Senior Executive Service in March 2005 and is currently serving as the Director and Principal Assistant for Contracting, Enterprise and Installation Operations. In her position Ms. Lowman oversees the activities of all Directorates of Contracting in the Continental United States, which involves the award of approximately $8.5 billion a year in new acquisitions for Army and other Department of Defense and Federal organizations.

She manages over 1200 military and civilian personnel located at approximately 40 locations. The Directorates of Contracting at the installations are engaged in the performance of acquisition planning; market research; contract pricing; procurement; contract administration and management; and associated support programs, ensuring the timely accomplishment of assigned missions to meet the unique and special needs of the Army.

MR. RODNEY BORBA

Enlisted in the Army August 2001 as a Human Resource Specialist, Borba's first assignment was with 1-37 AR, 1BDE, 1AD Friedberg Germany. May 10, 2003 his unit deployed to Baghdad, Iraq in support of Operation Iraqi Freedom 1 for 14 months. He re-deployed July 2004 and was assigned to the Office of the Assistant Secretary of the Army (Acquisition, Logistics & Technology) as a Human Resource Sergeant and enlisted aide to the Assistant Secretary Claude M. Bolton, Jr. until October 8, 2007 when he separated from Active Duty.

August 6, 2007 Borba started working for the Missile Defense Agency in Arlington VA as an Analyst supporting the Deputy Acquisition Program Element Manager. Borba left in April 2008 to assist a sick relative recovering from cancer.

August 18, 2008 Borba became the Always A Soldier Program Manager for Army Materiel Command supporting the Command Sergeant Major and Commanding General's initiative to provide a continuity of support to Veterans separating from the military because of injuries they incurred on the battlefield. The program honors their willingness to serve out of the uniform by helping them find opportunities to serve as Department of the Army Civilians working for Army Materiel command and Major Subordinate Commands.

Borba's military awards include the Meritorious Service Medal, Army Commendation Medal, Army Achievement Medal, Iraqi Campaign Medal and the Combat Action Badge.

Rodney lives with his wife Jodie Borba, and children Kayla and Kyle.

MR. ROBERT SPITZBARTH

Mr. Spitzbarth began his career with the Department of the Army in 1979 as a Contract Specialist at the Tank Automotive Readiness Command in Warren Michigan where, from 1986 to 1994, he served as Contracting Officer or SSEB Deputy Chairman on numerous Source Selections.

In 1994, he was assigned to the newly established System Acquisition Assistance Office (SAAO), within the TACOM Acquisition Center. The SSAO was formed primarily as a service organization to assist Program Managers, PCOs, Source Selection Evaluation Boards and Source Selection Authorities in the planning and execution of Source Selections. While in the SAAO, Mr. Spitzbarth also served as an SSEB Chair/Deputy Chair on a number of acquisitions, including the joint United States/United Kingdom Future Scout and Cavalry System.

Mr. Spitzbarth was the TACOM representative on the Army Materiel Command's Past Performance IPT at its inception in 1989, and also represented the Department of the Army on the Department of Defense's 1997 IPT to develop an execution strategy for DoD implementation of FAR Part 42 requirements to collect and maintain "Contractor Performance Information". Since 2005, he has also served on the Army's "Think Tank" team updating the Army Source Selection Manual.

During the period 1999-2000, Mr. Spitzbarth participated nearly full time on the acquisition of the Army's Stryker Interim Armored Vehicles. In this role, he was directly involved in the development of the acquisition strategy and evaluation criteria, evaluation of proposals, and preparation of the Source Selection decision documentation during selection phase of the acquisition. Subsequently, Mr. Spitzbarth participated extensively in a series of Army-wide Source Selections including the Aberdeen Proving Grounds A-76, Restore Iraq Oil (RIO), the USAREUR Support Services, and full time assignment to the Department of Army's Orchestration & Coordination Committee (OCC) responsible for managing the Source

Selection award of 10 contracts for the Reconstruction of Iraq's basic public services infrastructure.

Mr. Spitzbarth is currently assigned to the TACOM LCMC Contracting Center, where he continues to serve in the Acquisition Assistance Office. Mr. Spitzbarth is a 1979 graduate of the University of Michigan with a Bachelors Degree in History.

MR. JOHN S. VANKIRK

In July 2006 Mr. John S. VanKirk was appointed President and Executive Director of the National Center for Defense Manufacturing and Machining (NCDMM). The NCDMM is a not-for-profit 501(c)3 company whose mission is to proactively engage with all branches of the U.S. military and its supply base to control cost and improve productivity of manufactured parts and assemblies.

Prior to joining the NCDMM, Mr. VanKirk held numerous positions over a 24-year career with within Kennametal Inc. The latest as Director, New Business Development, which involved mergers and acquisitions. Prior to this position, Mr. VanKirk served as the interim Chief Technology Officer, responsible for the global planning and coordination of new product and process development. He received a BS degree in mechanical engineering and mathematics from Grove City College, and a MS degree in mechanical engineering from Stanford University.

Mr. VanKirk holds numerous patents for various material compositions, as well as tool holder designs and is active in various national organizations, currently serving as Vice Chair of the National Defense Industrial Association's (NDIA) Manufacturing Division. He also serves on the Board of Directors for the Doyle Center in Pittsburgh Pennsylvania, the Westmoreland-Fayette County Workforce Investment Board and the Economic Growth Connection of Westmoreland County. He has served on the Board of Directors for the National Center for Defense Manufacturing and Machining, the Manufacturing Engineering Advisory Board of Worcester Polytechnic Institute, the Board of the Refractory Metals Association, and the Technology Issues Committee of the Association for Manufacturing Technology.

MR. LUIS E. GARCIA-BACO

Mr. Luis E. Garcia-Baco is the Director for Industrial Base Capabilities at the Office of the Deputy Chief of Staff for Business Transformation, G-4/7/9, HQ, Army Materiel Command (AMC). He manages AMC's Partnership Program, AMC's Industrial Base Program, and Army's Standardization Program.

Previously, he served as Deputy Chief at the Industrial Interface and Production Management Division, HQ AMC. Subsequently, he organized HQ AMC's Industrial Base Capabilities Division. Previously, he was at HQ DA and responsible for Space-based systems such as the Global Positioning System and Direct Communications Link which provides communications between the United States and Moscow.

Mr. Garcia-Baco completed graduate studies in Engineering Administration from George Washington University, and undergraduate studies in Chemical Engineering from the School of Engineering of the University of Puerto Rico, Mayaguez, Puerto Rico. He is a graduate of OPM's Leadership for a Democratic Society Program and DoD's Program Management Course, among other courses. He holds Level III Acquisition Certificates in Program Management and Systems Planning, Research, Development and Engineering.

Mr. Garcia-Baco is married to the former Miss. Sonia Batiz-Ortiz from Yauco, Puerto Rico. They have two children, Eduardo Luis and Nadya Cristina, 27 and 25 years old, respectively.

MS. SIMONE JACKSON

Simone Jackson is the Associate Director for the Office of Small Business Programs (OSBP) at the U.S. Army Contracting Command (ACC), Information Technology, E-Commerce, and Commercial Contracting Center (ITEC4). She is the principal advisor to ITEC4 on all matters related to the OSBP. ITEC4's procurements generally result in multi-million dollar; multiple award master contracts of IT related services and hardware for use by all Army customers. Ms. Jackson participates in developing acquisition strategies that are favorable to small businesses.

Ms. Jackson has 19 years of federal experience. She is an Army veteran and an Army Materiel Command Intern. Her involvement

in contracting encompasses a wide range of functions including acquisition strategy development, pre-award planning, solicitation development, the source selection and evaluation process, contract formation and administration. She has had contracting assignments as a Contracting Officer at the former CECOM, DFAS, Dept of Justice, and ITEC4.

Ms. Jackson has a BS degree in Business Administration. She is Level III certified in Contracting, Level I certified in Program Management, and a member of the Army Acquisition Corps. She has also received numerous performance awards during her career in federal service. She is originally from Illinois and currently resides in Upper Marlboro, Maryland.

MS. AUDRY MUSGROVE

Audry Musgrove is the Supplier Diversity Program Manager on the Boeing Future Combat Systems (FCS) Program in Huntington Beach, California. In this position Audry develops and implements unique strategies to augment the utilization of small and diverse business concerns as identified by the FCS Program. Additionally, she oversees the supplier diversity performance efforts and reporting for the FCS One-Team Partners, which includes 27 major subcontractors. Audry is the FCS prime interface with the Army Small Business office on all matters regarding Supplier Diversity.

MR. CHRISTOPHER RINALDI

Mr. Rinaldi is currently the Program Manager for the Army Small Business Innovation Research (SBIR) Program. He directs, manages and is source selection authority for an approximately $300M annual research program designed to provide small high-tech businesses the opportunity to propose innovative research and development solutions to critical Army needs.

From 2006 to 2008 Mr. Rinaldi served as the Director for Plans and Programs of the U.S. Army Research, Development and Engineering Command (RDECOM). He provided leadership, guidance and supervision to a headquarters staff that integrates Army technology and budget processes valued at approximately $2.2B annual. The processes include the Army Science and Technology Working Group (ASTWG), Small Business Innovation Research (SBIR), Manufacturing Technology (ManTech) and Special Access Programs (SAP).

From 2003 to 2005 Mr. Rinaldi served as the Deputy G-3 for Strategic Operations, Headquarter U.S. Army Materiel Command (AMC). He provided leadership, guidance and supervision to a staff of approximately 100 headquarter personnel that performed strategic planning in technology, acquisition and logistics for the command.

From 2001 to 2003 Mr. Rinaldi served as the Chief, of the Joint Technology Integration division of the then newly formed US Army RDECOM. He pioneered a new management paradigm to integrate Science and Technology initiatives across multiple Army laboratories, Industry and Academy. Integration required extensive collaboration in broad mission areas including armament and vehicles, communications, electronics and sensors, rotary wing vehicles and missiles, soldier, biological and chemical systems, training and simulation, and basic research.

From 1999 to 2001 Mr. Rinaldi served as the Director for Engineering of the TACOM-ARDEC Close Combat Armament Center (CCAC), Picatinny Arsenal NJ. He managed the engineering workforce for development, production and field support weapon systems from small arms to large caliber munitions. The CCAC workforce included 450 Scientists and Engineers and 150 technical support staff totaling 600 with an annual operating budget of over $100M/yr.

From 1995 to 1999 Mr. Rinaldi served as an Armament Technology Liaison Officer in the Office of the Deputy Assistant Secretary of the Army for Research and Technology, Pentagon, Washington DC. He provided technical and policy recommendations in a high profile, deadline-oriented environment for strategic focus, policy, planning, programming, integration and justification of a $100M/year advanced Armament research and technology budget. His recommendations required a broad expertise spanning a variety of missions and technical disciplines including weapons, munitions, fire control, mines, propellants, explosives, warheads, pollution prevention, physics, mechanical and electrical engineering, chemistry, optics and aero-ballistics.

From 1990 to 1995 Mr. Rinaldi served as Chief Engineer in the development of the Army Self-Propelled howitzer Crusader cannon system. The Crusader program was terminated by the Secretary of Defense for broad DOD strategic reasons but not before numerous prototypes had been successfully built and test fired. Mr. Rinaldi directed analytical and experimental programs to exploit innovation and advance state-of-the-art technologies into the weapon system. He is the inventor and patent holder of an innovative cannon thermal cooling system enabling unlimited rate-of-fire.

From 1981-1990 Mr. Rinaldi served as a Senior Development/Design Engineer for cannon systems at Benet Laboratories, Watervliet Arsenal NY. He designed and fabricated advanced prototype Tank, Artillery, Mortar and Recoilless Rifle Weapon Systems.

Mr. Rinaldi has received numerous honors and awards for his professional accomplishments including the Secretary of Defense Team Excellence Award, the US Army Research, Development and Engineering Award, and the US Army Acquisition Streamlining Excellence Award. He authored numerous publications in product development of weapon systems and holds multiple patents.

Mr. Rinaldi has a Bachelor of Science in Mechanical Engineering from Manhattan College and a Master of Science in Engineering Management from Rensslaer Polytechnic Institute. He is also a licensed Professional Engineer (PE).

Mr. Rinaldi lives with his two children, Kate and Peter, in Arlington VA.

MR. JIM REGAN

Jim Regan, Director of the Virginia Procurement Technical Assistance Program, at the George Mason University School of Public Policy Mason Enterprise Center, has over 25 years of experience in commercial and government business development and management with both small and large corporations. As PTAP Director he applies these qualifications in assisting businesses in pursuit of their government business objectives.

Mr. Regan possesses in depth experience in corporate strategic and tactical planning, and plan execution to achieve objectives. His activities in systems integration and services business development have developed broad knowledge of the government acquisition process and organizations in both the Federal and vendor community.

Prior to joining George Mason University's PTAP, Jim held senior business development management positions in Unisys, CSC and IBM in the Washington area. He also served as Senior Vice President of Corporate Development with American Coastal Industries, a diversified small business involved in manufacturing and systems integration. These positions have provided in depth experience in a variety of functional business areas including subcontractor and program management, systems engineering and business development.

Mr. Regan graduated from the U.S. Naval Academy and the U.S. Naval Postgraduate School at Monterey, California, where he earned his MS in Computer Systems Management. He spent a number of years on active duty as a naval aviator and retired from the Naval Reserve with the rank of Captain. In addition to carrier aviation, he flew as an international pilot with Pan American Airways on overseas routes.

MS. JANUARY DENNISON

January Dennison, Chief Executive Officer and President of Technology Research Consultants, Inc. (TRC), brings a robust resume of Business Management, Engineering, Manufacturing, Sourcing and Business Development expertise. Mrs. Dennison is a recognized business strategist throughout Department of Defense, Veterans Administration and Early Childcare Industries. Most recently, Mrs. Dennison has been responsible for planning, facilitating and launching three TRC Strategic Business Unit (SBU) Profit Centers: TRC Manufacturing & Integration SBU, TRC National Cemetery Administration (NCA) Management SBU and The Land of Pozee Playzle Early Learning Preschool SBU. These business initiatives, while diverse in concept, integrate

the TRC Value System into market segments that provide an Industry-wide infrastructure ensuring the safety and protection of this Nation. TRC M&I SBU has well over 6000+ avionic modernization solutions flying on board Blackhawk, Chinook and Kiowa Rotary platforms supporting the United States Armed Forces. TRC NCA SBU takes great pride in managing and maintaining the gravesites of over 100,000 fallen Armed Service Veterans throughout the Southern Region. TRC Pozee Playzle SBU has established magical early learning child care centers in which educators are provided high wage/benefit packages while in tandem providing all children a hands on learning experience like no other in this Nation. TRC has been sited as a nationwide example of Early Learning Care Management and will be showcased at the upcoming 2008 National Conference. TRC is a 2005 and 2008 Best Places to Work awardee. Mrs. Dennison was awarded the 2006 Small Business Administration Florida Small Business Person of the Year and is currently a 2008 Small Business Administration Florida Person of the Year finalist. TRC annual revenues exceed $15M.

MS. MICHELLE CURRIER

Ms. Currier serves as the Associate Director for the Office of Small Business Programs (OSBP) at the U.S. Army Contracting Command, Enterprise and Installations Operations (E&I Operations). She is the principle advisor to E&I Operations on all matters related to the OSBP to include six Centers and twenty-three installations.

Ms. Currier served as the Associate Director, Office of Small Business Programs, ACA NRHQ's from 2006- 2008. She directed a robust program that coveted many small business awards including recognition of sixteen Installations by the Center for Veterans Enterprise.

From 2003-2006, Ms. Currier served as Director for Marketing and Outreach at ACA HQ's. Ms. Currier developed and implemented an agency-wide comprehensive outreach and branding strategy to secure "brand name" recognition of the ACA. She was responsible for conducting events in Europe and throughout the Continental United States including the Association of the United States Army (AUSA); Javits-Wagner-ODay (JWOD) Program events; Installation Management Agency (IMA) conferences and a myriad of Small and Disadvantaged Business events.

Miss Currier has over 30 years experience working in the contracting field. Her contract experience has included assignments as Director of Contracting, Procurement Analyst, and Contract Specialist for the U. S. Navy including assignments at the Naval Research Laboratory, Office of Naval Research, and Naval Center for Space Technology, Military Sealift Command and Naval Sea Systems.

As the National President of NCMA, she managed a budget in excess of $5 million dollars and a support staff of more than 200 salaried employees and volunteers on a daily basis. Miss Currier has extensive experience directing and managing a large and diverse workforce of over 21,000 personnel including procurement professionals, acquisition specialists and administrative personnel

Ms. Currier was born in Melrose, MA. In 1981, she graduated from American University with a Bachelor's Degree in Business and in 1983 earned a Master's Degree in Procurement. She is a member of the Acquisition Professional Community (APC) since 1995. Miss Currier has earned the designation of Certified Professional Contract Manager (CPCM) and Certified Federal Contract Manager (CFCM) from the National Contract Management Association (NCMA). Ms. Currier has served as National Past President of NCMA and currently serves of the National Board of Directors. Ms. Currier is a frequent speaker on the subject of contract management and has co-authored articles for Contract Management magazine. She is a member and past Chairman of the Tidewater Government and Industry Council.

In 2005, Ms. Currier was competitively selected for the Army's Senior Leadership Development Program, where she served a rotational assignment at the U.S. Army Space and Missile Defense Command. Miss Currier was recognized by Inside Business as one of the Top 25 Women in Business in Hampton Roads in December 2004. She was awarded the Superior Civilian Service Award in 2006.

AGILITY DEFENSE & GOVERNMENT SERVICES

Headquartered in Alexandria, Virginia, Agility Defense & Government Services (DGS) is Agility's public sector arm, providing end-to-end supply chain solutions to meet defense and government customers' needs and quickly move supplies worldwide to remote locations. With access to more than 550 offices in 100 countries, Agility DGS combines a vast network of warehousing facilities with proven risk-tolerant global land, sea and air transportation capabilities.

Agility DGS offers defense and government customers the convenience of one-stop supply chain solutions and a commitment to quality services. Its customers include the US Defense Logistics Agency (DLA), US Army, US Navy, US Air Force, US Army Air Force Exchange Service and the Department of State.

For more information about Agility Defense & Government Services, visit www.agilitylogistics.com

AH COMPUTER CONSULTING, INC.

AHCC is a leading IT service provider that excels in the development of flexible, end-to-end solutions leveraging mobile technologies and Web-based programs for complete business transformation. A CMMI Maturity Level 3 organization, AHCC provides highly secured enterprise systems and network design. With an on-site Sensitive Compartmented Information Facility (SCIF), AHCC can provide the most secure data hosting available.

AHCC specializes in real-time tracking of data combined with powerful data warehousing enterprise systems on fast, secure servers, linked to easy to use graphical end-user interfaces. Our systems can produce powerful trend analysis and insight into market share and revenue data facilitating the most efficient use of resources.

AHCC offers Tier-1-4, 24 by 7 Help Desk, call center, and customer relationship management to augment top-quality asset management systems, consulting services, and software development. We have the ability to address the specific needs of your business and provide cost effective answers and the information necessary to enable you to maximize efficiency.

AHCC is a business partner with U.S. Postal Service and has been provided secure access to the service's intranet; in addition, all AHCC employees hold security clearances, including Top Secret clearances. AHCC has grown immensely as demand for its services has soared with offices in the USA (headquarters), Canada, Egypt, and Ghana, and is emerging as a global leader in business transformation. With 700% growth in revenue and 550% growth in employees over the past three years, AHCC was nominated by Citibank as the fastest-growing company in Maryland.

AHCC has developed a landmark asset management tool responsible for deploying and tracking the entire inventory of Intelligent Mail Devices and peripheral equipment for the US Postal Service: Over one million pieces of equipment are tracked every day.

Another advantage AHCC offers is hands-on consulting for requirements development including system analysis, hardware and software evaluation, and legacy systems migration. AHCC places high priority on obtaining detailed information about critical reporting functions, training staff, and conducting ongoing system maintenance. Our project managers and support staff are available both on site and remotely throughout the entire project lifecycle.

BAE SYSTEMS

BAE Systems is a global defense and aerospace company, delivering a full range of products and services for air, land, and naval forces, as well as advanced electronics, information technology solutions, and customer support services. BAE Systems, with 96,000 employees worldwide, had 2006 sales that exceeded $27 billion.

The U.S. subsidiary of BAE Systems is headquartered in Rockville, Maryland, and is responsible for developing the company's trans-Atlantic business, relationships with the U.S. Government, administration of BAE Systems' Special Security Agreement, and managing its U.S. based operating groups. These operating groups collectively employ some 52,000 employees in the U.S., UK, Sweden, Israel, and South Africa generating annual sales in excess of $14 billion.

COMPUTERS UNIVERSAL, INC.

CUI is a privately held, US Small Business Administration certified minority disadvantaged 8(a) and Veteran owned business. Established in 1998, CUI is an Information Technology (IT) and systems integration services firm with offices staffed with CompTia, Microsoft, and CISCO Certified professionals in the United States and Overseas. CUI specializes in Technical Customer Support, Network System Administration, Network Design and Installation, C4I System Management, Video Teleconferencing Design, Installation and management, Web Development, Personnel Computer Deployments, Information Assurance, Help Desk Management, and Custom Programming. All of the, technical experts employed by CUI are well educated and experienced with the US Army and DOD and their particular needs. CUI's know-how, know-what and know-where encompass support and System Administration for C4I Systems, Desktop Systems, SIPRNET, NIPRNET, Video Teleconference Systems, Information Assurance, and project management.

Computers Universal Inc has supported projects as a prime contractor under GSA Schedule Task Orders, GSA 8(a) STARS Task Orders, and contracts with the US Air Force, US Navy, and the Veterans Administration since 1999. We have also performed support as a subcontractor under USAF NETCENTS task orders and US Army ITES-2S contract task orders.

Computers Universal Inc has performed as a prime and subcontractor in the continental United States, Hawaii, Alaska, Guam and in Kuwait, Korea, Japan and Thailand and for the Army Material Command in the Republic of Korea.

GENERAL DYNAMICS

As a trusted systems integrator for more than 50 years, General Dynamics Information Technology provides information technology (IT), systems engineering and professional services to customers in the defense, intelligence, homeland security, federal civilian government and commercial sectors. With more than 15,000 professionals worldwide, the company manages large-scale, mission-critical IT programs delivering IT services and enterprise solutions.

LOCKHEED MARTIN

Headquartered in Bethesda, MD, Lockheed Martin is a global security company that employs approximately 140,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The corporation reported 2007 sales of $41.9 billion. Lockheed Martin is led by Robert J. Stevens, Chairman, President and Chief Executive Officer.

As a lead systems integrator and information technology company, the majority of Lockheed Martin's business is with the U.S. Department of Defense and the U.S. federal government agencies. In fact, Lockheed Martin is the largest provider of IT services, systems integration, and training to the U.S. Government. The remaining portion of Lockheed Martin's business is comprised of international government and some commercial sales of our products, services and platforms.

Lockheed Martin's operating units are organized into broad business areas.

- Aeronautics, with approximately $12.3 billion in 2007 sales, includes tactical aircraft, airlift, and aeronautical research and development lines of business.
- Space Systems, with approximately $8.2 billion in 2007 sales, includes space launch, commercial satellites, government satellites, and strategic missiles lines of business.
- Electronics Systems, with approximately $11.2 billion in 2007 sales, includes missiles and fire control, naval systems, platform integration, simulation and training and energy programs lines of business.
- Integrated Systems & Global Solutions (IS&GS), with approximately $10.2 billion in 2007 sales, includes C4I, federal services, government and commercial IT solutions.

It is Lockheed Martin policy that its business units conduct socioeconomic subcontracting programs in recognition of compelling moral, social and economic necessity. It is also Lockheed Martin policy to facilitate the achievement of its negotiated subcontracting goals by developing the capabilities of, all categories of small business. In furtherance of these objectives, Lockheed Martin has a proactive supplier diversity program designed to develop the growth and competitive capabilities that enable small businesses to become responsible suppliers. This program is consistent with Lockheed Martin's policy of considering all subcontractors and suppliers fairly in competition for requirements falling within their demonstrated capabilities.

Powered By Innovation, Guided By Integrity, We Help Our Customers Achieve Their Most Challenging Goals.

For more information on Lockheed Martin, visit our website www.lockheedmartin.com

VSE CORPORATION

VSE Corporation is currently celebrating 50 years of diversified professional services utilizing cutting-edge core competencies to assist all federal and civil agencies. In 2008, VSE was named as one of the "Top 10 Hottest Growing companies in America.

VSE takes special pride in their rock-solid honesty and integrity in adopting state-of-the-art technologies, and providing products and services of the highest quality to meet and exceed the expectations and requirements of our customers, on time and at a fair price.

VSE successfully captures the effective use of people, systems and technology to enhance the navies of allied nations; protect the lives of our service members in the field; develop a global strategy for a malaria vaccine, to maximizing the ability to turn seized property into additional funds for law enforcement and homeland security. The (rare) employee/publicly-owned company has a long history creating, sustaining and improving equipments and systems by providing system conversions, logistics, management, research, sustainment, re-engineering, system integration and configuration management.

VSE specializes in program management; foreign military sales, Information Technology, Infrastructure construction management, energy programs, vehicle and equipment advanced engineering technology, corrosion prevention and refurbishment.

VSE's quality management system is registered to the ISO 9001:2000 standard.

THANK YOU TO OUR PROMOTIONAL PARTNERS!

Agility

AHCCINC.COM

BAE SYSTEMS

CUI

Computers Universal Inc

GENERAL DYNAMICS

LOCKHEED MARTIN

VSE CORPORATION

United States Army Materiel Command

Need Personnel?- Experienced Veterans Available

Rodney B. Borba

12th Annual Small Business Conference / November 12-13, 2008

Need to be faster, more agile, less bureaucratic-Need to fight this everyday!

Always A Soldier

The AMC Program

- Always A Soldier is a hiring initiative that AMC started over 4 years ago in direct response to the Global War on Terrorism
- We partner with organizations to include the Army Wounded Warrior Program (AW2), Veterans Affairs, Warrior Transition Units and other Federal and non-federal organizations, to inform our Veterans of employment opportunities within AMC

Veteran Advantages

- Veterans provide a valuable resource to any organization; their experience and training are unmatched
- They have the discipline and commitment to follow directions and accomplish any assigned task
- They are knowledgeable and resourceful, and have a good understanding of the military organization, its general needs and applications
- They are the best advocate for the warfighter
- Many have security clearances

Small Business Advantages/Opportunities

- Veterans Affairs Vocational Rehabilitation and Employment Programs provide training & educational assistance, supplements salary up to journeyman wage, and provides necessary job related tools to the employee
  http://vba.va.gov/b1n/vre/emp_resources.htm
- Work Opportunity Tax Credit Provides-- $4,800 dollars in tax credit to the employer for each disabled veteran they hire
  http;//www.doleta.gov/business/incentives/opptax/
- Tax Incentives--- Up to $15,000 tax credit--- for building modifications to improve accessibility
  http://www.ada.gov/taxpack.htm

Questions ?

Contact Information

Rodney B. Borba

Program Manager

Always A Soldier

9301 Chapek Rd

Fort Belvoir VA, 22060

703-806-8121 (w) / 571-329-2135 (c)

rodney.bruce.borba@us.army.mil

As of: 12 Nov 2008

U.S. ARMY MATERIEL COMMAND

12th Annual Small Business Conference
12-13 November 2008

AMC Small Business Program

Supporting the Warfighter

Ms. Kathryn Condon

Executive Deputy to the Commanding General

"Need to be faster, more agile, less bureaucratic… Need to fight this every day"

Mission

Provide superior technology, acquisition support and logistics to ensure dominant land force capability for Soldiers, the United States and our Allies.

"If a Soldier shoots it, drives it, flies it, wears it, communicates with it, or eats it - AMC provides it.

Restore Balance through 4 Imperatives: Sustain, Prepare, Reset, Transform
-Army Posture Statement 2008

AMC Commanders and Deputies

TACOM LCMC

MG Scott West	Mr. Jack Dugan

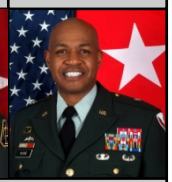
Civ. 14,717 | Military 100

Aviation and Missile LCMC

MG James Myles	Mr. Ronald Chronister

Civilian 8,680 | Military 98

Joint Munitions & Lethality LCMC

BG William Phillips	BG Wyche
	

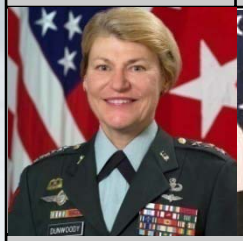
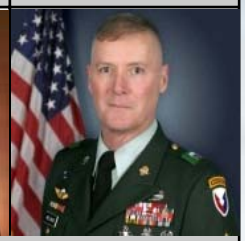
Civilian 5,351 | Military 17

CECOM LCMC

MG Dennis Via	Mr. Ed Thomas

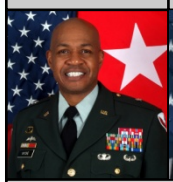
Civilian 8,177 | Military 243

H.Q. Army Materiel Command

LTG Ann E. Dunwoody	Ms. Kathryn A. Condon	CSM Jeffrey J. Mellinger
		

Civilian 1,168 | Military 84

Joint Munitions Command

BG Wyche	Mr. Jyuji Hewitt
	

Civilian 5,348 | Military 20

Chemical Materials Agency

Mr. Conrad Whyne	Mr. Don E. Barclay

Civilian 1,816 | Military 16

Chart updated: 23Sept 2008

Research, Development & Engineering Command

MG Fred D. Robinson Jr	Mr. Gary Martin

Civilian 11,826 | Military 250

Military Surface Deployment & Distribution Command

BG James L. Hodge	Ms. Patricia Young

Civilian 1,726 | Military 169

US Army Security Assistance Command

BG Michael J. Terry	Mr. Rick Alpaugh

Civilian 560 | Military 49

Army Sustainment Command

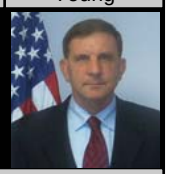
MG Robert Radin	Mr. Scott Welker

Civilian 1,562| Military 613

Assembled Chemical Weapons Alternatives Program

Mr. Kevin Flamm	Mr. William Pehlivanian

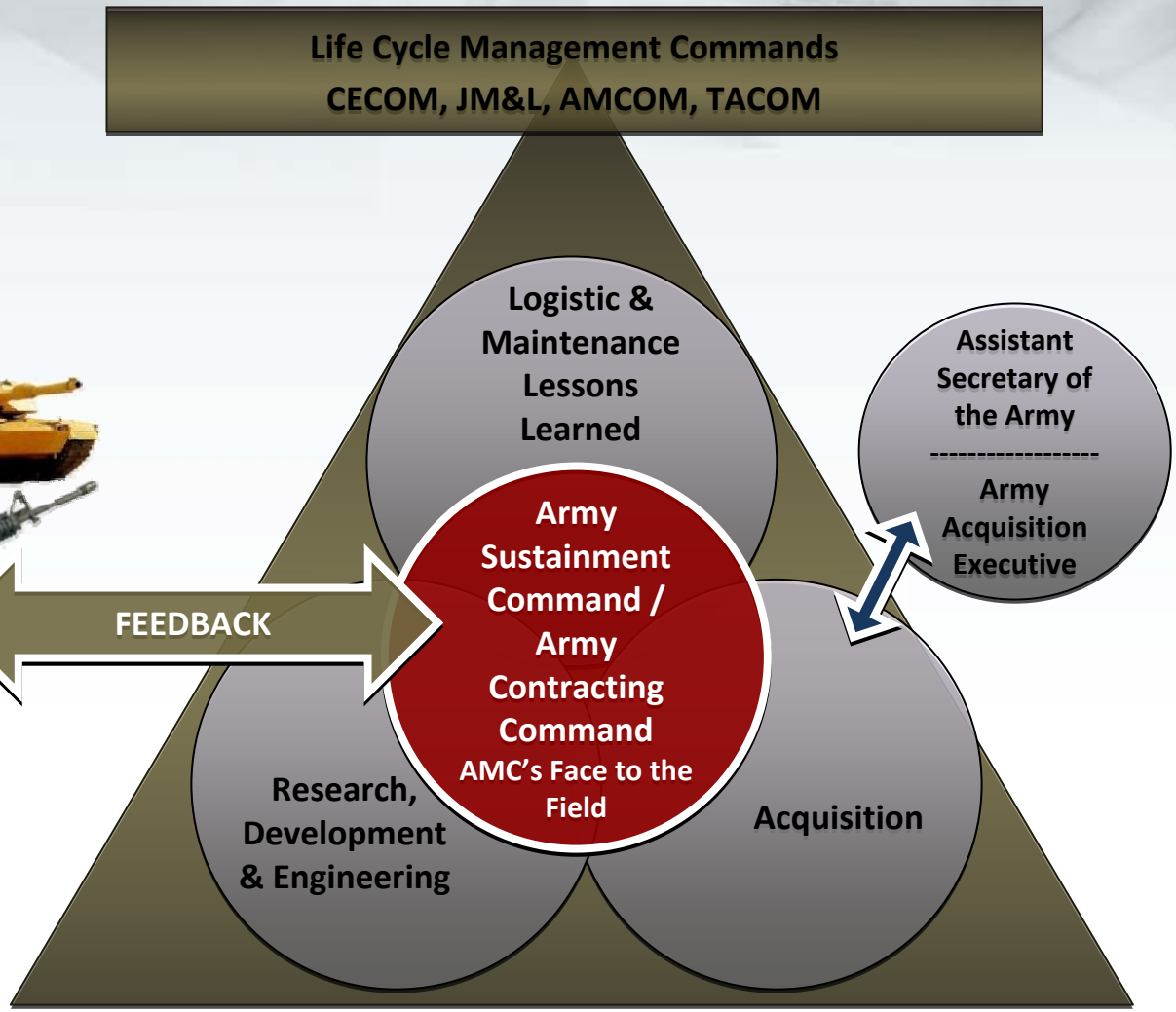
Civilian 34| Military 0

Army Contracting Command	Expeditionary Contracting Command	Installation Contracting Command
Mr. Jeffrey Parsons	BG Camille Nichols	Mr. Bryon Young
		

Mil: 777|Civ 5,820

Life Cycle Management

Soldier Focused – Foxhole to Factory Enterprise



AMC Small Business Program

Mission

Ensure that a fair portion of contract awards is placed with small business enterprises

VISION:

Achieving optimum small business participation by seeking small business solutions first

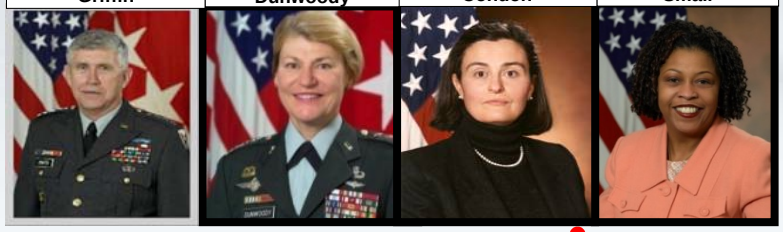
AMC CONTRACTS FOR:

- **Weapon systems and equipment**
- **Research & Development**
- **Spare parts**
- **Maintenance**
- **Other services (eg. IT, Engineering Support, Logistics, etc.)**

AMC Commanders & Small Business Representatives

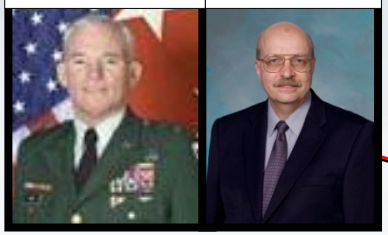
Army Materiel Command

GEN Benjamin S. Griffin	LTG Ann E. Dunwoody	Ms. Kathryn Condon	Ms. Nancy Small



TACOM

MG Scott West	Mr. John D. Madden



JM&L LCMC

BG William Phillips	Mr. Eric Bankit

ASC

MG Robert Radin	Mr. Robert Matthys

CECOM LCMC

MG Dennis L. Via	Ms. Marcia A. Easton

AMCOM

MG James Myles	Mr. David Seitz

SDDC

BG James L. Hodge	Mr. Michael L. Patterson

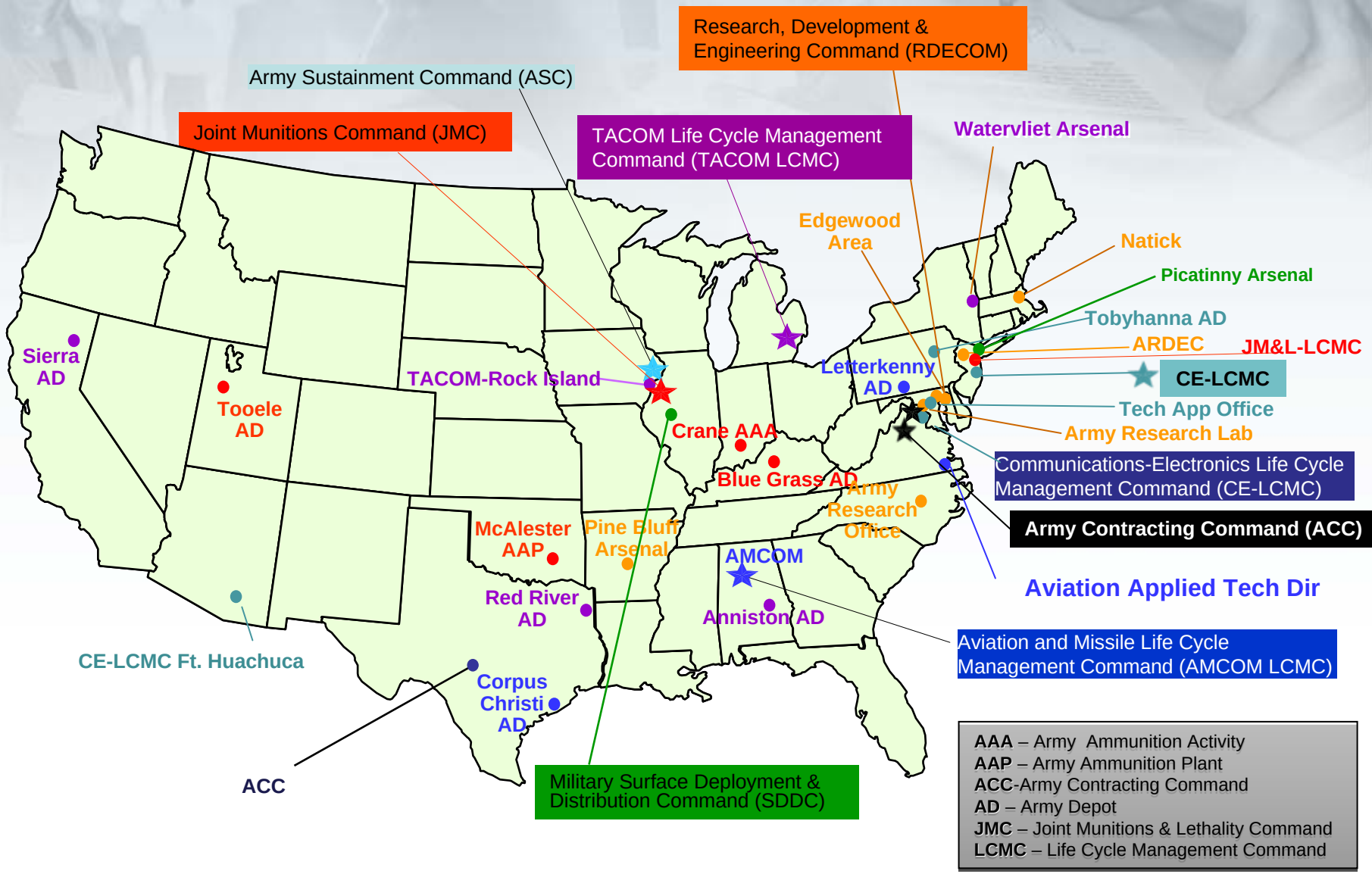
Army Contracting Command

Mr. Jeffrey Parson	Ms. Alice Williams-Gray

RDECOM

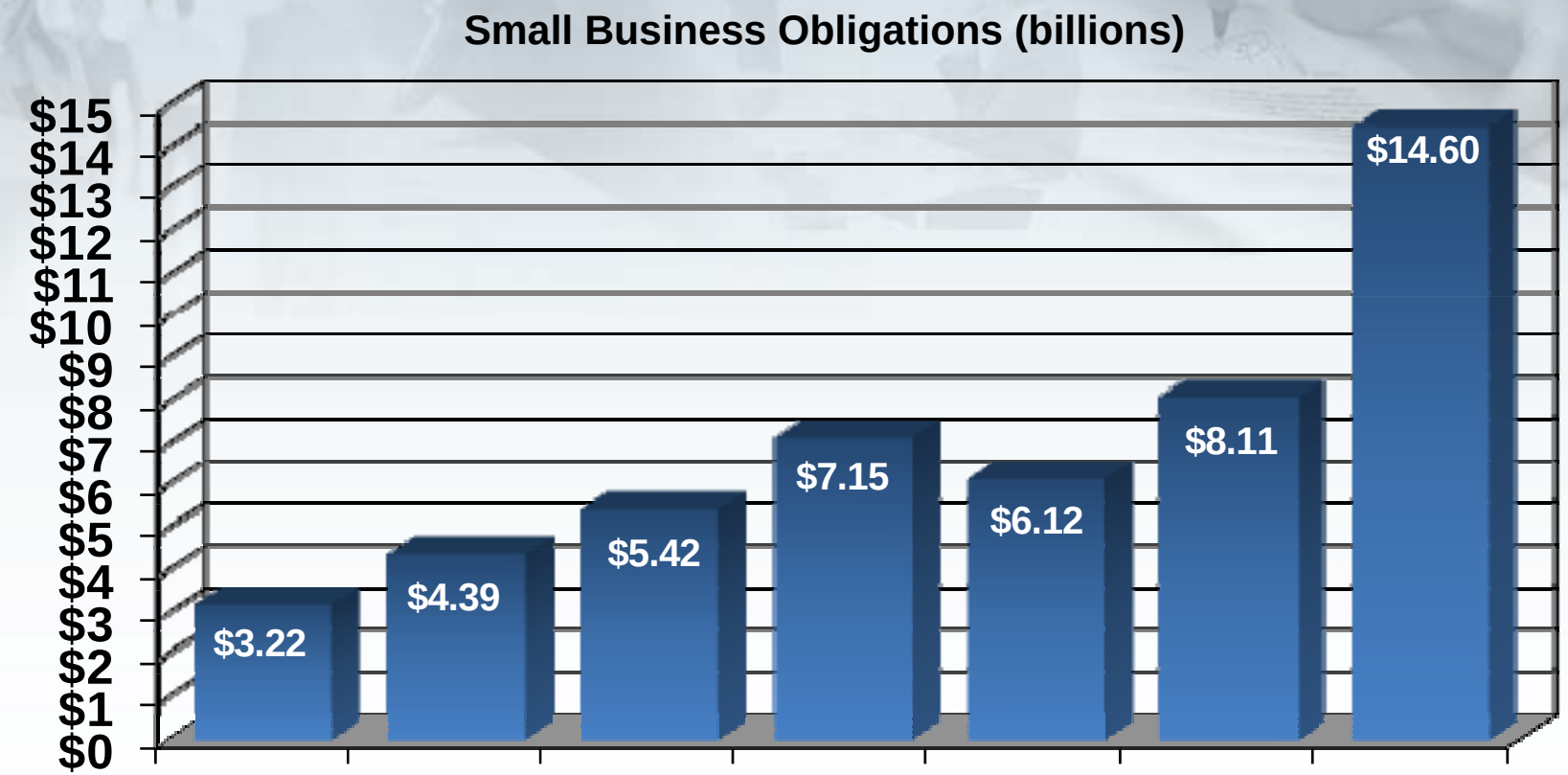
MG Fred D. Robinson	Mr. John O'Brien

AMC Small Business Offices



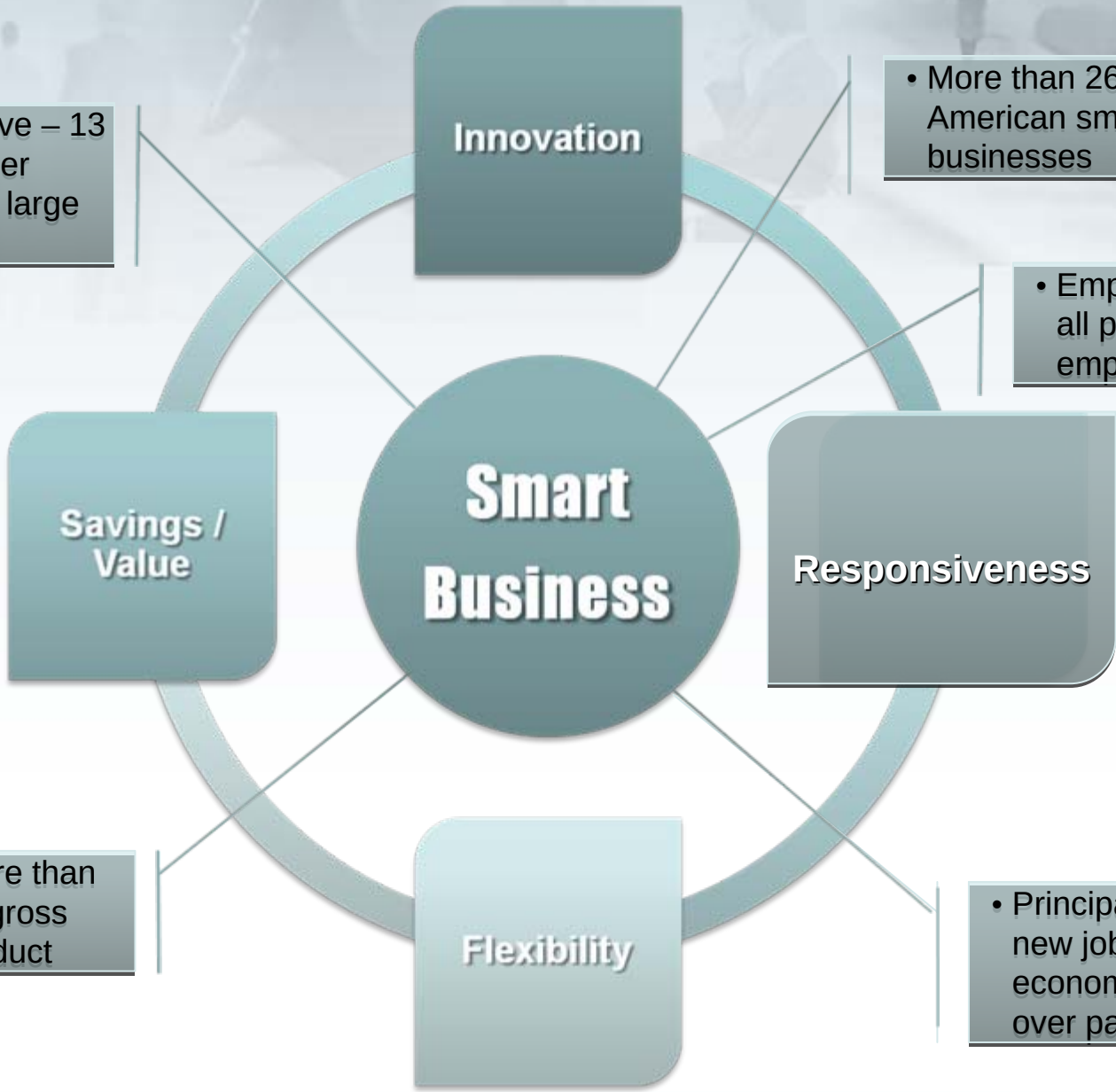
AAA – Army Ammunition Activity
AAP – Army Ammunition Plant
ACC-Army Contracting Command
AD – Army Depot
JMC – Joint Munitions & Lethality Command
LCMC – Life Cycle Management Command

AMC Small Business Program Performance



Preliminary – as of 24 Oct 2008

Small Business is… BIG BUSINESS in AMC!



- Highly Innovative – 13 more patents per employee than large firms
- More than 26 Million American small businesses
- Employ about half of all private sector employees
- Generate more than 50% of U.S. gross domestic product
- Principal source of new jobs in the U.S. economy (60-80% over past decade)

Small Business
A Critical Component of our Defense Industrial Base

Supporting America's Warfighters …
in Army Transformation

- Small Business Innovative Research

and on the battlefield today

- Unmanned systems, mine detectors
- Uniforms, body armor, ballistic blankets, munitions
- Air beam maintenance shelters and lightweight tactical tents
- Batteries, antennas, night vision components, hand-held signal devices

CAPABILITY, CAPABILITY, CAPABILITY!

