

National Small Business Conference

"Opening New Frontiers Through Effective Partnering"

Los Angeles, CA

31 May - 2 June 2005

AGENDA

Wednesday, 23 March 2005

Small Business and the Defense Industrial Base, Mr. Frank Ramos, Director, Office of Small and Disadvantaged Business Utilization, DoD

The Hill: How It Can Help Your Small Business, Mr. Ron Perlman, Shareholder, Buchanan Ingersoll PC

AF PEO Services Overview, Mr. Ron Poussard, SES, USAF Program Executive Officer, Combat and Mission Support

Project Management for Small Business, Ms. Maria Mancha, Frontline Systems, Inc.

Leveraging Small Business Strengths by Primes, Ms. Bentia Fortner, Director of Supplier Diversity, Raytheon Company

SBIR/Prime Opportunities: A Rapidly Changing Landscape - How Do We Move Forward?, Mr. John Williams, Director, Navy SBIR Program

Camden Waterfront - "Push the River", Mr. Joe Brady, Director, New Business Development, US Army CERDEC

How Small Businesses Can Gain Access to Aerospace Prime Contractors, Mr. Al Bolden, Sector Director, Socio-Economic Business Program, Northrop Grumman

Joint Ventures In a Small Business, Mr. Alan Stewart, SVP and CFO, Epsilon Systems Solutions, Inc.

Cooperative Research and Development Agreement (CRADA), Mr. Larry Barazza, President, Symvionics, Inc.

Government Buying, Ms. Faye Esaias, Government Contract Specialist

How To Do Business with the Government and Survive, Mr. Jim Lasswell, President/CEO, Indus Technology Corporation

Influence & The Federal Contracting Process: How To Gain Access & Win, Ms. Sophia Nelson, Attorney at Law, Holland & Knight LLP

Thursday, 2 June 2005

Raytheon: *Customer Success is Our Mission*, Mr. Richard B. Johnston, Vice President, Operations, Raytheon Space and Airborne Systems

USAF/Industry Partnership, Brig Gen Mike Worden, Director of Operational Plans and Joint Matters

iRobot: Partnering for Success, Ms. Helen Greiner, iRobot, Co-Founder and Chairman of the Board
Panel: Small Business Utilization Directors:

- Air Force Small & Disadvantaged Business Program, Mr. Joseph G. Diamond, Director, OSDBU, US Air Force
- Contracting: United States Government, Ms. Pamela Smith-Cressel, Business Specialist, GSA
- Department of the Army Small Business Program, LTC Jim Blanco, Assistant to the Director, OSDBU, US Army

National Small Business Conference

"Opening New Frontiers Through Effective Partnering"



NDIA
NATIONAL DEFENSE INDUSTRIAL ASSOCIATION
STRENGTH THROUGH INDUSTRY & TECHNOLOGY

May 31- June 2, 2005

Los Angeles Airport Marriott

Los Angeles, CA

Event # 5140

Title Sponsor:

Raytheon

AGENDA

Tuesday, May 31

12:00 PM—5:00 PM **Registration**

5:00 PM—6:30 PM **Cocktail Reception in Display Area**

Wednesday, June 1

7:00 AM—5:00 PM **Registration**

7:00 AM—8:00 AM **Continental Breakfast**

8:00 AM—8:30 AM **Welcoming Remarks**
Lt Gen Lawrence P. Farrell, Jr., USAF (Ret)
President and CEO, NDIA
Anthony DeLuca
Conference Chair
Partner, INSIGHT Consulting Group
Tyrone Taylor
Director, Washington Relations, Intellectual Property Management Group, WVHTF; Chairman, NDIA Small Business Division

8:30 AM-9:15 AM **Keynote Address**
Charles McQueary, PhD
Under Secretary for Science and Technology, DHS

9:15 AM—10:00 AM **DoD Small Business Program: Trends & Challenges**
Frank Ramos
Director, OSDBU, DoD