2007 Army's Greatest Inventions

PICATINNY BLAST SHIELD
FOR LIGHT ARMORED VEHICLE

UNMANNED AIRCRAFT SYSTEM SHADOW
200 COMMUNICATIONS RELAY SYSTEM

RECONNAISSANCE VEHICLE

OBJECTIVE GUNNER PROTECTION KIT
FOR MULTIPLE VEHICLE PLATFORMS

IMPROVISED EXPOSIVE DEVICE
INTERROGATION ARM

M110 7.62mm SEMI-AUTOMATIC
SNIPER SYSTEM

DAMAGE CONTROL RESUSCITATION
OF SEVERELY INJURED SOLDIERS

IMPROVISED EXPLOSIVE
DEVICE MINE ROLLER
PROGRAM

HMMWV EGRESS
ASSISTANCE TRAINER

XM982 EXCALIBUR PRECISION
GUIDED EXTENDED RANGE
ARTILLERY PROJECTILE

* SB Companies played important roles in these inventions

Small Business is Big Business in AMC

How You Can Help

- Provide effective responses to sources sought notices
- Ensure current information is reflected in the Central Contractor Registration (CCR)
- On time delivery on all contracts
- Feedback on how to work smarter together
- Small Business Innovation Research
  - Maintain situational awareness of current and emerging needs and respond
- Identify alternative technology solutions to those currently being pursued
- Continue to become more effective and efficient
  - Lean your processes

Large Business Participants

- 3M
- AAI Corporation
- Agility
- AH Computer Consulting
- ATK
- Avon Protection Systems
- BAE Systems
- Battelle
- Computers Universal
- CSC
- EDS
- General Dynamics
- Honeywell
- IBM Global Business Services
- ICF International
- ITT Corporation
- KBR
- Lockheed Martin
- Navistar Defense
- Oshkosh Corporation
- SI International
- VSE Corporation

FOCUSED ON THE
WARFIGHTER

Marketing to the Federal Government For SDVOSB

Michelle M. Currier, CPCM, CFCM
Associate Director, OSBP
Mission and Installation Contracting Command
Enterprise and Installation Operations

Marketing to the Federal Government

- *Registration Information for Business Identification Numbers*
  - **North American Industrial Classification (NAICS**)
    - www.census.gov/epcd/www/naics.naics.html
  - **Central Contractor Registration (CCR)**
    - http://www.ccr.gov
    - SBA – Dynamic SB Search
    - Data Universal Numbering System (DUNS)
    - Commercial and Government Entity (CAGE)

Marketing to the Federal Government

- On-line Representations and Certifications (ORCA)
  - https://orca.bpn.gov
- Wide Area Work Flow (WAWF)
  - https://wawf.eb.mil
- eSRS – Electronic Subcontracting Reporting System
    - www.esrs.gov

Marketing to the Federal Government

- Where to Find Opportunities
  - In-Person
    - Small Business Program Offices located at every DoD and Federal buying activity
      - http://www.acq.osd.mil/osbp
    - Small Business Liaison Officers (SBLO)
      - http://www.acq.osd.mil/osbp
    - Small Business Administration
      - http://www.sba.gov
    - Service Corps of Retired Executives
      - http://www.score.org
    - Procurement Technical Assistance Centers (PTAC)
      - www.dla.mil/db/procurem.htm
    - Small Business Development Centers
      - www.sba.gov/sbdc
    - Conferences, Tradeshows, Matchmaking Events

Marketing to the Federal Government

- Available on the Web
  - Army Activities- AMC, ACE, CCE, INSCOM, MEDCOM, MRMC, SDDC, NGB, SMDC, ACA
  - Federal Business Opportunities (FEDBIZ Ops)
    - www.fedbizopps.gov
  - Department of Defense Standard Tabulation (ST28)report
    - http://web1.whs.osd.mil/peidhome/peidhome.htm
  - Subcontracting Opportunities with DoD Prime Contractors
    - www.acq.osd.mil/sadbu/publications
  - Sub-net
    - http://web.sba.gov/subnet

Marketing to the Federal Government

- Know your Advantages and Market Them
  - *All* Federal agencies are subject to annual SB Goals
    - SDB 5%
    - Women-owned 5%
    - Hubzone 3%
    - SDVOSB 3%
    - SB 23%
    - HBCU/MI 5%
  - Set-aside Awards
    - Know and Market your Competitors

Marketing to the Federal Government

- Keep Current on Federal Contracting Regulations and Procedures
  - 07 Appropriations Act no longer requires Federal Prison Industries as a required source of supply FAR Part 8
- Identify Installations affected by BRAC

Marketing to the Federal Government

- What Small Business Advocates say:
  - Know your Small Business Specialist Office
  - Comprehensive and well-focused responses to Sources Sought Synopses
    - Present Capabilities Clearly and Cogently
  - Submit solid competitive offers
  - Keep Annual Certifications Current
  - Find your competitors and don’t be afraid to market them for set-aside opportunities
  - Market, Market, Market
    - We need to know you are in business

Technology Research
Consultants, Inc.

A Woman Owned Small Disadvantaged Business

What You Need to Know

Before You Team/Partner

Presented to

12th Annual

Army Small Business Conference

Presented By

Technology Research Consultants, Inc.

dennison@trc-hq.com

November 13, 2008

Technology Research
Consultants, Inc.

DOD Prime Contractor

A Veteran Woman Owned Small Disadvantaged Manufacturing & Integration Business

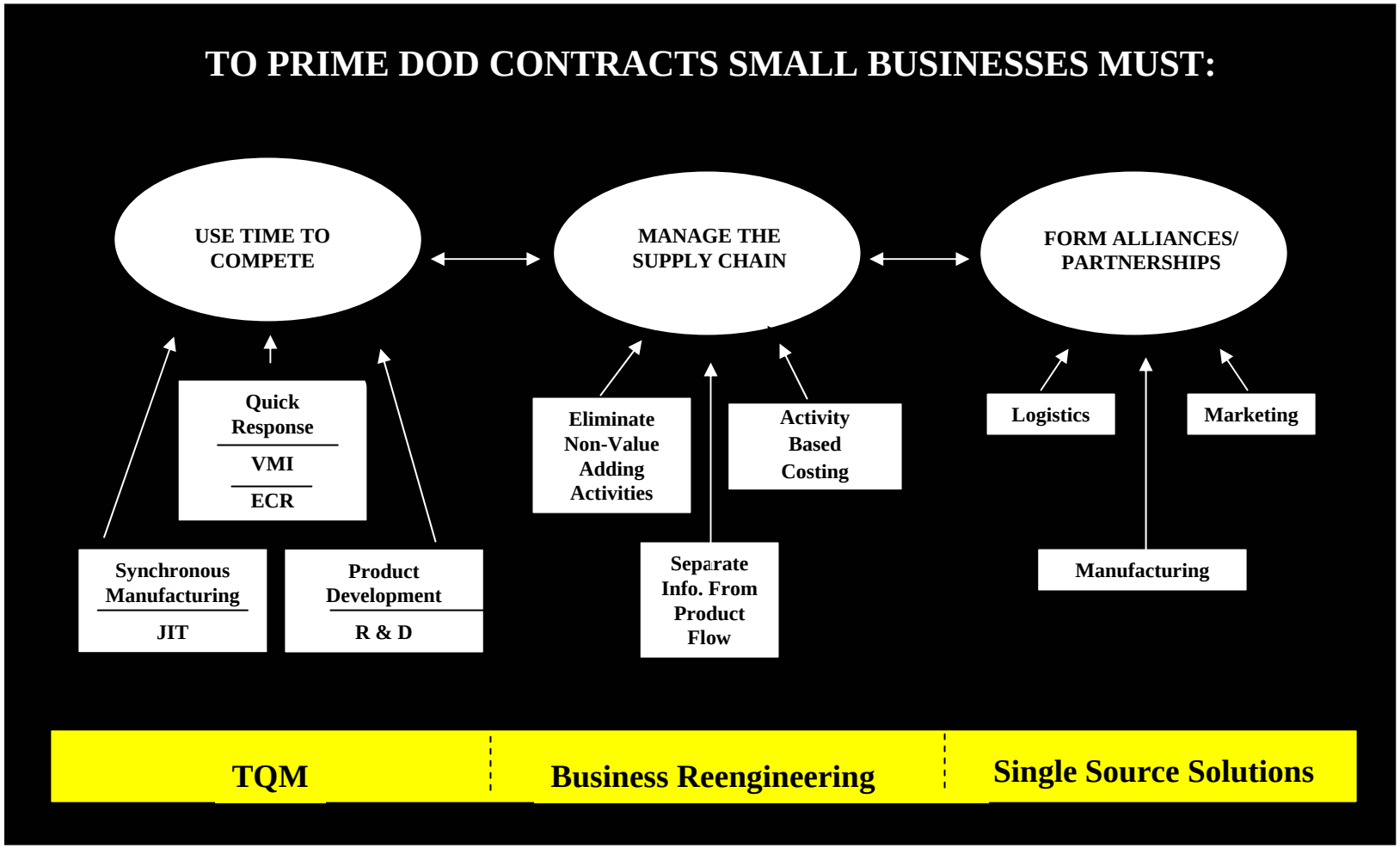
- Veteran, Disadvantaged, Woman Owned Small Business
- Established in June 2002
- 8(a) Certification Granted: October 2002
- 2007 Sales: $13.6M Orders: $46.2M

NAICS Codes: 334511, 541511, 514210, 514191, 541513, 541330, 541210, 541330, 336411, 541710

Locations

★ **Corporate Headquarters**
2801 US Hwy 17/92 West
Haines City, Florida 33844

★ **Bushnell, Florida**


TO PRIME DOD CONTRACTS SMALL BUSINESSES MUST:
USE TIME TO COMPETE
MANAGE THE SUPPLY CHAIN
FORM ALLIANCES/ PARTNERSHIPS
Quick Response
VMI
ECR
Synchronous Manufacturing
JIT
Product Development
R & D
Eliminate Non-Value Adding Activities
Activity Based Costing
Separate Info. From Product Flow
Logistics
Marketing
Manufacturing
TQM
Business Reengineering
Single Source Solutions

TIE ALLIANCE STRATEGIES TO THE CORPORATE BUSINESS PLAN

ENTRY	SUSTAINING	EXIT
• Diversification	• New Discriminator	• Alternative for Customer
• Leveraging	• Current Cost Reduction	• Buyer/Seller Transition
- Customer Base	• Pushes Innovation	• Novations
- Infrastructure	• Turn Key Solutions	• Reduces Exit Cost
• Acquisition Trial	• Lower Risk Exposure	• Stepping Stone
• DOD PRIME vs. SUB	• Reduces Transition Cost	

Teaming/Alliance Considerations

Customer Service

- Responsiveness
- On-Time Performance
- Time Based Competition
- Outside Expertise
  - Infrastructure
  - Transportation
  - Combine Technologies

Economics/ Costs

- Productivity Gains
- Improved Cost Controls
- Economies of Scale
  - Labor, Insurance
  - Overhead
  - Purchasing Power
  - Asset Utilization

Business Reengineering

- Refocus on Core
- Rationalization
- Integrated Supply Chain
- Rightsizing
- Downsizing
- Cost Reductions

Quality

- Variability
- Damage
- Information
- Customer Interfaces

PARTNERSHIP SELECTION PROCESS

IDENTIFY GOALS

- Customer Service
- Channel Network
- Labor Issues
- Investment Alternatives
- Operating Costs
- Capacity Constraint
- Product/Process
- Technologies
- Marketing Access
- Functional Expertise
- Internal Organization
- Vendor Base

IDENTIFY REQUIRED SERVICES

- Inbound Transportation
- JIT Pickup / Delivery
- Information Systems
- Ordering Admin
- Import/Export Activities
- Production / Assembly

IDENTIFY SPECIFIC OBJECTIVES

- Improve Financial Performance
- Reduce Investment
- Improve Productivity
- Improve Customer Service
- Improve System Flexibility
- Gain Distinctive Competencies
- Improve Work Environment
- Improve Control Over Operations

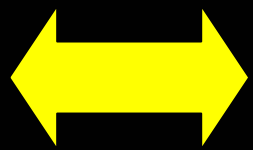
DETERMINE SELECTION CRITERIA

- Size of Firm
- Financial Performance and Stability
- Efficiency of Operations
- Capacity
- Experience / Past Performance Record
- IT & Quality Organizations
- Compatibility of Corporate Cultures

Managing Long Term Partnerships

Key Factors

- **Sense of Trust**
- **Mutually Beneficial Written Agreement**
- **Mitigate Affiliation Issues First**
- **Pricing Strategies**
- **Management Commitment**
- **Shared Risk**
- **Clearly Defined Goals**
- **Teamwork/Task Force - P&L Center**
- **On-Going Performance Measurement**
- **Two-Way Feedback/Communication**
- **Incentives That Reinforce Goal Structure**



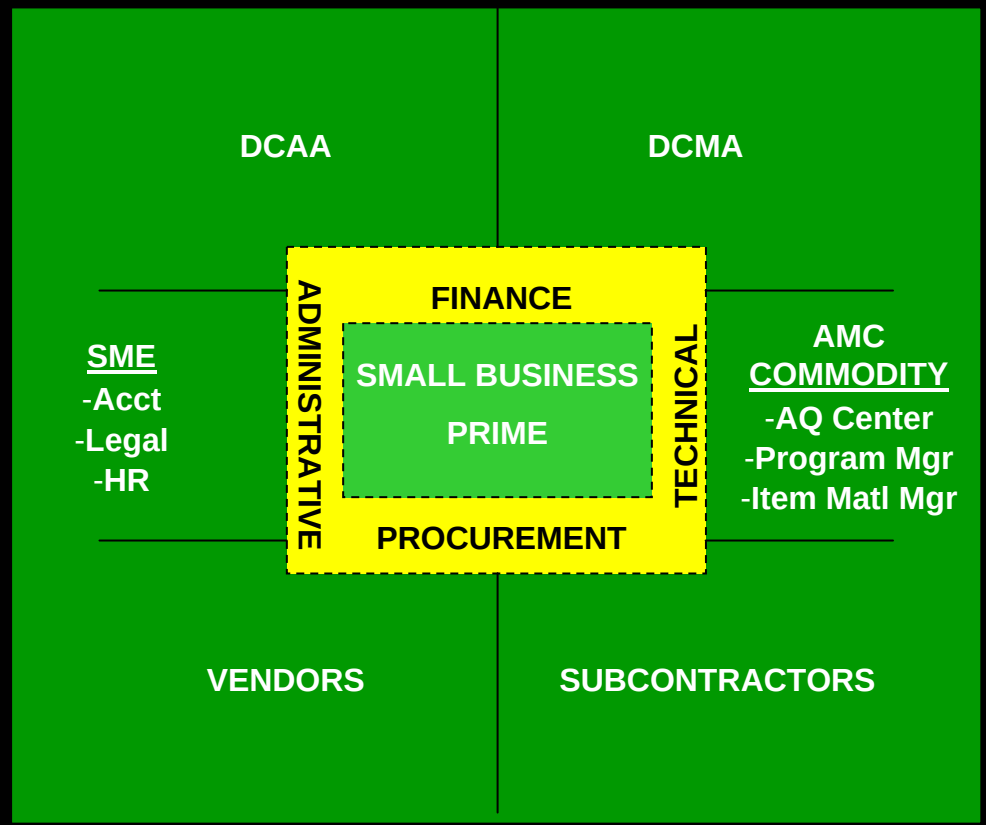
1. Identify Partner's Major Expectations
2. Identify Barriers to a Successful Long Term Partnership
3. Mutually Identify and Set Performance Standards
4. Monitor and Measure Performance
5. Evaluate Variances/Gaps
6. Communicate Problems and Performance Levels
7. Create Environment Based on Mutual Trust

SB PRIMES FACE:

- **LARGER CONTRACTS**
- **PREAWARD SURVEYS**
  - **PAST PERFORMANCE**
  - **FINANCING AGTS**
  - **QUALITY INFRASTRUCTURE**
- **DFAR/FAR ALLOWS:**
  - **LG/SB TEAMING**
  - **SMALL BUSINESS JV**
  - **MENTOR INVESTMENT**

AMC – AN ACQUISITON ENVIRONMENT ENCOURAGING SMALL BUSINESS TEAMING

THE SEAMLESS PARTNERSHIP



Small Business Benefits

- Infrastructure Support
- Larger Contract Award $'s
- Lower Cost of Capital
- Increase Facility Capacities
- Subsidized Marketing Costs

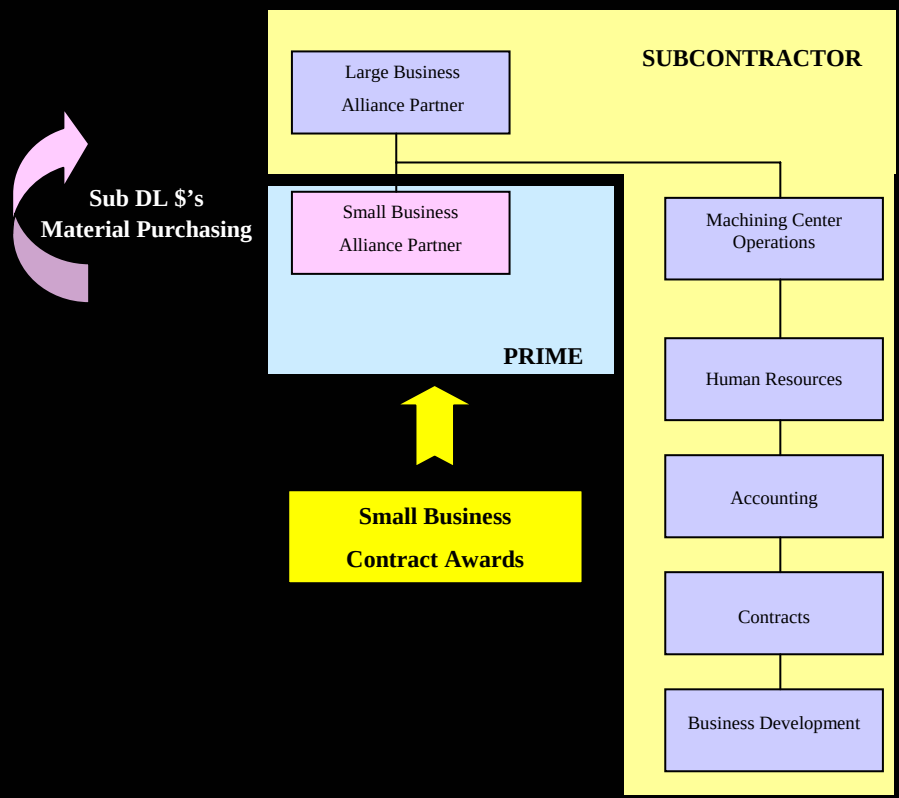
Large Business Benefits

- Increased Market Share
- Participate in Small Business Segment
- Lowers Material Handling Factor

Alliance Benefits

- Innovative Cost Pool
- Leverages Core Competency Synergies

ALLIANCE EXAMPLE



Technology Research
Consultants, Inc.

A Veteran Woman Owned Small Disadvantaged Manufacturing & Integration Business

Question and Answer Session

Sample SBA Approved Alliance Business Teaming Agreement at

www.sba.gov

Special Recognition and Thanks Given To:

Alabama Productivity Center

University of Alabama

dmiller@proctr.cba.ua.edu

TRC POC: Randi Ruthruff Phone 863.242.5640

Business Opportunities in DHS

Briefing for the

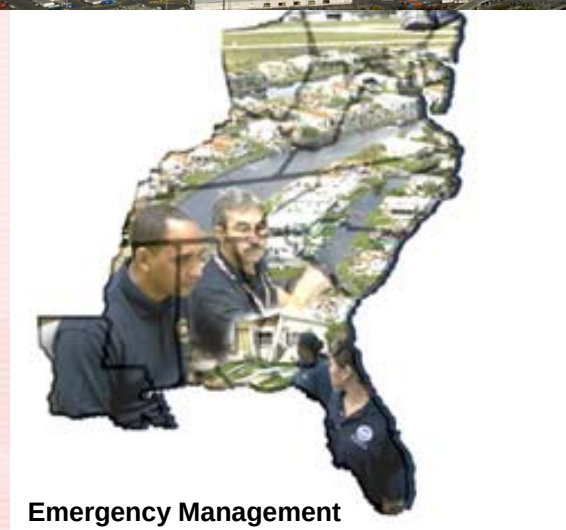
NDIA Small Business Conference

Thomas W. Essig

Chief Procurement Officer

Department of Homeland Security Mission

- Prevent terrorist attacks within the United States
- Reduce America's vulnerability to terrorism
- Minimize damage from potential attacks and natural disasters



Department of Homeland Security History

The Homeland Security Act of 2002:

United 22 previously disparate domestic agencies into one coordinated department to protect the nation against threats to the homeland.

Effective March 1, 2003

Heads of Contracting Activities
(Major DHS Buying Activities)

Initial	Subsequent
CBP	
FEMA	CBP/SBI
FLETC	
ICE	OSA
TSA	
USCG	OPO
USSS	

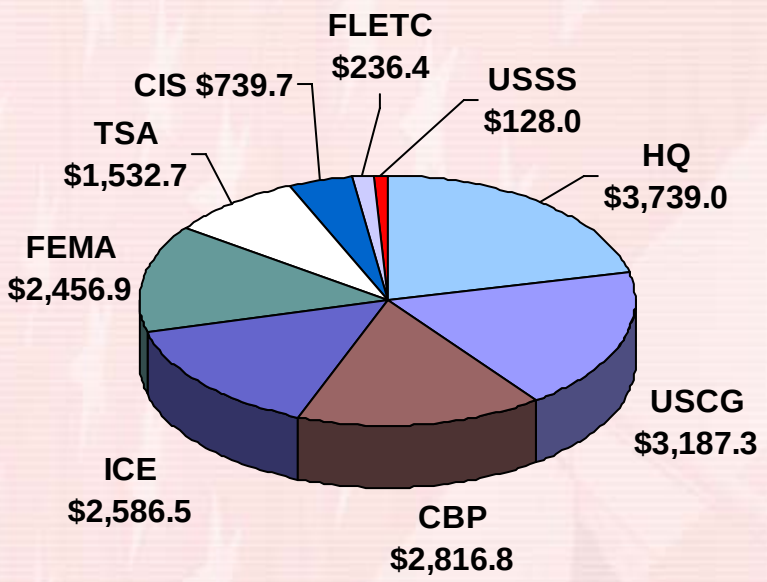
Office of Procurement Operations

Provides a full range of acquisition support to 35 program offices within DHS such as:

- Office of the Secretary (USM, CPO, CIO, CFO, ITAC)
- National Protection & Programs Directorate
- US VISIT Program Office
- Domestic Nuclear Detection Office
- Science & Technology (HSARPA)
- Citizenship & Immigration Services
- Center for Domestic Preparedness

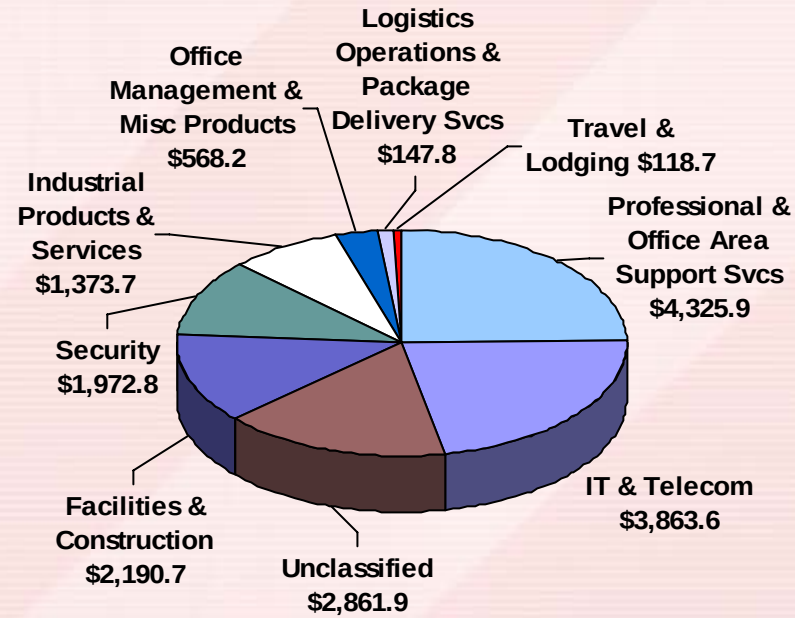
DHS Procurement – 2007 Spend Data

FY07 DHS SPEND
SPEND BY COMPONENT
TOTAL SPEND = $17,423.3M



Source: FY07 Procurement systems, P-card data, SSP analysis

FY07 DHS SPEND
SPEND BY COMMODITY FAMILY
TOTAL SPEND = $17,423.3M



Source: FY07 Procurement systems, P-card data, SSP analysis

KEY FINDINGS

- The largest spend component is DHS HQ with $3.7B in spend in support of agency mission areas
- Professional Services is the largest Commodity Family with 25% of FY07 spend
- 16.4% of "Unclassified" data is attributed to a of lack of FSC and line item information within the underlying procurement data systems

Major Types of Business Opportunities at DHS

- Contracts and Subcontracts
- Other Transactions (R&D)
- Small Business Innovative Research (SBIR) Program
- Mentor-Protégé Program
- Grants to State and Local Governments
- Commercial Technology Development

DHS Acquisition Regulation Small Business Policy

- “DHS is committed to a unified team approach involving senior management, small business specialists, acquisition personnel and program staff to support both critical homeland security missions and meet public policy objectives concerning small business participation on departmental procurements.”

Office of Small & Disadvantaged Business Utilization (OSDBU)

- DHS focal point for small business acquisition matters. Works closely with all DHS organizations to implement the program and create an environment in which small businesses have a meaningful opportunity to obtain DHS prime and subcontracts.
- Major Activities
  - Annual Forecast of Contract Opportunities (includes a point of contact for each project)
  - Listing of DHS large business prime contractors with small business prime contracting opportunities
  - Links to DHS acquisition offices, small business specialists, and FedBizOpps
  - Outreach Programs
  - DHS Mentor-Protégé Program

Small Business Prime Contracting
Accomplishments – FY 2007

Category	Goal (%)	Accomplishment ($)	Accomplishment (%)
Total Procurement Dollars	N/A	$11,157,000,000	N/A
SB Prime Contracts	30.0%	$3,953,000,000	35.4%
8(a) Contracts	4.0%	$648,500,000	5.8%
SDB Prime Contracts [other than 8(a)]	4.0%	$846,000,000	7.6%
SDB Prime Contracts [overall; including 8(a) contracts]	8.0%	$1,500,000,000	13.4%
HUBZone SB Prime Contracts	3.0%	$350,000,000	3.1%
SDVOSB Prime Contracts	3.0%	$152,000,000	1.4%
VOSB Prime Contracts	N/A	$598,000,000	N/A
WOSB Prime Contracts	5.0%	$893,000,000	8.0%

For more information on DHS contracting and business opportunities:

Open For Business centralizes information to let every business in America know how to work with the Department of Homeland Security. Designed to assist the business community, we include links to contracts, grants, small business opportunities, research and development and contacts.

www.dhs.gov/openforbusiness

Homeland
Security

U.S. ARMY MATERIEL COMMAND

Army Contracting Command

INFORMATION TECHNOLOGY, E-COMMERCE AND COMMERCIAL CONTRACTING CENTER (ITEC4)

NDIA 12th Annual Small Business Conference
IT Breakout Session
November 13, 2008

Simone Jackson
Associate Director,
Office of Small Business Programs

About ITEC4

• Mission – Award master contracts for use by all Army activities to acquire IT hardware, software, and related services.

• Major Customers
  - •Program Executive Officer, Enterprise Information Systems (PEO-EIS)
  - •Army Chief Information Officer (Army CIO/G6)
  - •Network Enterprise Technology Command (NETCOM)

• Other Mission Customers
  - •Business Transformation Agency (BTA)
  - •Defense Travel System (DTS)
  - •Defense Travel Management Office (DTMO)
  - •DoD Biometrics Task Force/Fusion Center
  - •Deputy Chief of Staff, Army G-1
  - •OSD Program, Analysis, and Evaluation

CHESS Program Office

- ITEC4 supports the PEO-EIS Computer Hardware, Enterprise Software and Solutions (CHESS) Program Office - https://chess.army.mil

- Use of CHESS guarantees compliance w/DoD, Army, NETCOM Stds

- Hardware:
  - CHESS is the primary source for commercial IT contracts (Army Regulation 25-1)
  - All Desktop and Notebook computers must be (mandatory for use) purchased through the (CHESS) Consolidated Buy (CB) program (CIO/G-6 Memorandum, 30 Jul 07)

- Software
  - COTS Software procured IAW DoD Enterprise Software Initiative (ESI) (DFARS 208.7402)
  - ESI Order of Precedence
    - DoD Inventory
    - DoD Enterprise Software Agreement (ESA)
    - Other means

Existing CHESS Hardware Contracts

- **ADMC-2 – Army Desktop and Mobile Computing-2**
  - **Desktops, notebooks, semi-ruggedized and ruggedized devices, displays, printers, and associated peripherals**
  - **Expires April 2016**
  - **9 Awards, 6 to Small Businesses**

- **ITES-2H – Information Technology Enterprise Solutions-2 Hardware**
  - **Purchase/lease of IT hardware: Server, storage, installation, and integration**
  - **Expires February 2012**
  - **6 Awards, 2 to Small Businesses**

Existing CHESS Software Agreements

- **AEI ESC (MS)– Army Enterprise Infrastructure, Enterprise Software Consolidation Microsoft**
  - **Provides Microsoft desktop and server software products and support service**
  - **Expires May 2009**
  - **1 Small Business Award**
- **Asset Management DLT – Asset management software licenses, services, and maintenance**
  - **Expires 2011-2013 (Based on GSA Schedule)**
  - **5 Awards, 4 to Small Businesses**
- **BPWIN/ERWIN –**
  - **BPwin and ERwin, warranty for the products and upgrades for older versions of the products**
  - **Expires**
  - **1 Award**
- **CITRIX**
  - **Citrix Presentation Server Licenses- Platinum, Enterprise and Advanced; Citrix Password Manager; Subscription Advantage and Support Services**
  - **Expires November 2008**
  - **1 Award**

Existing CHESS Software Agreements

- DEAL-O – Database Enterprise Agreement Licenses – Oracle
  - Provides Oracle database software licenses, software maintenance support, training and consulting services
  - Expires 2011 – 2013 (Based on GSA Schedule)
  - 4 Awards, 3 to Small Businesses
- DEAL-S – Database Enterprise Agreement Licenses – Sybase
  - Provides Sybase software, maintenance and consulting services
  - Expires September 2009
  - 1 Award
- IBM Software Products
  - Provides IBM Software product licenses and maintenance
  - Expires March 2009
  - 1 Small Business Award

Existing CHESS Software Agreements

- MPS-1 - Microsoft Premier Support-1 - Microsoft
  - Provides Technical Account Managers, Alliance Support Teams, Reactive Incidents, on-site support, Technet and MSDN subscriptions
  - Expires November 2008
  - 1 Award
- NETIQ
  - Provides NetIQ Software product licenses, commercial maintenance service, other services, and education/training
  - Expires May 2009
  - 1 Award
- Primavera Portfolio Management
  - Provides software licenses, maintenance, training and installation services for enterprise portfolio management software
  - Expires September 2011
  - 1 Award

Existing CHESS Software Agreements

- Quest Software Products
  - Provides Quest Software Products, Maintenance, and Professional Services
  - Expires 2010-2013 (Based on GSA Schedule)
  - 2 Awards, 1 to Small Business

- WFT – Web Filtering Tool
  - Provides web filtering software products and maintenance
  - Expires August 2011
  - 2 Awards, 1 to Small Business

- WINZIP
  - Provides WinZip software licenses and maintenance
  - Expires September 2009
  - 1 Small Business Award

Existing CHESS Services Contracts

- ITES-2S – Information Technology Enterprise Solutions – 2 Services
  - Full range of IT services and solutions necessary to satisfy Army netcentric goals worldwide
  - Task areas:
    - Business Process Reengineering
    - Information Systems Security
    - Information Assurance
    - Information Technology Services
    - CAD/CAE/CAM
    - Software/Middleware Development
    - Enterprise Design, Integration, and Consolidation
    - Education/Training
    - Program/Project Management
    - Systems Operation and Maintenance
    - Network Support
  - Expires Dec 2015
  - 16 Awards, 3 to Small Businesses

Upcoming CHESS Services Contract

- ITS-SB – Information Technology Services – Small Business
  - Small Business Set-Aside vehicle for IT services not specifically provided for through CHESS contract vehicles
  - Task areas:
    - Electronic Product Environmental Assessment Tool (EPEAT)
    - Independent Verification & Validation (IV&V)
    - Internet Protocol Version 6 (IPv6)
    - Information Assurance (IA)
    - Warranty & Maintenance
    - Migration / Integration IT Services
  - RFP Release – 12 Dec 2008
  - Estimated Value – $400M
  - 8 Awards, 1 8(a), 1 SDVOSB

What Can I Do?

- Subcontract with existing contract holders
- Monitor expiration dates of existing contracts
- Monitor Fedbizopps and GSA e-Buy for new requirements
- Respond to RFI/Sources Sought Notices
- Develop teaming arrangements

Small Business Office Contact Information

Simone Jackson,
Associate Director,
Office of Small Business Programs, ITEC4

Telephone: **703-325-3352**

Email: **Simone.Jackson@us.army.mil**

Questions?

Outlook for the Economy:
Considerations for Business

Christian T. Lundblad

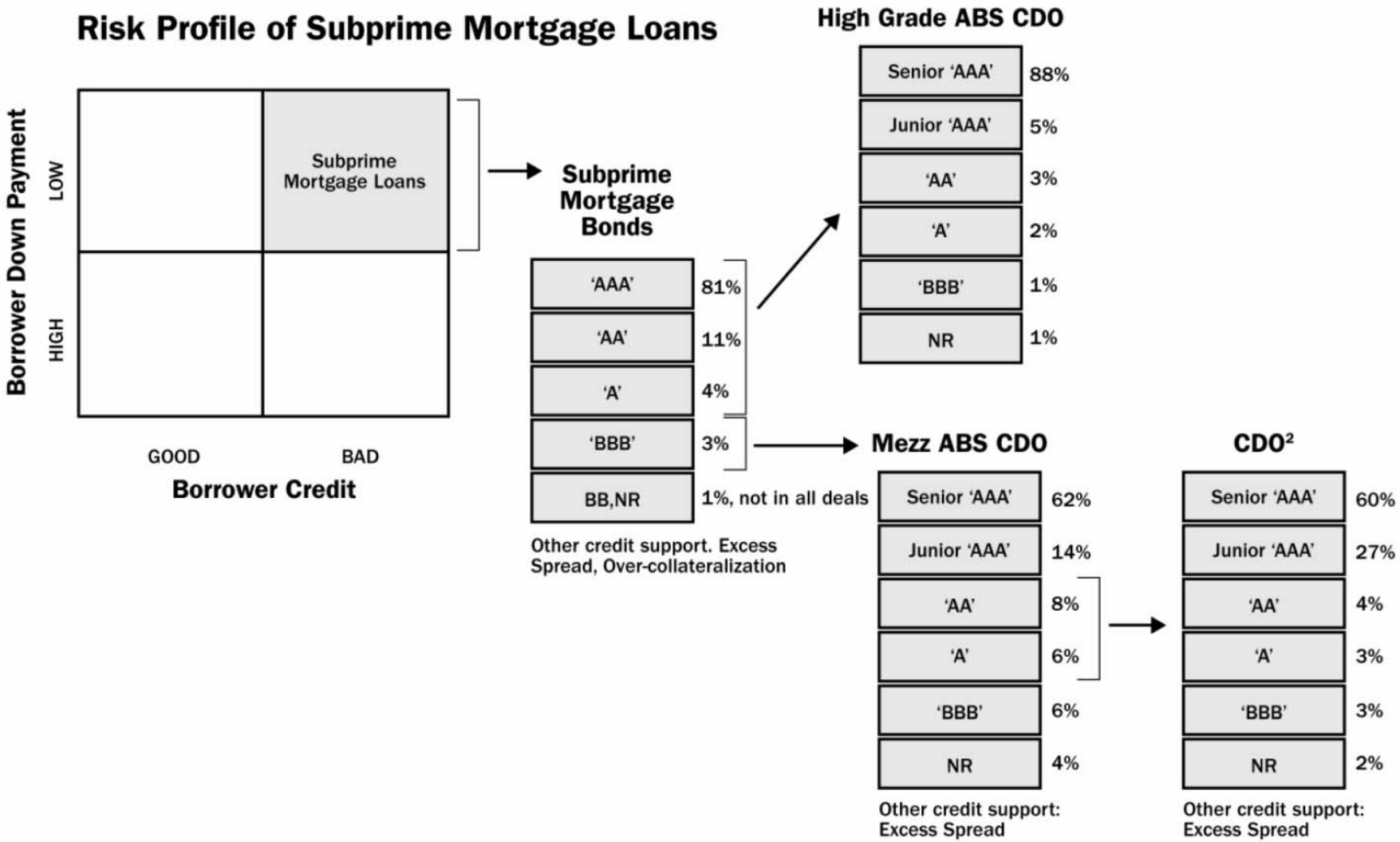
Professor of Finance &
Edward M. O'Herron Distinguished Scholar
Kenan-Flagler Business School
The University of North Carolina at Chapel Hill

What did we just witness?

- Complexity of financial system has exploded in the last decade
  - Asset-backed securities & Structured finance (e.g., MBS, CDOs, etc.)
  - New intermediaries
  - Institutions expanded into nontraditional areas
  - New, poorly-understood derivative products (e.g., CDS)

- It is so complicated that many institutions do not understand what they own, let alone what others own

Securitization and Complexity



Source: UBS, "Market Commentary," December 13, 2007.

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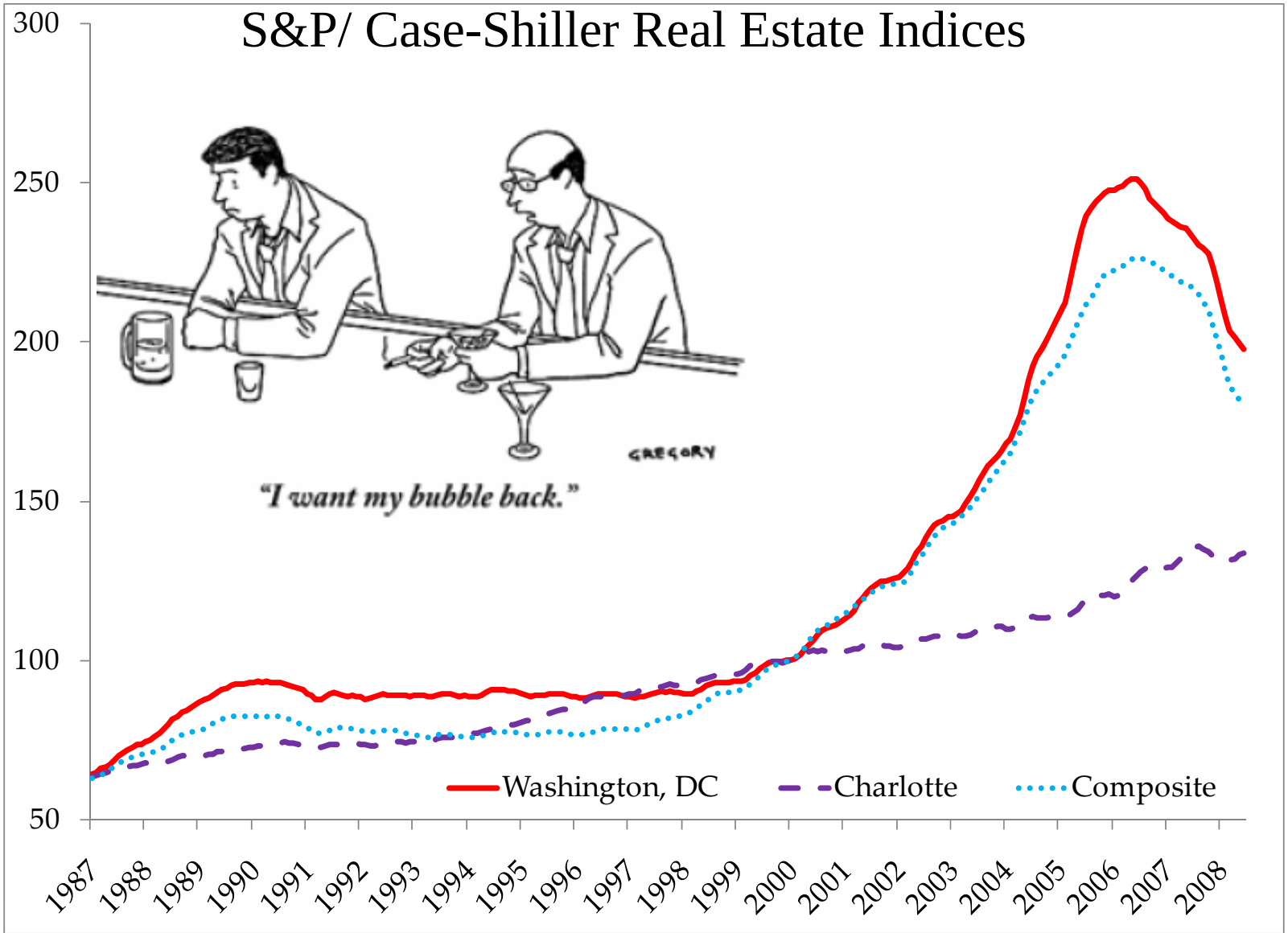
Real Estate (in Meltdown)



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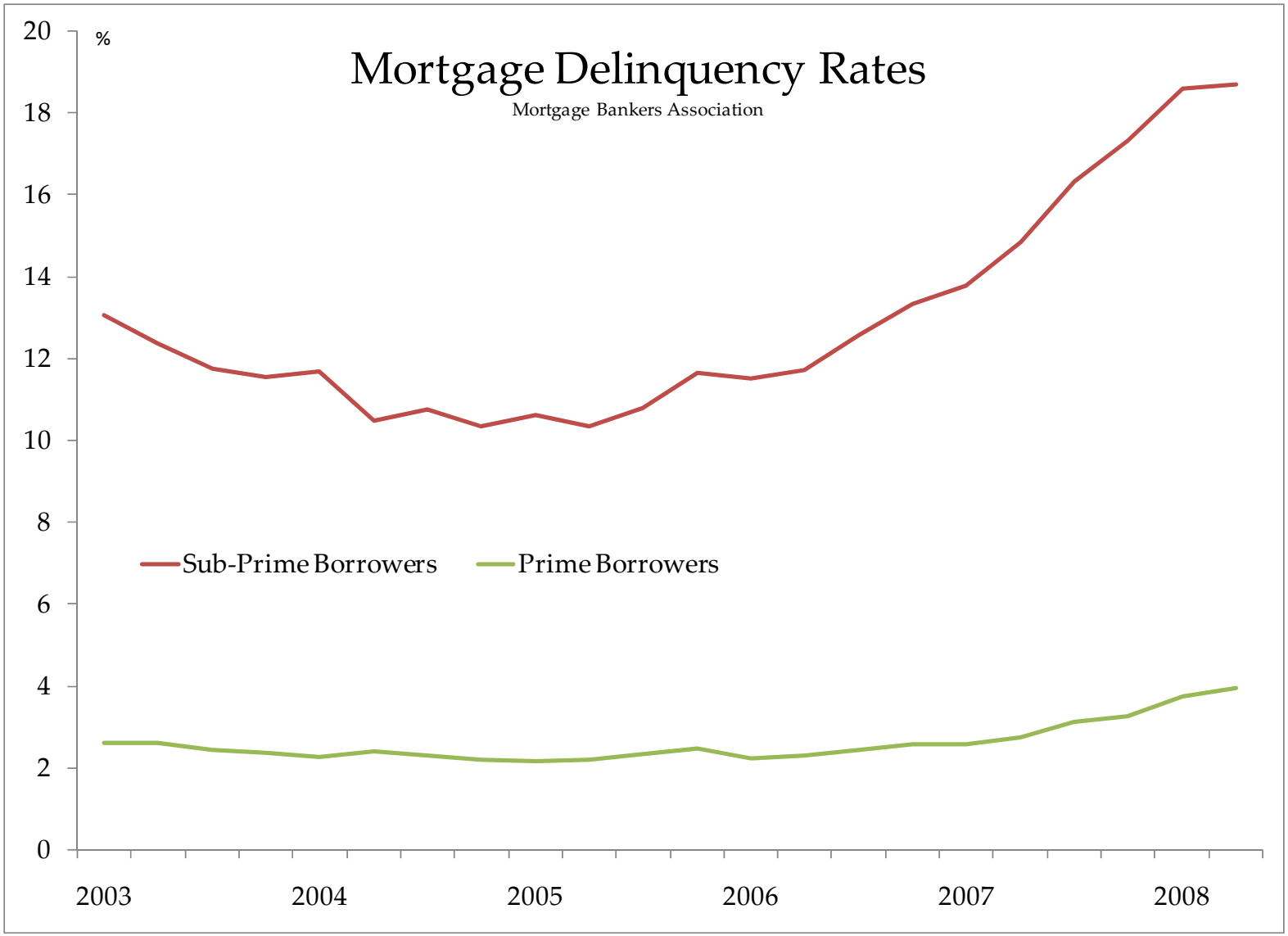
Subprime Today



What was done to try to to minimize damage?

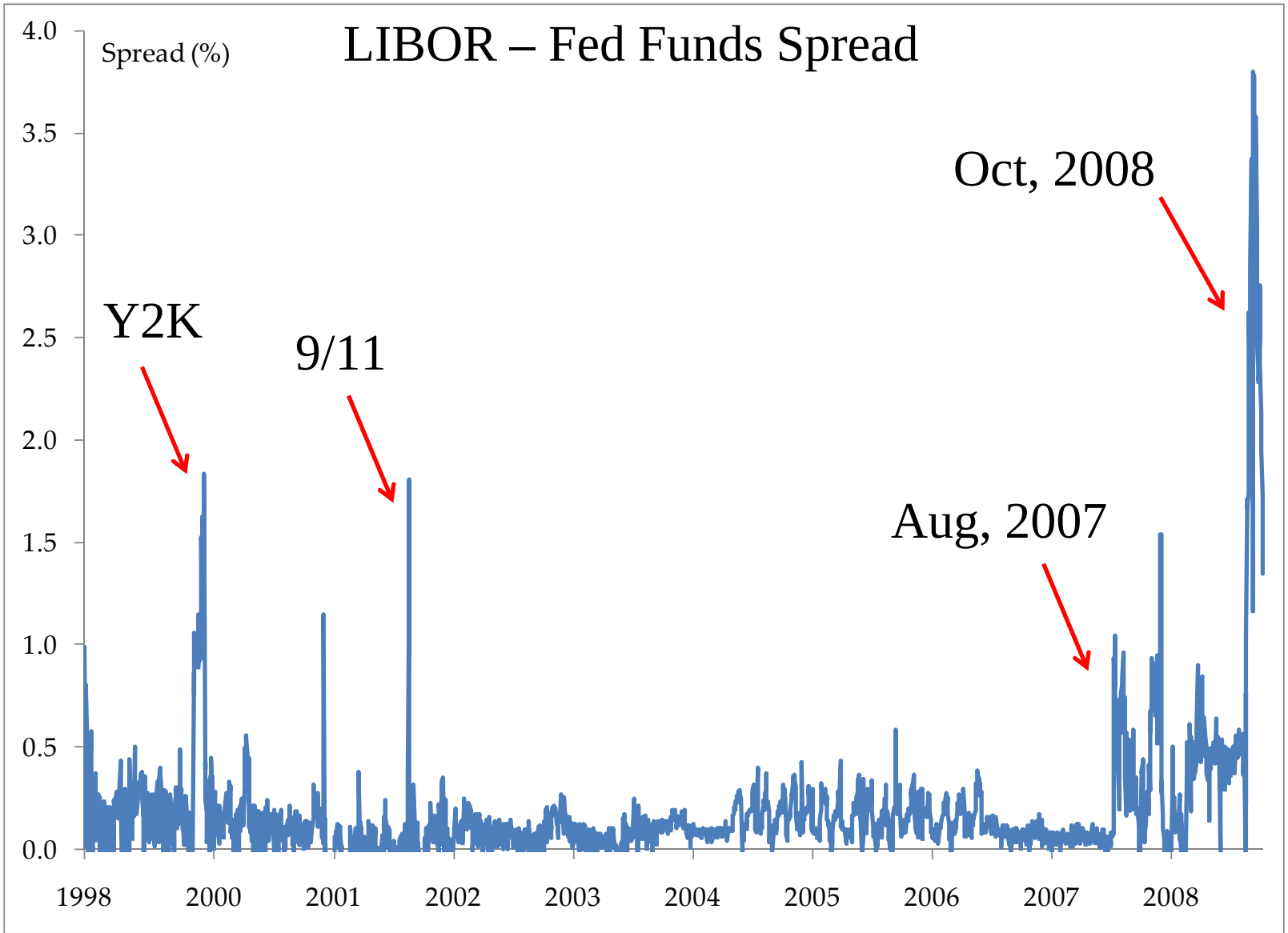
To recover, banks need to sell "troubled" assets and/or raise new capital…

Role for Government(s):

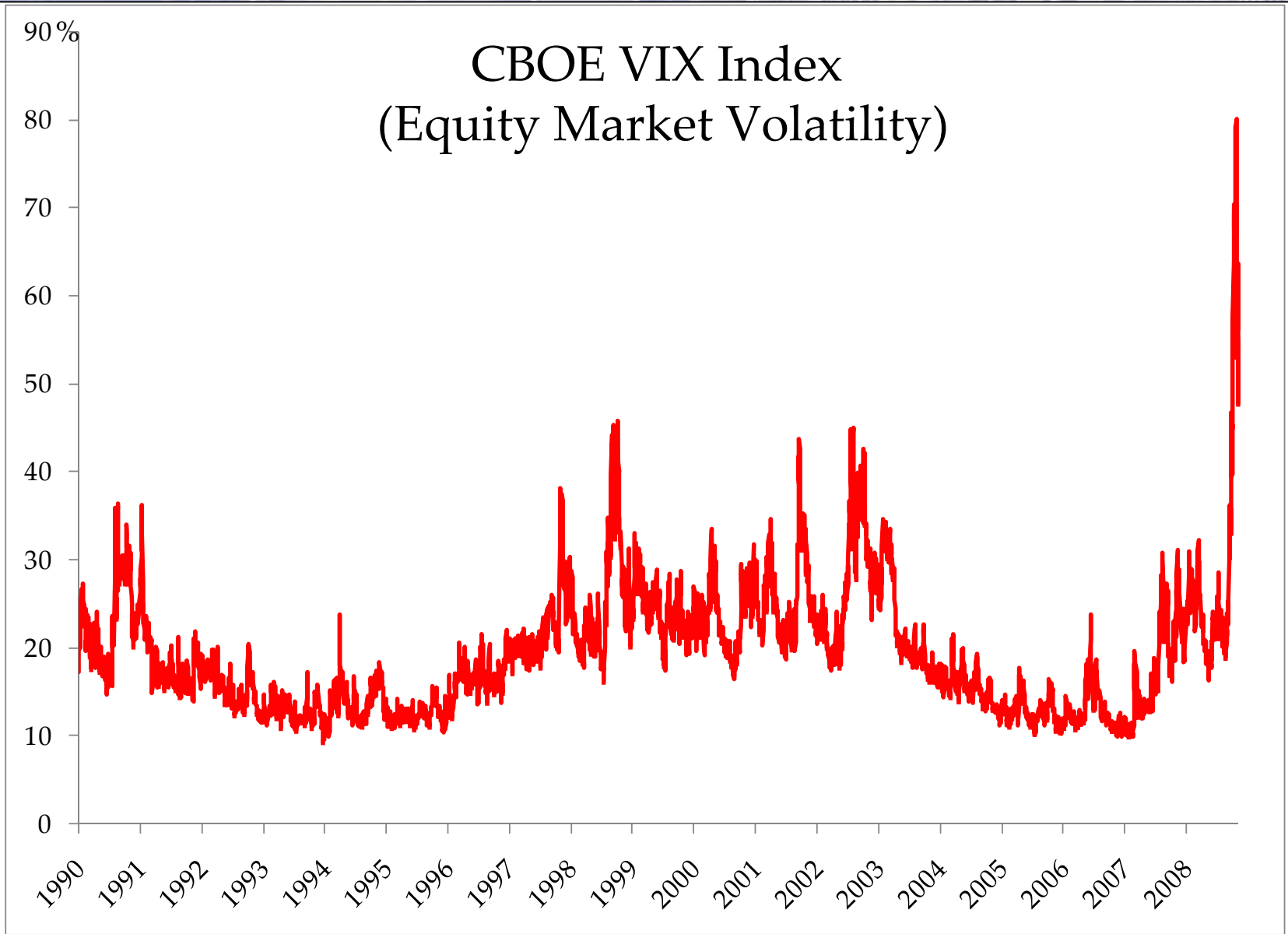
- Extend guarantees to other markets (money market funds, interbank lending, other types of accounts)
- Raise deposit insurance limits
- Encourage lending (e.g., by injecting equity capital)

Big fear: the *financial accelerator*

Credit Crunch



Market Anxiety



Where are we now?