10:00 AM—10:30 AM **Break**

10:30 AM—11:15 AM **The Hill & How It Can Help Your Small Business**
Moderator: Ron Perlman
Shareholder, Buchanan Ingersoll PC
Panelists:
former Congressman James Lightfoot (R-IA)
Chairman of Subcommittee on Treasury Department, Postal Service, and Other Related Agencies, House Appropriations Committee
Peter Steffes
former Staff Director, Subcommittee on Military Readiness, House Armed Services Committee

AGENDA

11:15 AM—12:00 PM **A PEO's View: The Contributions of Small Business**

Ronald Poussard

SES, USAF Program Executive Officer for Combat and Mission Support

12:00 PM—1:30 PM **Luncheon**

Presentation of the *Kathleen Sridhar Small Business Executive of the Year Award*

1:30 PM—7:00 PM **Displays Open**

1:30 PM—3:00 PM **Breakout Sessions**

A: Project Management for Small Business

Meeting Room: Atlanta/Boston

Moderator: **Renee Wesley-Case**

Director, Air Force Outreach Program Office

Panelists:

Maria Mancha, *Frontline Systems, Inc.*

B: Leveraging Small Business Strengths by Large Primes

Meeting Room: Chicago/Dallas

Moderator: **Tyrone Taylor**

Director, Washington Relations, Intellectual Property Management Group, WVHTF

Benita Fortner, *Director of Supplier Diversity, Raytheon Company*

John Williams, *Director, Navy SBIR Program*

Charles Harper, *CEO, Sierra Monolithics*

C: Successful Partnering Experiences

Meeting Room: Suites A/B

Moderator: **Anthony DeLuca**

Conference Chair

Partner, INSIGHT Consulting Group

Joe Brady, *Director, New Business Development, US Army CERDEC*

Al Bolden, *Sector Director, Socio-Economic Business Program, Northrop Grumman*

Alan Stewart, *SVP and CFO,* Epsilon Systems, Inc.

Larry Barazza, *President, Symvionics, Inc.*

D: Small Business Clearing House: Ask The Experts

Meeting Room: Suites E/F

Moderator: **Dwayne Junker**

Chief Operating Officer, Epsilon Systems Solutions, Inc.

Faye Esaias, *Government Contract Specialist*

Jim Lasswell, *President/CEO, Indus Technology Corporation*

Sophia Nelson, *Attorney at Law*

AGENDA

3:00 PM—3:30 PM **Matchmaking Check-in/Break**

3:30 PM—5:00 PM **Matchmaking Meetings**

5:00 PM—7:00 PM **Cocktail Reception in Display Hall**

Thursday, June 2

7:00 AM—8:00 AM **Continental Breakfast**

7:00 AM—8:00 AM **Women In Defense Breakfast**
All Conference Attendees are welcome to attend

8:00 AM—8:15 AM **Welcoming Remarks**
Anthony DeLuca
Conference Chair

8:15 AM—9:00 AM **Raytheon Executive Address**
Richard B. Johnston
Vice President, Operations, Raytheon, Space and Airborne Systems

9:00 AM—9:45 AM **USAF/Industry Partnership**
Brig Gen R. Mike Worden, USAF
Director of Operational Plans and Joint Matters, Deputy Chief of Staff for Air and Space Operations

9:45 AM—10:30 AM **Partnering Success Story**
Helen Greiner
iRobot, Co-Founder and Chairman of the Board
TBD
John Deere

10:30 AM—11:00 AM **Break**

11:00 AM—12:30 PM **Panel of Small Business Utilization Directors**
Joe Diamond
Director, OSDBU, US Air Force
TBD
OSDBU, DHS
Pamela Smith-Cressel
Business Specialist, GSA
LTC James A. Blanco
Assistant to the Director, OSDBU, USA

12:30 PM—1:30 PM	**Luncheon**
1:30 PM—2:00 PM	**Check-in for Matchmaking**
2:00 PM—4:45 PM	**Displays Open**
1:30 PM—3:00 PM	**Breakout Sessions Repeated**
2:00 PM—5:00 PM	**Matchmaking Meetings**
2:30 PM—3:00 PM	**Afternoon Break**
3:00 PM—4:30 PM	**Breakout Sessions Repeated**

AGENDA

COOPERATIVE RESEARCH and DEVELOPMENT AGREEMENT (CRADA)

National Small Business Conference

National Defense Industrial Association (NDIA)
Los Angeles Airport Marriott
June 1-2, 2005

SYMVIONICS, Inc.