Financial / Credit Crisis

Housing Market Contraction

Economic Recession

- Upside
  - Commodity prices are off their peaks
  - Central banks and governments are serious
- Downside
  - Negative 'wealth effect'
  - Employment picture
  - Anxiety
- Unknowns
  - Scale of global economic contraction
  - The "unknown" unknowns

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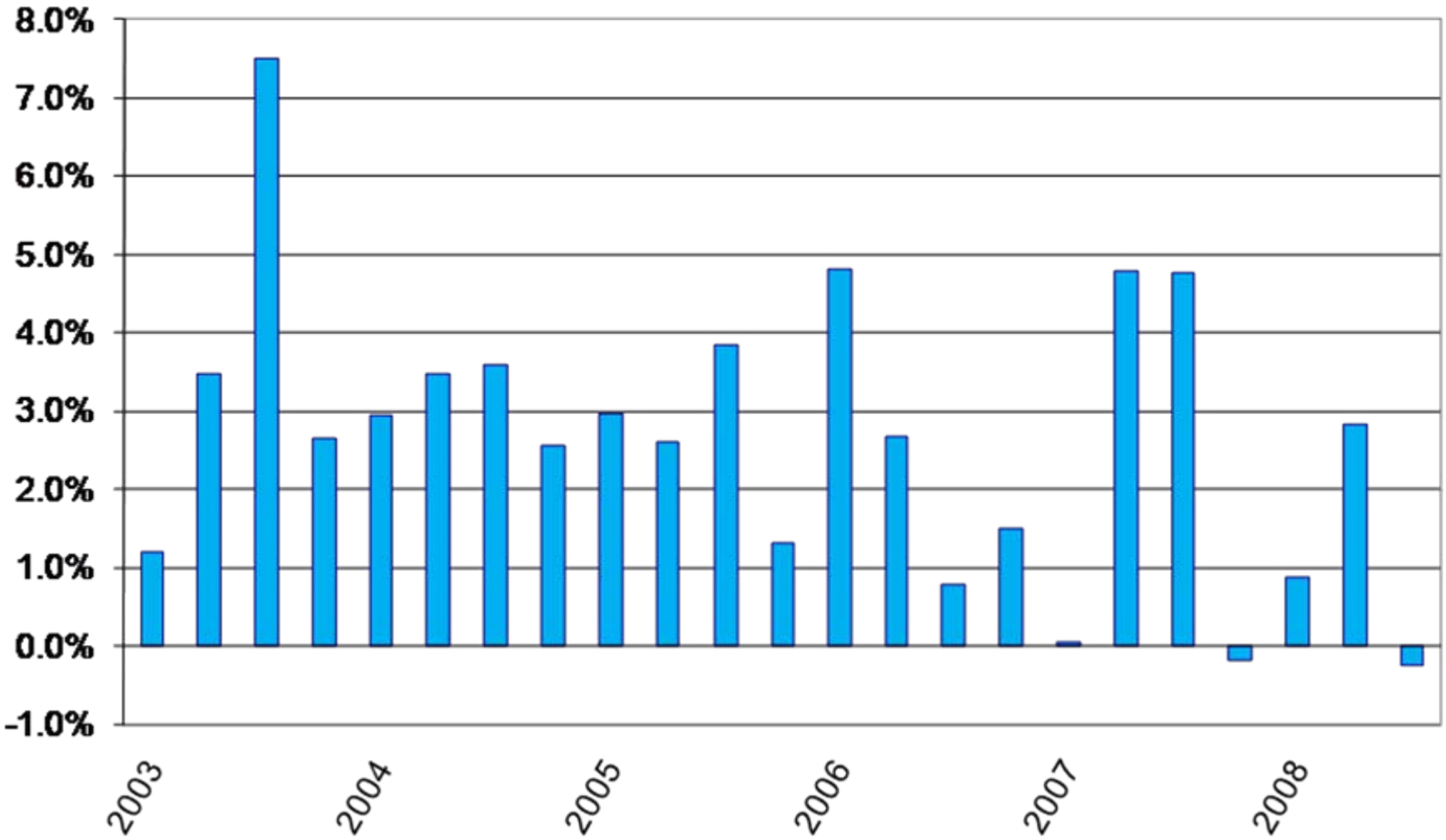
Real U.S. GDP Growth

(2003-present, quarterly)



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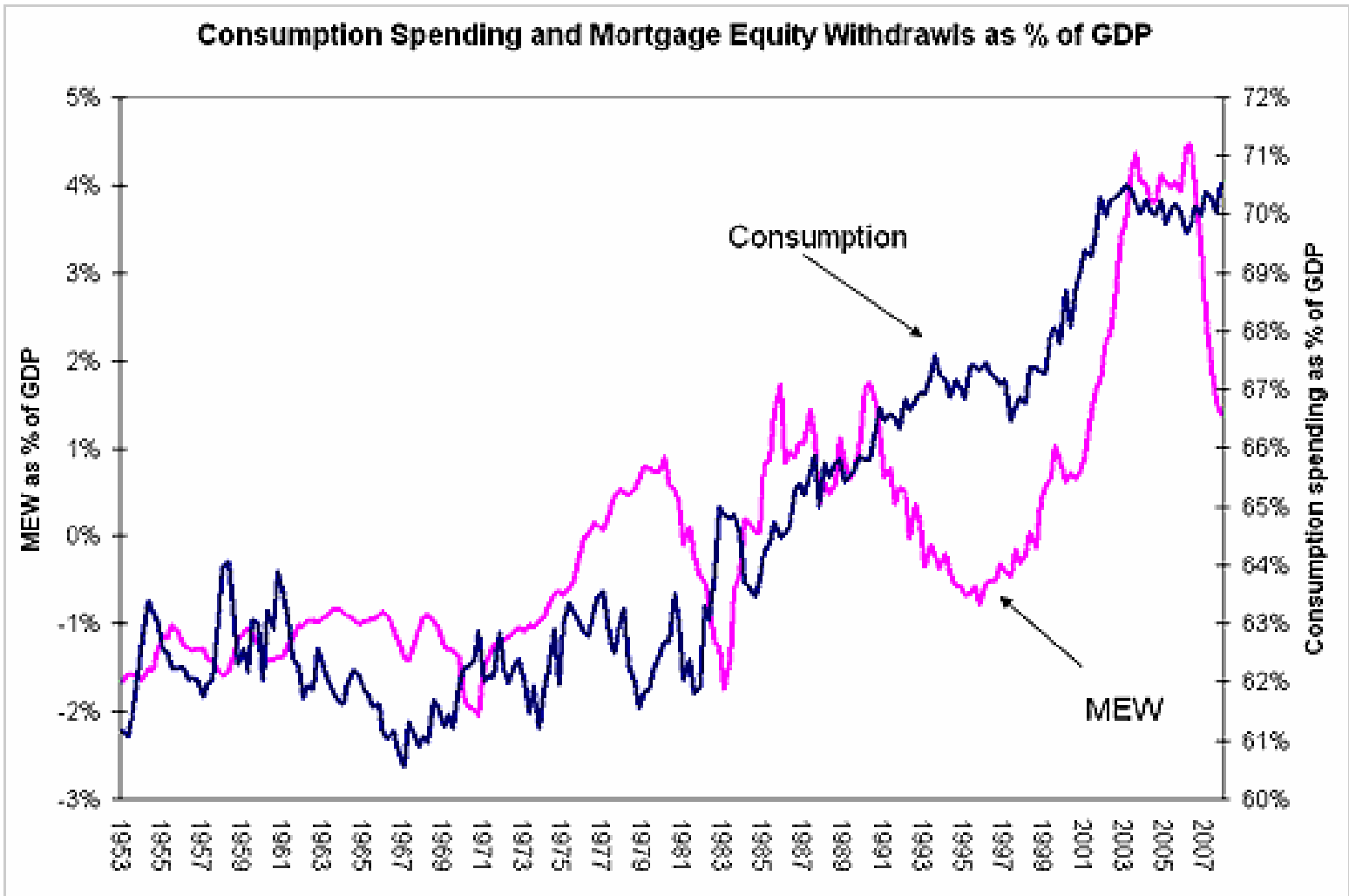
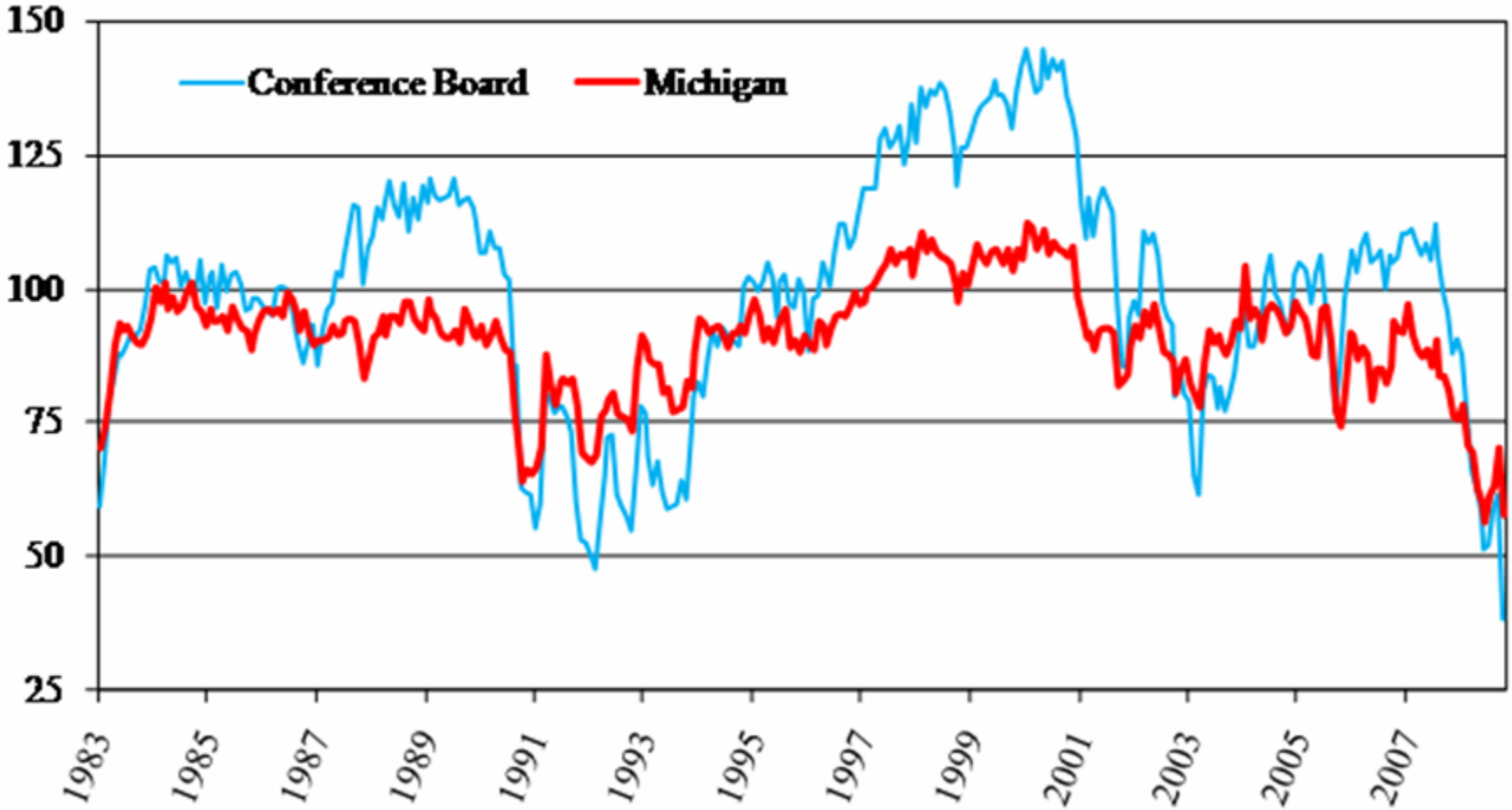
Financial / Housing Crisis



Consumption and GDP data from the Bureau of Economic Analysis (BEA). Mortgage equity withdrawals are measured as the year-over-year change in mortgage debt (from the Federal Reserve Flow of Funds) minus 70 percent of residential investment spending (from the BEA). (Source: L. Josh Bivens, Economic Policy Institute)

Consumer Confidence



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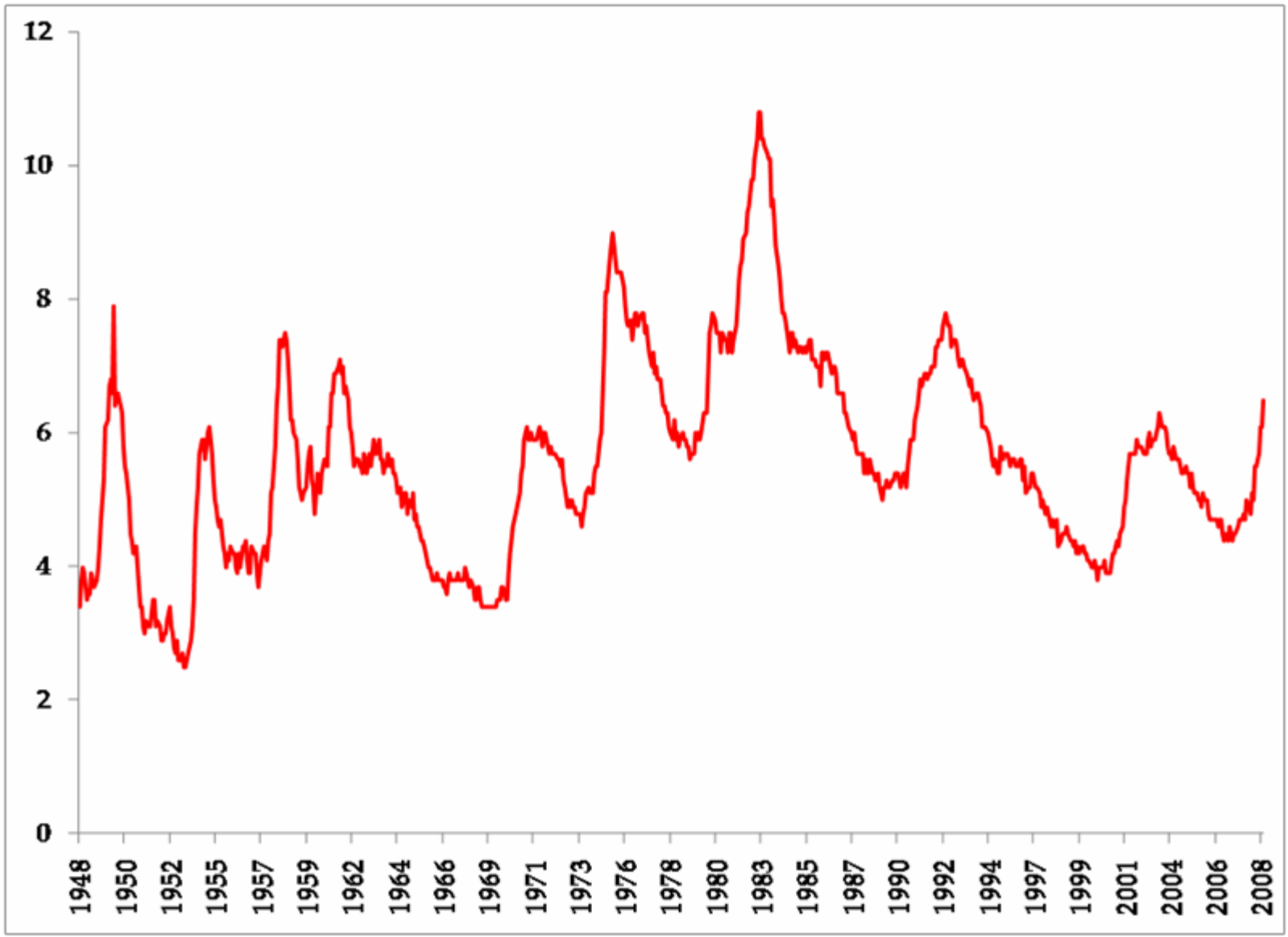
U.S. Unemployment Rate

(Percent)



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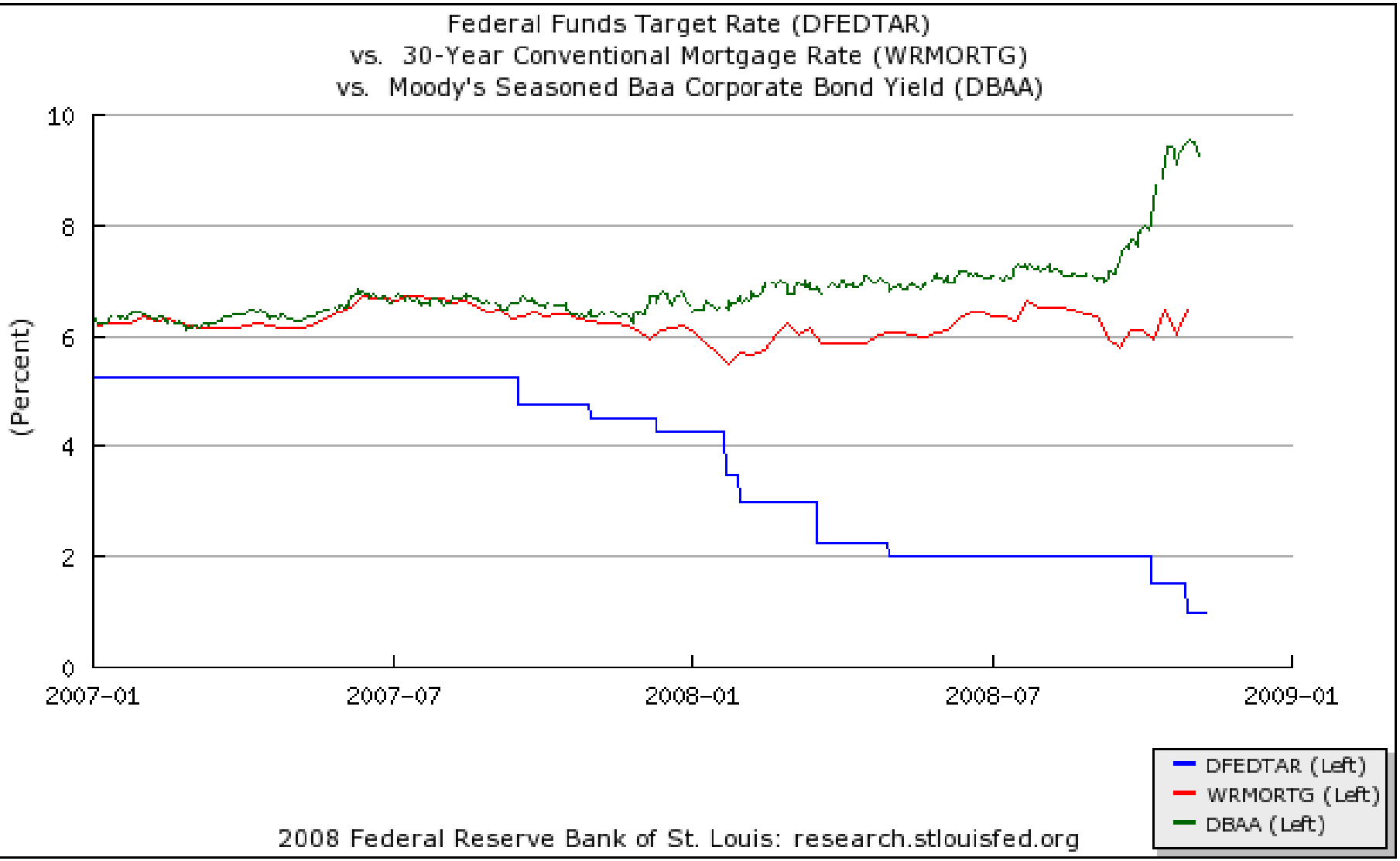
Pushing on a String?



Bottom Line
(We are in a recession)

How deep will this recession be?

- Q4/2008 will show a significant contraction
- Likely to mirror recessions of 70s and early 80s
- Unemployment could easily approach 8% in 2009
- Credit constrained businesses will struggle

How long will this recession go on?

- Financial crisis is better understood
- 2009 is likely to be a tough year

Forecast uncertainty?

Further rate cuts & fiscal stimulus?

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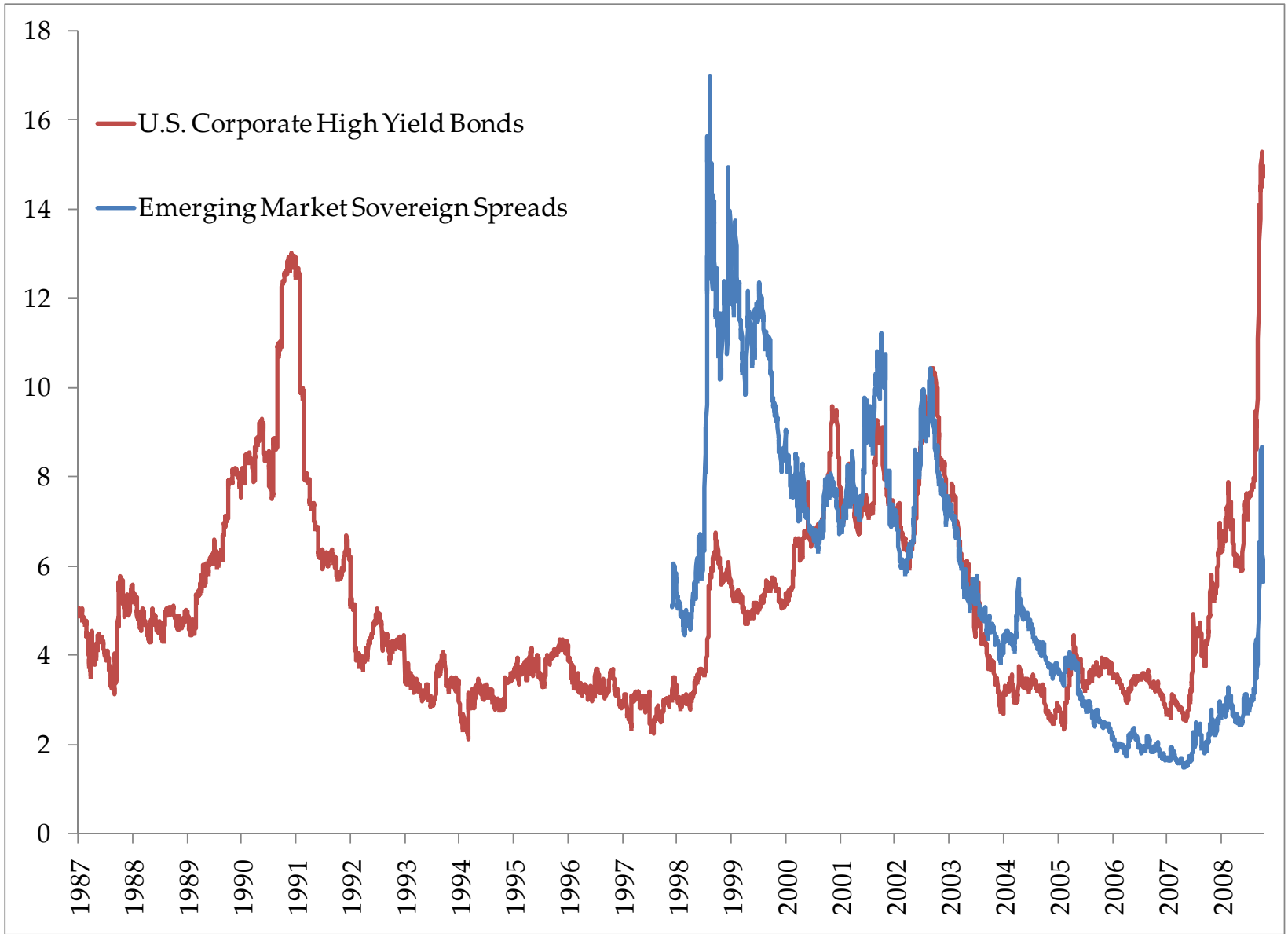
Recession… Borrowing Costs

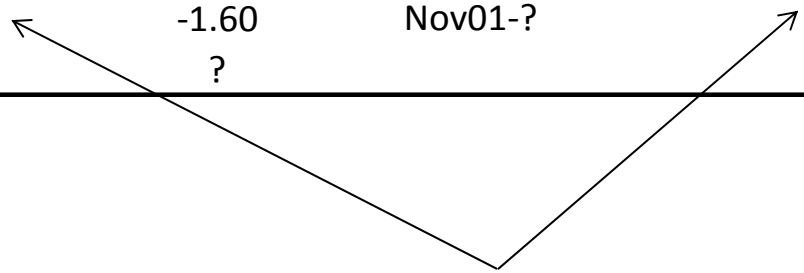
(Spreads over Treasuries)



Recessions: An Historical Perspective

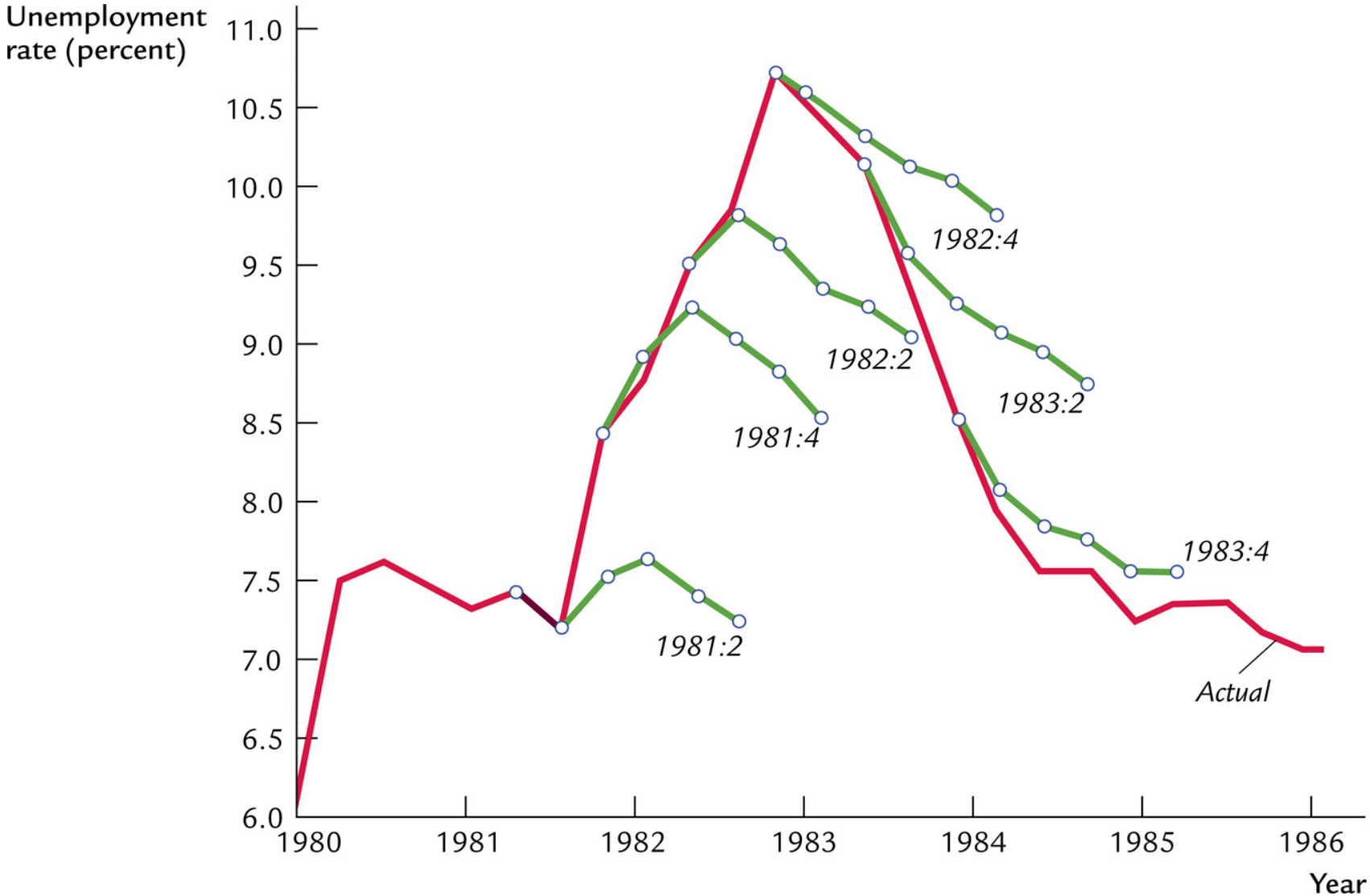
Business Cycles: Duration and Amplitude since WWII

Dates of Contraction	Duration (Months)	Maximum Negative Quarterly Growth Rate	Dates of Expansion	Duration (Months)	Maximum Positive Quarterly Growth Rate
Nov48-Oct49	11	-5.50	Oct49-July53	45	17.60
July53-May54	10	-6.30	May54-Aug57	39	11.90
Aug57-Apr58	8	-10.30	Apr58-Apr60	24	10.90
Apr60-Feb61	10	-5.00	Feb61-Dec69	106	10.30
Dec69-Nov70	11	-4.20	Nov70-Nov73	36	11.60
Nov73-Mar75	16	-5.00	Mar75-Jan80	58	16.30
Jan80-July80	6	-7.90	July80-July81	12	8.00
July81-Nov82	16	-6.50	Nov82-July90	92	9.80
July90-Mar91	8	-3.20	Mar91-Mar01	120	7.10
Mar01-Nov01	8	-1.60	Nov01-?		
Now?	?	?			



Downturns, while painful, are relatively brief

Forecasting Caveats: The Recession of 1982



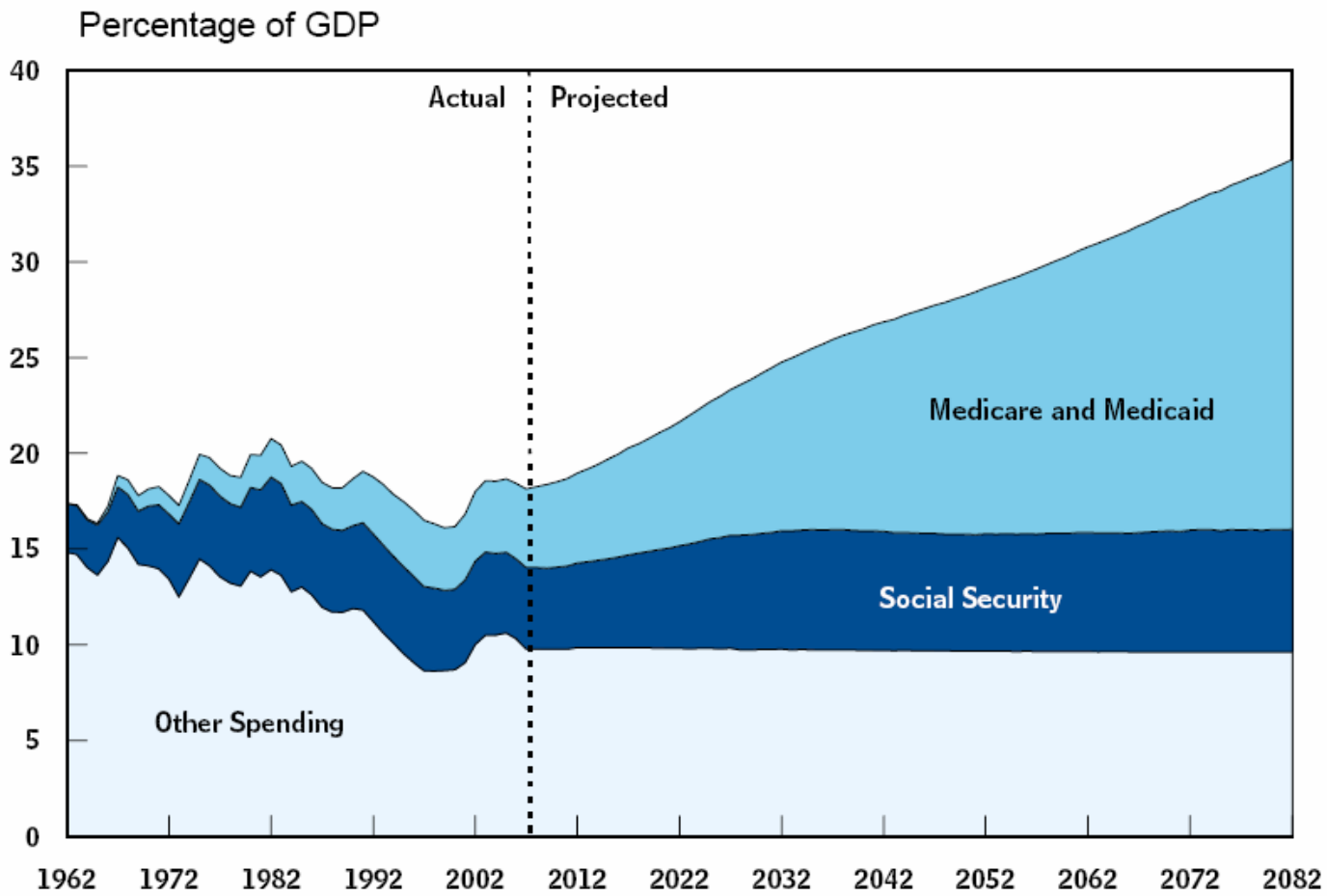
The predicted unemployment rate (in green) is the median forecast of about 20 forecasters

May you live in interesting times…

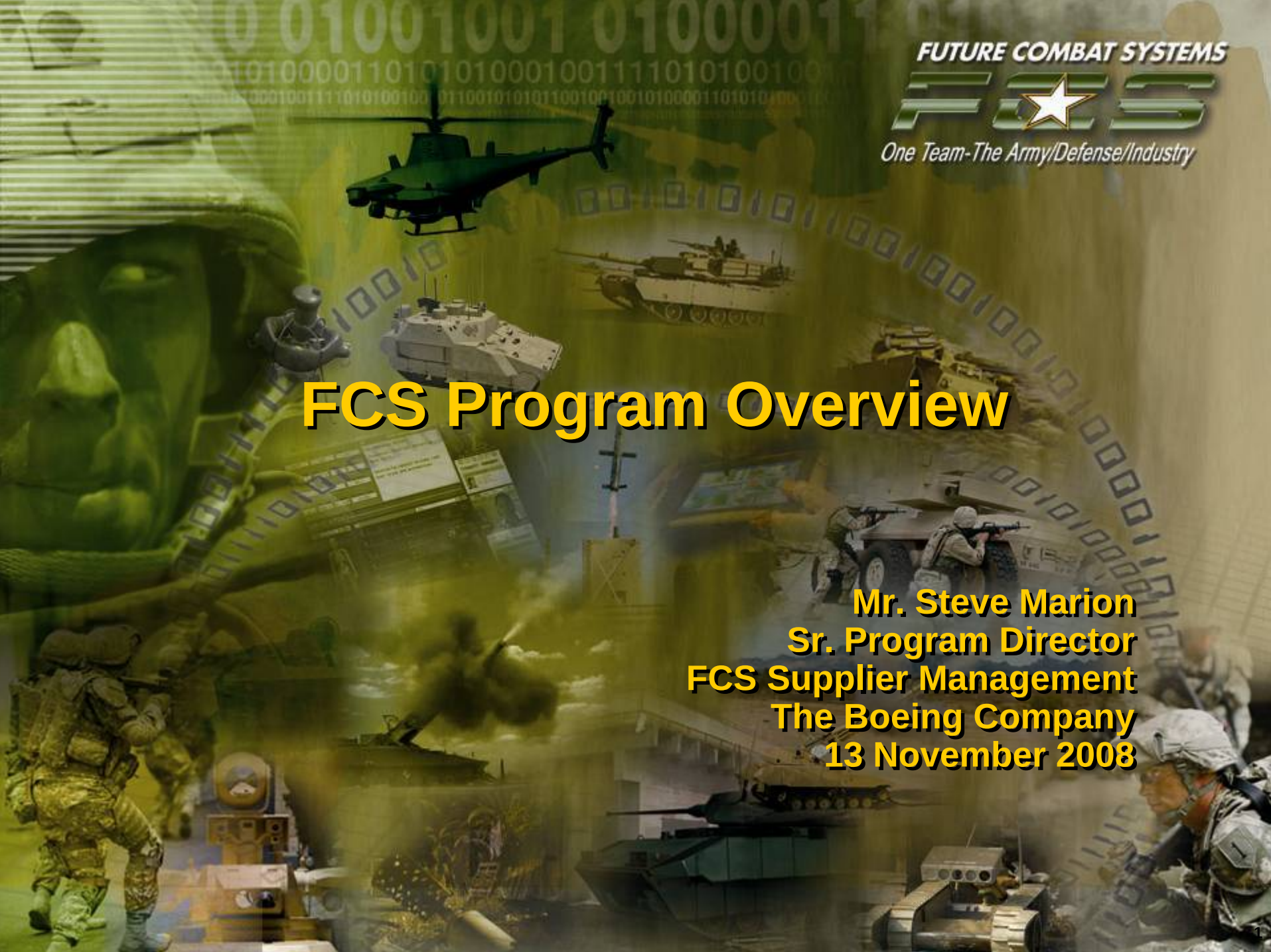
Unfortunately, we have much bigger fish to fry…

UNC KENAN-FLAGLER BUSINESS SCHOOL

The real danger may reside elsewhere



Greenspan (*Age of Turbulence*, 2007): Collectively, the entitlement issue is "likely to be a defining question of the next quarter century."



FCS Program Overview

Mr. Steve Marion
Sr. Program Director
FCS Supplier Management
The Boeing Company
13 November 2008

FCS Brigade Combat Team...

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

Manned Ground Vehicles (MGV)

Mounted Combat System (MCS) XM1202

Infantry Combat Vehicle (ICV) XM1206

Command and Control Vehicle (C2V) XM1209

MRM

Medium Range Munitions

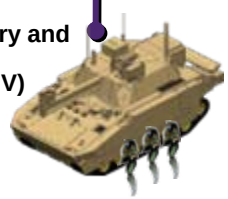
APS

Reconnaissance and Surveillance Vehicle (RSV) XM1201

Non-Line of Sight Mortar (NLOS-M) XM1204

Non-Line of Sight Cannon (NLOS-C) XM1203

Field Recovery and Maintenance Vehicle (FRMV) XM1205



Medical Vehicle Treatment (MV-T) XM1208

Medical Vehicle Evacuation (MV-E) XM1207

Centralized Controller

Unmanned Aircraft Systems (UAS)

Class I Unmanned Air Vehicle (UAV) XM 156

Class IV Unmanned Air Vehicle (UAV) XM 157

Unattended Systems

T-UGS (AN/GSR-10 (T))

U-UGS (AN/GSR-9 (U))

Tactical and Urban Unattended Ground Sensors

Non-Line of Sight Launch System (NLOS-LS) XM 501

Unmanned Ground Vehicles (UGV)

Armed Robotic Vehicle – Assault Light (ARV-AL) XM1219

Multifunctional Utility/ Logistics and Equipment Countermine and Transport

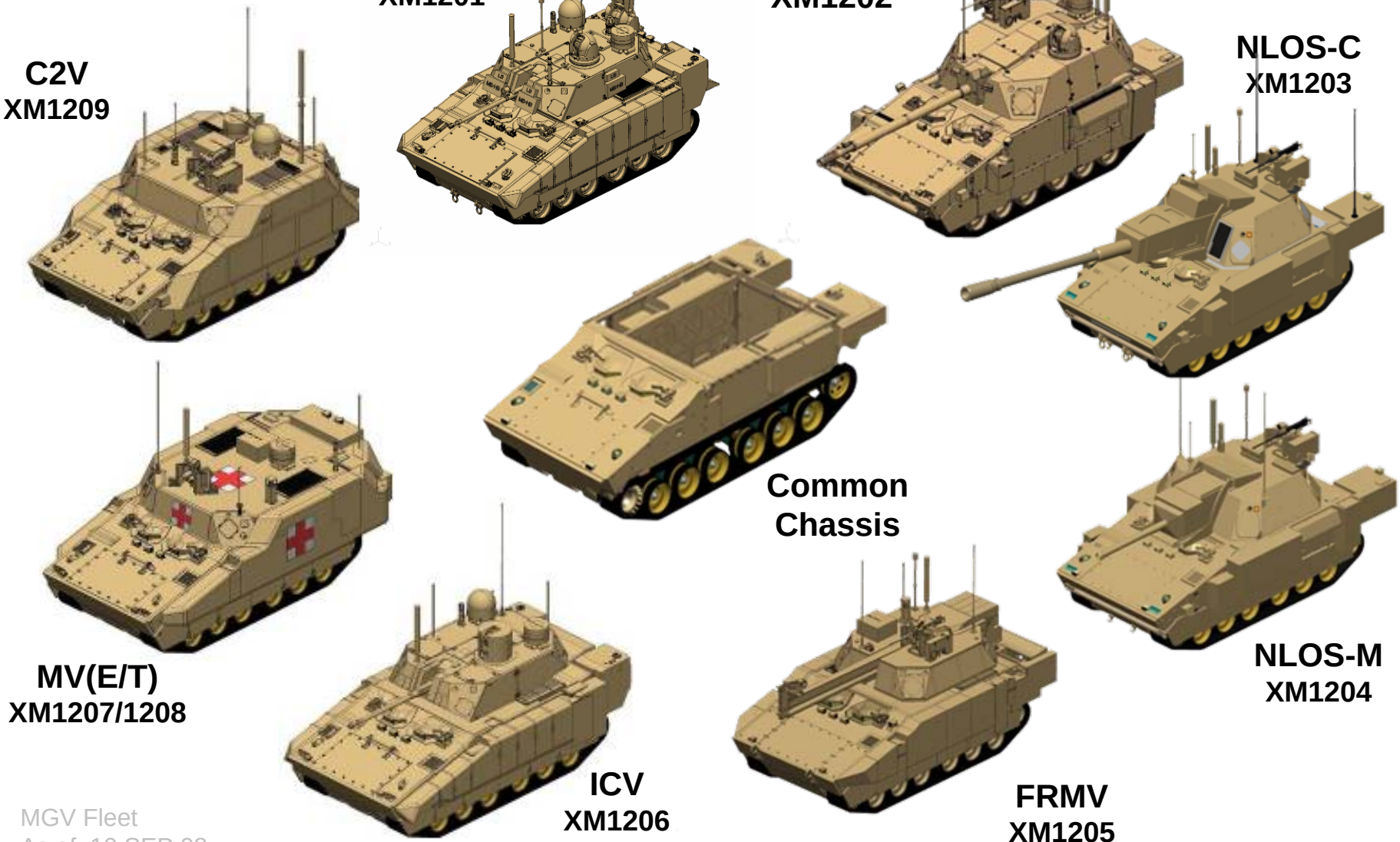
MULE-T XM1217

MULE-C XM1218

Small UGV (SUGV) XM1216

Manned Ground Vehicle (MGV) Family

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry



MGV Fleet
As of: 10 SEP 08

UAS Overview

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

XM 156 Class I UAS

XM 156

- **Dedicated UAS capability at the lowest echelon**
- **Hover & Stare Capability enabling observation of urban infrastructure**
- **EO/IR/LD/LRF Sensor**
- **10 hp Heavy Fuel Engine (HFE)**

Unmanned Aerial Vehicle (UAV)
Unmanned Aircraft System (UAS)

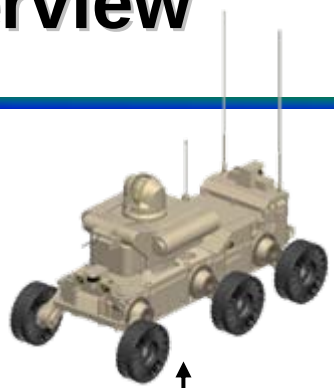
XM 157

- **Reconnaissance, Surveillance, and Target Acquisition (RSTA) with Aided Target Recognition (AiTR)**
- **Video/sensor data distribution on FCS network (HNW)**
- **Wide Band Communications Relay (WNW and SRW)**
- **Manned/Unmanned (MUM) Teaming**
- **Autonomous flight and navigation, and takeoff and landing at unprepared landing zones**

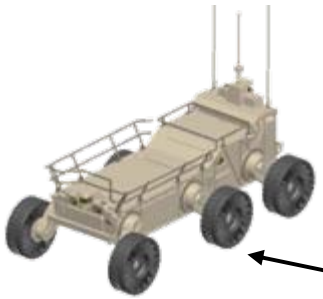
XM 157 Class IV UAS

UGV Systems Overview

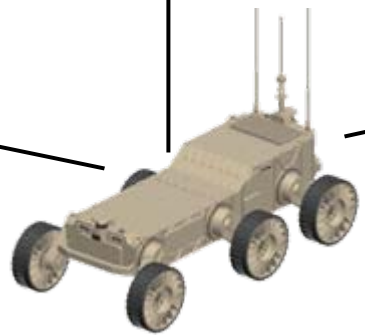
FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry



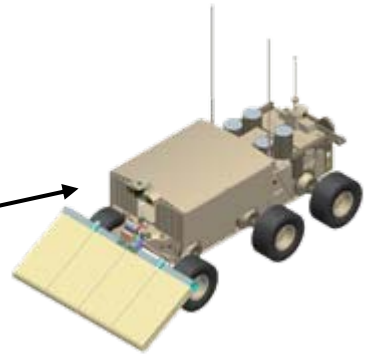
XM 1219 ARV-A(L)
- Provide RSTA/lethality for Dismounted, Mobile & Air Assault operations
- Javelin/M240
- MR EO/IR sensor



XM 1217 MULE Transport
- Supports two dismounted infantry squads
- Transports 1900 lb
- Mobility for Complex terrain

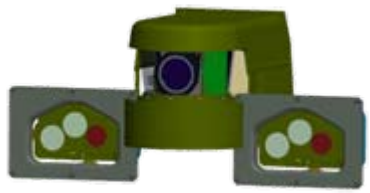


MULE Common Mobility Platform
- Common chassis to support three variants
- Articulating Suspension Arms
- Power and Propulsion to support 65 kph
- Transport 2 per CH47



XM 1218 MULE-C
- Supports BCT assured mobility
- AT mine detection, marking and neutralization

XM 1216 SUGV
- Reconnaissance in urban and subterranean spaces
- 32 lbs, Lightweight & Man-Packable
- Day/night operation
- Modular sensor payloads



Autonomous Navigation System (ANS)
- Provides autonomous mobility control of UGV's
- Situational awareness for MGV Indirect driving

XM501 NLOS-LS System Overview

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

New Military Capability

- 15 missiles ready for launch
- Vertical launch with 360 degree coverage
- Laser guided, IR and grid attack modes
- Attack of moving targets
- Joint Program with Navy

Family of Missiles

Precision Attack Missile (PAM)

- 40 km Range
- Automatic Target Acquisition
- In-flight target location updates

Designed for Deployability

- Platform Independent -- 2 CLUs on FMTV
- Sling load forward
- C-130 transportable

Current and Future Force Compatible

- Command and Control with AFATDS; full ORD threshold capability for sensor-shooter link with FCS Battle Command
- Two-Way Network Radio Link
- On-board Mission and Launch Processing

Container/Launch Unit

UGS Overview

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

Gateway

ISR Sensors

Radiological/Nuclear Sensors

EO/IR Sensors

- **Provides unattended Intelligence Surveillance Reconnaissance**
- **Detects & classifies heavy tracked vehicles at 350m**
- **Detects dismounted personnel at 50m**
- **Hand emplacement**
- **13 sensors in a T-UGS kit**
  - 2 Gateways
  - 8 ISR sensors
  - 1 RN sensors
  - 2 EO/IR sensors

T-UGS (AN/GSR-9 (V) 1)

- **Supports clearing operations in complex urban terrain and provide extended surveillance of cleared structures**
- **Detects a person in motion within 15 meters of the sensor**
- **Provides an alert to the operator in less than 2 seconds**
- **17 sensors in a U-UGS kit**
  - 2 Gateways
  - 5 Imaging sensors
  - 10 Intrusion Detection Sensors

U-UGS (AN/GSR-10 (V) 1)

Gateway

Imaging Sensor

Intrusion Sensor

Program Accomplishments

FUTURE COMBAT SYSTEMS
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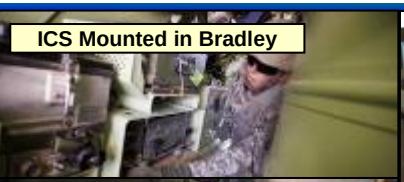

ICS Mounted in Bradley

JTRS GMR in M1151A1

C2V Demonstrator

SUV Video Imagery Sent to B-Kitted HMMWV During Spin Out P-LUT

Class IV UAV

MCS Ammo Handling System

JEFX08

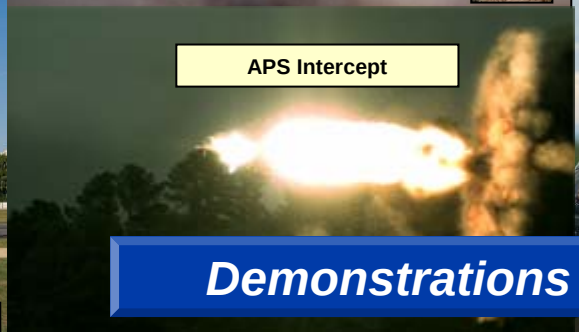
Spin Out P-LUT at AETF

Unattended Ground Sensors

MULE

NLOS – LS Transport

NLOS-C Army Birthday


APS Intercept

NLOS – LS Test

Demonstrations and Technologies On Track

Adjusted Program

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

Current

- Most vulnerable force (Infantry Brigade Combat Team) not getting Spin-Outs until FY14
- Spin-Outs were focused on the most capable force – Heavy Brigade Combat Teams
- Not achieving integration of the Soldier in the network fast enough
- Not getting Spin-Outs to current force fast enough
- Size, weight, & power challenges with current heavy platforms (Tank, Bradley, Stryker, M113, & Paladin)
- Multiple Battle Command Systems

Proposed

- Spin-Outs focused on most vulnerable force (Infantry Brigade Combat Team) first – FY11
- Willing to accept risk, Heavy Brigade Combat Teams are good enough for now
- Soldier in the network with Ground Soldier Ensemble – FY11
- Accelerating and adding needed capabilities to the current force
- Integrated Battle Command System

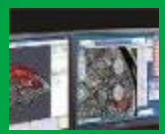
All 43 Army and National Guard IBCTs Fully Equipped with Spin-Outs by FY25

Capability You Get

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

FCS-Enabled Infantry BCT
IBCT Spin Out

105 mm Howitzer


Command Post of The Future

Raven Unmanned Aerial Vehicle

Blue Force Tracker

Shadow Unmanned Aerial Vehicle

Class I Unmanned Aerial Vehicle

Small Unmanned Ground Vehicle

Non Line of Sight Launch System

Network Integration Kits

Tactical Unattended Ground Sensors

Urban Unattended Ground Sensors

Merging the Modular Force with FCS Capability Yielding a Networked and Precision Capable Force

Spin Out Program - What's Changed

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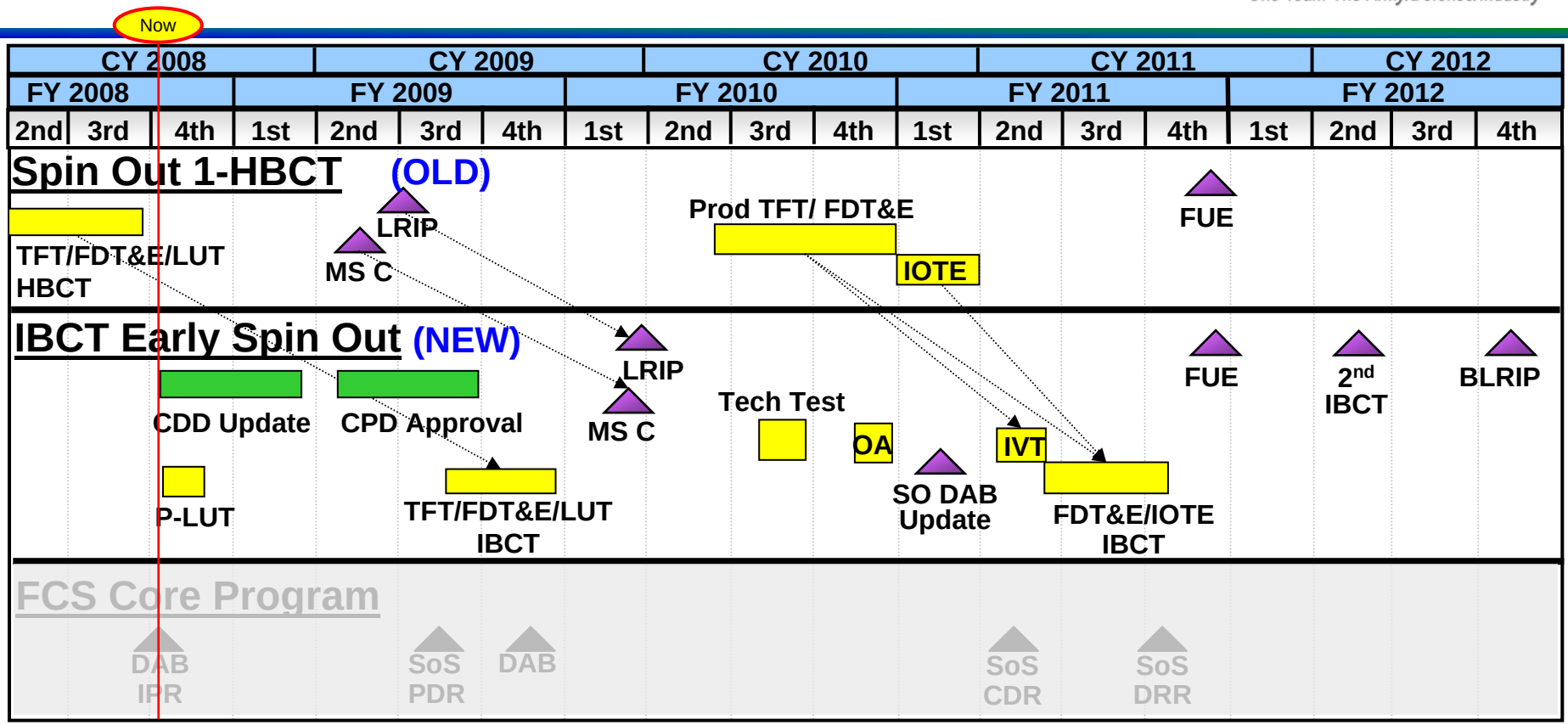

- Suspends
  - **All Bradley and Abrams work after June 08 – PM MBE requirements after June 08, all SO1 HBCT testing**
- Adds
  - **3 tests for IBCT Early SO – Preliminary LUT in Jul 08, SO1 Early TFT, FDTE and LUT in FY09, SO1 Early OT in FY10 (GMR radios)**
  - **Development of BFT HMMWV Kit (antenna and new cable) for both sets of GMR 4 channel radios (one with an EPLRS and SRW and the other with 2 SRWs)**
  - **Development of integration into FBCB2 JCRs software**
  - **Integration of SUGV and Class 1 into bigger network (share pictures)**
  - **Update B2E software to included SUGV and Class 1 integration in FQT**

IBCT Spin Out

FUTURE COMBAT SYSTEMS
FCS
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Early IBCT

	B-Kit / B-Kit Light	81/0
	NLOS-LS	6
	T-UGS	12
	U-UGS	29
	Ground Soldier Ensamble / Rifleman Radio	268/648
	SUGV Blk1	38
	CL I UAV Blk0	22

- **B-Kit For Early IBCT (HMMWV)**
  - 4 Channel GMR
  - ICS Type VI with FCS BC B2E
  - JCR running on v5 appliqué with display
- **B-Kit For Threshold IBCT (HMMWV, Stryker CV)**
  - 2 Channel GMR
  - 2 Channel HMS Manpack
  - ICS Type VI running UBC-P with display
  - Note: Replaces 2 SINCGARS radios in HMMWVs and EPLRS, Near Term Digital Radio (NTDR), and two SINCGARS from Stryker CV
- **B-Kit Light for Threshold IBCT (HMMWV, FMTV)**
  - 2 Channel HMS Manpack
  - V5 appliqué with display running UBC-P
  - Note: Retains SINCGARS on HMMWVs, FMTVS

Threshold IBCT

	B-Kit / B-Kit Light	84/412
	NLOS-LS	6
	T-UGS	12
	U-UGS	29
	Ground Soldier Ensamble / Rifleman Radio	268/648
	SUGV (T)	38
	CL I UAV (T)	22
	MULE-C (T)	2
	ARV-A-L (T)	29
	Centralized Controller (T)	123
	Class IV UAV (T)*	16

Average Procurement BCT Cost (FY03C$)
Spin Out Early = $181.4M
Spin Out Threshold = $370.1M
Excludes radios & GSE
Includes ORFs

Spin Out Capabilities to Current IBCTs

	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Production Schedule	1	2	4	1	2	2	3	3	3	4	4	4	4	4	2
Procurement Dollar Rqmts (TY$M)	$333	$555	$852	$983	$1,126	$1,405	$1,563	$1,609	$1,643	$1,976	$2,003	$2,006	$2,018	$1,881	$1,006
Cumulative Fielding to Current IBCTs		1	3	6	8	10	12	15	18	21	25	29	33	37	41

T= Threshold *Not Organic to IBCT / Includes 4 LCUs

Threshold Production

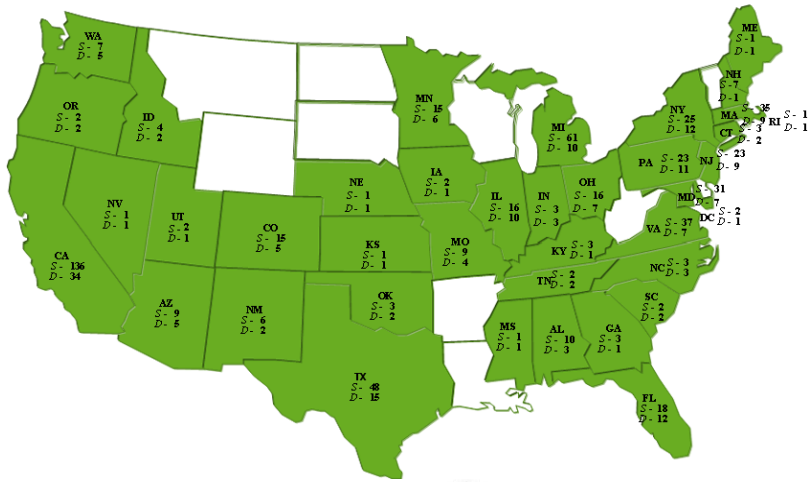
FCS Program Business Opportunities

One Team

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

39 States, 203 Congressional Districts, 586 Suppliers

As of 31 March 2008

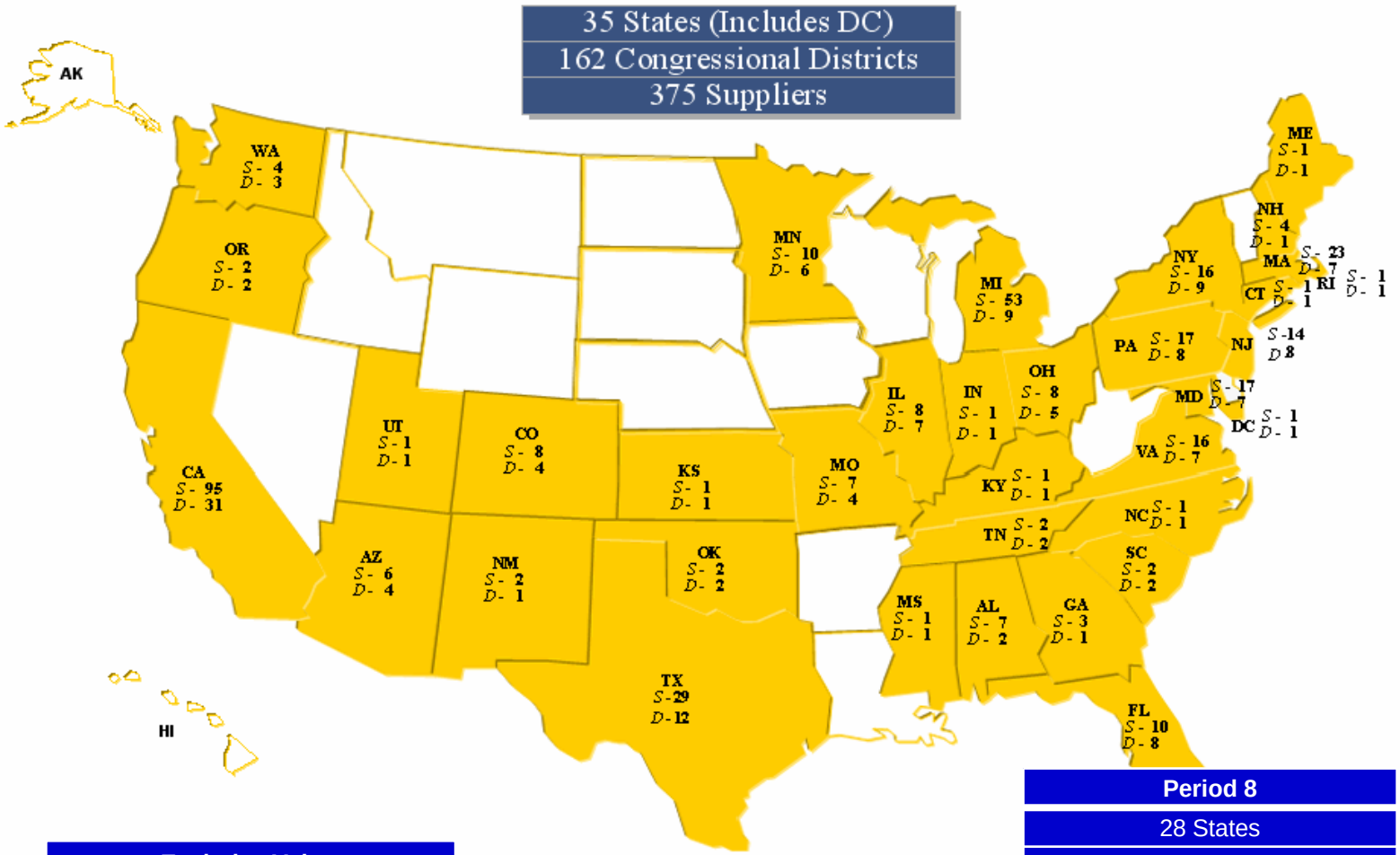


"One Team" Management Framework

Best of Industry Approach

Future Combat Systems Supply Base
Small Business - As of Period 9: 03/31/08

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry



-------Excludes Values------

< 5K for Small Business
< 10K for Large Business

S=Supplier D=District

Period 8

28 States
151 Congressional Districts
314 Suppliers
-----Excludes Values-----
< 5K for Small Business
< 10K for Large Business

How to Get Involved with FCS

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

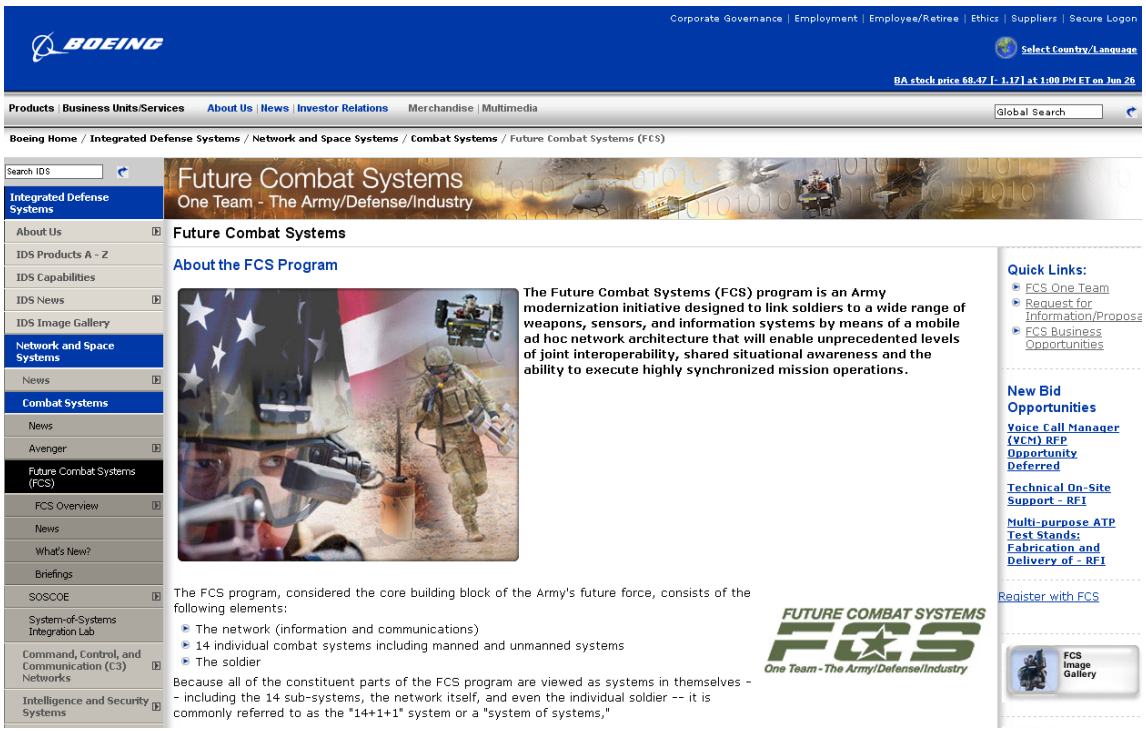
- **Regularly check the FCS Website Home Page at: www.boeing.com/fcs**
- **Located on this website:**
  - FCS Business Opportunities of the LSI and its Partners (contacts with websites)
  - Information on Submitting Inquiries
  - Partners' Requests for Quotations / Information
  - Supplier Diversity information (specific LSI / Partner Small Business contacts provided in FCS Business Opportunities Brochure)
  - FCS calendar with upcoming conferences and events
  - On-line registration form
- **Reach out to the LSI and Partners to express your interest and capability**
- **Focus on areas of technology and express interest across the One Team**

FCS External Web Site

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

Website for program information to engage all segments of Industry

- Business opportunities across the team including RFIs/RFPs and Industry Day announcements



New Bid Opportunities Posted

Examples of Current Business Opportunities

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

Supportability

Logistics Data Management Service

- Service Oriented Architecture
- Systems Engineering
- Software Development
- Modeling and Simulation
- Systems Architecture

Platform Soldier – Mission Readiness

- Embedded micro sensors with micro transmitters for monitoring human health and physiological/psychological conditions

C4ISR – Network Systems / Battle Command

Centralized Controller Device

- Procurements for Small, Hand-Held Computing Devices
  - –Helmet/Goggle Mounted Display Devices
  - –OLED Touch Screen Displays

Battle Command & Mission Execution

- Software Engineering
- Software Coding and Development

Manned and Unmanned Ground Systems

MGV

- Fabrication
- Wiring Harnesses
- Bearings
- Electrical and Hydraulic Components
- Machined Parts
- Insulation
- Fuel Tanks
- Fuel Adapter Cap

External to MGV: Large Caliber Ammunition Resupply

UGV

- Titanium Fittings and Tubing
- Welding Services
- Lightweight Armor
- Suspension Motors
- Ultrasonic/Acceleration/ Position Sensors
- Integrated GPS/INS System
- GPS Antenna

Intelligence, Surveillance, and Reconnaissance

Air Sensor Integration

- Software Engineering to support porting and verification testing
- Engineering Consultants for Electro-Optics/Infrared/ Laser-Designator/Laser Range-finder sensor supplier management
- Knowledgebase solutions

Summary

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

- Program keeping pace with Army needs…Maintain Velocity
- More than 60 test activities underway…All Platforms in Testing
- 2009 is a critical execution year…SoS PDR
- FY09 PB at $3.6B…RDTE & Production
- Focused on Our Soldier

…The Future is Here Now

Equipping our joint warfighters with the world's best capability

FUTURE COMBAT SYSTEMS
FCS
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Questions?

FCS Business Opportunities

Intelligence, Surveillance, and Reconnaissance

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

FCS Partner Contact Information	Business Opportunities
Intelligence, Surveillance, and Reconnaissance	
Ground Sensor Integrator Raytheon Network Centric Systems Plano, Texas Nancy Walfield – Small Business Liaison Officer Email: Nancy_Walfield@raytheon.com Web Addresses: www.raytheon.com www.raytheon.com/connections/supplier/diversity/index.html	• Software Products • Technical Writing • Electronic Box Build and Assembly • Engineering Services • Connectors • Cables (RF and digital) • Circuit Card Assemblies • Optical Components and Assemblies
Air Sensor Integrator Northrop Grumman Corporation, Electronic Systems Linthicum, MD Bill McKenna - Contracts Email: william.mckenna@ngc.com Web Address: www.northropgrumman.com	• Software Engineering to support porting and verification testing in Baltimore, MD • Engineering Consulting for Electro-Optics/Infrared/Laser-Designator/Laser Range-finder Sensor Supplier Management local to Cypress, CA • Knowledgebase Solutions in Baltimore, MD
Unattended Ground Sensors, Tactical and Urban Sensors Textron Systems Wilmington, MA Web Address: www.systems.textron.com Bruce Boucher – SBLO bboucher@systems.textron.com	• Embedded Software • Military Connectors • Cables (RF and Digital) • Antennas • Printed Wiring Assemblies • Optical Imaging Components and Assemblies

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FCS Business Opportunities

C4ISR Battle Command

FUTURE COMBAT SYSTEMS
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FCS Partner Contact Information	Business Opportunities
C4ISR - Battle Command	
Battle Command and Mission Execution Raytheon Network Centric Systems Fort Wayne, IN Email: Nancy_Walfield@raytheon.com	• Software Engineering • Software Coding and Development
ISR Sensor Fusion Lockheed Martin Information Systems and Global Services San Diego, CA Regina Stout – Small Business Liaison Officer Email: regina.c.stout@lmco.com Web Address: www.lockheedmartin.com	Level 1 Fusion: • Distributed Fusion Management • Fusion Engine • Exploitation Tools • Embedded Training Software Level 4 Fusion: • Sensor Positioning
Sensor Data Management General Dynamics C4 Systems Scottsdale, AZ Stephanie Poppe - Small Business Liaison Officer Email: stephanie.poppe@gdc4s.com Web Address: www.gdc4s.com	• Opportunities to be identified
Preparation and Planning Services General Dynamics C4 Systems Scottsdale, AZ Stephanie Poppe - Small Business Liaison Officer Email: stephanie.poppe@gdc4s.com Web Address: www.gdc4s.com	• Software Engineering • Software Development and Coding

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FCS Business Opportunities

C4ISR Network Systems

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

FCS Partner Contact Information	Business Opportunities
C4ISR – Network Systems	
Centralized Controller Device Lockheed Martin Missiles and Fire Control Grand Prairie, TX Ron Jennings Telephone: 972-603-1032 Web Address: www.lockheedmartin.com	Procurements for Small, Hand-Held Computing Devices: • Helmet/Goggle Mounted Display Devices • Organic Light-Emitting Diode Touch screen Displays • Fixed Computer Storage Media (Solid State and/or Rotational) • Cable Assemblies (RF and digital) • I/O Connectors • GPS Antenna for Small Form Factor Radio • Light-Weight Electronic Heat Transfer and Compact Thermal Management Solutions
Ground and Air Platform Communications BAE Systems Wayne, NJ James P. Nunemaker - Manager of Subcontracts Small Business Liaison Officer Telephone: 973-305-2604 Fax: 973-305-2396 E-Mail: james.nunemaker@baesystems.com Web address: www.baesystems.com Mailing Address: BAE Systems, CNIR Information and Electronic Systems Integration Inc. Communication, Navigation, Identification & Reconnaissance 164 Totowa Road Wayne, NJ 07474-0975	• Automated Test Benches (2 each) with option for Long Range Initial Production (2 each) • Networking Hardware • Antennas • I/O (digital) Cables and Connectors • Mechanical Enclosures • Power Supplies (PCB) RF • RF Cables - Low Loss • RF Combiners & Splitters • RF Connectors • RF Filters - Notch Filters, BPF and Diplexers • RF Switches - High Power, Low Loss, High Isolation Engineering Outsourcing • Systems Software, Hardware

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FCS Business Opportunities

C4ISR Network Systems (Continued)

FUTURE COMBAT SYSTEMS
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FCS Partner Contact Information	Business Opportunities
C4ISR – Network Systems	
Integrated Computer System General Dynamics C4 Systems Bloomington, MN Review Information at Web Address www.gdc4s.com under Suppliers, *"Supplier Diversity Program"* Email to info@gdc4s.com	• General Purpose Processors • Graphics Processors • Fixed and Removable Storage Media – GOTS/Mil Hardened • Storage Controllers • Network Switches and Routers • Firewalls • Network Intrusion Detection • Cross Domain Guards • Chassis and Chassis backplanes • Power Supplies • Fiber Optic Cabling and Copper Cabling Conversion
Network Management System Northrop Grumman Mission Systems Network Communications Division Rancho Bernardo, CA Email: mikal.aziz@ngc.com Web Address: www.northropgrumman.com Supplier Diversity Website: https://oasis.northgrum.com	• Software Design and Development • Voice and Data Service

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FCS Business Opportunities

Supportability

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

FCS Partner Contact Information	Business Opportunities
Supportability	
Logistics Decision Support Systems Northrop Grumman Mission Systems Carson, CA Email: mikal.aziz@ngc.com Web Address: www.northgrum.com Supplier Diversity Web Address: https://oasis.northgrum.com	Software Development Support (On-site) • Investigate and integrate COTS products within a network management framework • Analyze product design and identify design enhancements • Define and perform experiments to ensure COTS products can work within development and objective environments
Platform Soldier – Mission Readiness Honeywell Defense & Space Electronic Systems Albuquerque, NM William Spofford - Small Business Liaison Officer Telephone: 505-828-5548 Email: bill.spofford@honeywell.com Web Address: https://www-a.honeywell.com/esource/diversity/	Long-term Opportunities: • Secure Wireless Communications Technology • Chemical/Biological/Radiological/ Nuclear micro-sensors and sensor fusion • Advanced ruggedized display technology (organic light emitting diode, micro cube projection, etc.) • Perception Systems • Advanced Robotic Controls • High Bandwidth Transmission techniques • Advanced micro-turbine or heavy fuel micro-diesel engine technology • Efficient Energy Storage for the “Hotel” requirement (Kilowatts of storage to drive the electronics for the station keeping mission requirements) • Simulation and Modeling Tools/Model Development for Rapid Prototyping • Advanced Data Mining Functionality • Reasoning Technology • Imbedded micro sensors with micro transmitters for monitoring human health and physiological/psychological conditions • Personal identification and registration for the FCS soldiers to correlate to WMI access and data control. (Face recognition, Iris recognition, Finger print registration, integrated network security tied to personal ID)

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FCS Business Opportunities

Supportability (Continued)

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

FCS Partner Contact Information	Business Opportunities
Supportability	
Logistics Data Management Service (LDMS) IBM – Global Business Services Garland, Texas Michele Lewis – Procurement, Subcontracts Telephone: 703-633-4583 Email: michele.a.lewis@us.ibm.com Web address: www.ibm.com Supplier Diversity Web Address: http://www-03.ibm.com/procurement/proweb.nsf/ContentDocsBytitle/United+States~Supplier+diversity	• Service Oriented Architecture • Systems Engineering • Software Development • Software Engineering • Software Integration • Systems Architecture • Modeling and Simulation

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FCS Business Opportunities

Unmanned Systems

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

FCS Partner Contact Information	Business Opportunities
Unmanned Ground Vehicle Systems	
Autonomous Navigation System (ANS) General Dynamics Robotic Systems Westminster, MD Tim Matterson, Purchasing Manager Chari Russell, Small Business Liaison Officer Gene Whitney (GPSINS RFI Lead) Telephone: 410-386-1768 Web Address: www.gdrs.com	Procurements for Perception Sensors •IR Camera •Low Light Monochrome Camera •Millimeter Wave Radar •Optics/Lenses Procurements for Perception Computer Subsystem •Computer System Enclosure •Power Supply •Heat Exchanger Long-term Opportunity - Request for Proposal for Core Navigation System, Phase II Effort •Integrated GPS/INS System, Phase II Effort •GPS Antenna Purchasing •Wiring Harnesses •Machined Parts and Electronic Components
Multifunction Utility/Logistics and Equipment Vehicle (MULE) Lockheed Martin Missiles and Fire Control Grand Prairie, TX Ron Jennings Telephone: 972-603-1032 Web Address: www.lockheedmartin.com	•Composite Armor Structure Design •Belly Plate Composite Design •Belly Plate Composite Tooling •Chemical Point Detector •Titanium Chassis/Frames •Titanium Fittings & Tubing •Welding Services •Fasteners •Lightweight Armor •Wheels/Tires •Band Track •Wiring Harnesses •Suspension Motors •Turret Bearings, Gears, etc. •Turret Drive Motors •Slip Rings •Ultrasonic/Acceleration/Position Sensors Tanks/Bladders (Fuel/Water) •Experimental Vehicle Management System Computer

FCS Business Opportunities

Unmanned Systems (Continued)

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

FCS Partner Contact Information	Business Opportunities
Unmanned Aerial Systems	
Class IV Unmanned Aerial Vehicle Northrop Grumman Integrated Systems 17066 Goldentop Road San Diego, CA 92150-9066 Email: vicky.harper-hall@ngc.com stan.ogara@ngc.com Web Address: www.northropgrumman.com	• Nose Cones • Bottom Fairings (Composite Parts) • New Designs

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FCS Business Opportunities

Manned Ground Vehicle Systems

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

FCS Partner Contact Information	Business Opportunities
Manned Ground Vehicle Systems	
Manned Ground Vehicle (MGV) BAE Systems Land & Armaments L.P. Santa Clara, CA Subcontracts: GSDSubK.landa@baesystems.com Purchasing: GSDPurch.landa@baesystems.com	•Opportunities to be Identified
Manned Ground Vehicle (MGV) BAE Systems Land & Armaments L.P. Minneapolis, MN Subcontracts: Richard.richter@baesystems.com	Purchasing: •Bearings •Casting/Forging/Weldments •Electrical and Hydraulic Components •Fabrication •Machined Parts •Wiring Harnesses
Manned Ground Vehicle (MGV) General Dynamics Land Systems 38500 Mound Road Sterling Heights, MI 48310-3200 Email: simpsonl@gdls.com Web Address: www.gdls.com	•Insulation •Fuel Tanks •Fuel Adapter Cap

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FCS Business Opportunities

Training and Engineering Support

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

FCS Partner Contact Information	Business Opportunities
Training Support	
Collective Training Support Packages Northrop Grumman Information Technology Chantilly, VA Deelya E. Fulton Small Business Liaison Officer Telephone: 571-265-1745 Email: deelya.fulton@ngc.com Web Address: https://oasis.northgrum.com	• Computer and/or web-based training products and training development allocated to small businesses
Collective Training Support Packages Computer Sciences Corporation Annie Martin Small Business Liaison Officer Email: amartin5@csc.com Telephone: 703-818-4182 www.csc.com/supplierdiversity	• Training support packages allocated to small businesses
Collective Training Support Packages Dynamics Research Corp Andover, MA Fax: 978-470-0201 Web Address: www.drc.com	• Possible subcontracting opportunities in the area of Web based and Classroom based training tasks
Engineering Support	
Science Applications International Corporation - SAIC James “Tyre” Benefield Supplier Operations Manager Huntsville, AL Email: james.t.benefield@saic.com Web Address: www.saic.com	• Subcontracting opportunities in software, engineering, logistics, and systems integration

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LSI (Boeing and SAIC) Technology Areas of Interest

FUTURE COMBAT SYSTEMS
FCS
One Team-The Army/Defense/Industry

Mounted and Dismounted Soldier Survivability	Force Lethality
• Advanced Soldier Health Monitoring Systems • Enhanced Standoff Mine Detection on Unmanned Aerial Vehicles • Kinetic Energy Active Protection Systems • Laser Hardened Sensor Vision • Mine Detection on Manned Ground Vehicles	• Advanced Line of Sight Lethality and Effects • Advanced Mounted Combat System Ammunition
Human Factors and Training	**Survivability**
• Advanced Remote/Distributed Training Environments and Architectures and Effects • Methods for Training Command Decision makers Under Time Stress • Models and Demonstrations for Human Factors in Remote Vehicle Control	• Gap Bridging by manned/unmanned vehicles • Innovative Mine Detection • Mine Clearance and Neutralization
Sustainment Footprint	
• Advanced Vehicle Drive Train Components • Failure Models for Embedded Digital Electronics and Mother Boards • Fault Tolerant/Self-Repairing Computer Operating Systems • Ultra High Density Energy Storage • Ultra Reliability Prognostics	

Visit the FCS website at www.boeing.com/fcs

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U.S. Army Contracting Command

Contracting Support to the Warfighter

12th Annual Small Business Conference

Mr. Jeffrey Parsons
13 Nov 08

Expeditionary · Responsive · Innovative

Army Contracting Command Mission Statement

Provide global contracting support to warfighters through the full spectrum of military operations.

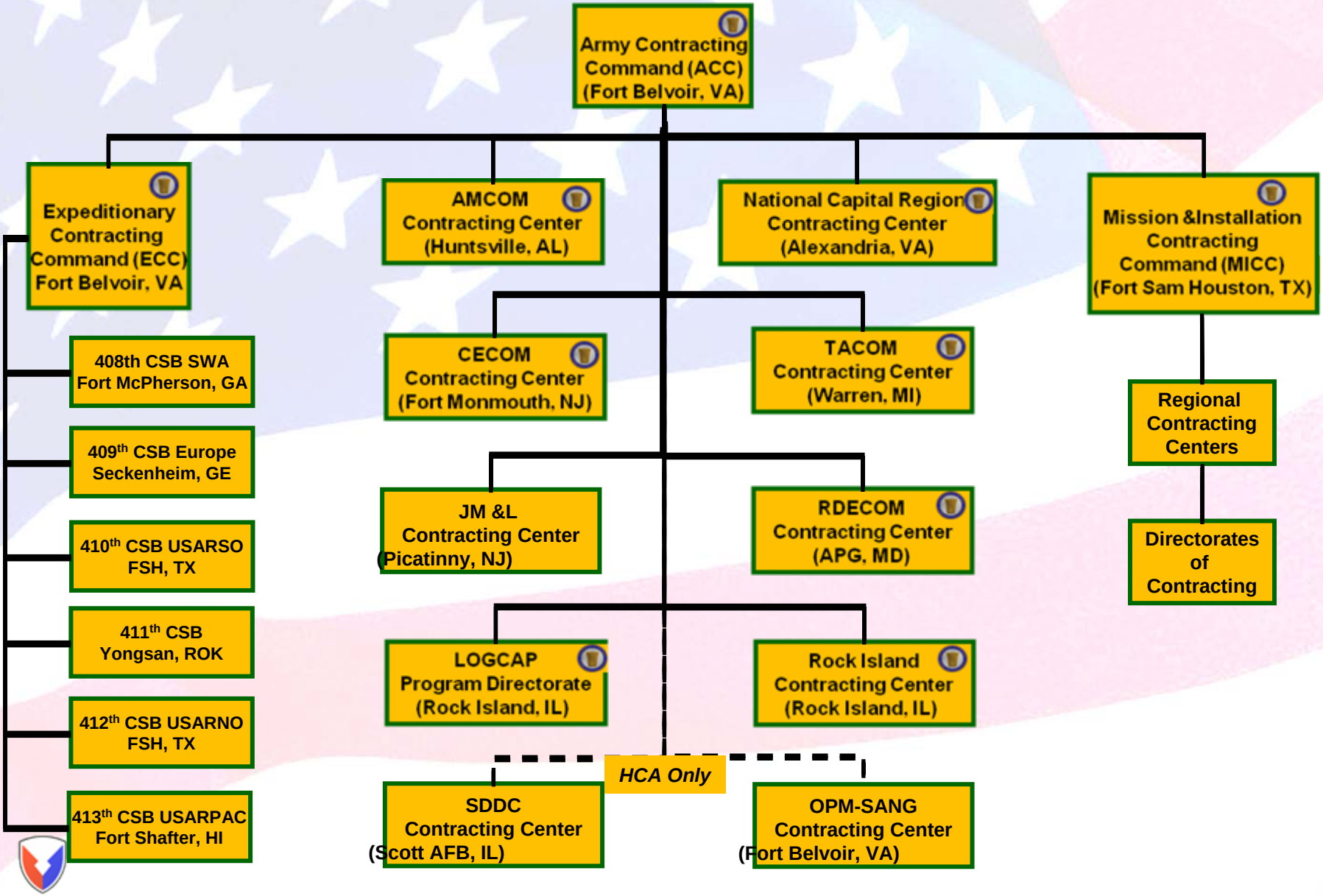
Why the Army Contracting Command?

- **Directed by the Secretary of the Army on 30 January 2008 in response to recommendation by the "Commission on Army Acquisition and Program Management in Expeditionary Operations" (known as the Gansler Commission).**

- **Commission recommendation was to establish a single "Army Contracting Command," responsible for making contracting an Army, high-quality, core-competence.**

- **Commission viewed this recommendation as "essential to address the acquisition problems of recent years – both in expeditionary operations as well as in Army – wide contracting and weapons buying."**

Army Contracting Command

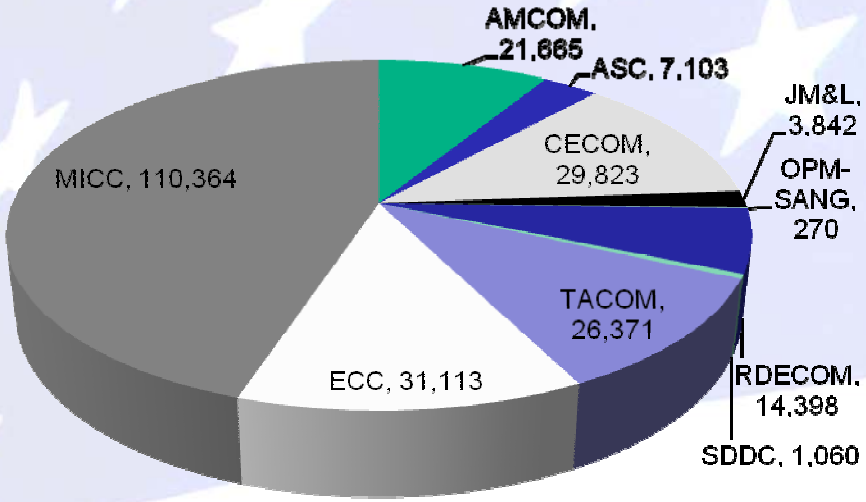


Locations

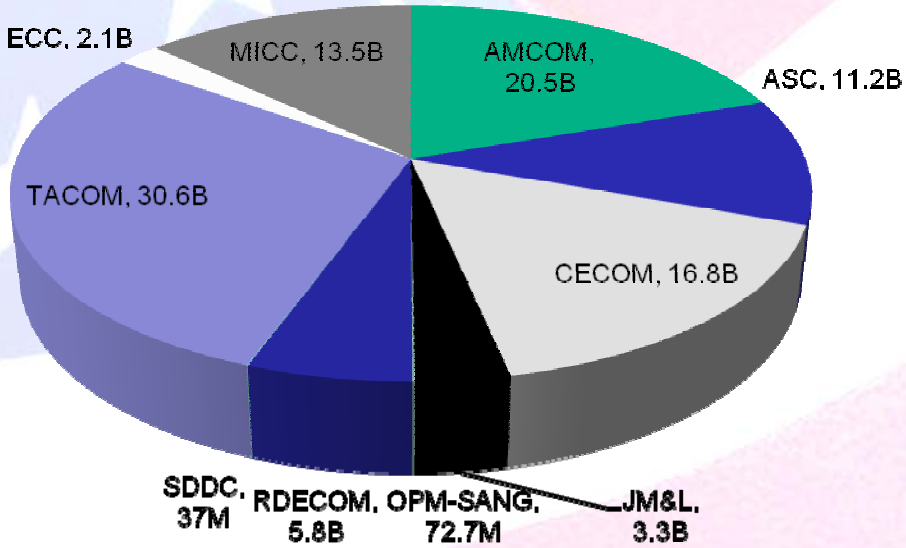
Alaska
Ft. Greely
Ft. Wainwright
Ft. Richardson
Ft. Lewis
Tooele AD
Dugway Proving Ground
Sierra AD
Riverbank AAP
Monterey
Hawthorne AD
Ft. Irwin
Yuma Proving Ground
Ft. Huachuca
WSMR
Ft. Bliss
Ft. Carson
Denver
Ft. Sill
Ft. Riley
Ft. Leavenworth
Kansas AAP
Lake City AAP
Ft. Leonard Wood
Pine Bluff
Ft. McCoy
LOGCAP RIA
MICC HQ
410th CSB (FSH,TX)
412th CSB (FSH,TX)
Ft. Hood
Corpus Christi AD
McAlester AAP
Red River AD
Lone Star AAP
Ft. Polk
Mississippi AAP
Milan AAP
AMCOM OPM-SANG
Huntsville
Ft. Rucker
Anniston AAP, AD
Ft. Benning
Key West
Miami
Ft. McPherson
Ft. Stewart
Ft. Gordon
Ft. Jackson
Shaw AFB
Holston AAP
Radford AAP
Ft. Bragg
RTP
Ft. Eustis
Ft. Monroe
Ft. AP Hill
Ft. Lee
Ft. Story
Ft. Belvoir
Ft. Myer
ECC HQ
ACC HQ
Adelphi
Ft. Meade
APG
JM&L
Ft. Dix
Ft. Monmouth
Natick
CECOM
RDECOM
Tobyhanna AD
Watervliet
Scranton AAP
Letterkenny AAP, AD
Ft. Drum
USMA
Hamilton
Carlisle Barracks
Ft. Campbell
Crane
Scott AFB
SDDC
Iowa AAP
Ft. Knox
NDU
Blue Grass AD
Contracting Center
MICC
ECC
Depots
Ammunition Plants
Arsenals
Hawaii
413th CSB/USARPAC
Ft. Shafter
CP Zama
Okinawa
Japan
Korea
411th CSB (Yongsan)
CRC
Camp Humphreys
Osan
Kunson
Daegu
Qatar
Camp Asalia
Kuwait
Camp Buehring
408th CSB
Germany
Bremerhaven
Benelux (Belgium)
Wiesbaden
Seckenheim
409th CSB
Wuerzburg
Kaiserslautern
Grafenwoehr
Stuttgart
Vicenza
Livorno
Italy

How much do we obligate?

Actions



Dollars



FY 08 246,000 Actions $104 B

18% > in $ from FY 07

Who we buying it for?

- PEO's/PM's
- ASCC's
- IMCOM
- NETCOM
- FMS
- TRADOC
- FORSCOM

Benefits

- ✓ **Resources necessary positions to support the Soldiers in the field.**
- ✓ **Incorporates Gansler Commission and Secretary of the Army Contracting Task Force recommendations and various recommendations from CID, DODIG, AAA, and GAO.**
- ✓ **Focuses and leverages contracting expertise.**
- ✓ **Begins synchronization process of contracting below the Army Secretariat level.**
- ✓ **Provides a single focal point to the operational commanders for most of Army contracting.**
- ✓ **Enhances career development for military and civilian contracting professionals.**

Conclusion

- ✓ **Ensures that contracting becomes a core-competency of the Army.**
- ✓ **Prepares us to provide world-class contracting capability in expeditionary operations and during times of peace.**
- ✓ **Increases the stature, quality and career development of the Army's contracting personnel.**
- ✓ **Regains the confidence of our Congress and the American Public in the execution of our fiduciary responsibilities.**

CALL TO DUTY
BOOTS ON THE GROUND

PROGRAM BRIEFING

AMC 12th Annual SB Conference

MS. TRACEY PINSON

DIRECTOR, OFFICE OF SMALL BUSINESS PROGRAMS
OFFICE OF THE SECRETARY OF THE ARMY

12 November 2008

CALL TO DUTY
BOOTS ON THE GROUND

VISION

To Be The Premier Advocacy Organization Committed To Maximizing Small Business Opportunities In Support Of The Warfighter And The Transformation Of The Army.

CALL TO DUTY
BOOTS ON THE GROUND

MISSION

- Advise the Secretary of the Army and the Army Leadership on Small Business Related Matters
- Spearhead Innovative Initiatives that Contribute to expanding the Small Business Industrial Base Relevant to the Army Mission and Priorities
- Leverage the Use of Minority Serving Educational Institutions in Support of Army Science and Technology Programs

CALL TO DUTY
BOOTS ON THE GROUND

ARMY PRIME CONTRACT AWARDS - FY 07

	TOTAL DOLLARS	% ACHIEVED	ARMY TARGET
US Business	$92,635		
Small Business	$22,824	23.9%	24.0%
Small Disadvantaged Business	$ 7,669	8.3%	8.0%
Women-Owned Small Business	$ 3,238	3.5%	3.5%
HUBZone Small Business	$ 3,405	3.7%	3.0%
Veteran-Owned Small Business	$ 2,560	2.8%	
Service-Disabled Small Business	$ 981	1.1%	0.8%

FPDS-NG Data as of 10/08/08

Dollars shown in millions

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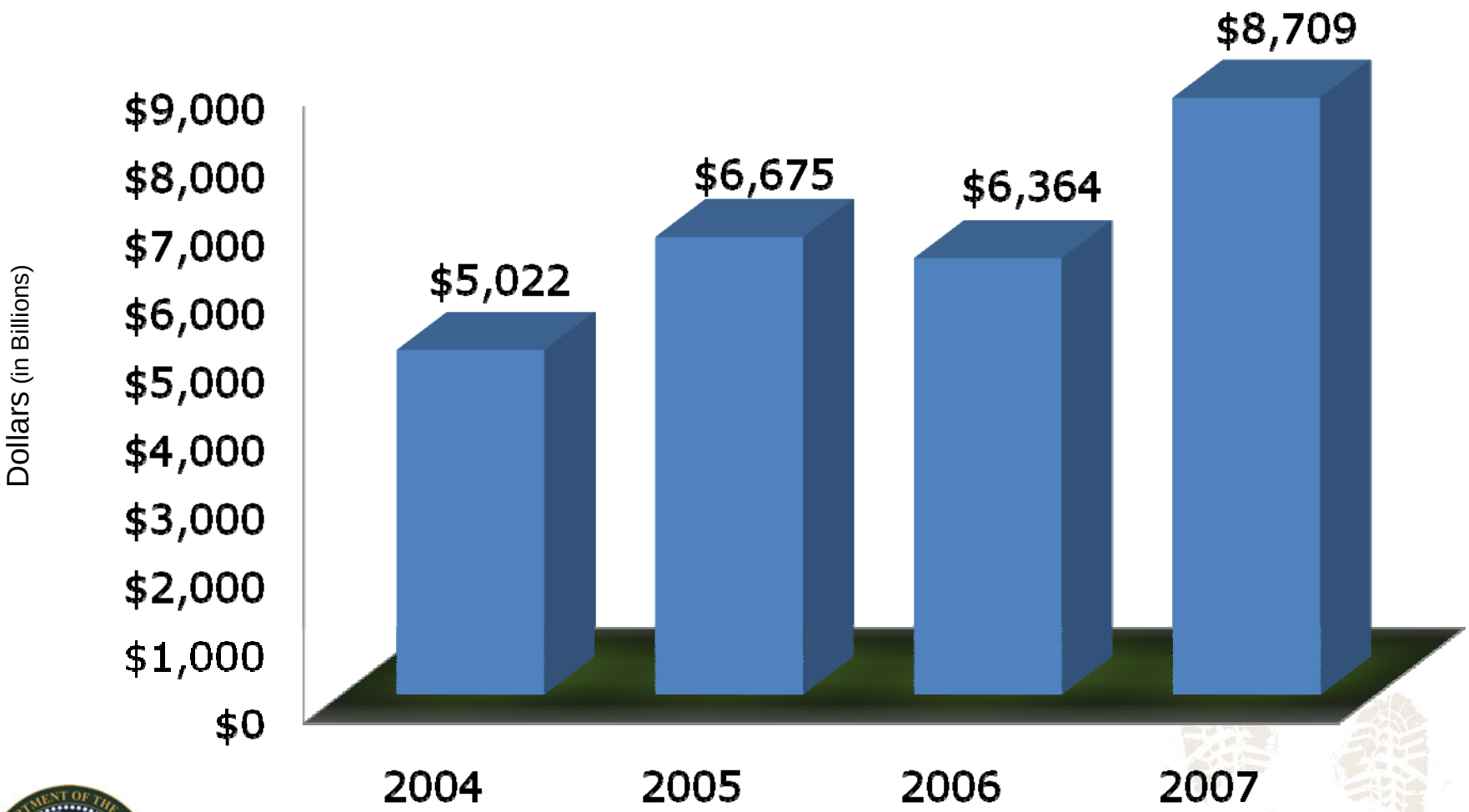
BOOTS ON THE GROUND

AMC SB Program Growth



FPDS-NG data as of 11/04/08

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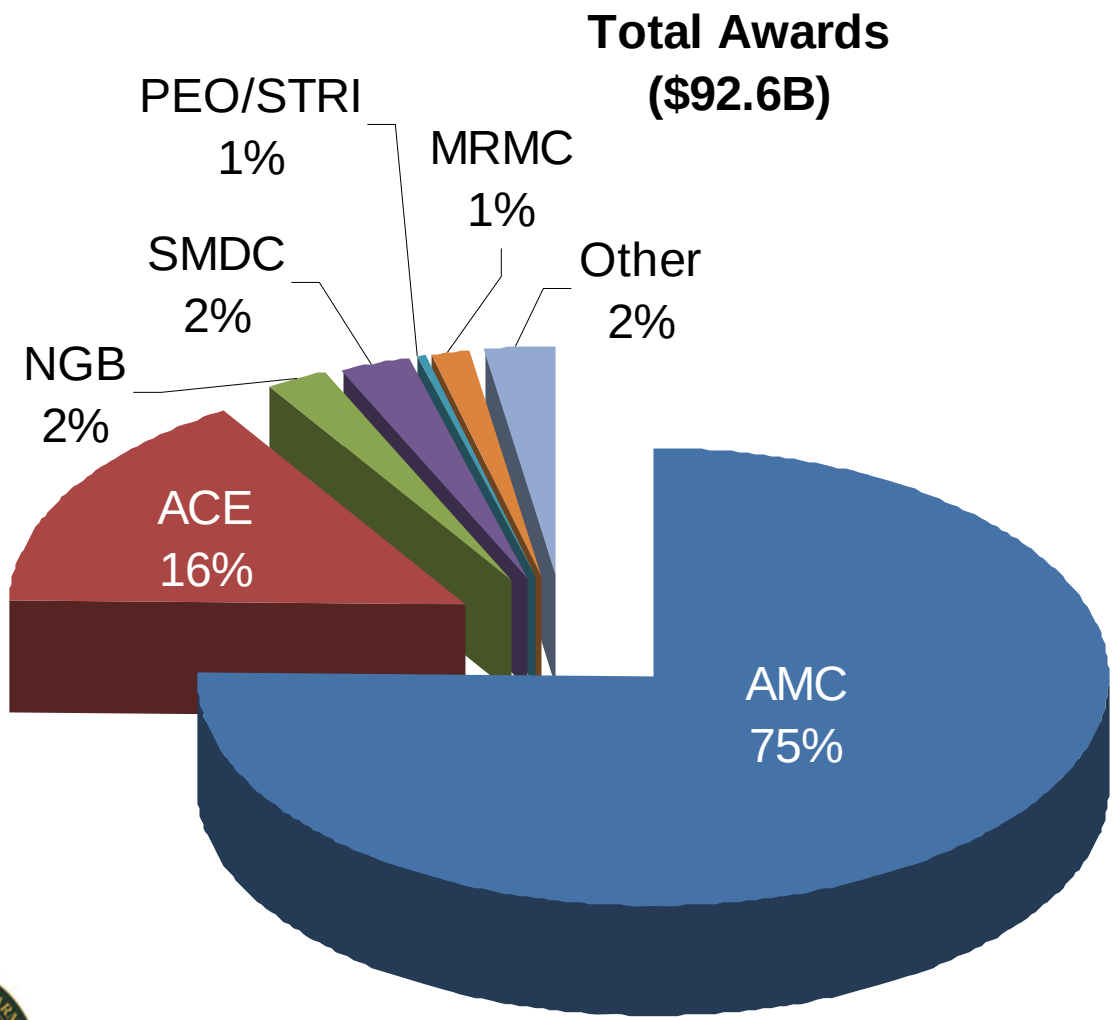
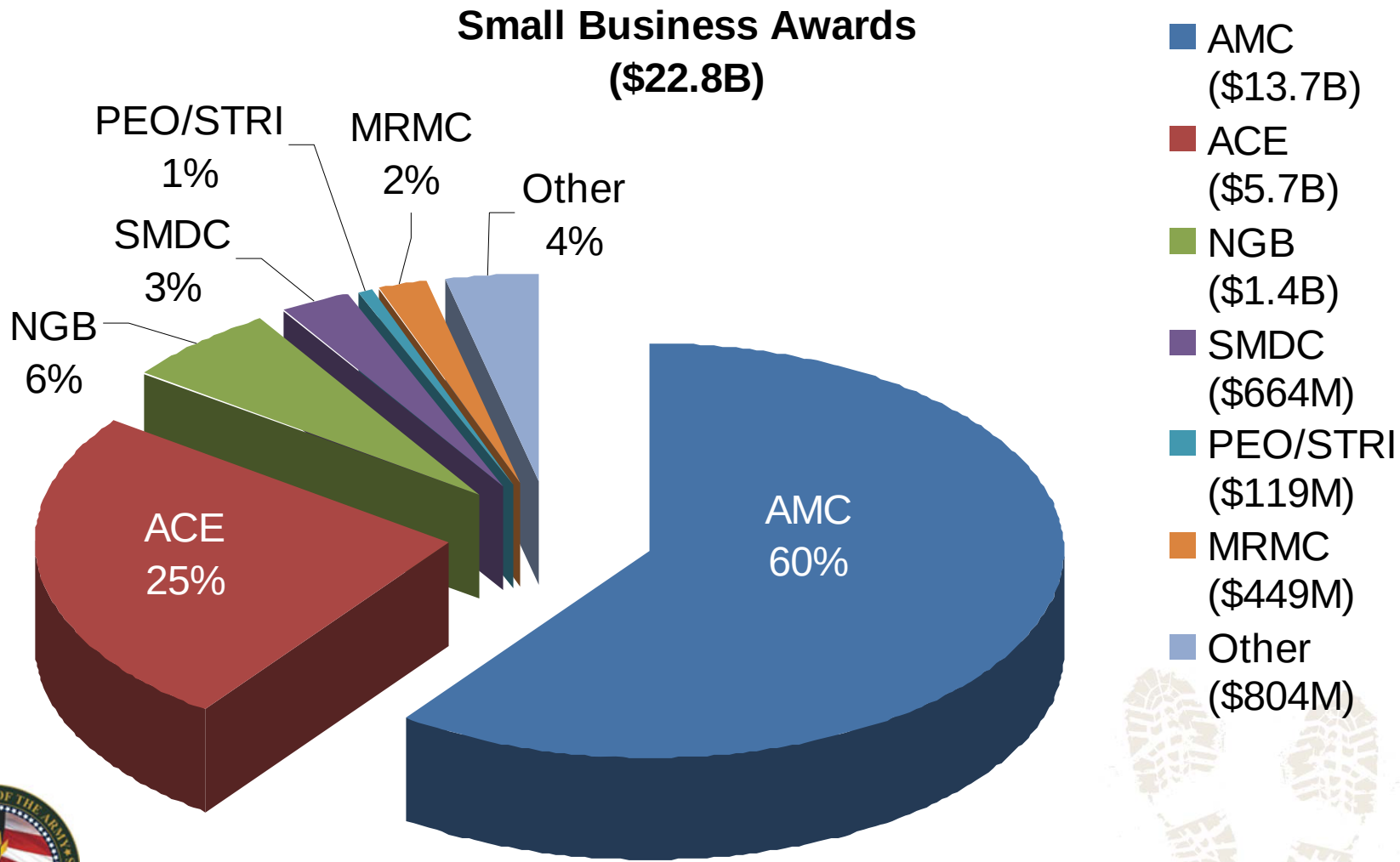
ARMY US BUSINESS PRIME CONTRACT AWARDS - FY 07



FPDS-NG Data as of 10/08/08

CALL TO DUTY
BOOTS ON THE GROUND

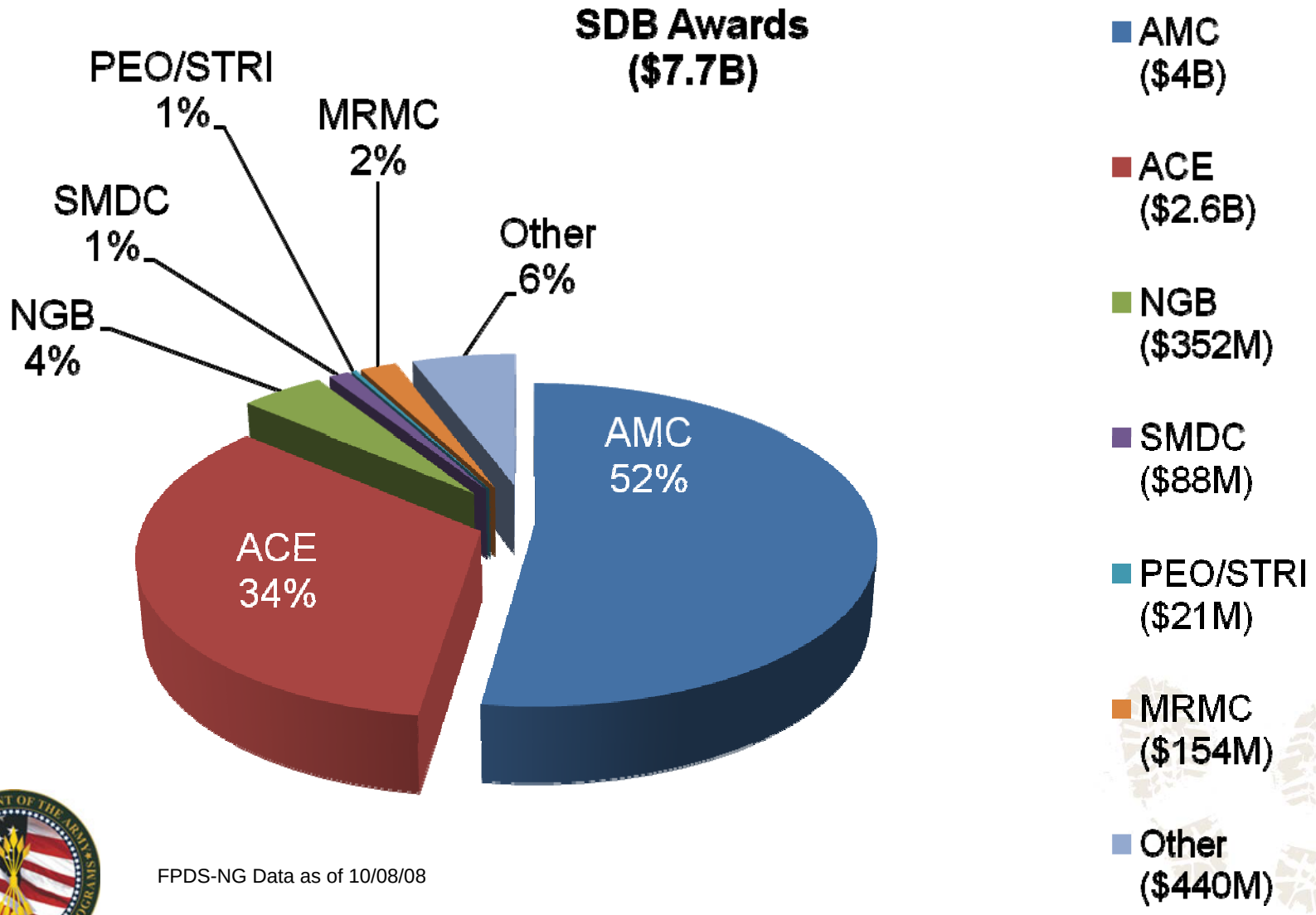
ARMY SMALL BUSINESS PRIME CONTRACT AWARDS - FY 07



FPDS-NG Data as of 10/08/08

CALL TO DUTY
BOOTS ON THE GROUND

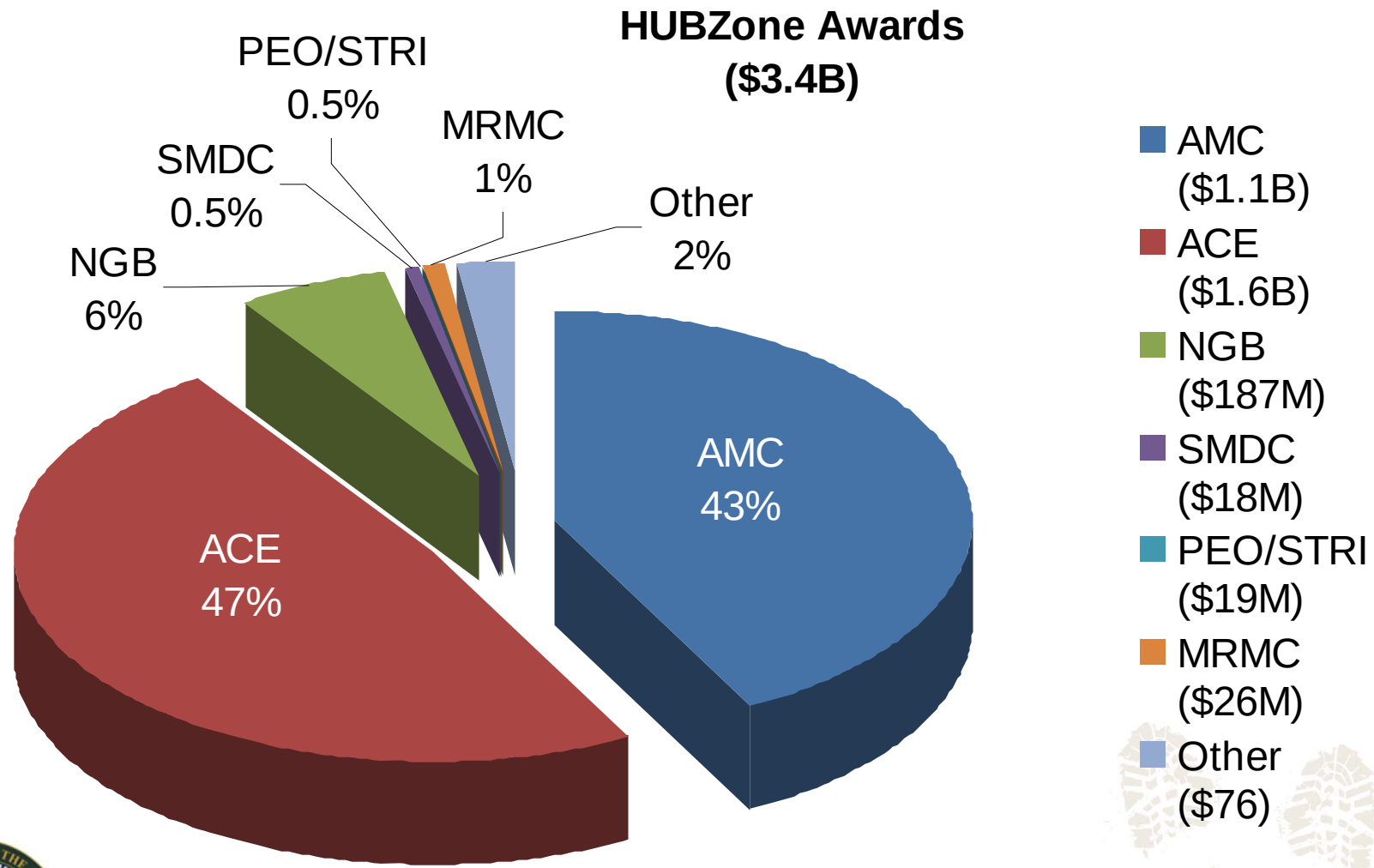
ARMY SDB PRIME CONTRACT AWARDS - FY 07



FPDS-NG Data as of 10/08/08

CALL TO DUTY
BOOTS ON THE GROUND

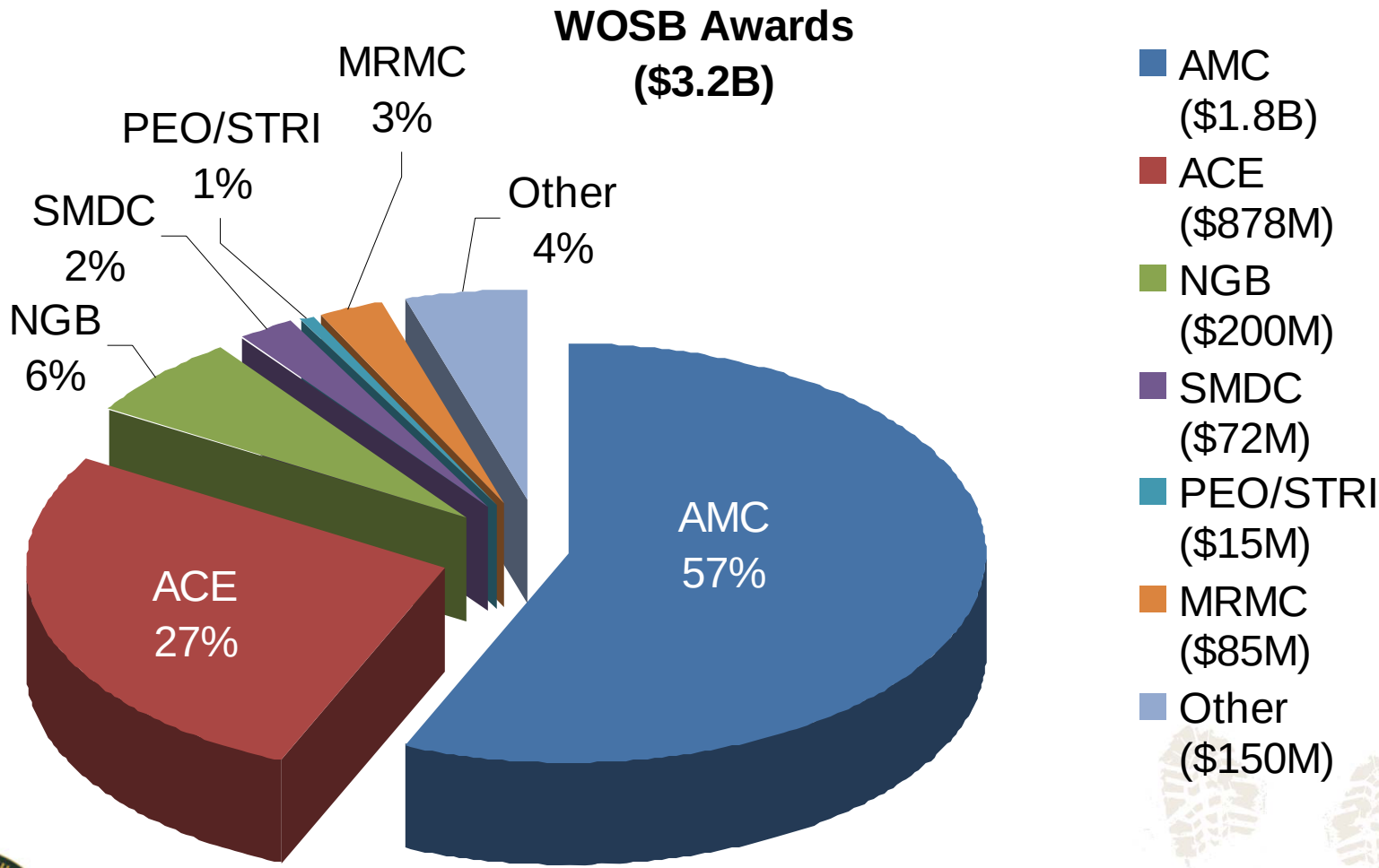
ARMY HUBZone PRIME CONTRACT AWARDS - FY 07



FPDS-NG Data as of 10/08/08

CALL TO DUTY
BOOTS ON THE GROUND

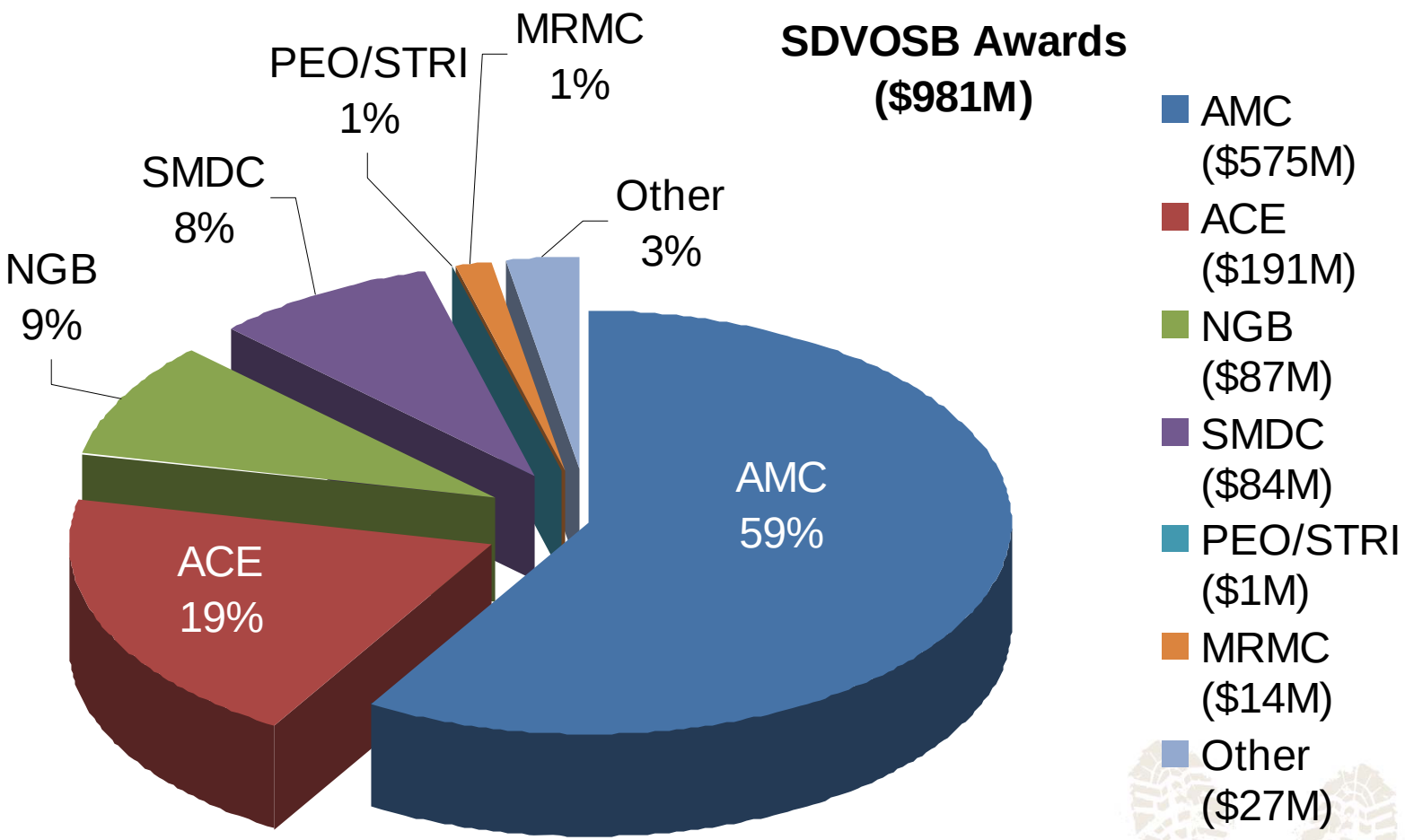
ARMY WOSB PRIME CONTRACT AWARDS - FY 07



FPDS-NG Data as of 10/08/08

CALL TO DUTY
BOOTS ON THE GROUND

ARMY SDVOSB PRIME CONTRACT AWARDS - FY 07



FPDS-NG Data as of 10/08/08

CALL TO DUTY
BOOTS ON THE GROUND

ARMY SADBU FOCUS FY 08/09

- Small Business Participation in FCS and Major Army Programs
- Promote Greater Involvement of SBs in Army Contracts for Services
- Enhance BRAC Opportunities for SBs
- Service-Disabled Veteran-Owned SB Program
- Contract Bundling and Consolidation
- Increase Role of HBCUs & MIs in the Acquisition Process
- Subcontracting Policy and Enforcement
- Army Contracting Command SB Program
- Accurate Data Reporting
- Staffing of SADBU Offices
- Uniform qualifications and performance objectives of small business personnel

CALL TO DUTY
BOOTS ON THE GROUND

ARMY FCS PROGRAM

FCS SDD Goals	% of Boeing Subcontract Dollars	Accomplishments
Small Business	17.5%	17.0%
Small Disadvantaged Business	3.5%	1.5%
Woman Owned Small Business	2.5%	2.3%
Historically Underutilized Business Zone	0.3%	0.69%
Veteran Owned Small Business	1.5%	2.41%
Service Disabled Veteran Owned	0.2%	0.69%

Note: These goals are based on dollars going to small business through and including the third tier of subcontracts.

Information Technology Services-Small Business (ITS-SB)

- Small Business Set-Aside vehicle for IT services not specifically provided for through CHESS contract vehicles.

- ITS-SB Task Areas
  - Electronic Product Environmental Assessment Tool (EPEAT)
  - Independent Verification & Validation (IV&V)
  - Internet Protocol Version 6 (IPv6)
  - Information Assurance (IA)
  - Warranty & Maintenance
  - Migration / Integration IT Services

- Virtual Reading Room – Document Repository
  https://ascp.monmouth.army.mil/scp/doclib.jsp

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BOOTS ON THE GROUND

ACQUISITION STRATEGY

- Multiple-Award, Performance Based, ID/IQ Contract Type:
  - Fixed labor rates: FFP, T&M, and Cost Plus
  - Term: 3-year base with 1, 2-year option
  - Best Value
  - Open to Army, DoD and Federal Civilian Agencies

- Estimated Dollar Value: $400M
- NAICS Code 541519 – Other Computer Related Services
- Size Standard – $25M

- Awards: 8 awards anticipated
  - One Reserved Award – 8A
  - One Reserved Award – SDVOSB

CALL TO DUTY
BOOTS ON THE GROUND

SCHEDULE

Event	Date
Market Research/RFI	Complete
Advisory Multi-Step	Complete
Industry Day	Complete
Draft RFP	6 October 2008
Qs&As Released	30 October 2008
Final RFP	12 December 2008
Proposals Due	30 days after release of RFP
Award	Mid-March 2009

CALL TO DUTY
BOOTS ON THE GROUND

SUBCONTRACT AWARDS FY07

	TOTAL DOLLARS	ACHIEVED	TARGET
US Business	$ 4,676		
Small Business	$ 2,880	61.0%	50.0%
Small Disadvantaged Business	$ 430	9.2%	7.7%
Women-Owned SB	$ 439	9.4%	7.0%
HUBZone SB	$ 264	5.6%	3.0%
Veteran-Owned SB	$ 233	5.0%	1.8%
Service-Disabled Veteran-Owned SB	$ 54	1.2%	0.5%

Dollars shown in millions

FPDS-NG Data as of 10/02/08

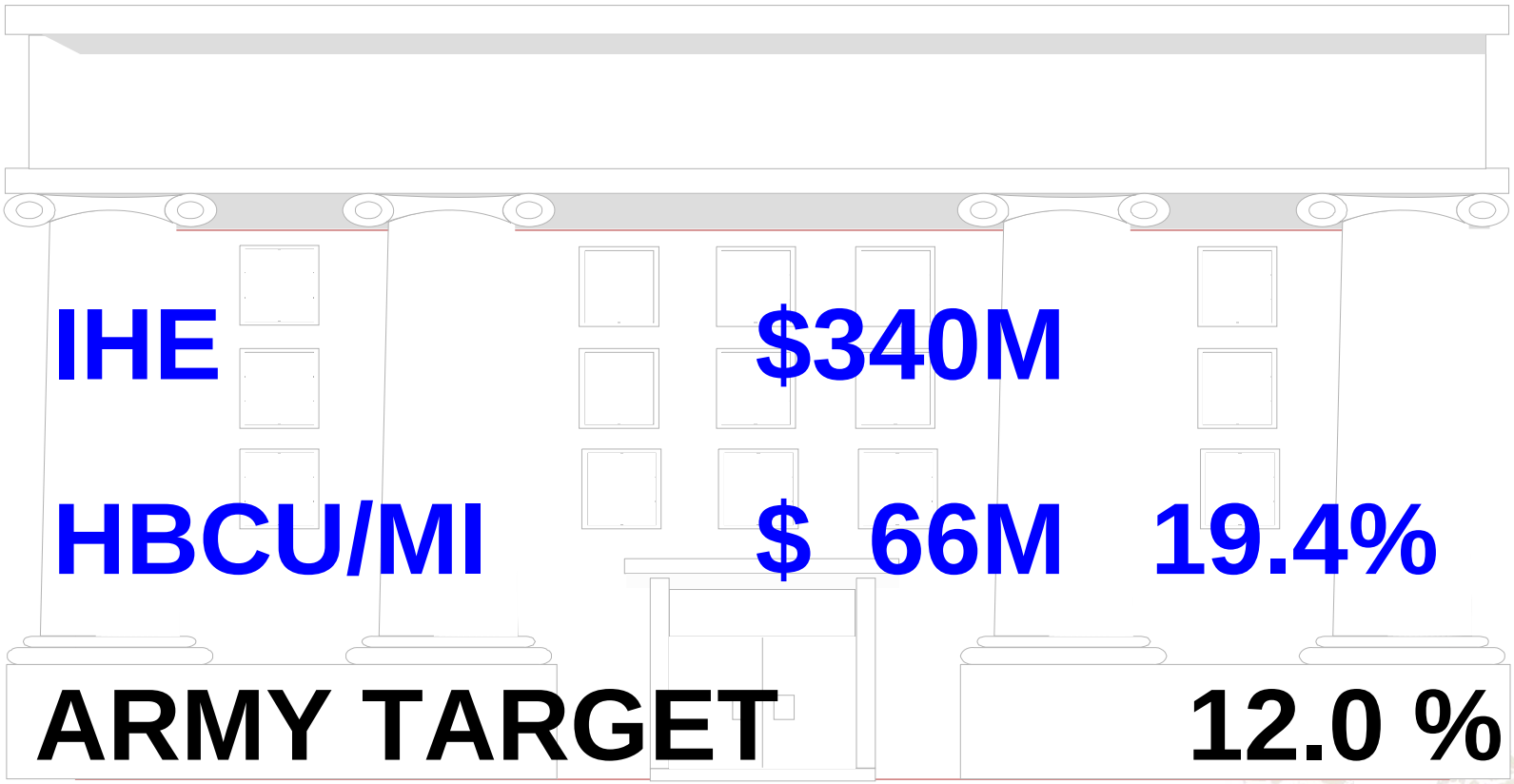
CALL TO DUTY
BOOTS ON THE GROUND

MENTOR-PROTÉGÉ PROGRAM

- US Army Space & Missile Defense Command is new M/P Contracting Center and will issue stand-alone contracts for Army MPP agreements
- Army goal is to engage industries to shape and expand the industrial base to support the Warfighter
- Seeking agreements with strong technical component, or focus on innovative transfer of state of the art technology
- Army agreements should focus on high-tech solutions for the Warfighter
- 26 Active Agreements:
  - 17 Mentors
  - 26 Protégés (Can Have Only 1 Active Agreement)
- 2 Mentors are Graduated 8(a) Firms

CALL TO DUTY
BOOTS ON THE GROUND

HBCU / MI PROGRAM
FY 08



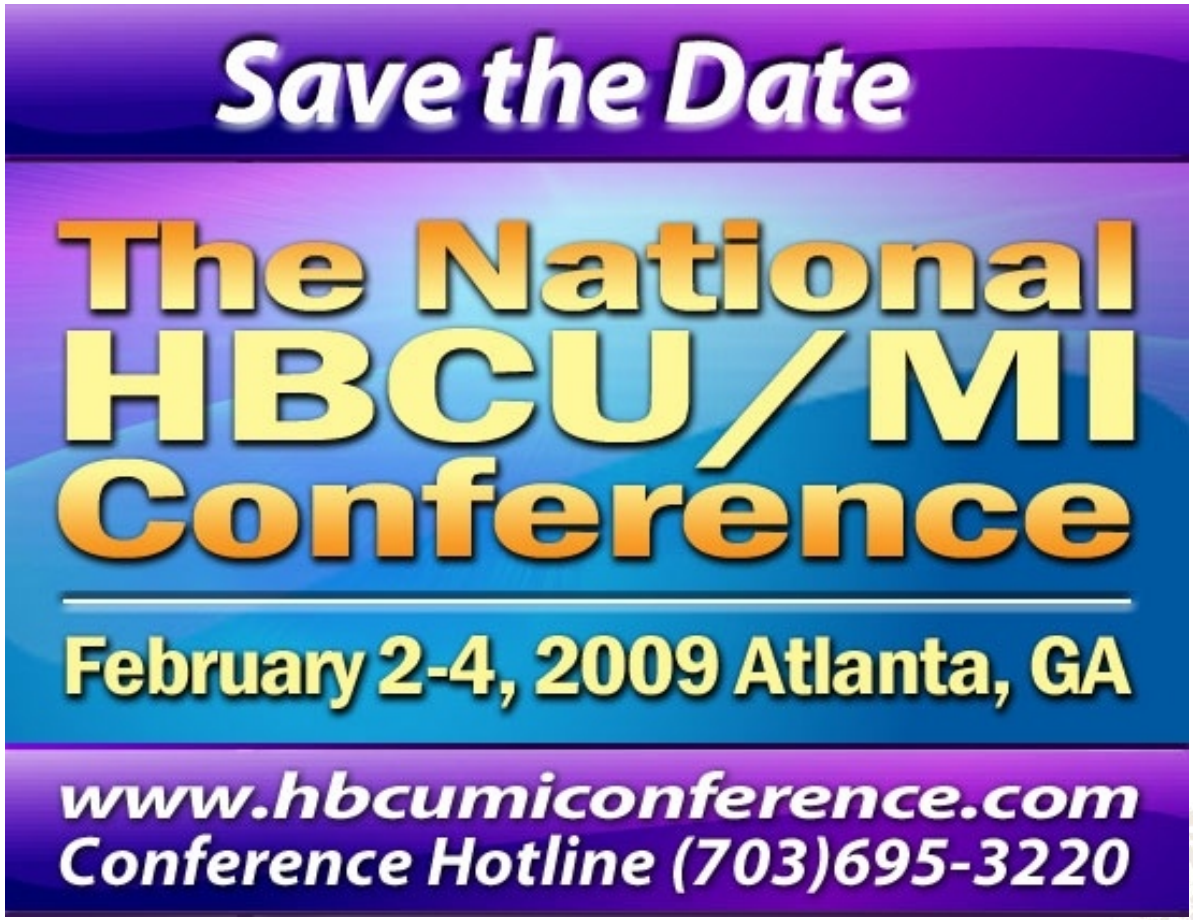
FPDS-NG Data as of 10/31/08

CHALLENGES

- Consolidation / Bundling
- Subcontracting plan enforcement
- Staffing of SADBU offices

CALL TO DUTY
BOOTS ON THE GROUND

UPCOMING CONFERENCES



CALL TO DUTY
BOOTS ON THE GROUND

UPCOMING CONFERENCES

WEBSITES

Army SADBU
http://www.sellingtoarmy.info

DOD SADBU
http://www.acq.osd.mil/sadbu

Centralized Contractor Registration (CCR)
http://www.ccr.gov

Federal Business Opportunities (Fed Biz Opps)
http://www.fedbizopps.gov

Small Business Administration (SBA)
http://www.sba.gov

CALL TO DUTY
BOOTS ON THE GROUND

Warrior Ethos

I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.

Questions

www.sellingtoarmy.info

Tips & Opportunities for Small Businesses

AMC Annual SB Conference

McLean Hilton

George Mason University

Procurement Technical Assistance Program

November 13, 2008

GEORGE MASON UNIVERSITY

School of Public Policy

PTAP Background

PTAP

- Defense Logistics Agency SCAA
- Began mid 80's - PTAP early 90's
- Originally DoD oriented
- Mid 90's extended to other Federal
- Now includes State and Local
- One stop shop - pre and post award

THE MASON ENTERPRISE CENTER

GEORGE MASON UNIVERSITY

SCHOOL OF PUBLIC POLICY

MASON ENTERPRISE CENTER

- **MENTOR-PROTÉGÉ PROGRAM OFFICE**
- **PROCUREMENT TECHNICAL ASSISTANCE PROGRAM**
- **TELEWORK AND TRAINING CENTER**
- **SMALL BUSINESS DEVELOPMENT CENTERS**
- **INTERNATIONAL BUSINESS DEVELOPMENT PROGRAMS**
- **FAIRFAX INNOVATION CENTER**

Procurement Technical Assistance Program

http://www.VAPTAP.org

Commonwealth of Virginia PTAC's

- State-wide Program- George Mason University
  - Northern Virginia - City of Fairfax
  - Central Virginia - Charlottesville
  - Hampton Roads – Newport News
- Other Virginia Regional PTAC's
  - Southwest VA Comm. College – Richlands
  - Crater Procurement Assistance Center - Petersburg

PTAC Services

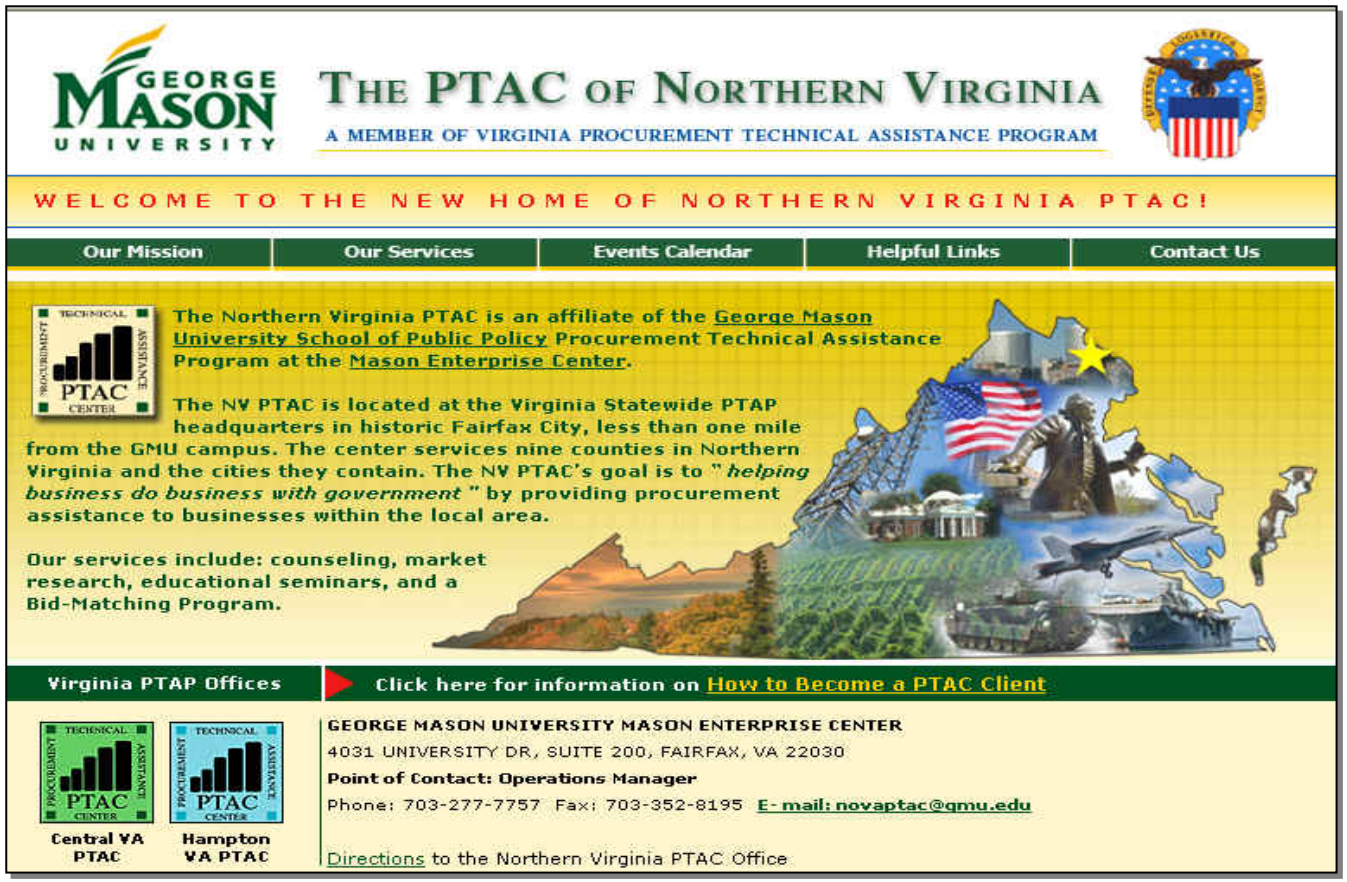
- Outreach
  - Seminars & Conferences (sponsor and participant)
  - Associations (networking and participation)
- Education
- Counseling

PTAC Services (Cont'd)

- Marketing
  - Research
  - Strategic partnering
  - Mentor-Protégé
- Teaming & Joint Venture Networking
- Proposal Development Assistance
- Bid Matching System
- Reference Library

Northern Virginia PTA Center

http://www.novaptac.org

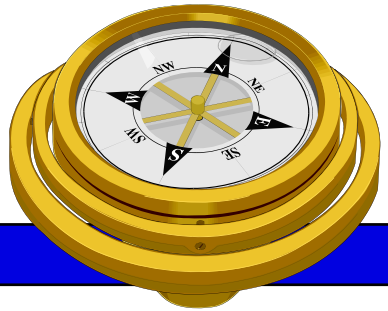


Other PTAC's

http://www.dla.mil/db/procurem.htm

Why Do Business With Federal Government

- $450 Billion in contracts FY2008
- Purchases all types of goods and services
  - Information Technology
  - Food, clothing, medical supplies
  - Vehicles, parts and service
  - Professional Services
    - Language, translation, interpreters, writers, editors
    - Lawyers, doctors, accountants, analysts
  - Other services, like:
    - Labor services (arborists, landscapers, maintenance)
    - Construction
    - Child care, animal trainers/caretakers
- Public Information
- Payment sure in accord with contract



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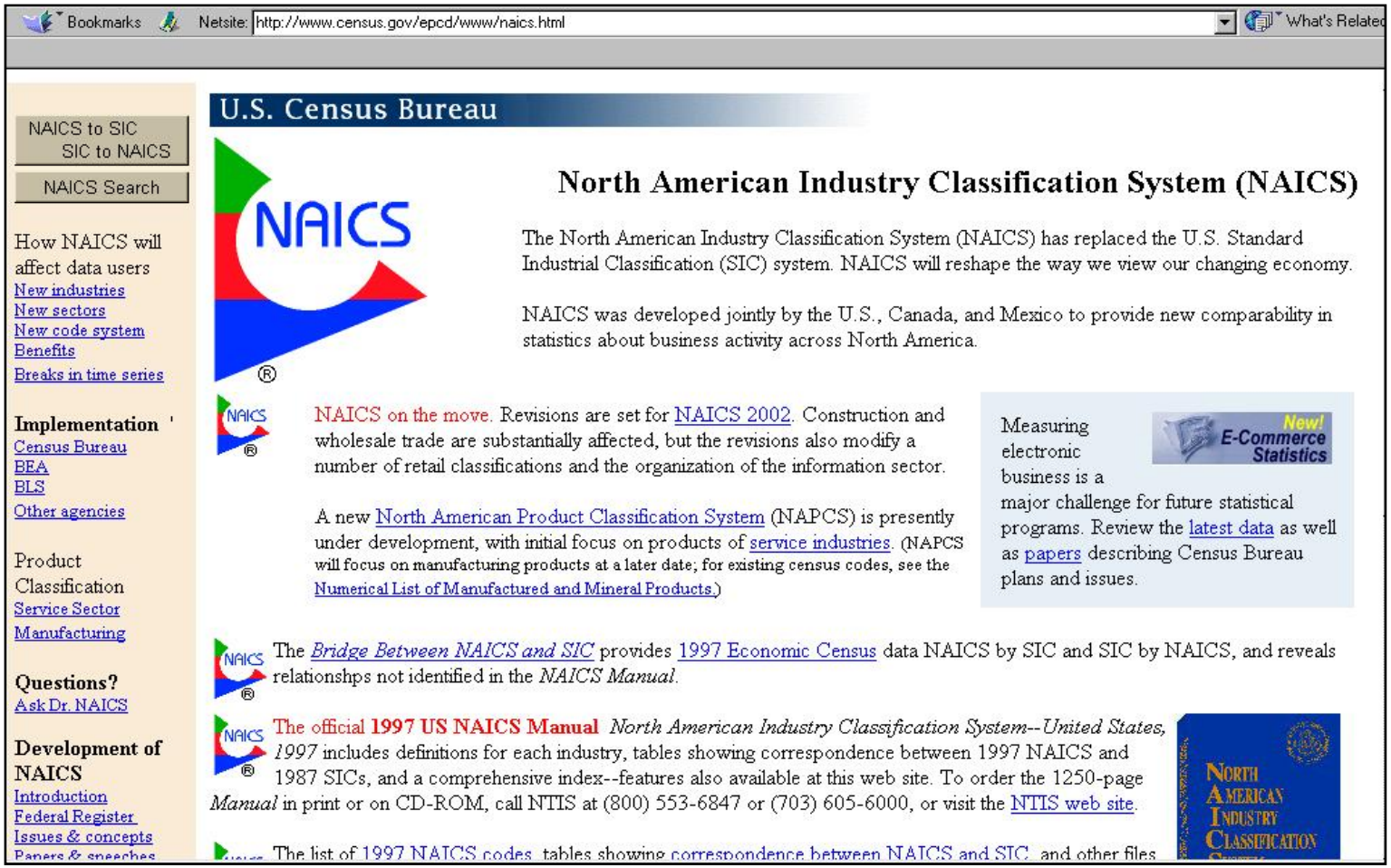
North American Industry Classification System

http://www.census.gov/epcd/www/naics.html



Federal Supply Classification

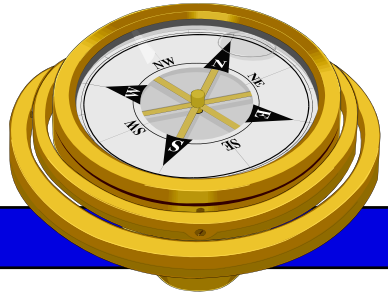
http://www.usabid.com/resources/tables/pscs

Product Service Codes

A - Research and Development
B - Special Studies and Analyses - Not R&D
C - Architect and Engineering - Construction
D - Automatic Data Processing and Telecommunication
E - Purchase of Structures and Facilities
F - Natural Resources and Conservation

Federal Supply Codes

63 - Alarm, Signal, and Detection Systems
65 - Medical, Dental, and Veterinary Equipment
66 - Instruments and Laboratory Equipment
67 - Photographic Equipment
68 - Chemicals and Chemical Products
69 - Training Aids and Devices
70 - ADP Equipment Software, Supplies, Equipment



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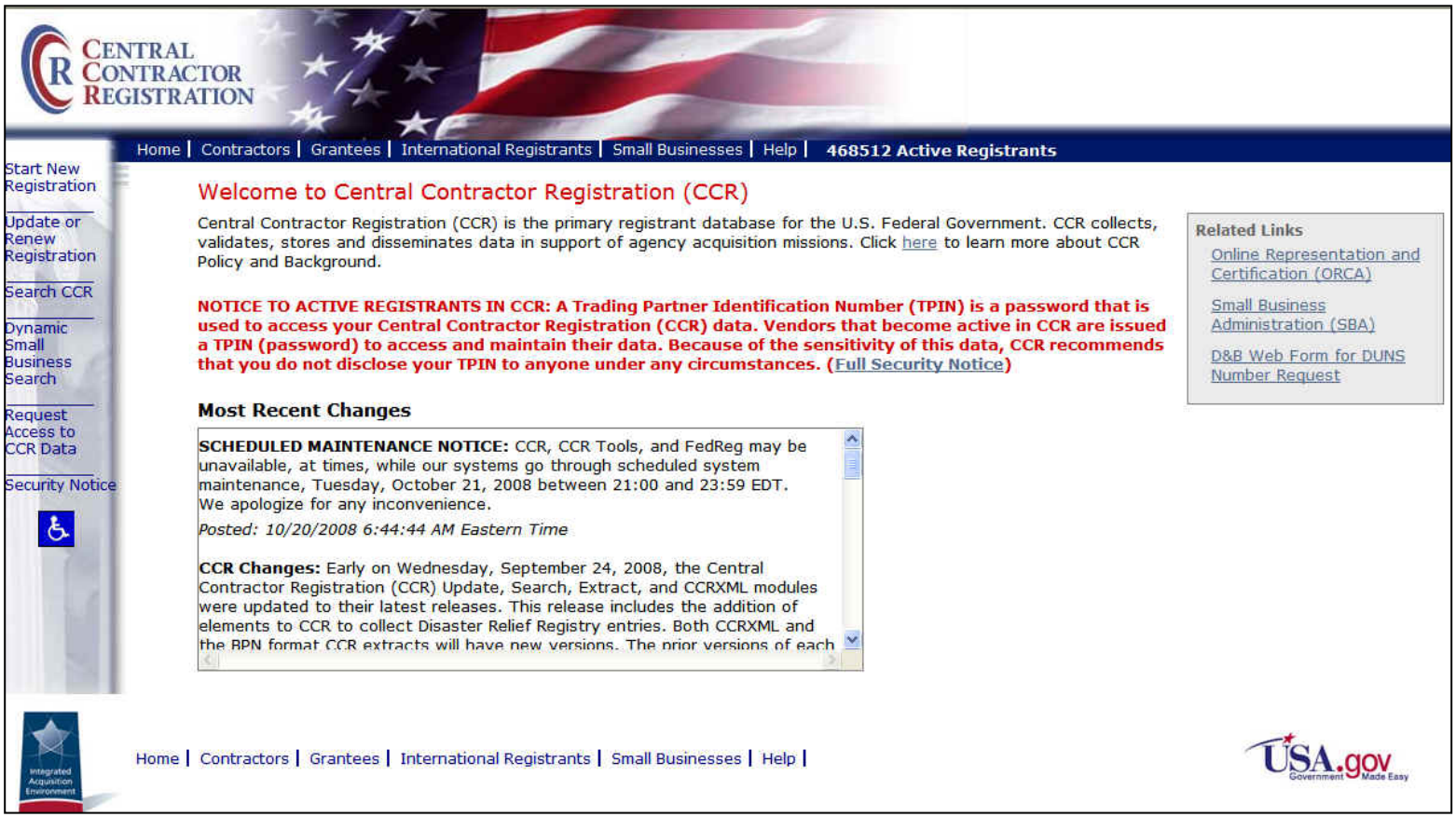
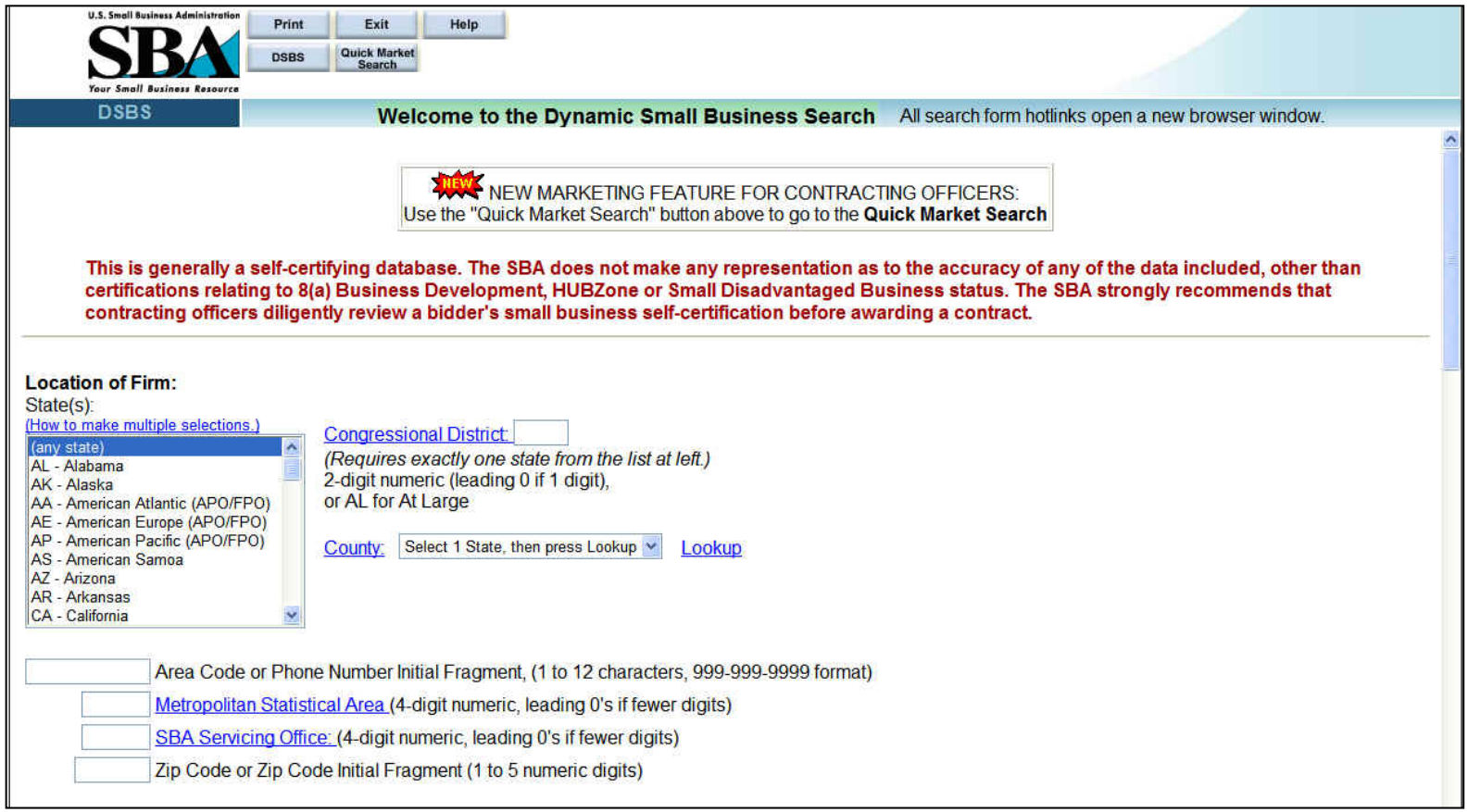
Central Contractor Registration

http://www.ccr.gov/



Dynamic Small Business Search

http://dsbs.sba.gov/dsbs/dsp_dsbs.cfm



On-line Reps and Certs Application – ORCA - http://www.bpn.gov/

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Some Federal Information Sources

- Agency Forecasts -
  - www.acquisition.gov/comp/procurement_forecasts/index.html
- Current/Future Military Programs
  - www.defenselink.mil/comptroller/defbudget
- Federal Agency Budget Overviews
  - Current & historical budget information
  - www.gpoaccess.gov/usbudget
  - www.whitehouse.gov/omb/fy2009
- GAO Reports/Studies –
  - www.GAO.gov
- U.S. Congress:
  - thomas.loc.gov (Library of Congress)

FY 2007 Agency SB Statistics

2007 Small Business Contracting

(Percentage of Total Prime Contract Dollars)

	Small	SDB	8(a)	SDV	Women	HUBZone
TOTAL	22.0	6.6	N/A	1.01	3.4	2.2
Defense	20.44	5.75	3.14	0.69	2.87	2.2
Energy	6.23	2.38	1.57	0.44	1.04	0.3
HHS	21.79	6.85	3.57	0.58	4.78	1.2
NASA	15.36	6.86	3.72	1.23	2.27	0.72
Veterans Affairs	32.85	8.77	3.84	7.09	4.97	3.31
Homeland Security	35.80	13.58	5.57	1.42	7.90	2.96
Justice	26.02	4.60	2.77	0.75	4.17	0.69
GSA	34.22	13.37	6.89	2.25	6.70	5.57
Agriculture	54.50	12.14	6.94	2.52	6.98	8.74
Interior	59.39	21.25	13.33	1.38	10.49	11.26
Commerce	46.01	16.45	8.48	1.99	10.09	1.94
State	42.04	16.27	10.75	2.32	5.12	2.48
Labor	31.17	11.32	4.67	2.47	6.12	1.17
Treasury	28.76	8.07	5.07	1.08	7.61	1.11
Transportation	50.88	19.30	14.37	2.34	10.40	7.56
EPA	41.42	14.88	8.09	3.99	5.11	2.31
Education	15.67	5.15	1.32	0.22	5.58	0.55
HUD	63.62	40.01	23.55	2.40	18.71	1.63
Social Security	31.96	11.14	7.07	1.24	3.55	3.05
AID	10.36	3.69	0.37	0.01	1.72	0.90
SBA	68.95	47.77	21.78	4.26	24.64	7.89
Natl. Science Found.	17.21	9.29	3.50	0.21	5.47	0.89
Nuclear Reg. Comm.	43.05	13.76	11.92	1.57	8.97	4.58

Source: SBA/Federal Procurement Data Sytem-Next Generation

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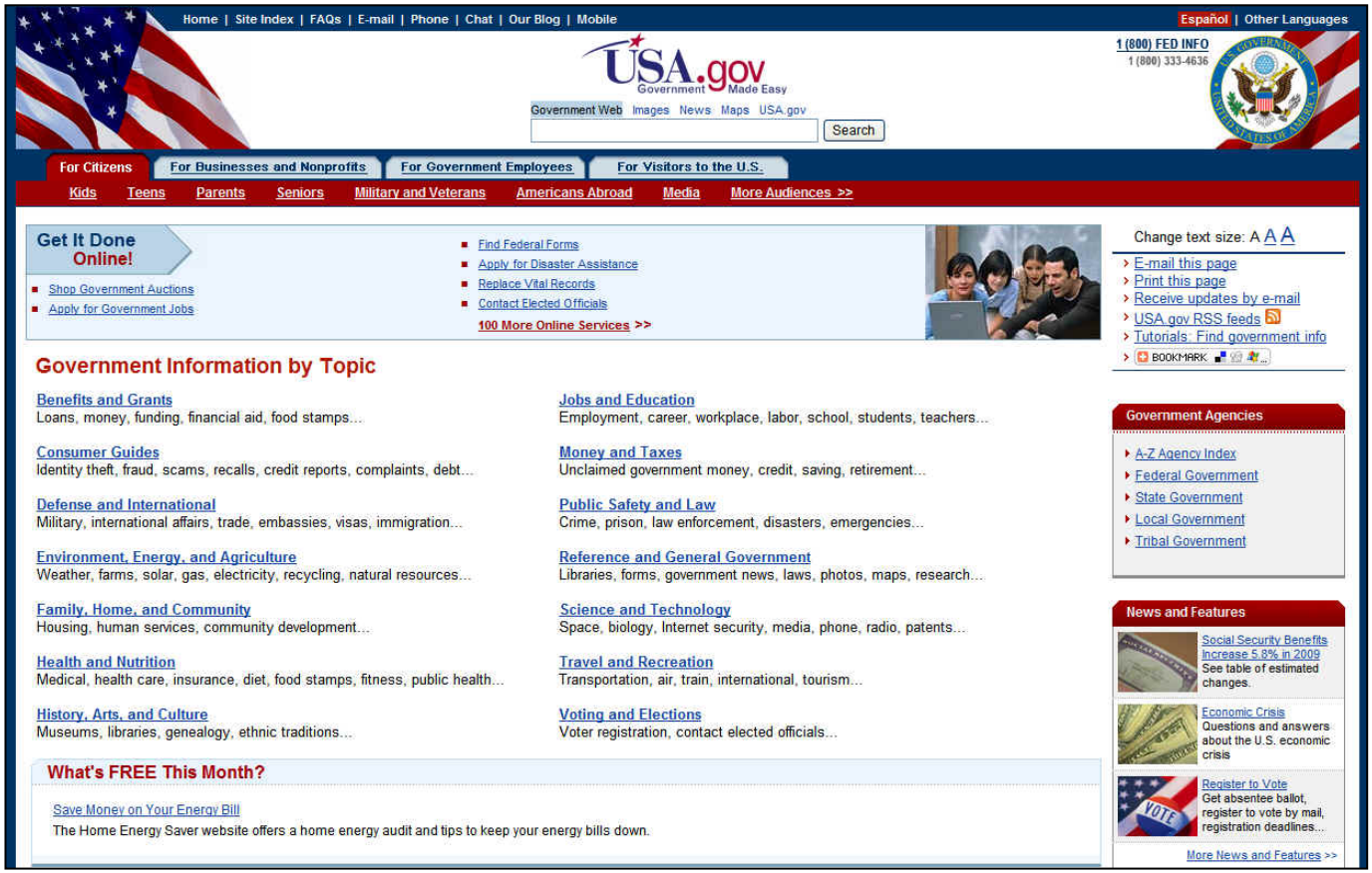
USA.Gov

www.usa.gov/



USA Spending

www.usaspending.gov /

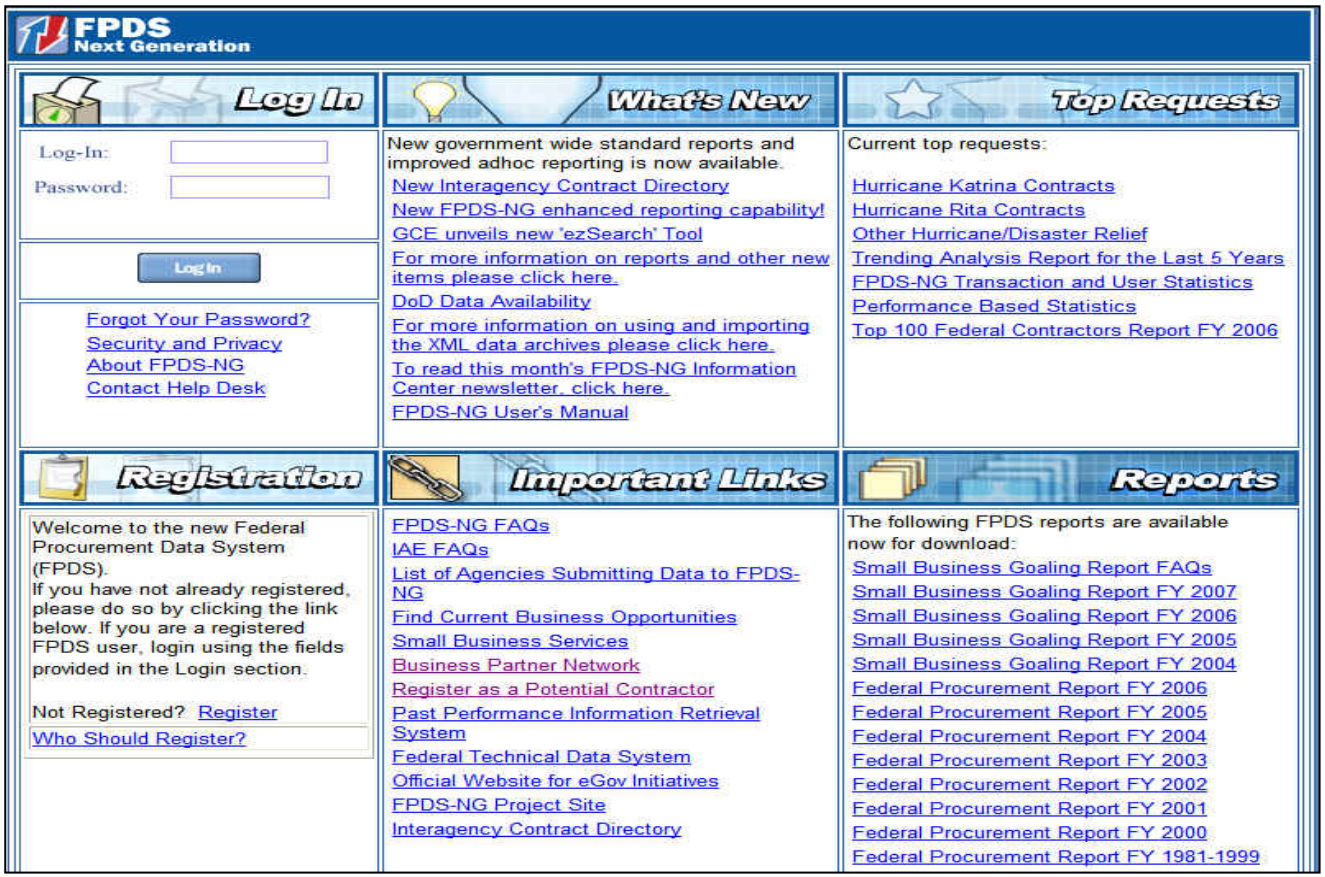
	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008* (partial year)
Contracts	$208.841	$219.802	$259.595	$298.514	$344.441	$387.076	$424.695	$439.456	$263.721
Grants	$294.511	$330.738	$406.151	$493.283	$449.613	$441.015	$488.516	$518.827	$132.581
Loans	$107.976	$141.814	$216.755	$210.831	$154.779	$118.777	$95.389	$20.477	$18.260
Insurance	$431.320	$492.207	$556.586	$567.211	$603.890	$653.229	$771.275	$1.937	$2.647
Direct Payments (e.g. Social Security)	$768.254	$839.649	$841.514	$947.943	$965.484	$1,004.073	$1,092.675	$64.155	$34.317
Other	$2.816	$2.675	$0.233	$0.682	$0.404	$0.361	$3.876	$43.514	$60.851
Total	$1,813.718	$2,026.886	$2,280.834	$2,518.464	$2,518.611	$2,604.531	$2,876.426	$1,088.367	$512.378

FedBizOpps

http://www.FBO.gov/

Federal Procurement Data System - NG

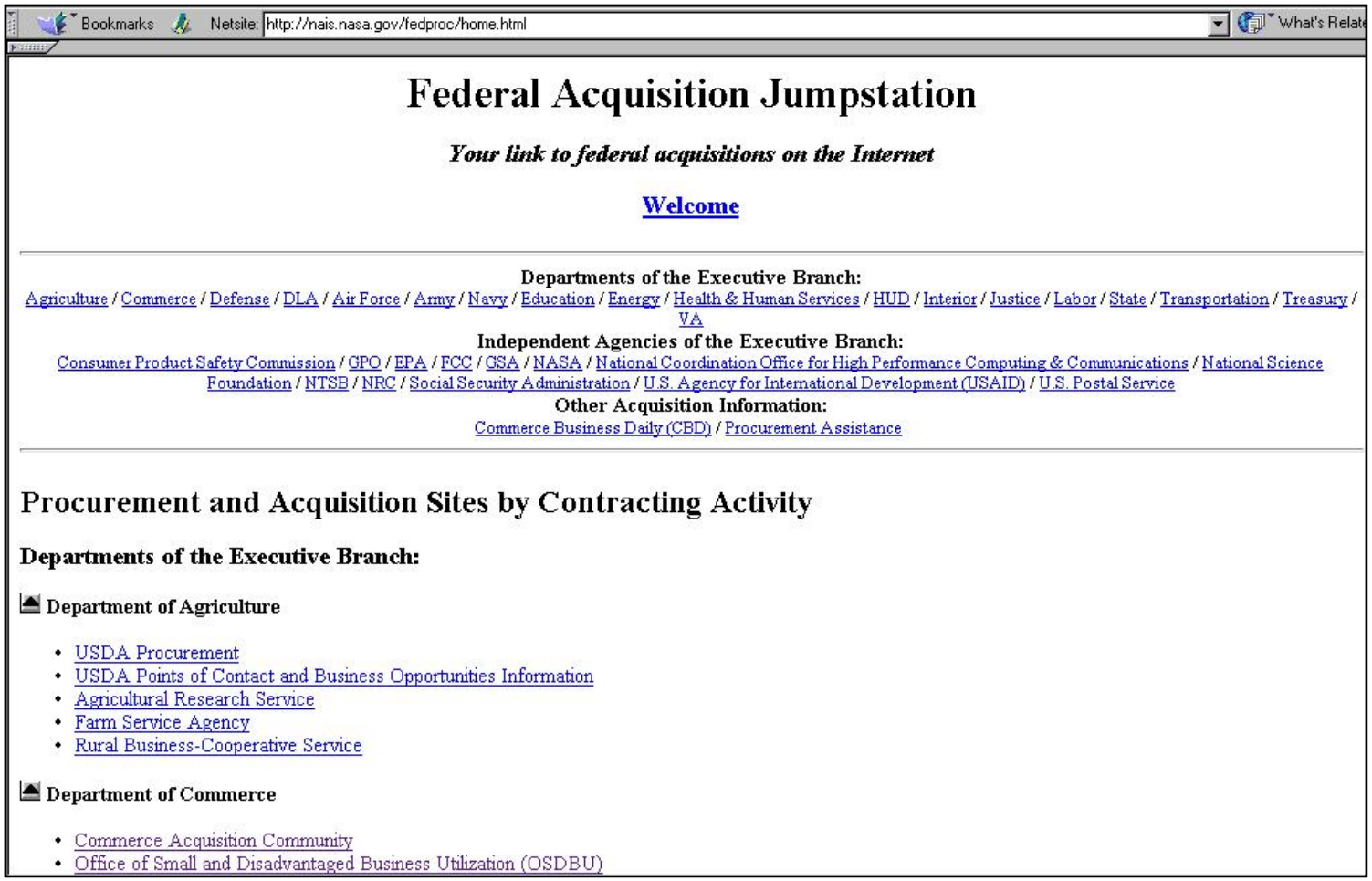
https://www.fpds.gov



* ***Use Internet Explorer or Netscape 7.0***

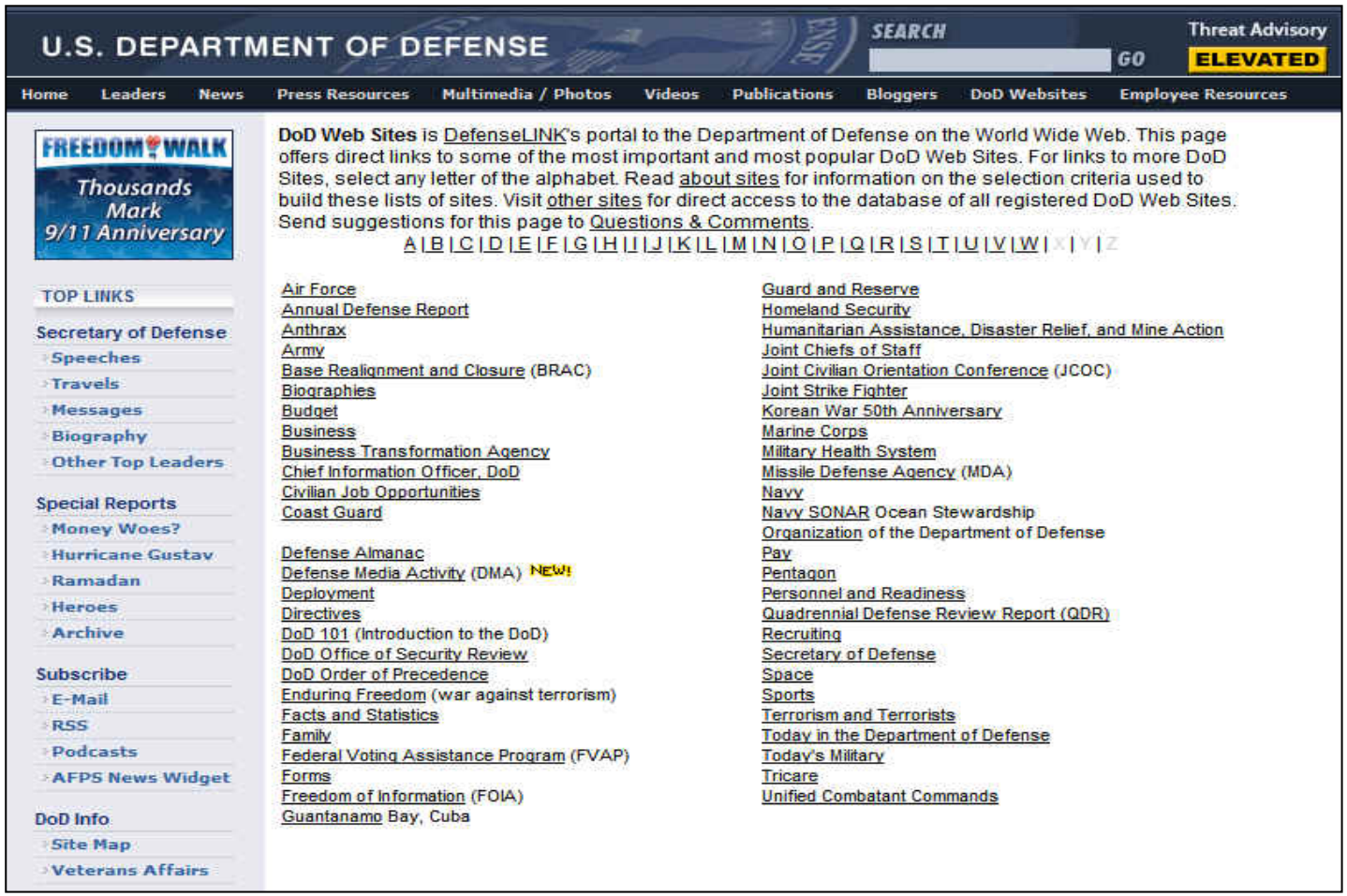
Federal Acquisition Jumpstation

http://prod.nais.nasa.gov/pub/fedproc/home.html



DOD Defense Link

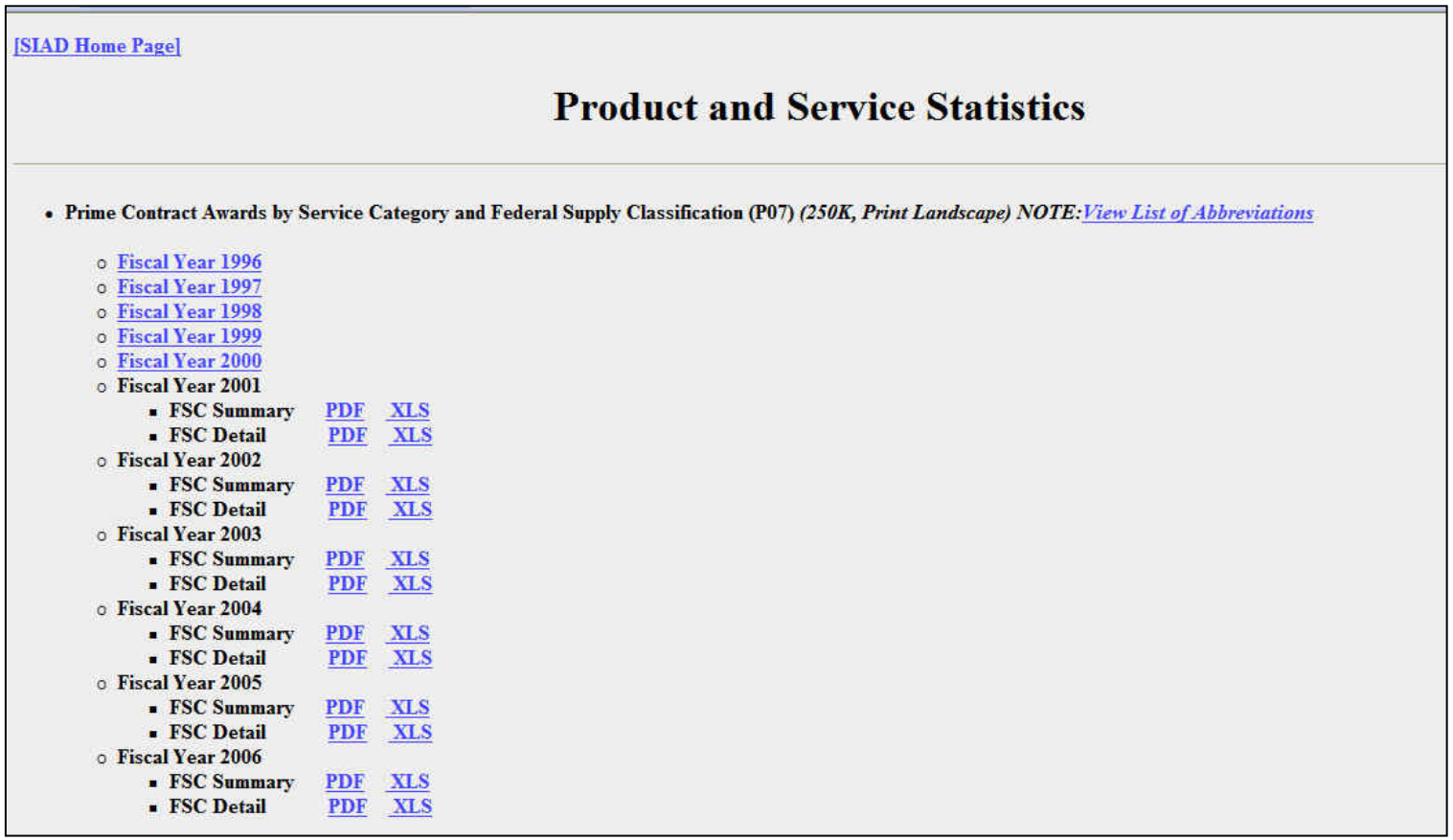
www.defenselink.mil/sites



DOD Purchase Statistics

siadapp.dmdc.osd.mil/procurement/historical_reports/services/services.html

/



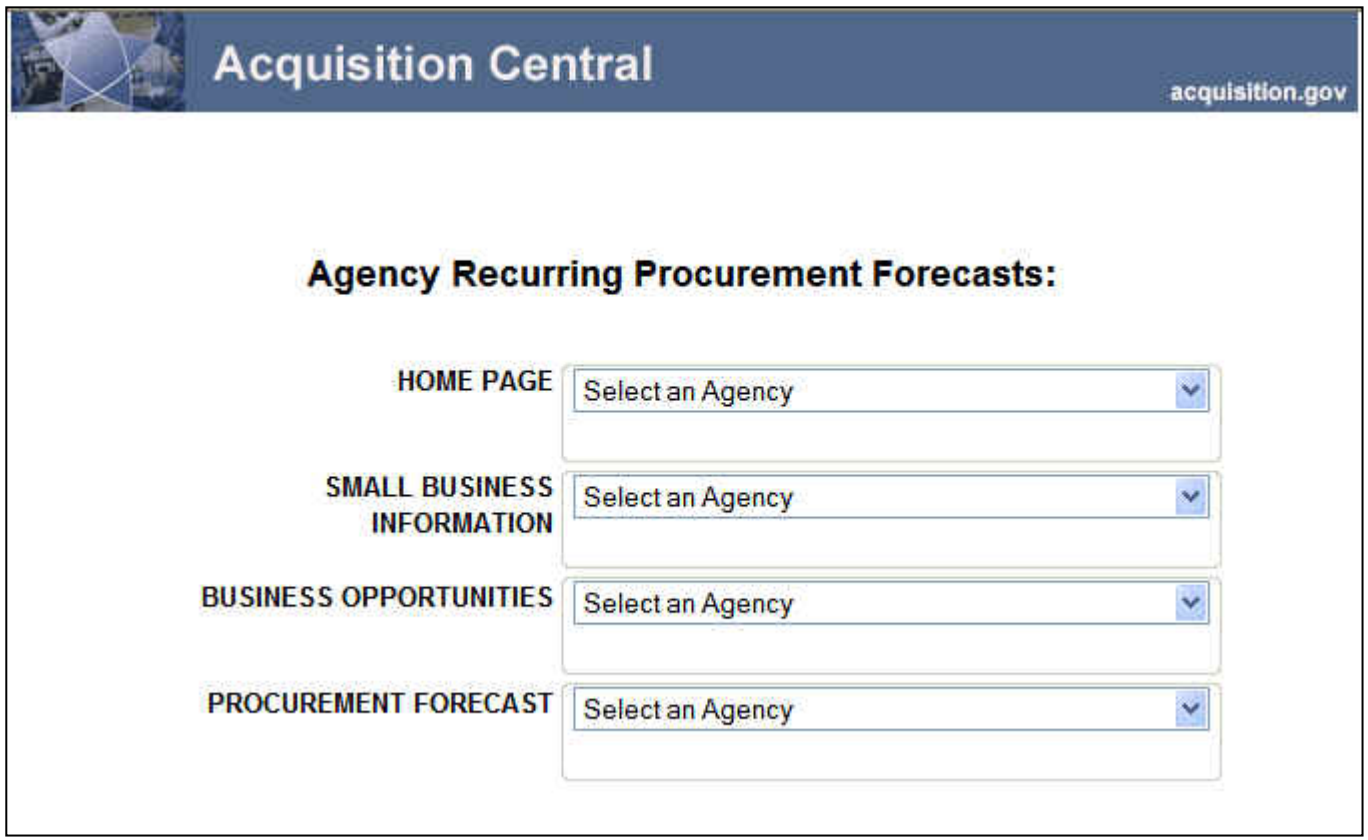
[SIAD Home Page]

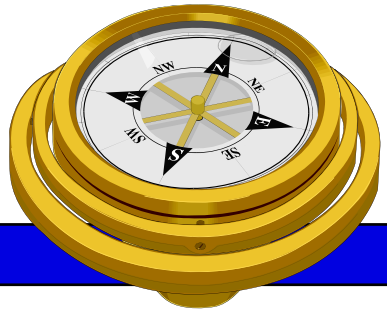
Product and Service Statistics

- **Prime Contract Awards by Service Category and Federal Supply Classification (P07)** ***(250K, Print Landscape) NOTE:*** *View List of Abbreviations*
  - Fiscal Year 1996
  - Fiscal Year 1997
  - Fiscal Year 1998
  - Fiscal Year 1999
  - Fiscal Year 2000
  - Fiscal Year 2001
    - FSC Summary PDF XLS
    - FSC Detail PDF XLS
  - Fiscal Year 2002
    - FSC Summary PDF XLS
    - FSC Detail PDF XLS
  - Fiscal Year 2003
    - FSC Summary PDF XLS
    - FSC Detail PDF XLS
  - Fiscal Year 2004
    - FSC Summary PDF XLS
    - FSC Detail PDF XLS
  - Fiscal Year 2005
    - FSC Summary PDF XLS
    - FSC Detail PDF XLS
  - Fiscal Year 2006
    - FSC Summary PDF XLS
    - FSC Detail PDF XLS

Agency Forecasts

acquisition.gov/comp/procurement_forecasts/index.html





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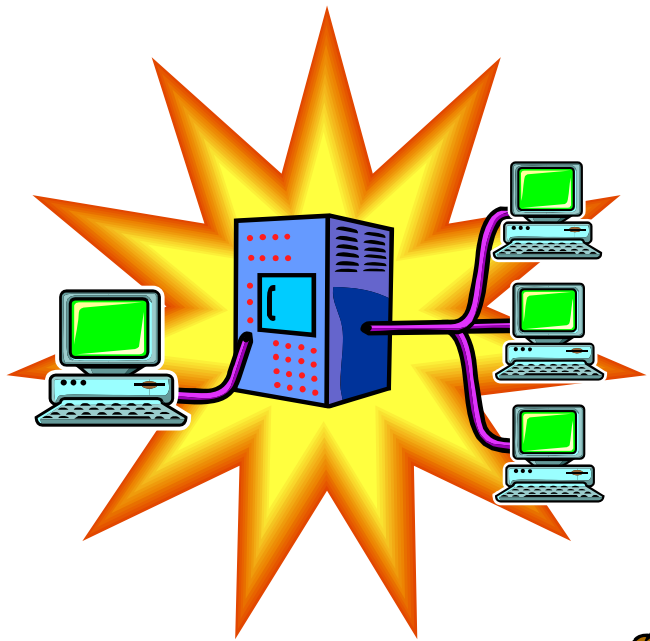
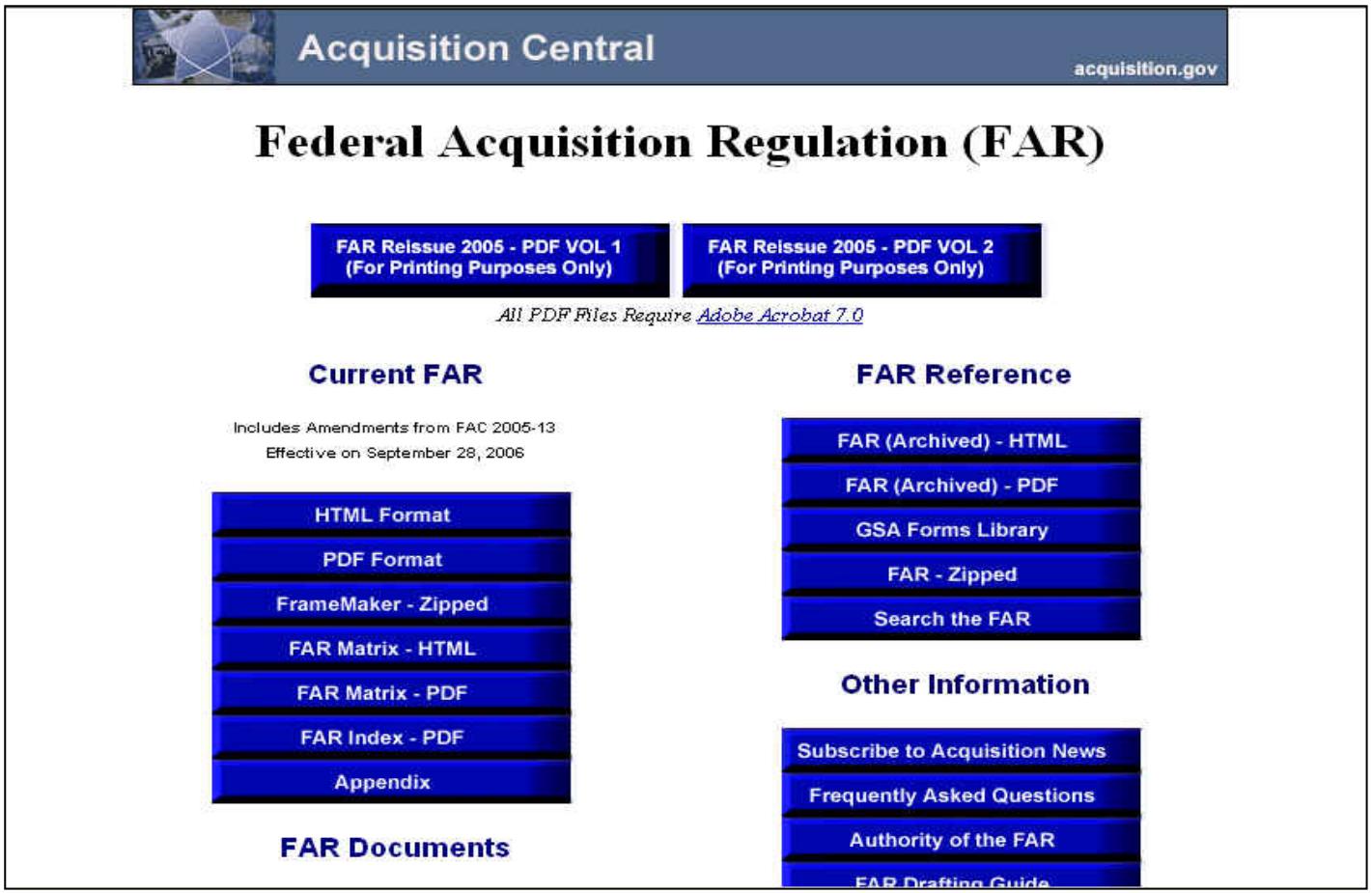
Federal Purchase Thresholds

- **Greater than $100,000**
- **Simplified Acquisition Threshold $100,000**
- **Small Purchase Threshold < $25,000**



- **Micro-purchase < $2500**

Federal Acquisition Regulations

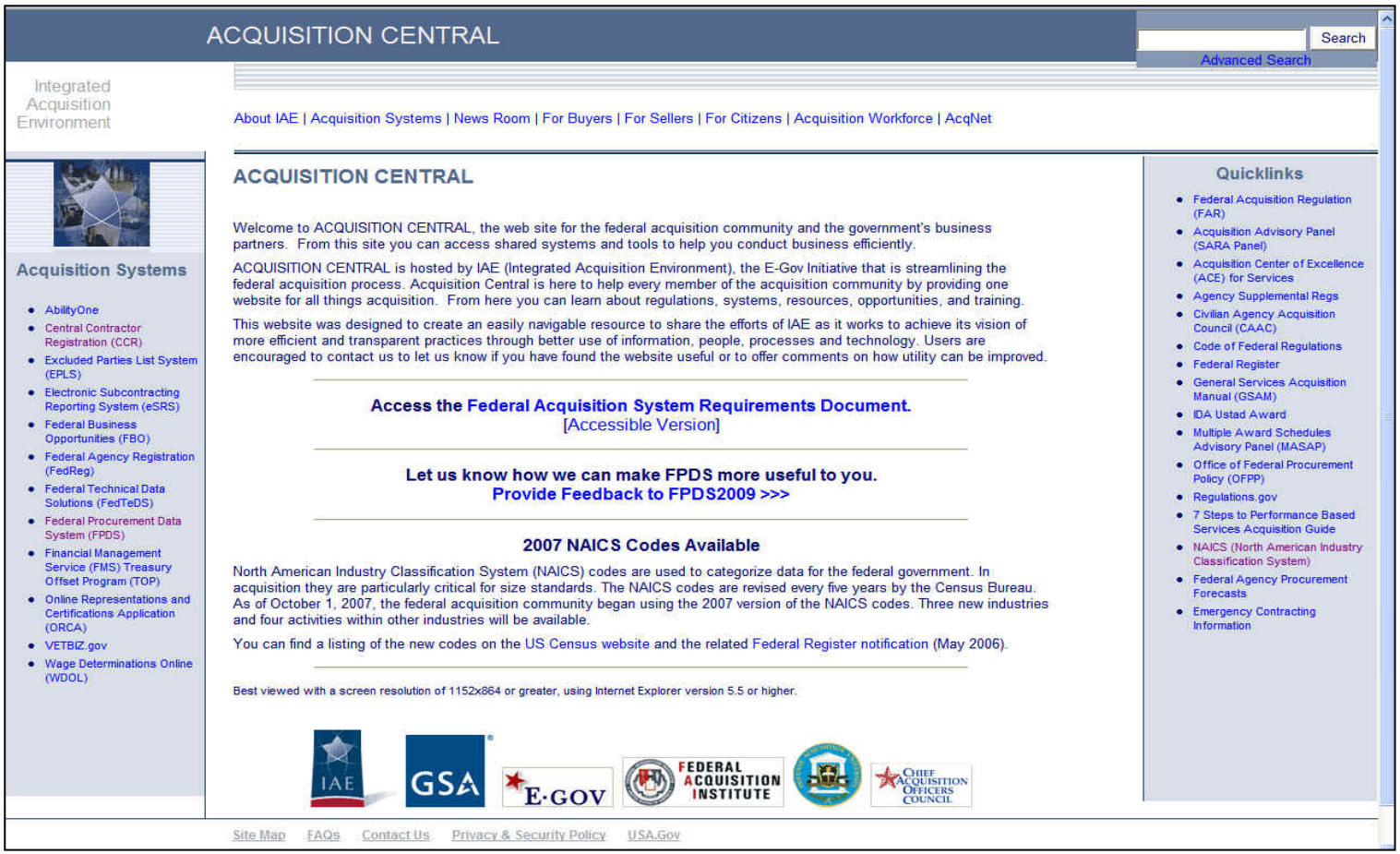


Some Important FAR Parts

- -Part 12 – Acquisition of Commercial Items
- -Part 13 – Simplified Acquisition Procedures
- -Part 14 – Sealed Bidding
- -Part 15 – Contracting by Negotiation
- -Part 16 – Types of Contracts
- -Part 19 – Small Business Programs

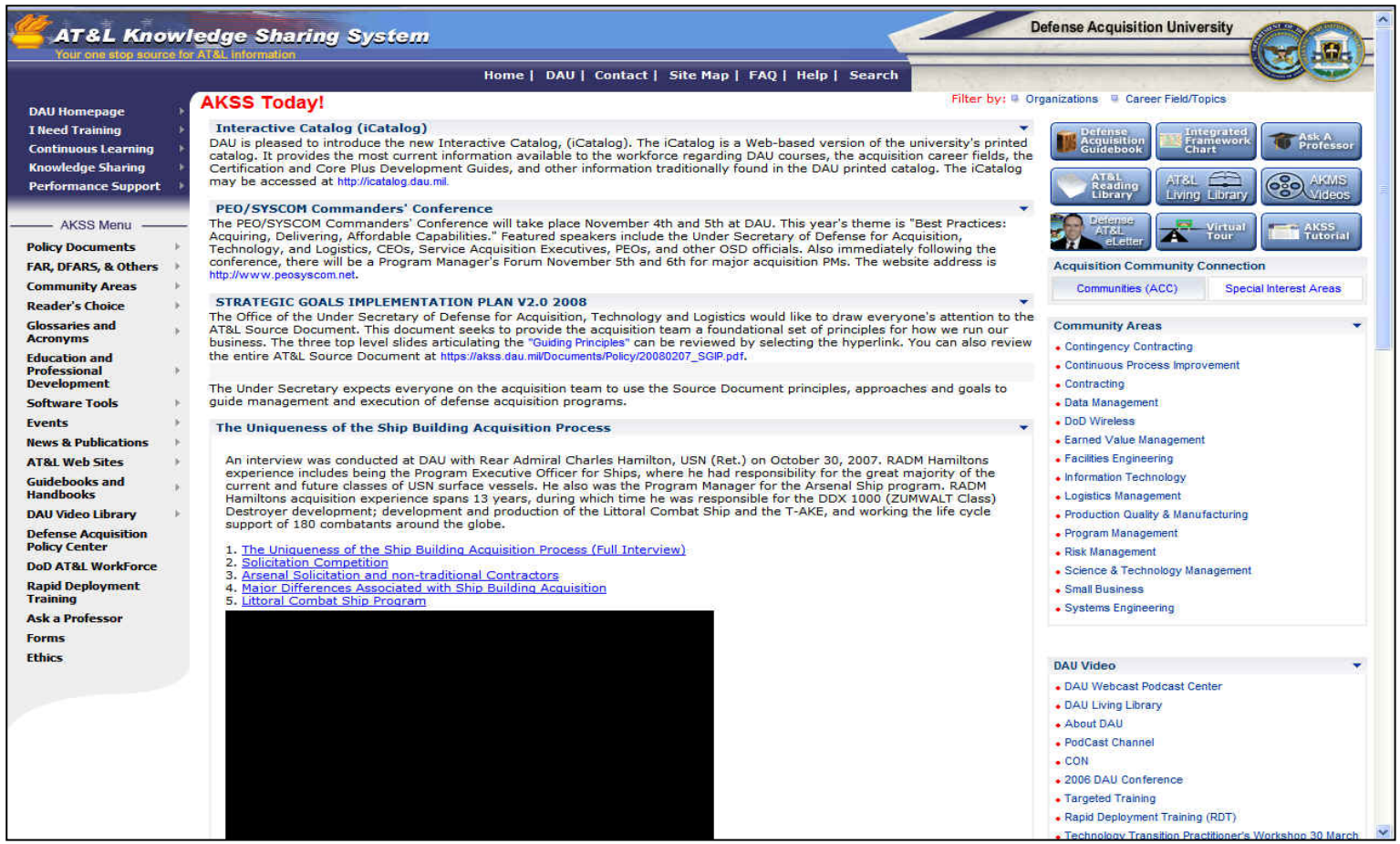
Acquisition Central

http://www.arnet.gov/



Acquisition Knowledge Sharing System

https://akss.dau.mil/

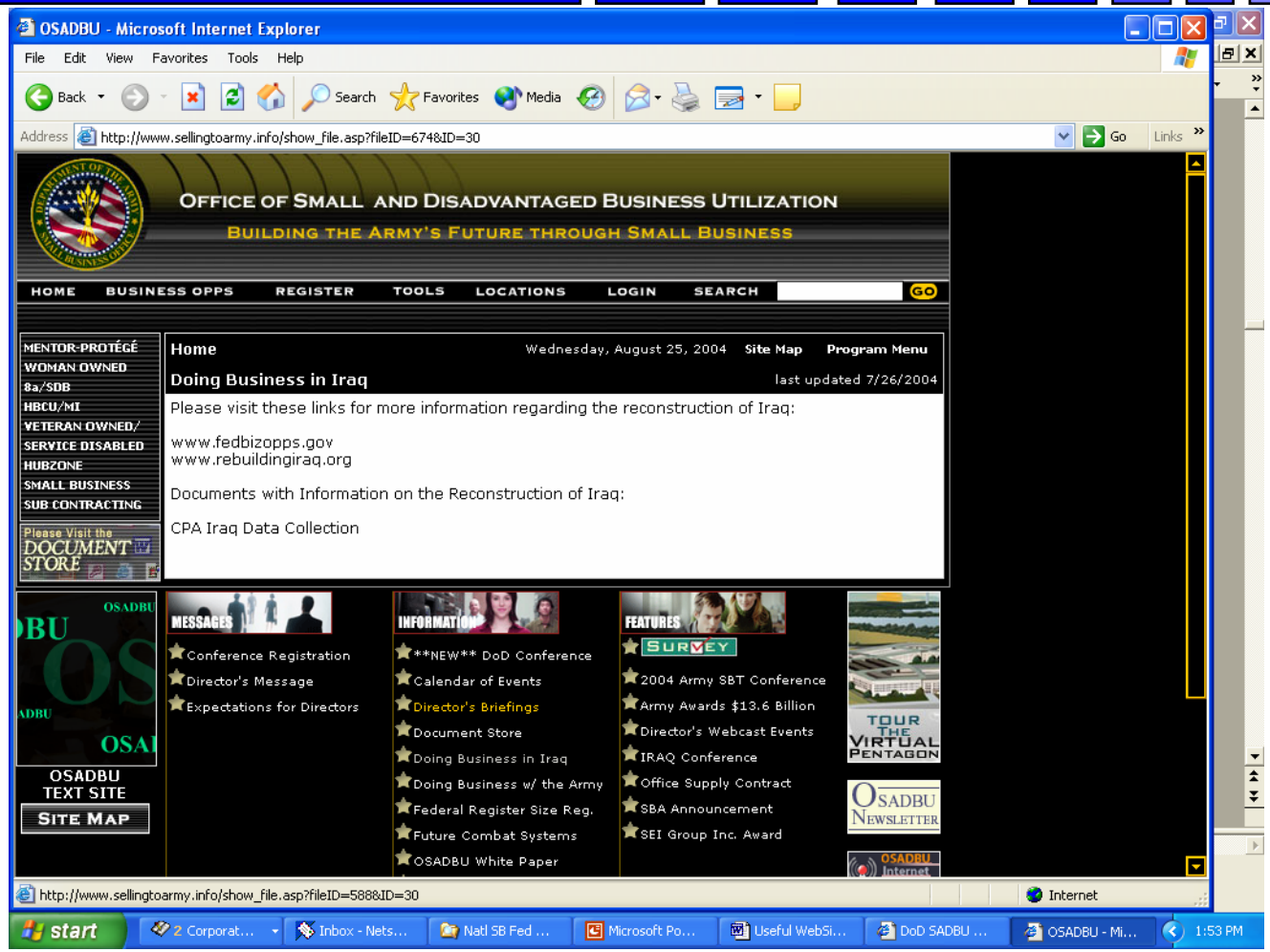


Defense Logistics Agency

www.dla.mil

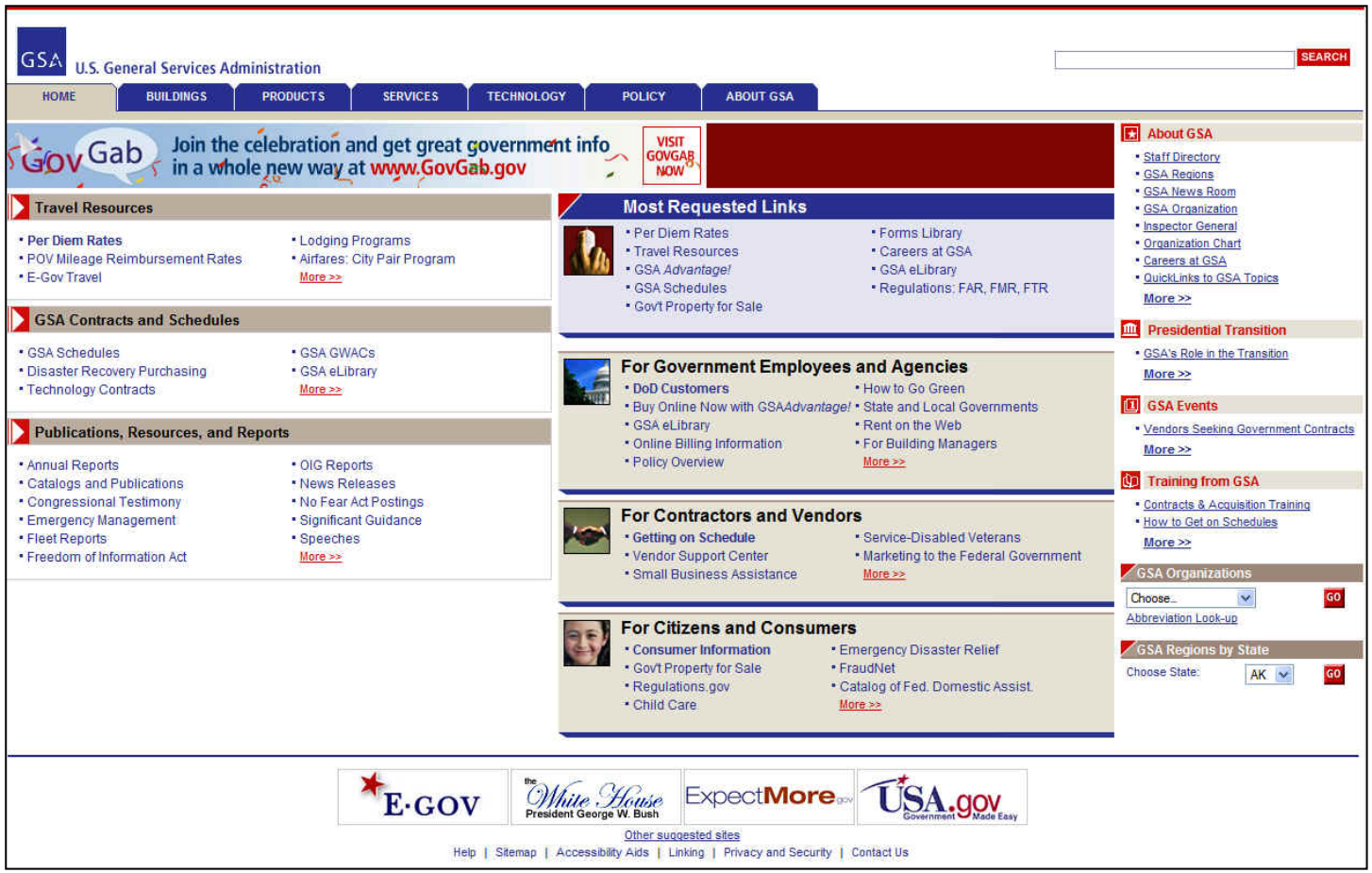
Army Small Business Programs

http://www.sellingtoarmy.info



General Services Administration

http://www.gsa.gov/

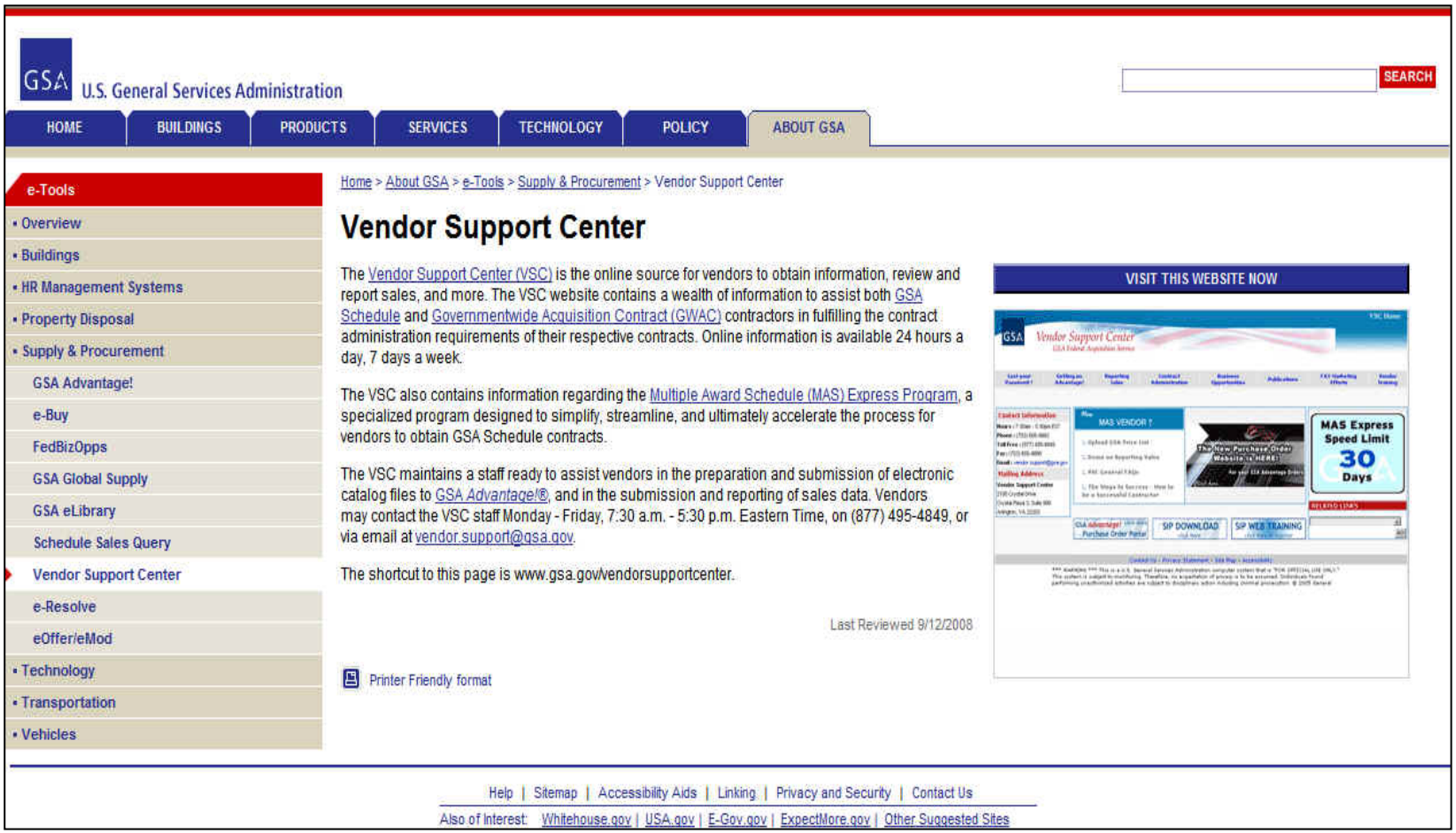


e-Tools…

- www.gsa.gov
- www.gsa.gov/
  - schedules
  - elibrary
  - gsaadvantage
  - vsc
- fsstraining.gsa.gov

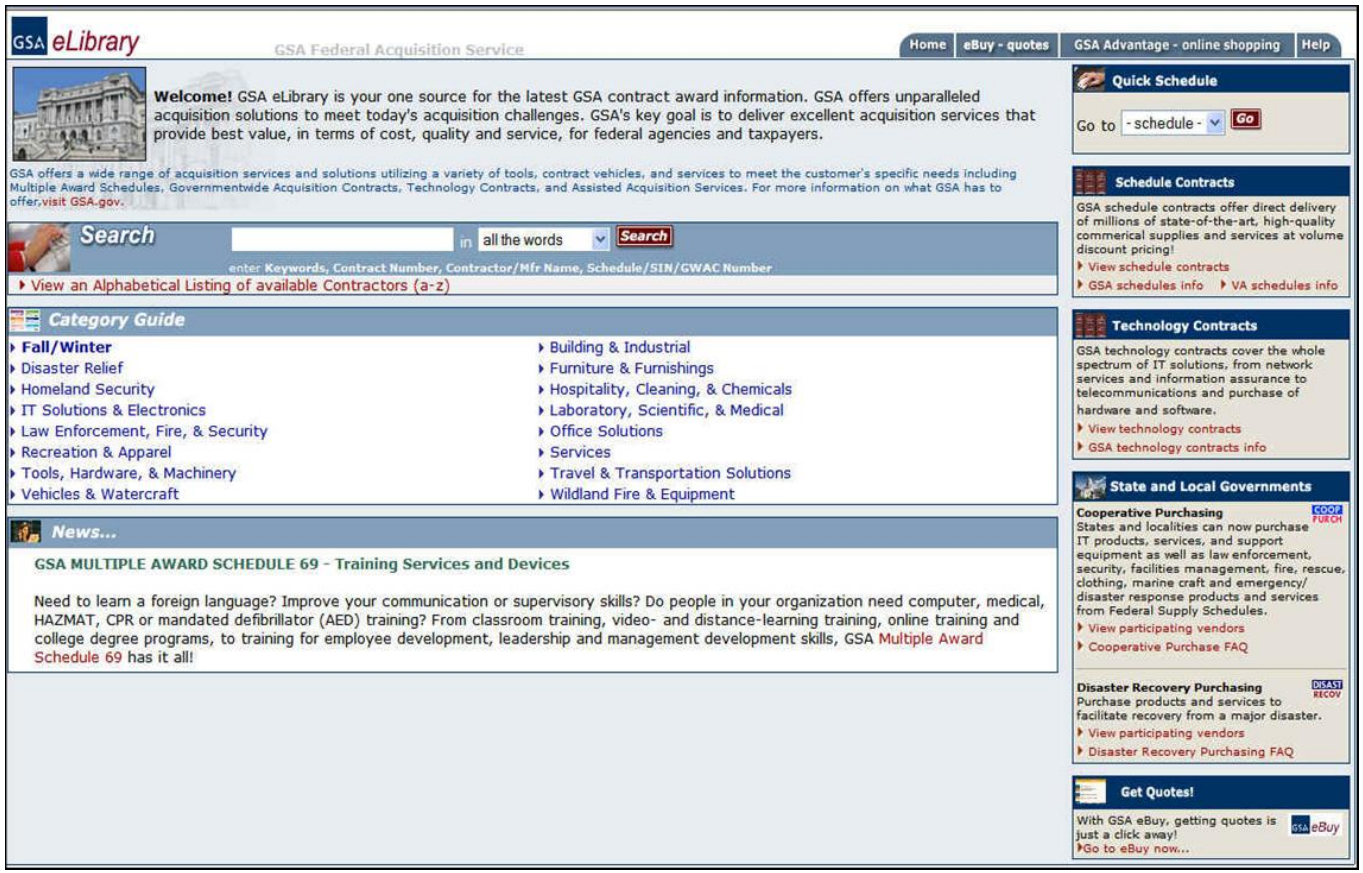
GSA Vendor Support Center

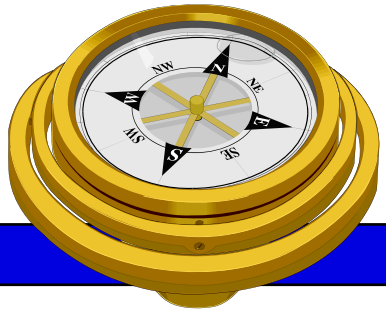
www.gsa.gov/vsc



General Services Administration E-library

http://www.gsaelibrary.gsa.gov





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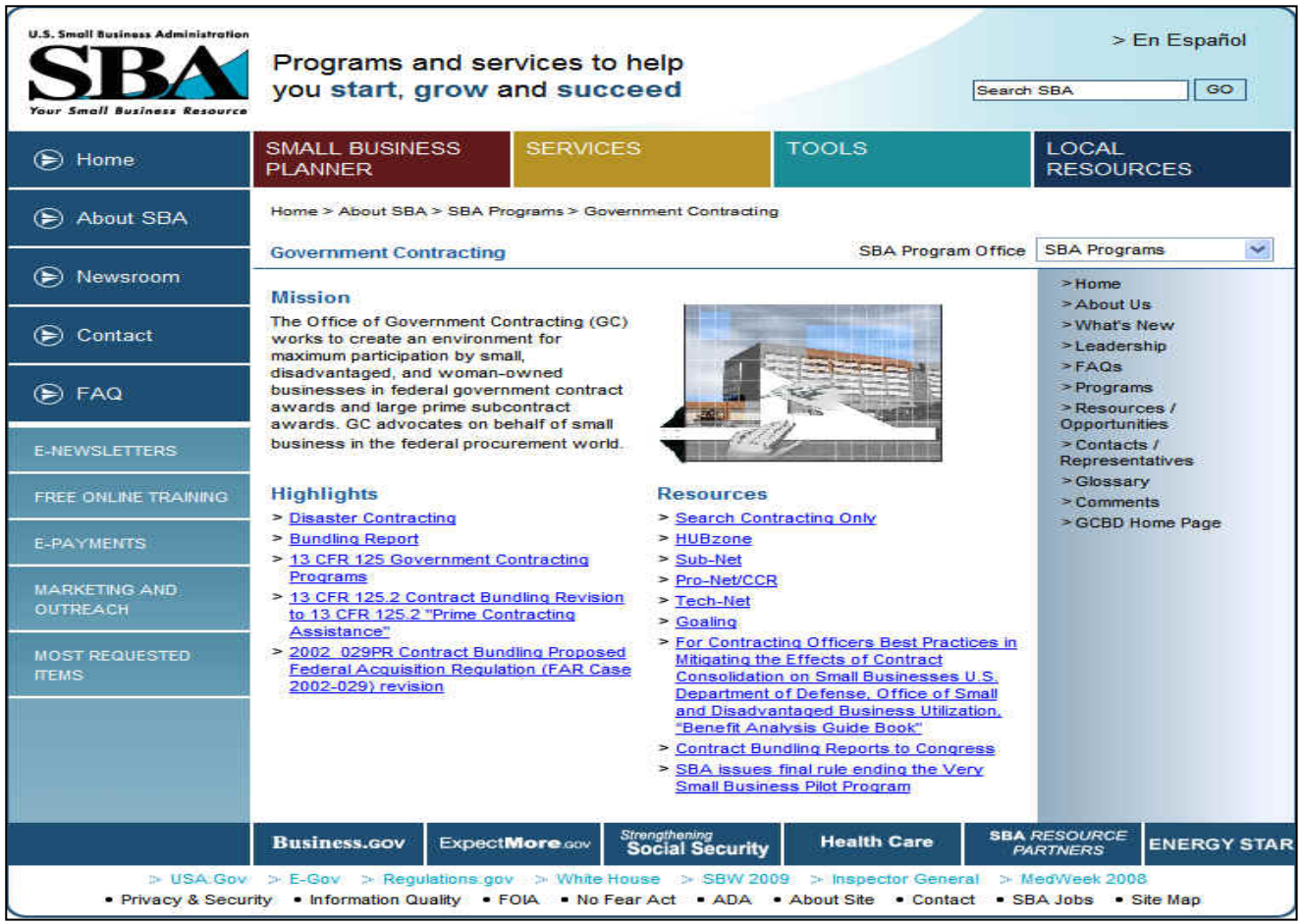
OSDBU Interagency Council

www.osdbu.gov/

SBA Government Contracting Assistance

http://www.sba.gov/gc/

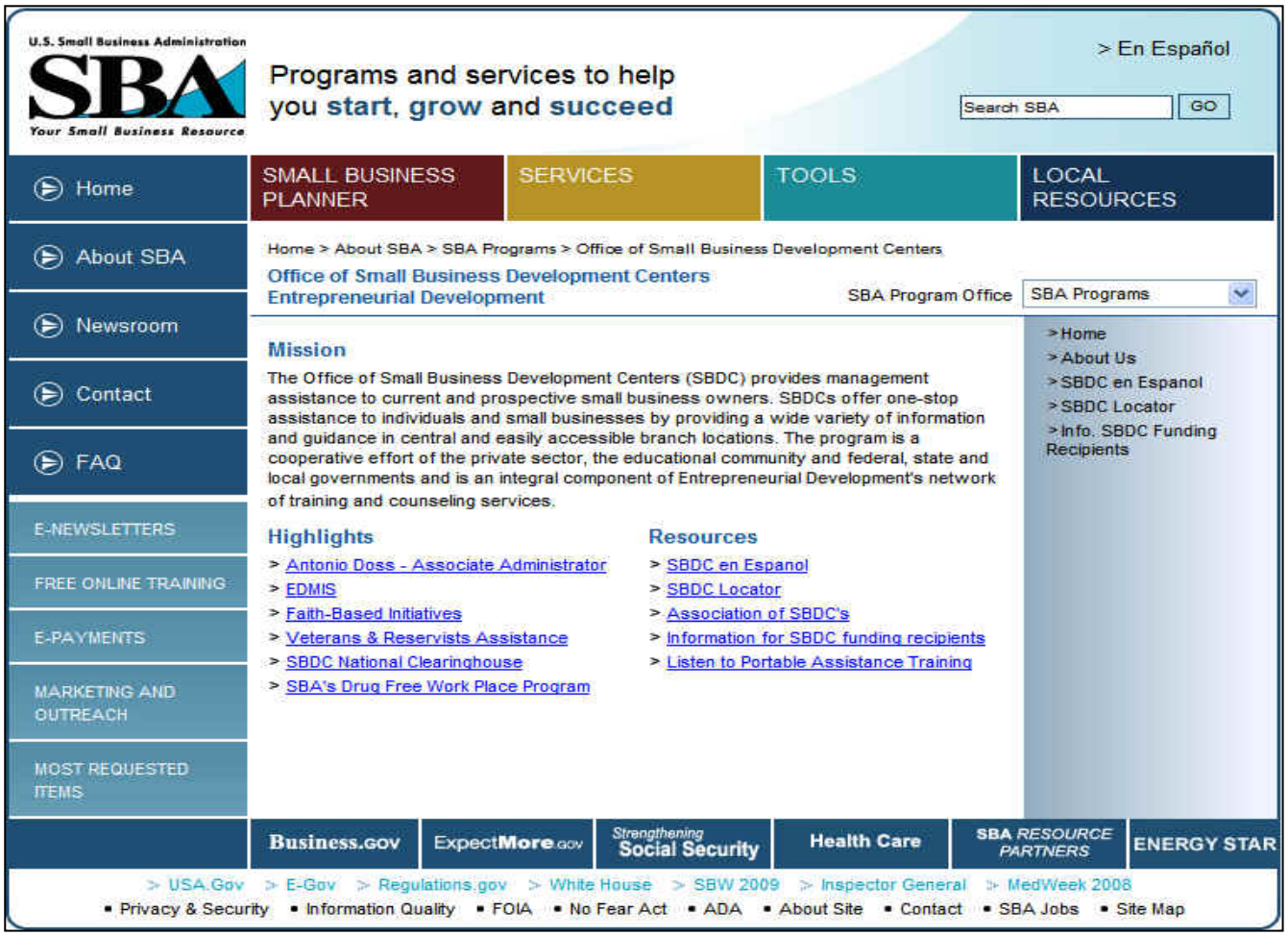


Business.Gov

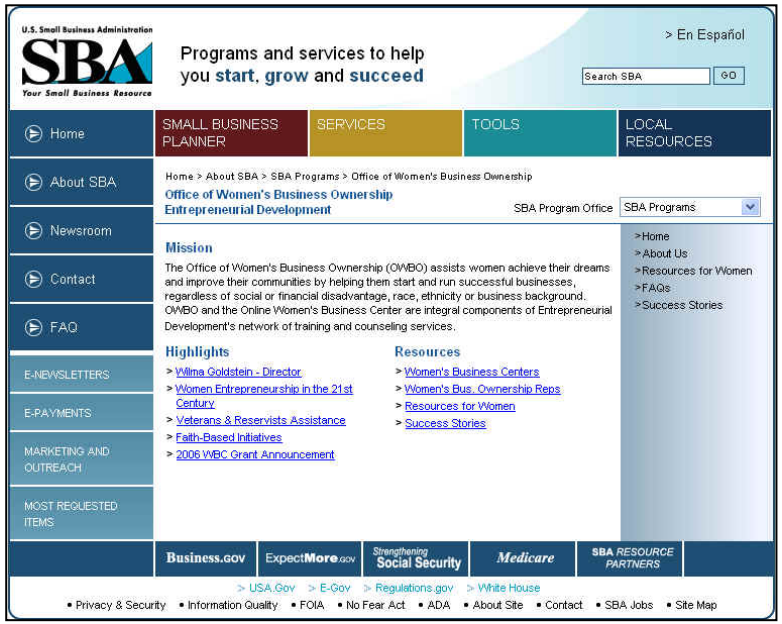
http://www.business.gov/

SBA SBDC Listings

http://www.sba.gov/sbdc



Woman's Business Web Sites

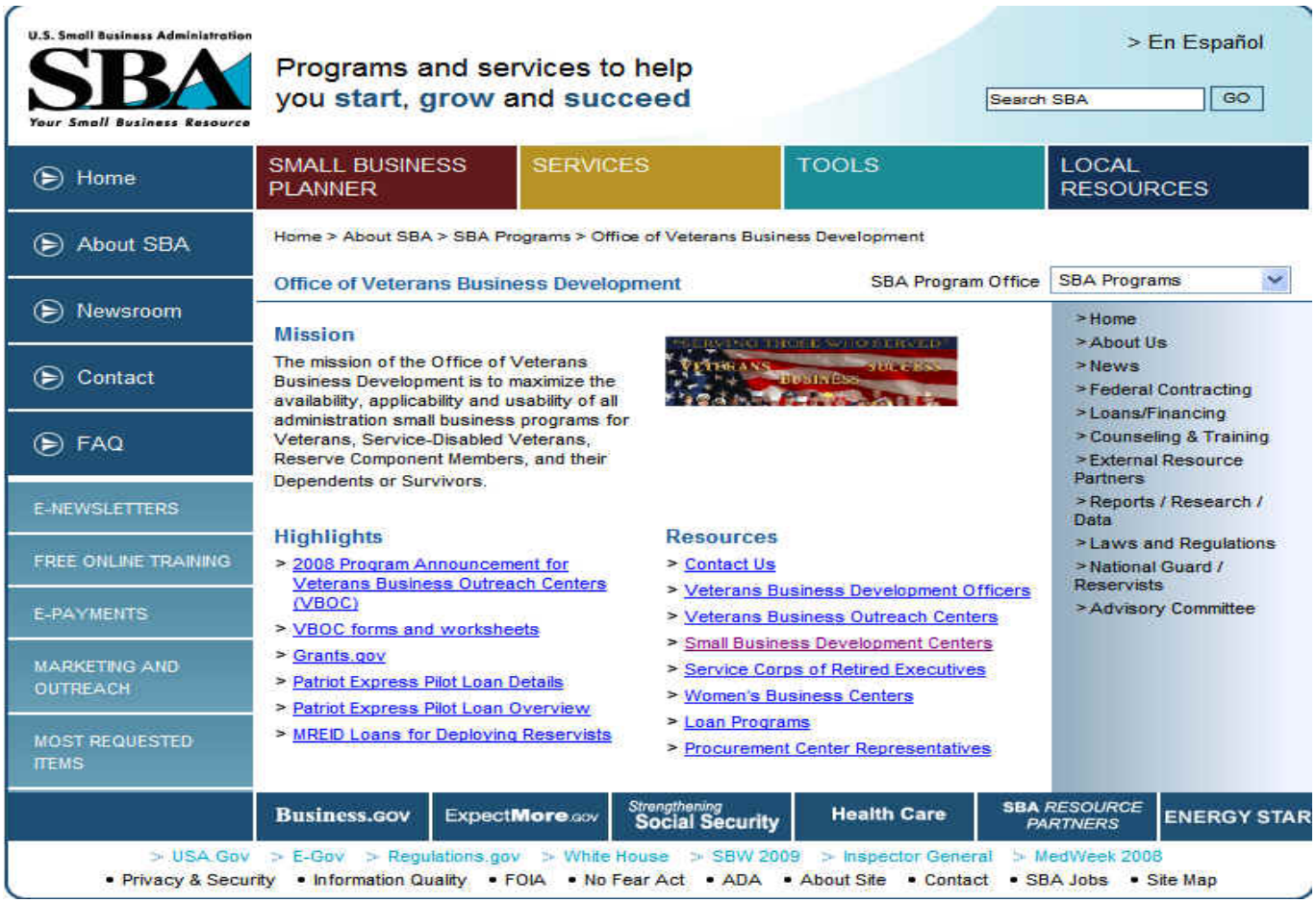


www.onlinewbc.gov/

www.womenbiz.gov

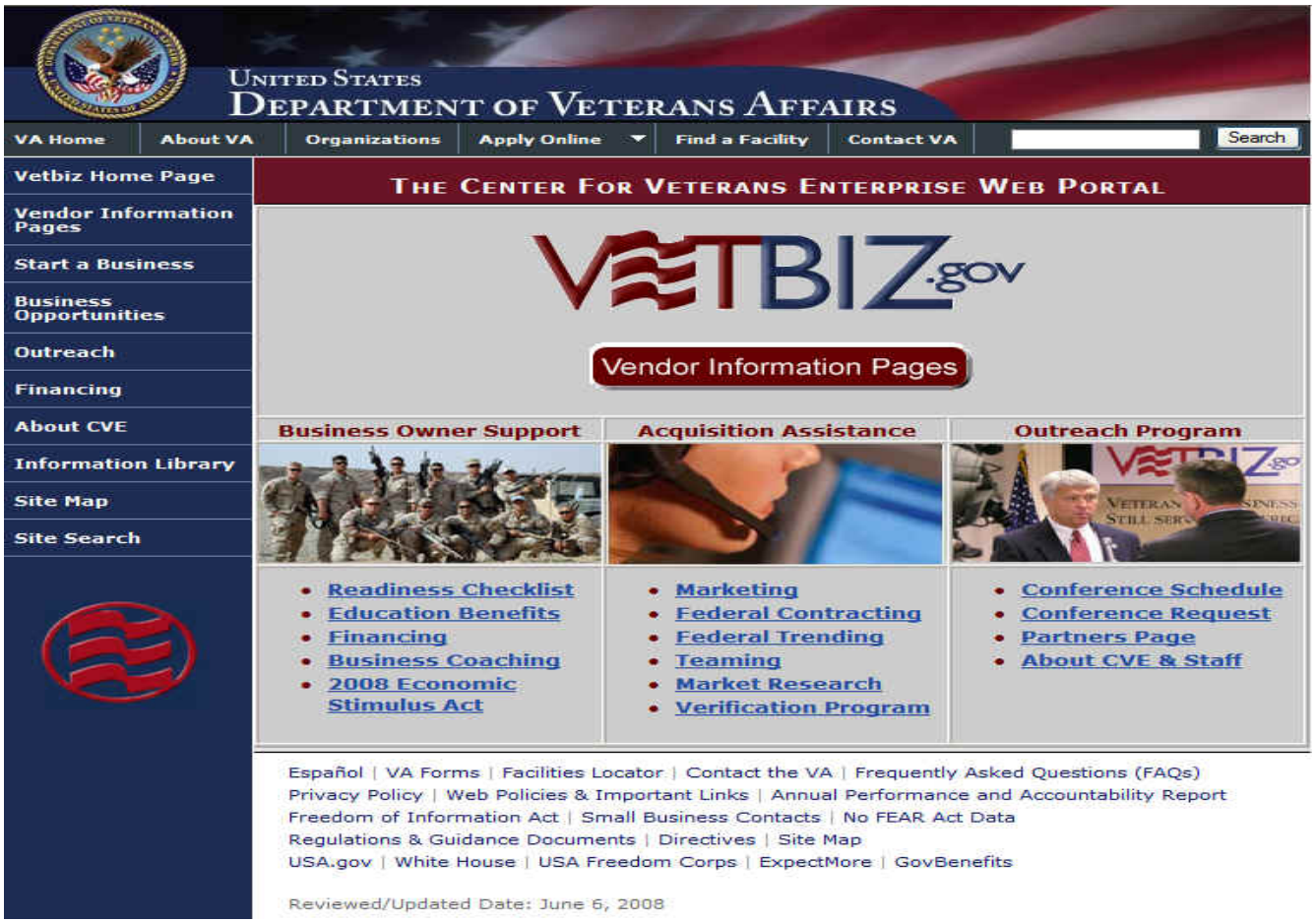
SBA VETS

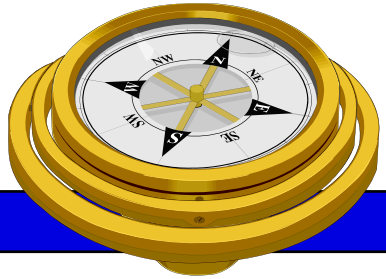
http://www.sba.gov/VETS/



Center for Veteran's Enterprise

www.vetbiz.gov/





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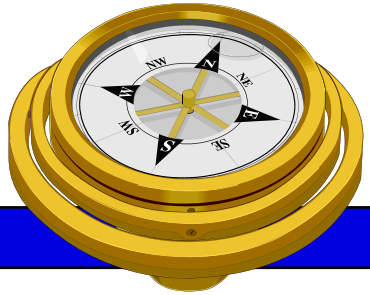
SBA SUB-Net

http://web.sba.gov/subnet/



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Market Your Business

Associations

AFCEA

NCMA

Conferences

Networking

Market Research

Targeted Sales Calls

Market Your Business

Focus!!!!

George Mason University PTAP
4031 University Drive, Suite 200
Fairfax, VA 22030
Phone: 703-277-7700
Fax: 703-352-8195
www.vaptap.org

“bringing business and government closer together”

SBIR

Small Business Innovation Research

MISSION

The Army SBIR program is designed to provide small, high-tech businesses the opportunity to propose innovative research and development solutions in response to critical Army needs.

VISION

To be the Army's premier source of innovative technology solutions, providing direct access to America's high-tech small business research and development community, enabling our Soldiers deployed around the world.

Army Small Business Innovation Research Program

Christopher S. Rinaldi, P.E.
Program Manager

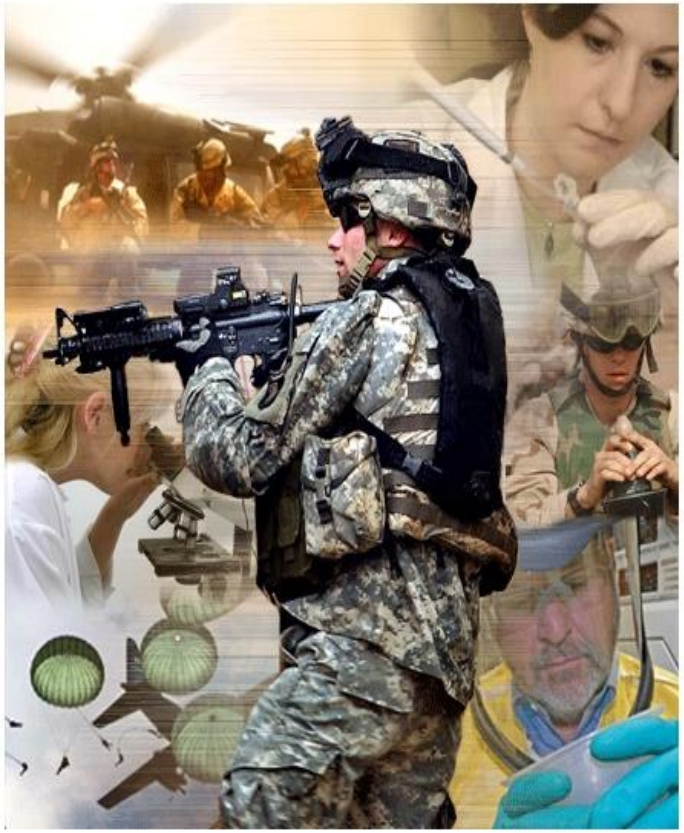
13 Nov 2008

Outline

- What is SBIR?
- What is the SBIR process?
- Where can participants get help?

What is SBIR?

A congressionally mandated program…



- Increase small business participation in federally funded R&D
- Increase private sector commercialization of federal R&D
- Foster participation by minority and disadvantaged firms in technological innovation
- Stimulate technological innovation

Army SBIR Facts and Figures FY00-08

- **2,147 research topics…**
- **29,582 proposals from industry…**
- **5,013 contract awards…**
- **26 participating organizations…**
- **Over $1.7 billion in research…**

One mission…

the Soldier.

Army SBIR Award History

	FY03	FY04	FY05	FY06	FY07	FY08
Annual Budget $- Millions	$165	$228	$233	$243	$243	$270
# of Topics	243	258	246	238	216	213
Phase I Awards	352	356	371	321	361	*
Phase II Awards	222	237	259	218	185	*

Data publicly available at:
http://www.dodsbir.net/annualreport/annrpt.html

* Process ongoing

Army SBIR Process

Small Business Innovation Research

Topics

DoD Solicitation
Participation in all three solicitations

$270M in FY08

Phase I + Option + Phase II = $850,000

Phase I

Feasibility Study
$70K, 6 Months

$50K Option (Gap Funding)

~10% of proposals submitted selected

Phase II

Prototype Development
$730K, 2 Years

~50% invited proposals selected

Commercialization Pilot Program (CPP)

Phase III

Commercialization
Transition to Federal Govt or Private Program

No SBIR Funds

Participating Organizations

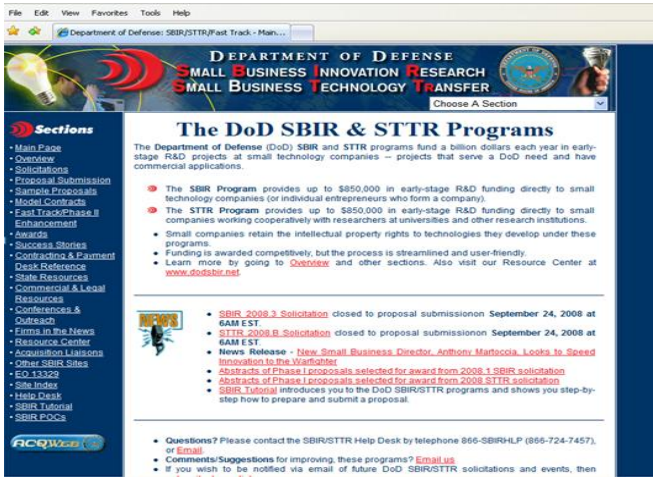
Small Business Innovation Research

Armament RD&E Center (ARDEC)
Army Research Institute (ARI)
Army Research Lab (ARL)
Army Test and Evaluation Center (ATEC)
Aviation and Missile RD&E Center (AMRDEC)
Communications-Electronics RD&E Center (CERDEC)
Edgewood Chemical Biological Center (ECBC)
Engineer Research and Development Center (ERDC)
Medical Research and Materiel Command (MRMC)
Natick Soldier Center (NSC)
Simulation and Training Technology Center (STTC)
Tank-Automotive RD&E Center (TARDEC)
Space & Missile Defense Command (SMDC)
Army Program Executive Offices (PEOs)

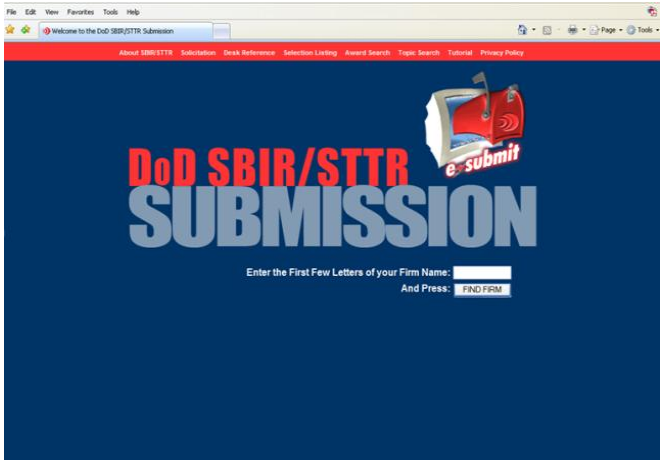
DoD SBIR Solicitation Key Dates

3 Solicitations

- December – January
- May – June
- August – September

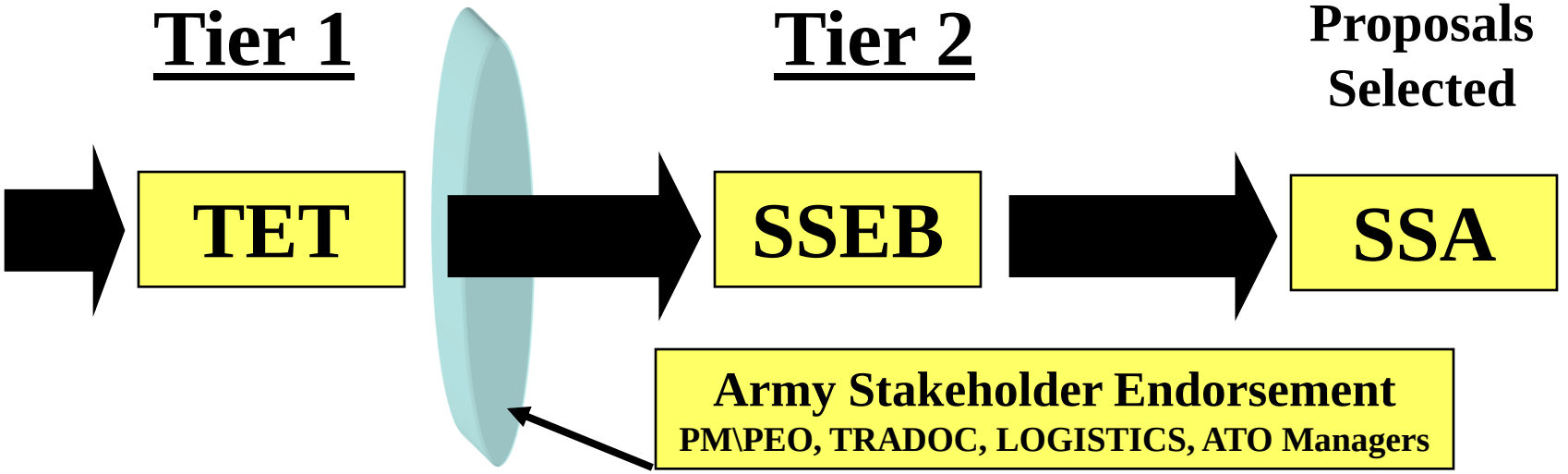


View solicitations via DoD Web Site:
http://www.acq.osd.mil/osbp/sbir/



Submit all proposals via DoD Web Site:
http://www.dodsbir.net/submission

Evaluation Process



Proposals are evaluated using the following criteria (published in the Solicitation):

1. Technical feasibility
2. Personnel & facilities
3. Transition potential

Transition Assistance

Commercialization Pilot Program (CPP)

- Phase II Programs (~400)
- Identify the top 15% programs (25) for additional support
- Qualitative & Quantitative Evaluation Criteria
- $ Available for business planning

Technical Assistance Advocates (TAA)

- Technical Assistance Advocates
  - National Capital Region
  - Southeast Region
  - Mid-Atlantic Command and Control Region
  - Mid-Atlantic Armaments Region
  - Midwest Region
- Gated Management Reviews (GMRs)
- $ Available for Program Enhancement

Where Can Participants Get Help?

1. DoD SBIR Helpdesk (1-866-724-7457)
2. Army SBIR Helpdesk (703-806-2085)
3. During Pre-Solicitation Period, Topic Authors are available to answer questions put directly to them. (via the DoD website)
4. Army Program Assistance (via telephone & email for funded programs)

www.armysbir.com

UNITED STATES ARMY
SBIR STTR Programs

SMALL BUSINESS INNOVATION RESEARCH
SMALL BUSINESS TECHNOLOGY TRANSFER

SBIR

STTR

CBD SBIR

Success Stories

Small Business Page

MISSION

The Small Business Innovation Research (SBIR) and Small Business Technology Transfer Program (STTR) programs allow small, high-tech U.S. businesses (less than 500 employees) and academia the opportunity to provide innovative research and development solutions in response to critical Army needs. By capturing the tremendous and agile talents of the U.S. small business community, the SBIR and STTR Programs benefit the Department of Defense (DoD), the private sector, and our national economy.

This portal provides all the information necessary to participate in these programs.

SOLDIER STORIES

WHAT'S NEW

-QUARTERLY SBIR NEWSLETTER
-ARMY CPP PARTICIPANTS FY08
-TECHNICAL ASSISTANCE

LETTER TO THE DEFENSE INDUSTRIAL BASE

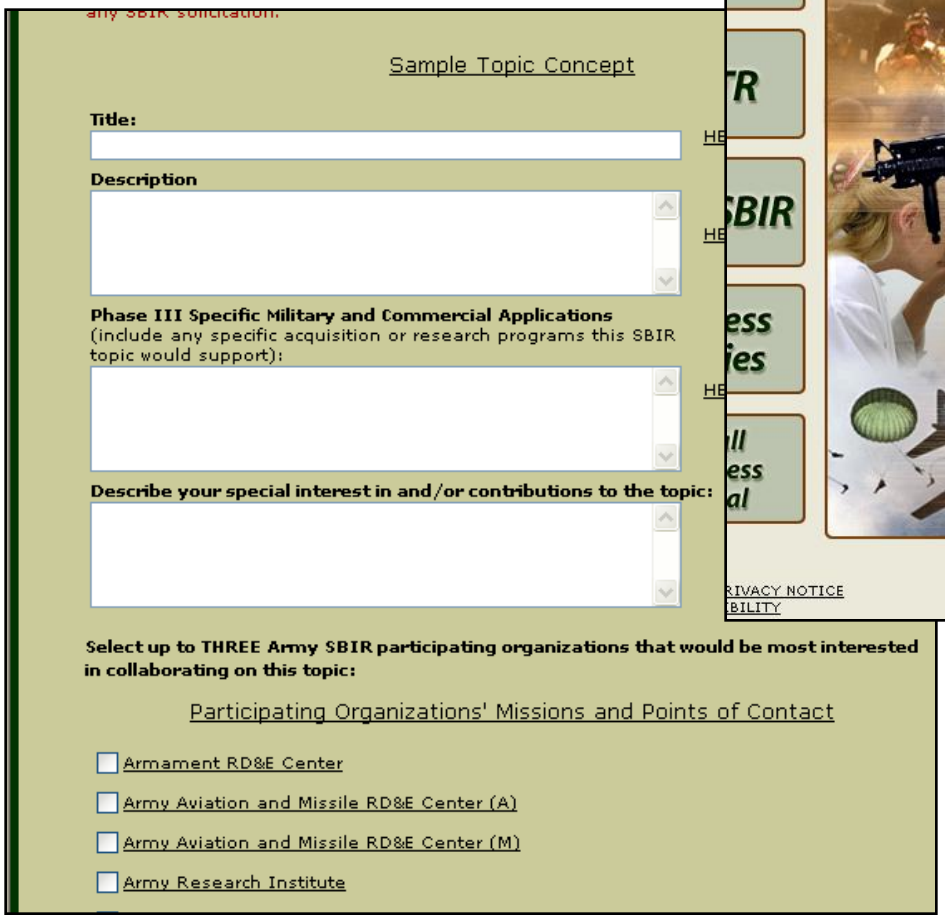
SUGGEST A RESEARCH TOPIC

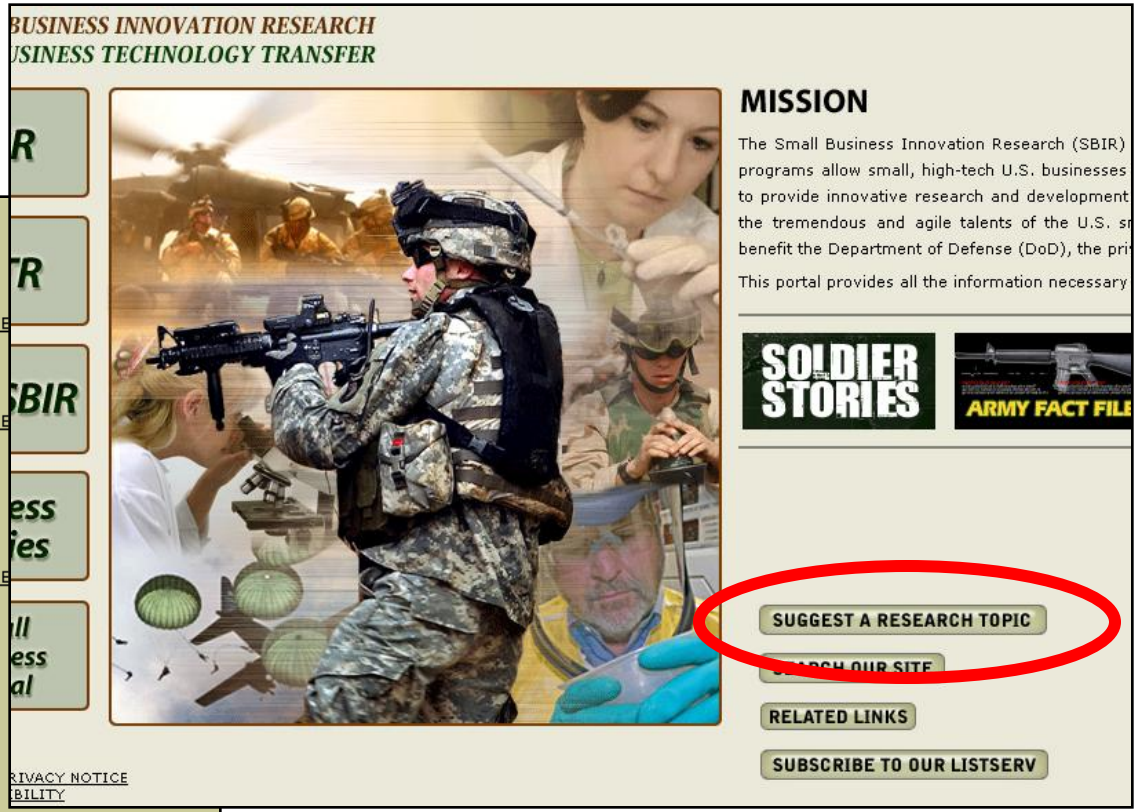
-SECURITY/PRIVACY NOTICE
-508 ACCESSIBILITY
-DISCLAIMER OF ENDORSEMENT AND LIABILITY

SEARCH OUR SITE | RELATED LINKS | SUBSCRIBE TO OUR LISTSERV

Topic Suggestions from Industry and Academia

Great technology?
No current topic?
SUGGEST ONE!





Topic authors encouraged to collaborate with industry during topic development process

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U.S. Army Research, Development and Engineering Command
6000 6th Street, Suite 100
Fort Belvoir, Virginia 22060-5608

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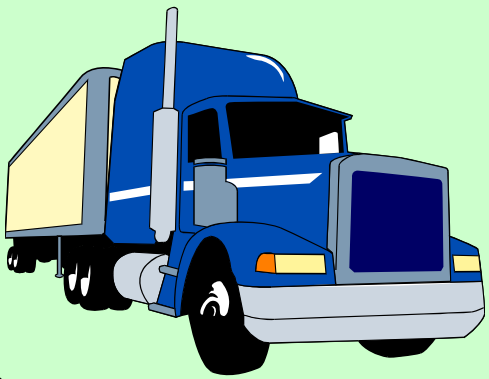
TACOM
Life Cycle Management Command

Preparing Your Proposal to Win More Contracts – The Source Selection Trade-Off Process



12th Annual Small Business Conference

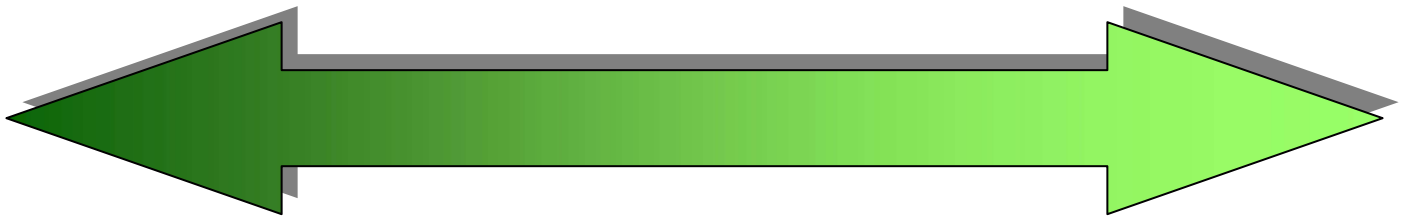
Mr. Robert Spitzbarth
AMSTA-AQ-HML
Acquisition Assistance Office

13 November 2008

Best Value Continuum – FAR 15.101

Sealed Bidding/ Negotiated

Negotiated



Low Price

Technically Acceptable, Lowest Price

Source Selection Tradeoff Process

Best Value: The Expected Outcome of an Acquisition that, in the Government's Estimation, Provides the Greatest Overall Benefit in Response to the Requirement
- Army Source Selection Manual

The Source Selection Trade-off Process (FAR Part 15)

- **A Process**
- **Used in Competitive Negotiated Contracting**
- **To Select the Most Advantageous Offer**
- **By Evaluating and Comparing Factors in Addition to Cost or Price**

FAR 15.101-1(c): The Trade-Off Process "Permits Trade-offs among Cost or Price and non-Cost Factors and Allows the Government to Accept other than the Lowest Priced Proposal."

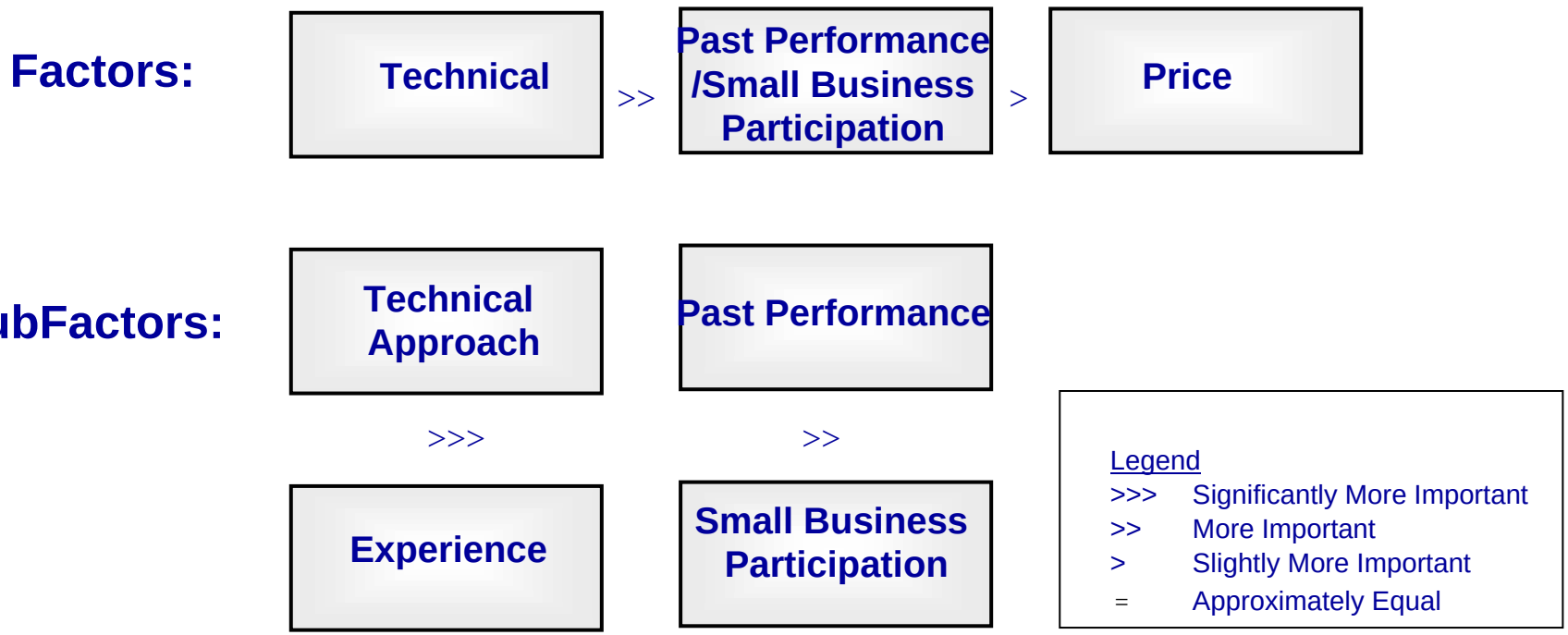
Reading Your RFP – Request for Proposal Sections (Uniform Contract Format)

A	**Solicitation/Contract Form**
B	**Supplies or Services and Prices/Costs**
C	***Description/Specifications/Work Statement***
D	**Packaging and Marking**
E	**Inspection and Acceptance**
F	***Deliveries or Performance***
G	**Contract Administration Data**
H	***Special Contract Requirements***
I	**Contract Clauses**
J	**List of Attachments**
K	**Representations, Certifications, and Other Statements of Offerors**
L	***Instructions, Conditions, and Notices to Offerors (Includes Proposal Preparation Instructions***
M	***Evaluation Factors for Award (Identifies Basis of Award)****

***EVERY COMPETITIVE SOLICITATION HAS AN "EVALUATION FACTORS FOR AWARD" SECTION ESTABLISHING THE "BASIS OF AWARD" – (RFP SECTION M IN THE UNIFORM CONTRACT FORMAT (UCF))**

Reading Your RFP Proposal Preparation Roadmap – Basis of Award & Evaluation Criteria Relative Order of Importance

M.1 Basis of Award: The Government plans to award a single contract for the Fighting Trailer System subject to the provisions contained herein. The evaluation of proposals submitted in response to this solicitation shall be conducted on a source selection basis utilizing a "tradeoff" process to obtain the best value to the Government. The Government will weigh the evaluated proposal (other than the Price Area) against the evaluated price to the Government. As part of the tradeoff determination, the relative strengths, weaknesses and risks of each proposal shall be considered in selecting the offer that is most advantageous and represents the best overall value to the Government.



PROPOSAL EVALUATION OF PROPOSAL RISK vs. PERFORMANCE RISK

- **Proposal Risk vs. Performance Risk**
  - **Proposal Risk: Risks Associated with the Offeror's Proposed Approach in Meeting the Requirements of the Solicitation.**
  - **Performance Risk: Risks Associated with an Offeror's Likelihood of Success in Performing the Solicitation's Requirements as Indicated by that Offeror's Record of Current or Past Performance**

Source - Army Source Selection Manual

Sample RFP Crosswalk

Factor: Technical
Sub-Factor: Technical Approach

Sample RFP Crosswalk

Section C Requirements

See RFP Section C and Applicable Purchase Description (PD) Paragraphs
- Corrosion Control: 20 years IAW PD Para 3.2.1
- Carrying Capacity: 7 Tons IAW PD Para 3.2.2
- Ground Clearance: 24 inches IAW PD Para 3.2.3
- Trailer Weight & Width: IAW PD Para 3.2.4
- Federal Vehicle Trailer Certification

RFP Section L Proposal Preparation Instructions

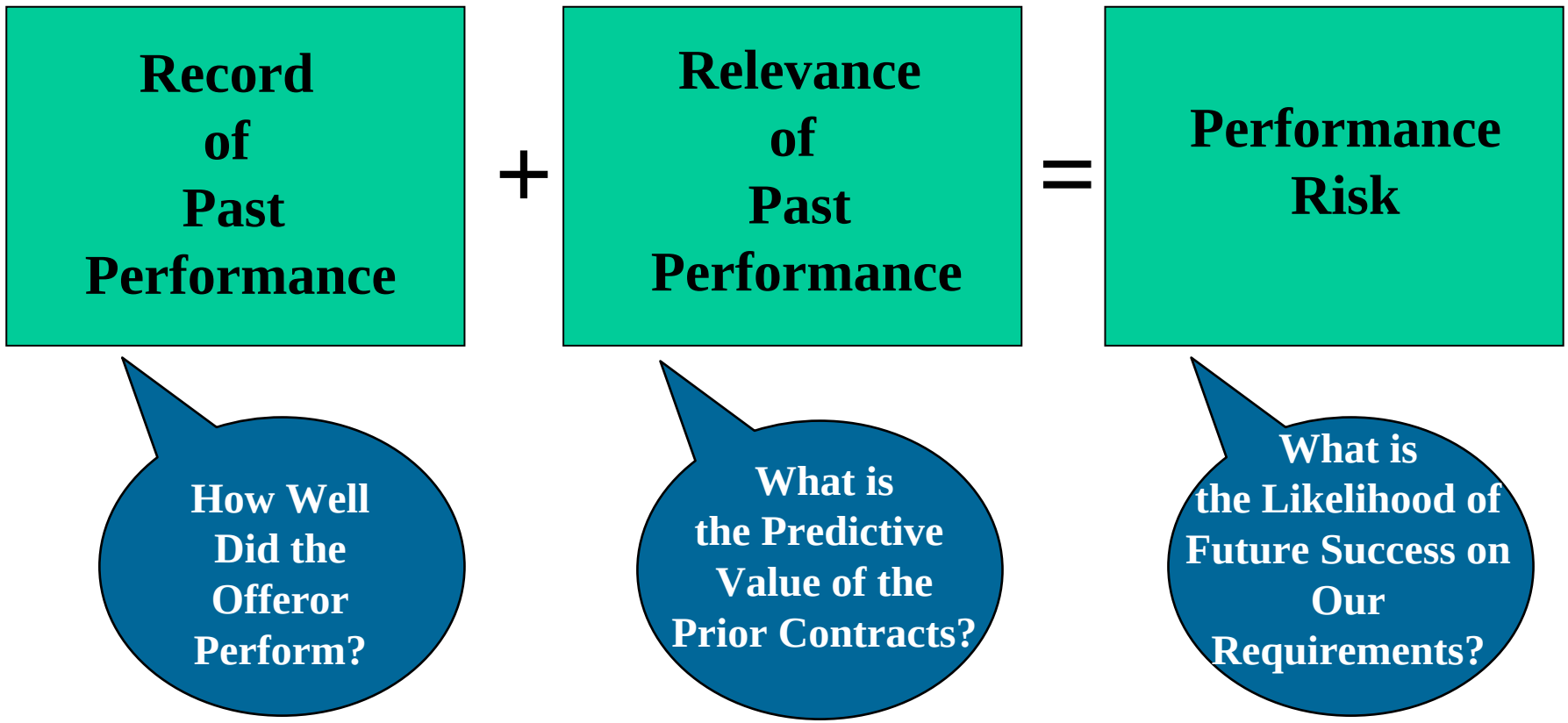
- RFP Paragraph L.10
- Provide substantiation supporting conformance of the Proposed Trailer to the Purchase Description Requirements
  - commercial literature
  - test data
  - historical information
  - analytical support
  - other supporting rationale or design documentation
    - Corrosion Control (PD Para 3.2.1)
    - Carrying Capacity (PD Para 3.2.2)
    - Ground Clearance (PD Para 3.2.3)
    - Trailer Weight, & Width (PD Para 3.2.4)
- Provide Federal Vehicle Trailer Certification or Milestones, with Substantiating Data, for Obtaining Certification

RFP Section M Evaluation Criteria

- RFP Paragraph M.10
- Proposal Risk Probability Offeror will Timely Satisfy Requirements
  - Corrosion Control (PD Para 3.2.1)
  - Carrying Capacity (PD Para 3.2.2)
  - Ground Clearance (PD Para 3.2.3)
  - Trailer Weight, & Width (PD Para 3.2.4)
- Risk of Contractor Obtaining a Federal Vehicle Trailer Certification at the point of the Contract Award

Proposal Risk - Those Risks Associated with the Offeror's Proposed Approach in Meeting the Requirements of the Solicitation- See RFP Section M

What is a Performance Risk Evaluation of Past Performance



Performance Risk – Importance of Relevance/Recency

- **Past Performance Assesses Performance Risk Considering both:**
  - **Prior Contract Performance**
  - **Relevance/Recency of Prior Contract Performance**

Example 1

Offeror	Prior Contract Performance			Relevance/Recency of Prior Contract Performance			Performance Risk Rating
	Contract 1	Contract 2	Contract 3	Contract 1	Contract 2	Contract 3	
A	Excellent	Excellent	Excellent	Highly	Highly	Limited	Excellent/ Very Low Risk
B	Excellent	Excellent	Excellent	Limited	Limited	Limited	Adequate/ Moderate Risk

Reading Your RFP – When are FAR 15.306(d) Discussions Planned?

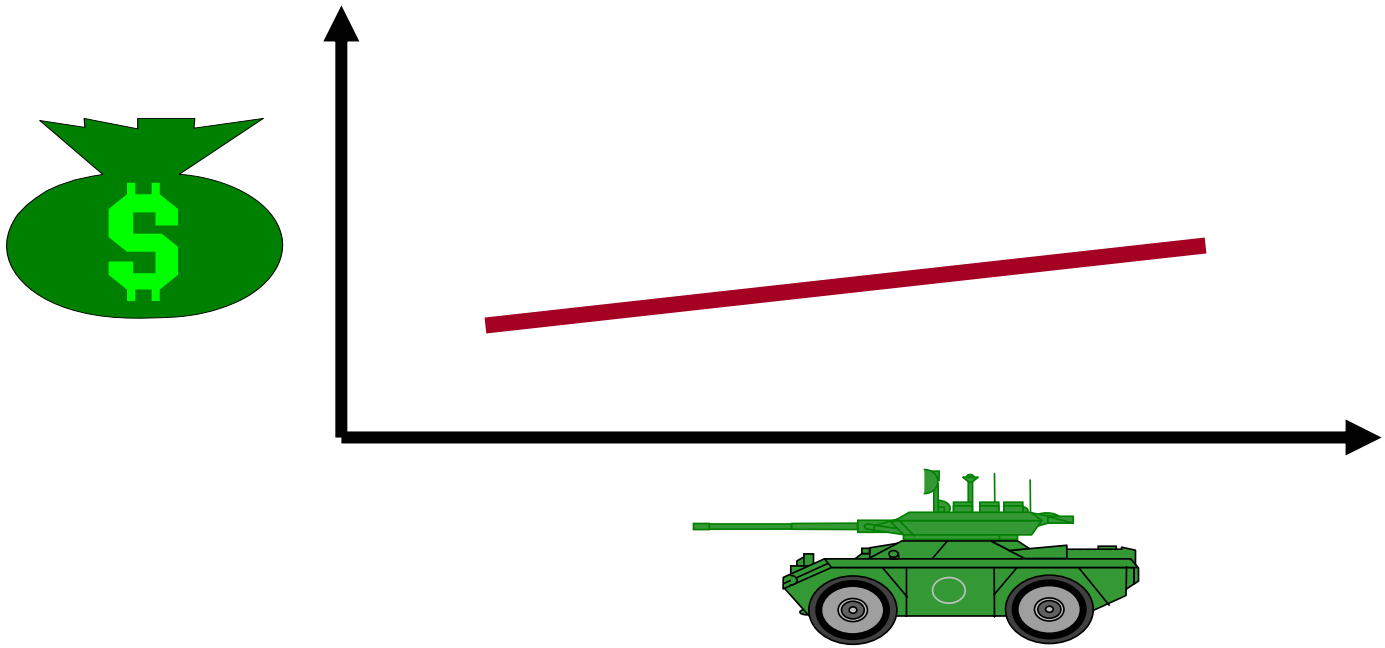
- **Does the RFP Contemplate Discussions?**
  - **FAR 52.215-1: The Government intends to Award without Discussions.**
    - **However, The Government Reserves the Right to Conduct Discussions if Necessary.**
    - **Offeror's are Encouraged to Submit Proposals on Best Terms in that Discussions may not be Conducted**
  - **FAR 52.215-1(Alternate 1): The Government intends to Award a Contract after Conducting Discussions.**
    - **Offeror's Still Encouraged to Submit Proposal on Best Terms in that the Competitive Range Determination will be based on the Initial Proposal Submission.**
    - **FAR & Case Law Require Conduct of Meaningful Discussions (Deficiencies, Significant Weaknesses, Adverse Past Performance)**

The Best Value Trade-off Decision

- ✓ **Is a Reasonable Business Judgment of the SSA;**
- ✓ **Based on a Comparative Analysis of the Proposals;**
- ✓ **Must be Consistent with the Stated Evaluation Criteria;**
- ✓ **Must Reflect Why Perceived Non-Cost/Price Discriminators among Offerors (e.g. Better Design, Better Past Performance, Strengths/Weaknesses) are:**
  - **Worth any Necessary Price Premium, or**
  - **Not Worth Price Premium**

Reading Your RFP –
Cost vs. Non-Cost Criteria Relationship

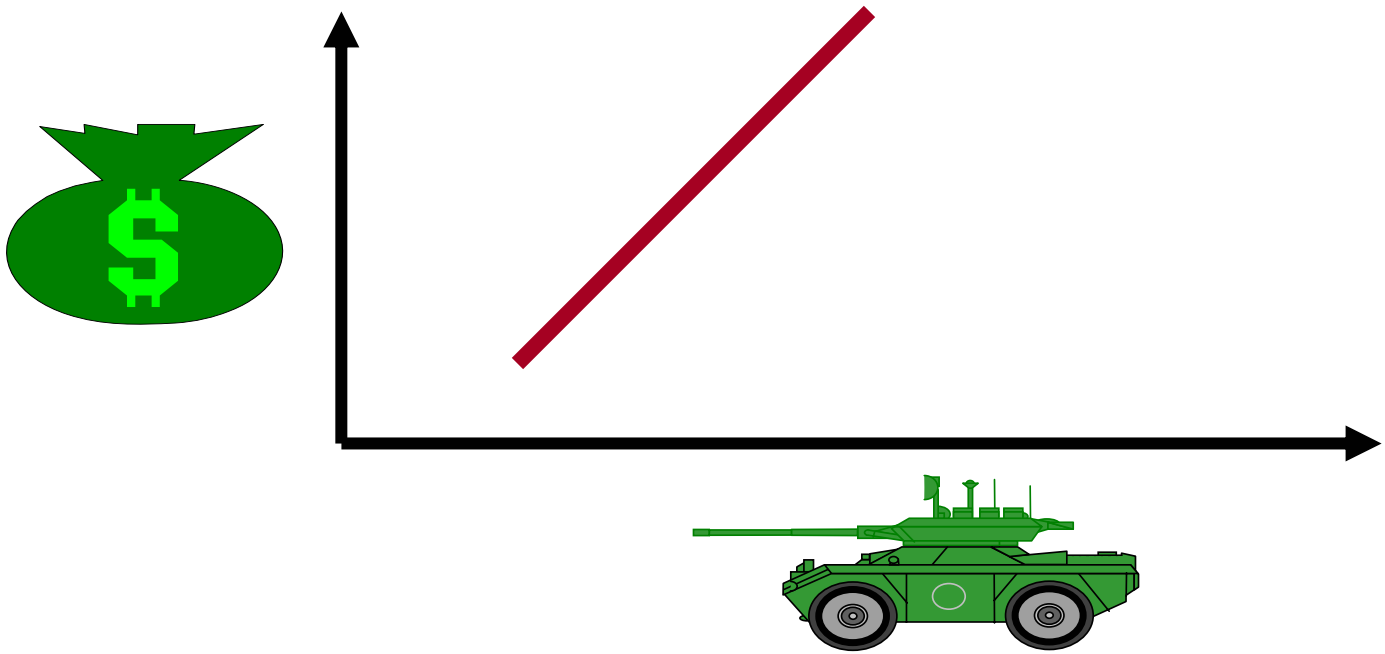
Cost/Price more important than non-cost factors...



Proposal Formation Roadmap Message to Offeror:
Relatively Significant Advantages Required to Pay Higher Price.

Reading Your RFP –
Cost vs. Non-Cost Criteria Relationship

Non-cost factors more important than cost/price...



Proposal Formation Roadmap Message to Offeror:
Willing to Pay Price Premium for Relatively Smaller Improvements

Understanding the Selection Process – The Best Value Trade-off Decision

The Determinative Element is not the Differences in Ratings, but the Rational Judgement of the Source Selection Authority Concerning the Significance of those Differences.

The Analysis, Ratings and Comparisons should be used as an Aid to the Source Selection Authority's Judgement - not as a Substitute for that Judgement.

Source Selection Trade-Off Example

Scenario: Past Performance is Slightly More Important than Price.

	Total Evaluated Price	Past Performance Rating	Historical Contract Relevance/Recency
Offeror A	$1,000,000	Adequate/ Moderate Risk	High
Offeror B	$1,200,000	Excellent/Very Low Risk	High

Item: Turret Drive Controller – Vehicle Deadline Item
GFM Status: GFM To M1A2 Production Line
Safety Item: Yes - Controls Turret Spin
Stock Status: 210 Day Supply (210 Day Delivery Schedule)
Complexity: Moderate
Offeror "A" Delivery History: 30% of Recent Deliveries are 30-60 Days Late
Offeror "A" Quality History: Products Meet Requirements

Tips and Top Source Selection Messages for Offerors

➢ **Read the RFP Thoroughly. In Particular:**

- **The Requirements: Statement of Work (Section C) and Delivery Schedule**
- **Proposal Preparation Instructions (Section L)**
- **Basis for Evaluation and Award (Section M)**
- **Executive Summary**

➢ **Crosswalk RFP Sections C, L & M To Determine Precisely What Information to Include in Your Proposal**

➢ **Understand the RFP Section M Relative Order of Importance Statement - It is the Road Map for Preparing Your Most Competitive Proposal**

➢ **The Government Will Evaluate Precisely What was Announced in the RFP**

➢ **Your Proposal will be Evaluated in great part based on Risk: This Necessitates Submission of Proposal Data Substantiating the Probability of Successful Performance - Promises or Unsupported Assertions will be Evaluated as Higher Risk**

➢ **Consider whether Pursuing Objective/Desired Requirements will make your Proposal more Advantageous, given the Evaluation Criteria?**

➢ **If Your Offer is not Selected for Award, it Typically doesn't mean you had a Poor Proposal, it means that another Proposal was Comparatively more Advantageous and a Better Value – Receiving a Debriefing may help Improve Future Proposal Submissions**

Back-Up Slides

ACQUISITION UNIVERSE

FAR PART 6

COMPETITIVE PROCEDURES

SEALED BIDDING

FAR Part 14

NEGOTIATION

FAR Part 15

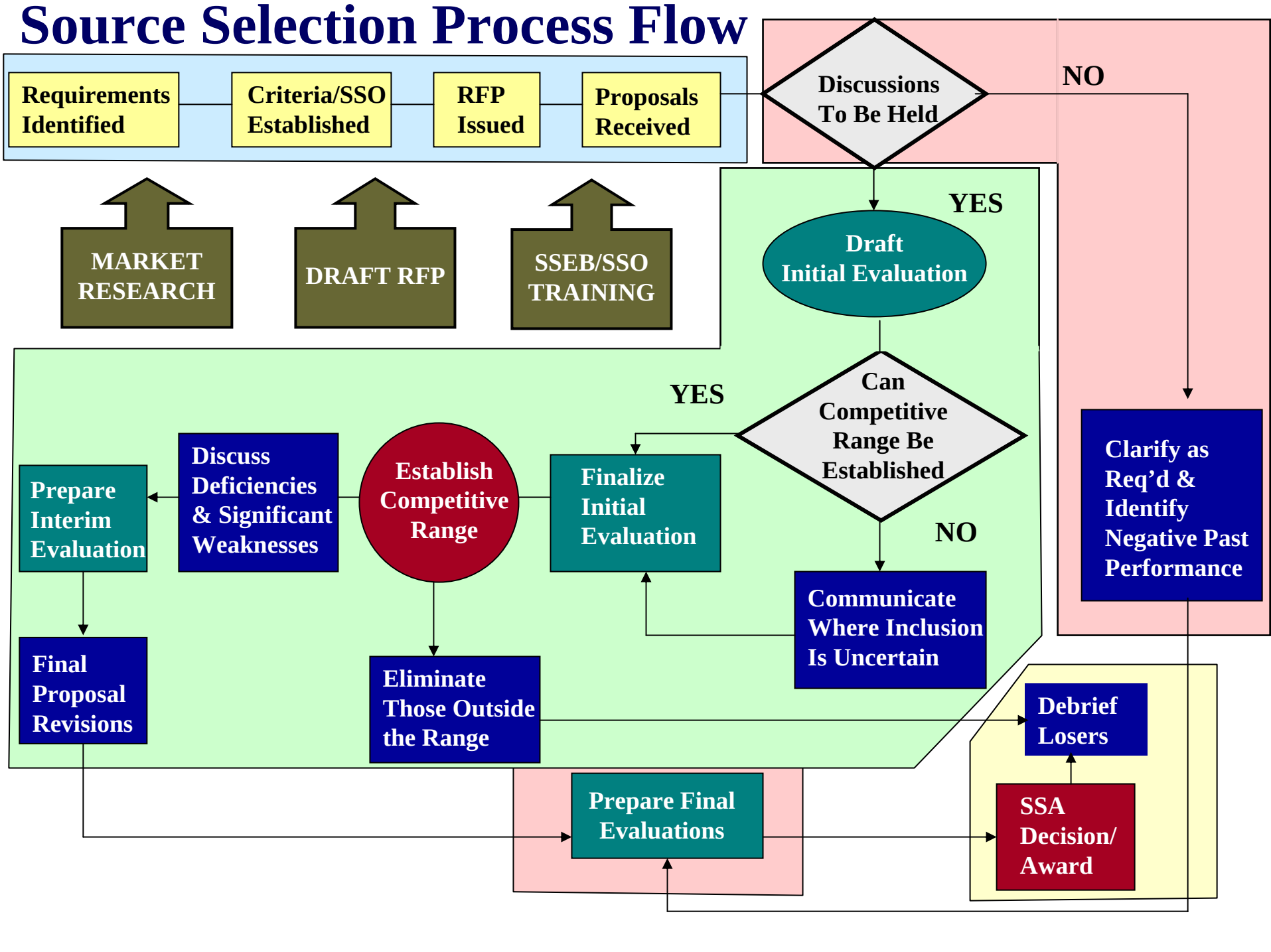
- Award Based on Price and Responsibility
- Award Based on Factors in Addition to Cost/Price (including Responsibility)

OTHER THAN COMPETITIVE PROCEDURES

1. ONLY ONE RESPONSIBLE SOURCE OR A LIMITED NUMBER OF RESPONSIBLE SOURCES
2. UNUSUAL AND COMPELLING URGENCY
3. INDUSTRIAL MOBILIZATION OR MAINTAIN R&D CAPABILITY AT EDUCATIONAL OR NON PROFIT INSTITUTION OR FEDERALLY FUNDED RESEARCH CENTER
4. INTERNATIONAL AGREEMENT
5. AUTHORIZED OR REQUIRED BY STATUTE
6. NATIONAL SECURITY
7. PUBLIC INTEREST

* FAR Part 15 Procedures may be applied to competitive purchases under FAR Part 8, 12, and 13

Source Selection Process Flow



Technical Factor
Adjectival Rating Definitions

Evaluators will apply the rating for the definition that most closely matches the evaluation

Adjectival Rating	EVALUATION CRITERIA					Risk Level
	Proposed Approach and Achievement of Requirements and Objectives	Feasibility & Practicality of Solutions	Proposal Clarity, Precision & Support	Understanding of Requirements & Objectives	Strengths and Weaknesses	
Excellent	Exceptional Approach and Superior Achievement of Requirements and Objectives	Unquestionably Feasible & Practical	Exceptionally Clear/Precise & Fully Supported	Clear Understanding	Strengths far Outweigh Weaknesses	Very Low
Good	Sound Approach Fully Expected to Achieve Requirements & Objectives	Feasible & Practical	Clear/Precise & Supported	Understanding	Strengths far Outweigh Weaknesses	Low
Adequate	Generally Sound Approach Capable of Achieving Requirements & Objectives	Generally Feasible & Practical	Somewhat Clear/Precise & Partially Supported	General Understanding	Strengths and Weaknesses are Offsetting	Moderate
Marginal	Approach may not be Sound and may not be Capable of Achieving Requirements & Objectives	May Not Be Feasible or Practical	Lacks Clarity/Precision & Generally Unsupported	Not a Complete Understanding	Weaknesses Outweigh Strengths	High
Poor	Approach likely not Capable of Achieving Requirements and Objectives	Not Feasible or Practical	Lacks any Clarity/Precision & is Unsupported	Does Not Demonstrate an Understanding	Weaknesses far Outweigh Strengths	Very High

Typical Performance Risk Adjectival Rating Definitions

Evaluators will apply the rating for the definition that most closely matches the evaluation

EXCELLENT: **Essentially no doubt exists that the offeror will successfully perform the required effort based on their performance record.** ***Risk Level: Very Low***

GOOD: **Little doubt exists that the offeror will successfully perform the required effort based on their performance record.** ***Risk Level: Low***

ADEQUATE: **Some doubt exists that the offeror will successfully perform the required effort based on their performance record.** ***Risk Level: Moderate***

MARGINAL: **Significant doubt exists that the offeror will successfully perform the required effort based on their performance record.** ***Risk Level: High***

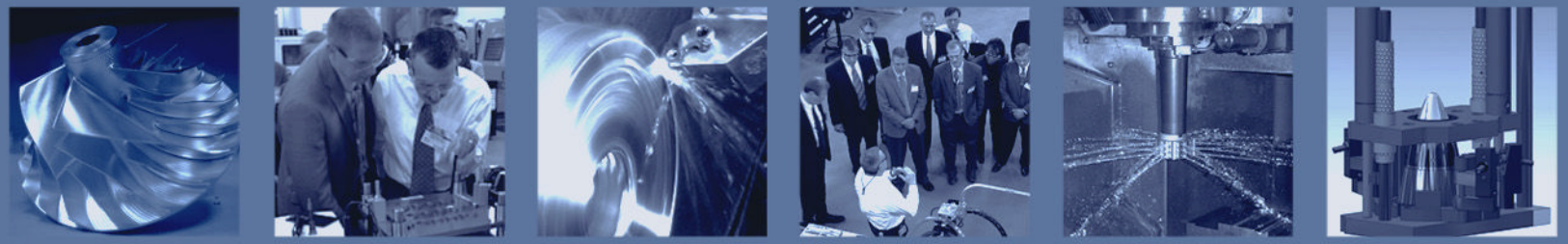
POOR: **It is extremely doubtful that the offeror will successfully perform the required effort based on their performance record.** ***Risk Level: Very High***

UNKNOWN: **The offeror has little/no relevant past performance upon which to base a meaningful performance risk prediction.** ***Risk Level: Unknown***

Conducting Discussions

- **When Discussions are Conducted, FAR and Case Law Require Conduct of Meaningful Discussions**
  - **Deficiencies; Significant Weaknesses; Adverse Past Performance**
- **The Primary Objective of Discussions is to Maximize the Government's Ability to Obtain Best Value, Based upon the Requirements and the Evaluation Factors set forth in the Solicitation (FAR 15.306(d)(2))**
- **Not Searching for Perfect Information**
- **The Offeror Must have Sufficient Information to Understand the Government's Concern.**
- **Oral Discussions Greatly Enhance Communication, Improve Quality, Save Time and Reduce the Risk of Protest.**

Inspiring Innovation Through People, Process and Technology



Available Resources to Business for State-of-the-Art Manufacturing

12th Annual Small Business Conference

November 12, 2008

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www.ncdmm.org

Mission Statement

Deliver optimized manufacturing solutions that enhance the quality, affordability, maintainability, and rapid deployment of existing and yet-to-be developed ***defense systems.***

Collaborate with government, industrial, and academic organizations to promote the implementation of best practices to key stakeholders through the development and delivery of disciplined training, advanced technologies, and methodologies.

Created as a non-profit organization to develop and deliver manufacturing solutions to the Department of Defense and its industrial base. The successes of the NCDMM help assure the readiness and sustainment of needed defense systems. These successes are widely recognized by Air Force, Army, Marine Corps, and Navy organizations as well as their contractors.

About the NCDMM

Primary Program Sponsor

- Manufacturing, Science and Technology (MST) Division of the Aviation and Missile Research, Development and Engineering Center (AMRDEC) – Huntsville, AL

Customer Base

- DoD Facilities – Depots, Arsenals, Shipyards, etc.
- Primes and tiered suppliers – Lockheed Martin, Boeing, BAE Systems, etc.
- Job Shops

Locations

NCDMM Headquarters on campus of Alliance Partner Kennametal Inc., Latrobe, PA

Advanced Manufacturing Laboratory located in Derry, PA

Letterkenny office located in the Letterkenny Industrial Development Authority Building, Chambersburg, PA

The Team

Customer – DoD and Suppliers

Alliance Partners (AP's)

- Design
- Government Labs
- Cutting Tool Providers
- Diagnostic / Inspection
- Manufacturing Technology
- Software
- Workholding
- Machine Tools
- Process Optimization
- Research Universities
- Raw Material Providers

NCDMM Organization

2008 NCDMM Alliance Partner Summit

NCDMM Alliance Partners

Army Materiel Command Involvement

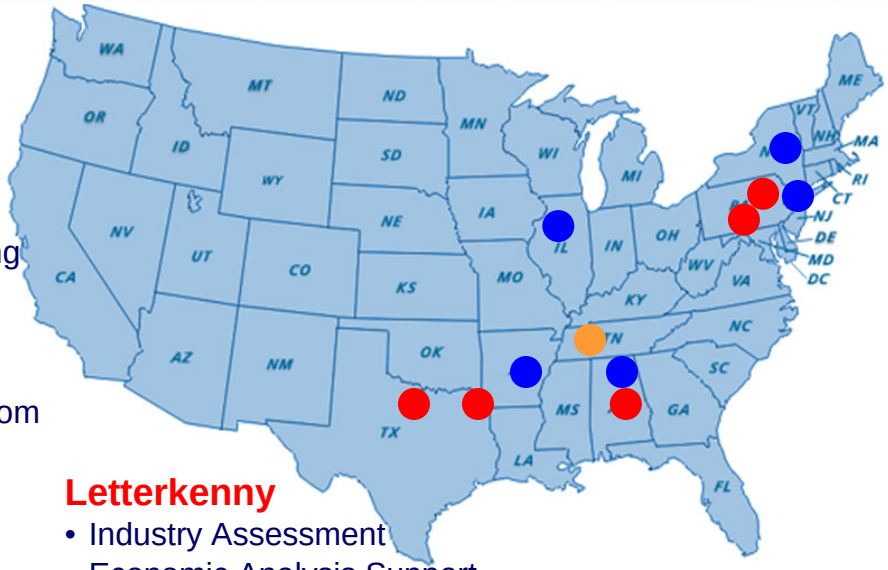
Depots

Red River
- Site Assessment

Anniston
- HMMWV Armor Plate Drilling
- M1 Tank Seal Ring

Tobyhanna
- NVG Sheet Metal Clip Custom Metal Forming Machine
- Engineering Service

Corpus Christi
- Evaluation of Machining Issues
- UH-60 BIM Blanket Tap Test Evaluation
- UH-60 BIM Blanket Skin Removal Evaluation
- T-55 Compressor Rotor Turn Time Reduction



Letterkenny
- Industry Assessment
- Economic Analysis Support
- IMPACT
- Night Vision Goggle Plate Manufacturing
- Rhino Bar Machining Optimization
- GPK Drilling and Threading Optimization
- Wire Termination Process
- Modernization/Replacement of MLRS Winch Test Stand
- Transmission for Patriot Motor Test Stand
- Solid Edge Engineering Drawing Support
- Titanium Armor Plate Fabrication Process Development
- Tapping Working Cell Recommendations
- Training & Certified Metalcutting Professional Course
- Equipment Purchase Support

Arsenals

Picatinny
- Excalibur JUMPED Process

Redstone
- Contract Management
- PIF JUMPED Process

Rock Island
- Site Assessment
- HMMWV Drill Kits
- M119A1 Howitzer Trunnion Optimization
- Training

Watervliet
- FCS 120mm Gun Barrel Engineering Support
- Improved Boring of Large Caliber Cannon Tubes

Pine Bluff
- Facility Review

Ammunition Plants

Milan
- AMC Rapid Review Team Assessment

Selected project examples

Aero-Based Weapon Systems

- Advanced Anti-Radiation Guided Missile (AARGM)
- Advanced Medium Range Air-to-Air Missile (AMRAM)
- Advanced Precision Kill Weapon System (APKWS)
- AIM-9 (Sidewinder) Missile
- AH-64 Apache Helicopter
- Attack Reconnaissance Helicopter (ARH)
- C17 Globemaster Transport
- CH-47 Chinook Helicopter
- CH-53 Sea Stallion Helicopter
- F-16 Falcon
- F-18 Hornet
- F-22 Raptor
- F-35 /JSF Joint Strike Fighter
- Future Scout and Cavalry System (FSCS)
- Global Hawk Unmanned Aerial Vehicle
- HH-47 CSAR-X
- Loitering Attack Missile (LAM)
- Non-Line of Sight (N-LOS) Weapons
- PATRIOT Missile System
- Precision Attack Missile (PAM)
- Targeting Systems
- UH-60 Blackhawk Helicopter

Land-Based Weapon Systems

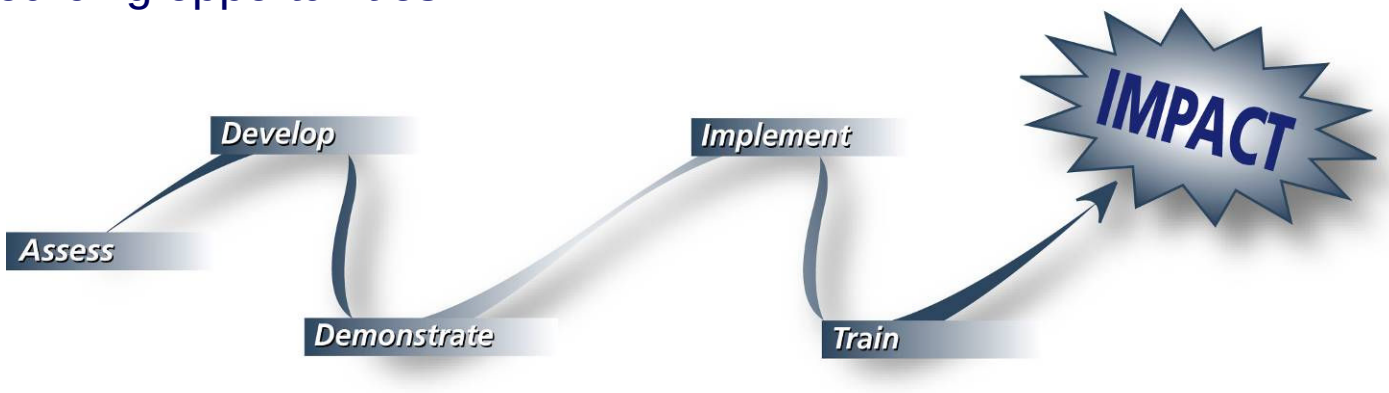
- 105mm, 120mm, 155mm and M119A1 Howitzers
- XM 982 Excalibur Guided Artillery
- Expeditionary Fighting Vehicle (EFV)
- FCS UGV MULE
- HMMWV Up Armor
- M1 Abrams Tank
- M2A3 Bradley Fighting Vehicle
- M88A2 HERCULES Improved Recovery Vehicle
- Night Vision Goggles

Core Initiatives

1. **ENGINEERING:** Engage with the DoD and DoD supply base to implement new methodologies and “affordable” solutions that reduce/avoid cost and reduce lead times

2. **TRAINING:** Transfer these advanced solutions and knowledge to DoD, DoD suppliers and U.S. based manufactures through training programs, seminars and technical publications

3. **JOB SHOPS:** Enable job shops to better support DoD and DoD Prime outsourcing opportunities



Impact Examples

Chinook - Bulkhead Optimization

Objective:
Reduce weight and improve reliability of floor frame bulkhead

IMPACT
15% Weight Reduction

795 Armor Drill Kits – OIF/OEF/CONUS

Objective:
Provide Armor Drill Kit to Drill Up Armor in the Field

IMPACT
Reduced installation time by 30%

Navy Propulsion Shaft Machining

Objective:
Reduce shaft taper inspection time from 74 man hours to 24

IMPACT/COST AVOIDANCE
$8M

Black Hawk Ti Rotor Component

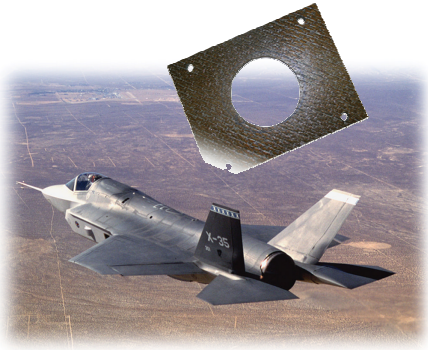
Objective:
Improve manufacturability from 60 to 95 pieces/week

IMPACT/COST AVOIDANCE
$2.2M

Picatinny Arsenal XM982 Excalibur

Objective:
Eliminate a production bottleneck from 40 hours/part to 1.5 hours/part

IMPACT/COST AVOIDANCE
$75M



Edge-of-Part Composite

Objective:
Reduce cost of trimming composite wing skins

IMPACT/COST AVOIDANCE
$225M

Cost Savings/Avoidance To-Date: > $478 million

Core Initiative #2 Training Programs

- *Are You At Your Speed Limit?*
- *Machine Tool Performance Analysis & Improvements*
- *Holding Onto Your Future…Quick Change Workholding and Fixturing for Today's Competitive Shop*
- *Metalcutting Application Engineering*
- *Hard Turning Made Easy*
- *Threadmilling*
- *Productivity Under Pressure*
- *Programming and Verifying the Future*
- *When to Five Axis Machine*
- *Tool Holding, Measuring and Inspection*
- *Is Hard Machining Really That Hard?*
- *The Art of Reverse Engineering*
- *Portable CMM*
- *Metal Cutting Applications*
- *Lathe & Milling Applications*
- *Milling Applications*
- *Cutting Tool Materials*
- *Lathe Applications*
- *Haas Emulator Training*
- *GD & T*
- *Blue Print Reading & Quality Inspection Techniques*
- *Operator Performed Maintenance*
- *Certified Metal Cutting Professional Program*

Participating To-Date: >450 people, >141 organizations, in 25 states

Core Initiative: #3 – Job Shops

Objective

Enable job shops to better support defense outsourcing opportunities

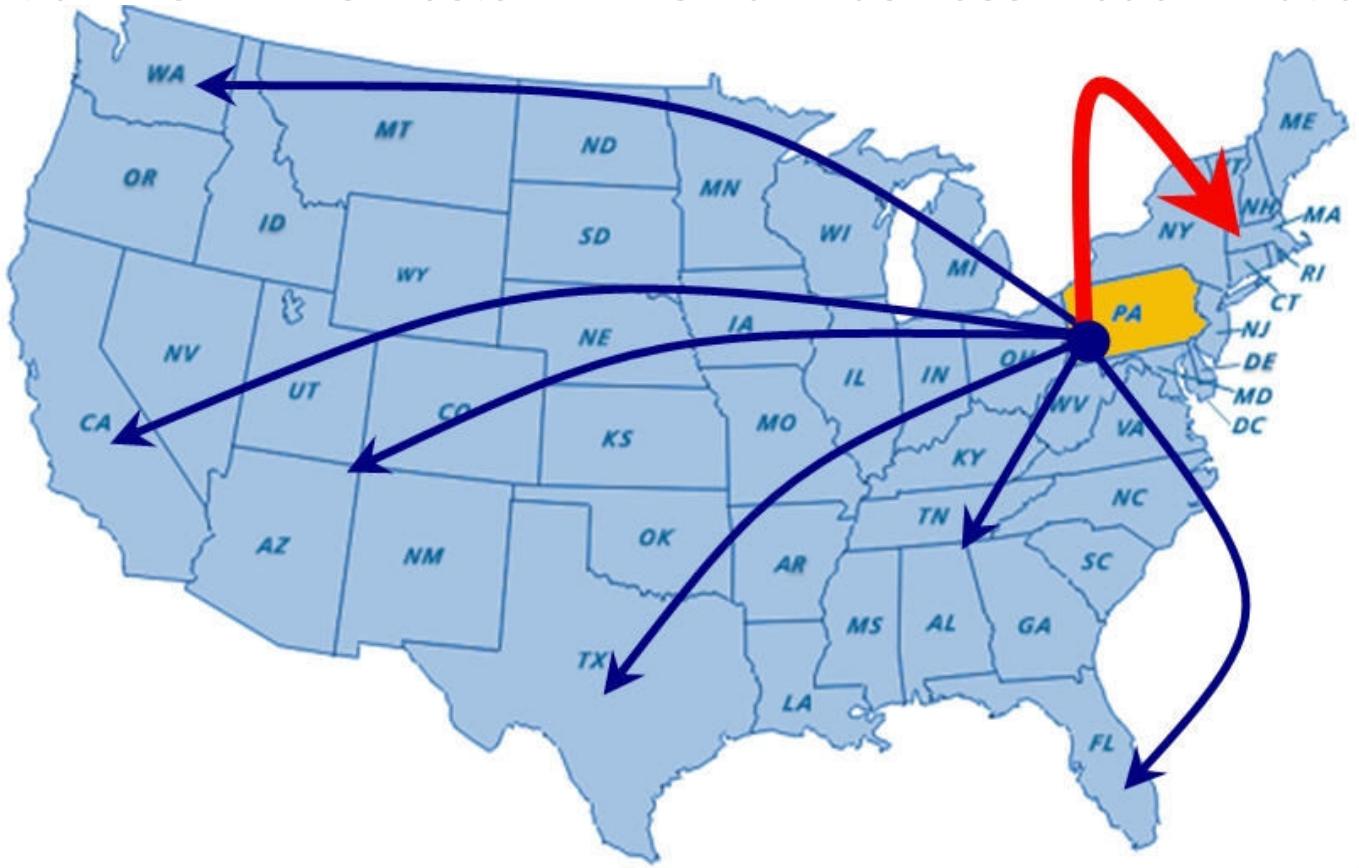
Job Shop Consortium

- Established in western PA
- A national program
- Over 87 various-sized manufacturing firms
- Many firms classified as small disadvantaged businesses
  HZ, WO, VO, 8A, DV and others

National Efforts

Expand NCDMM Efforts

- Transition NCDMM's western PA Small Business model - Nationally



NCDMM has contributed to more than $150 million in western PA defense work

NCDMM Manufacturing Solutions

NCDMM Small Shop Efforts

- Assess area manufactures capabilities and capacities
- Provide technology awareness and training programs
- Assist in implementing advanced technologies
- Look for potential opportunities and provide guidance for shops

What steps you can take to engage and obtain DoD work

1. CCR Registration, CAGE Code
2. Work with your local PTAC
3. DLA training in Columbus, Oh. “TKO”

V·O·I·C·e

Virtual Opportunity Information Center

Your ONE Source for Defense Manufacturing Opportunities

NATIONAL CENTER FOR DEFENSE MANUFACTURING & MACHINING

Features & Benefits

– Build your proposal inside of VOICe –

– RFPs and RFQs sorted by shop capabilities –

– Advertise your shop services –

– Locate partners to complete your bid –

EGC
Economic Growth Connection
of WESTMORELAND

Our Mission: Develop a Virtual Bid Board that matches manufacturing out-sourcing needs of large defense contractors with the capabilities of job shops.

Highlighted Benefits

- 132 projects completed to date
- $480M savings/cost avoidance
- Manufacturing Consortium consists of 87 shops of all sizes and capabilities – provide national exposure to prime, tier, DoD outsourcing opportunities
- Delivered technology training and awareness programs involving over 450 personnel from over 141 organizations across 25 states
- Supported advanced DoD training with Industrial College of the Armed Forces (ICAF) and Depot and Arsenal Executive Leadership Program (DAELP)

Acknowledgement

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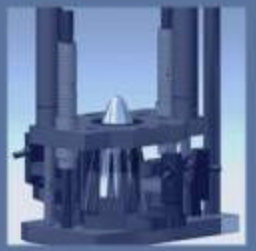
Latrobe, Pennsylvania
John VanKirk – Executive Director (john.vankirk@ncdmm.org)

NATIONAL CENTER FOR DEFENSE MANUFACTURING & MACHINING

Inspiring Innovation Through People, Process and Technology

IMPACT



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KEYS

TO SMALL BUSINESS SUCCESS

Dr. Robert L. Wright

IF YOU ARE IN BUSINESS OR GOING INTO BUSINESS

- You must have a business plan.
- You must know where you are going.
- You must know how you're going to get there.
- You must have an end game.

You Must Be A Leader

- In Being a Leader:
  - Set the tone at the top.
  - Establish the culture.
  - Have the ability to inspire.
  - Maintain honesty and integrity.
  - Surround yourself with good people.
  - Let everyone take credit when things go right.
  - You take the responsibility when things go wrong.
  - Take care of your employees.
  - Commit to hard work.
  - Have good facilities.

Selling Your Services

- Develop a good Capabilities statement.
- You must be the one to tell your story.
- Do your research to find out what services the Government is buying.
- Keep your presentation brief and to the point.

Bidding

- Do you know the customer and does the customer know you?
- Pursue contracts within your capabilities to perform.
- Pursue contracts within your ability to finance.
- Write good proposals.
- Do good costing.

Teaming

- Select a partner that has capabilities that you need on the team.
- Make sure the partner has a record of good performance.
- Make sure their rates are in line with what you need to submit a good cost proposal.
- Make sure you have the ability to manage your subcontractors.

You Are the Winner!--Now What?

- Do you have a project manager?
- Do you have people ready to start?
- If there is an incumbent what about their people?
  - Will some stay?
  - Will some go?
- Do you have a transition plan?

You Are *Not* the Winner--Now What?

- Get a debrief from the customer.
- How did you rank with the competition?
- Were there weaknesses in your proposal?
- Were your costs too high?
- Were your costs too low?
- Will there be opportunities to submit bids to this customer in the future?

Customer Relations and Satisfaction

- Visit the customer periodically.
- Make sure the customer knows they can call you at any time.
- Do not let your employees be the only face the customer sees.
- Good performance → the key to follow-on work with other Government agencies.

QUESTIONS ?