Agenda

- CRADA Definition
- Public Law / General Authority
- Specific Legislative Authorities
- Award Considerations
- Partners – Who Can Play ?
- Conceiving the CRADA
- Developing the CRADA Agreement
- SYMVIONICS CRADA Examples

DEFINITION

Cooperative Research and Development Agreement (CRADA):

A legal agreement between a federal laboratory and a non-federal party to conduct specified research or development efforts that are consistent with the missions of the federal laboratory

Public Law / General Authority

- Stevenson-Wydler Technology Innovation Act of 1980. Public Law 96-480
- Federal Technology Transfer Act of 1986. Public Law 99-502
- 15 USC Sec. 3710a: General Authority
  - Established Office of Research and Technology Applications (ORTA) in Govt. laboratories
  - Permitted all Federal laboratories to enter into CRADAs with other business entities (OBE)
  - Permitted negotiation of license agreements between Govt. and OBE

Specific Legislative Authorities

- Laboratory may license, assign or waive its rights to intellectual property
- Laboratory may grant patent license for invention to collaborating OBE
- Laboratory may grant patent license to OBE for invention made prior to CRADA
- Laboratory shall ensure OBE retains title to OBE inventions
- And, most importantly…

Specific Legislative Authorities (cont.)

- Laboratory may accept, retain and use funds, personnel, services, equipment and property ***from*** OBE and provide personnel, services, equipment and property ***to*** OBE towards the conduct of R&D efforts consistent with the efforts of the laboratory

CRADA Award Considerations

- CRADA selection done by the Director of Govt. Laboratory (delegated to ORTA)
- CRADA selection not subject to FAR (because no funds go from Govt. to OBE)
- 'Special consideration' given to small business in CRADA selections
- 'Preference' given to CRADAs which manufacture the product in U.S.
- Typical CRADA term is 3 to 5 years
- Research results exempt from FOIA disclosure for 5 years

CRADA Partners - Who Can Play?

- Any Govt. owned Federal laboratory, or any GOCO laboratory (if CRADA included in strategic plan or as joint work statement),

and…

- Other Business Entities (OBE) such as Federal agencies; State/local Govt.; corporation / LLC / partnership; foundations; Non Profit Org; even individual person

Conceiving the CRADA

- CRADA must benefit BOTH parties
- Theme: Technology Transfer
  - Technology developed with public funds transferred to private sector for commercial use
  - Technology developed by private sector transferred to Govt. for Govt. (military) use
- Define the Goals for each party
  - Advance the research
  - Prototype development
  - Commercialization
  - Product improvement
  - Positive Public Relations

Conceiving the CRADA (cont.)

- Estimate the "Value" of the Goals to Each Party
- Define Each Party's Contribution
  - Funds (license agreement)
  - Personnel (scientists, managers, admin asst)
  - Services (network admin, metrology)
  - Equipment (office, lab test, aircraft)
  - Property / facility (runway, control room, building)
  - Other (unlimited, except for Govt. $)
- Return On Investment (ROI)
  - "Dollarize" the contributions from both sides
  - Are the costs worth the investment ? ROI>1 ?
- Good to Go !

Developing the CRADA Agreement

- Formats/Templates
  - Air Force AFI 61-302 Cooperative Research and Development Agreements
  - Standard Navy CRADA 5th Edition, rev 1, May 2002
- Typical Sections of Air Force CRADA Agreement
  - CRADA number
  - Preamble
  - Definitions
  - Work Plan
  - Financial Obligations

Developing the CRADA Agreement

- Typical Sections of Air Force CRADA Agreement (cont.)
  - Patents / Copyrights
  - Proprietary Information
  - Term / Modifications / Disputes
  - Representation and Warranties
  - Liability
  - General Terms and Provisions
  - Notices
  - Approval Signatures
  - Appendix A – Work Plan

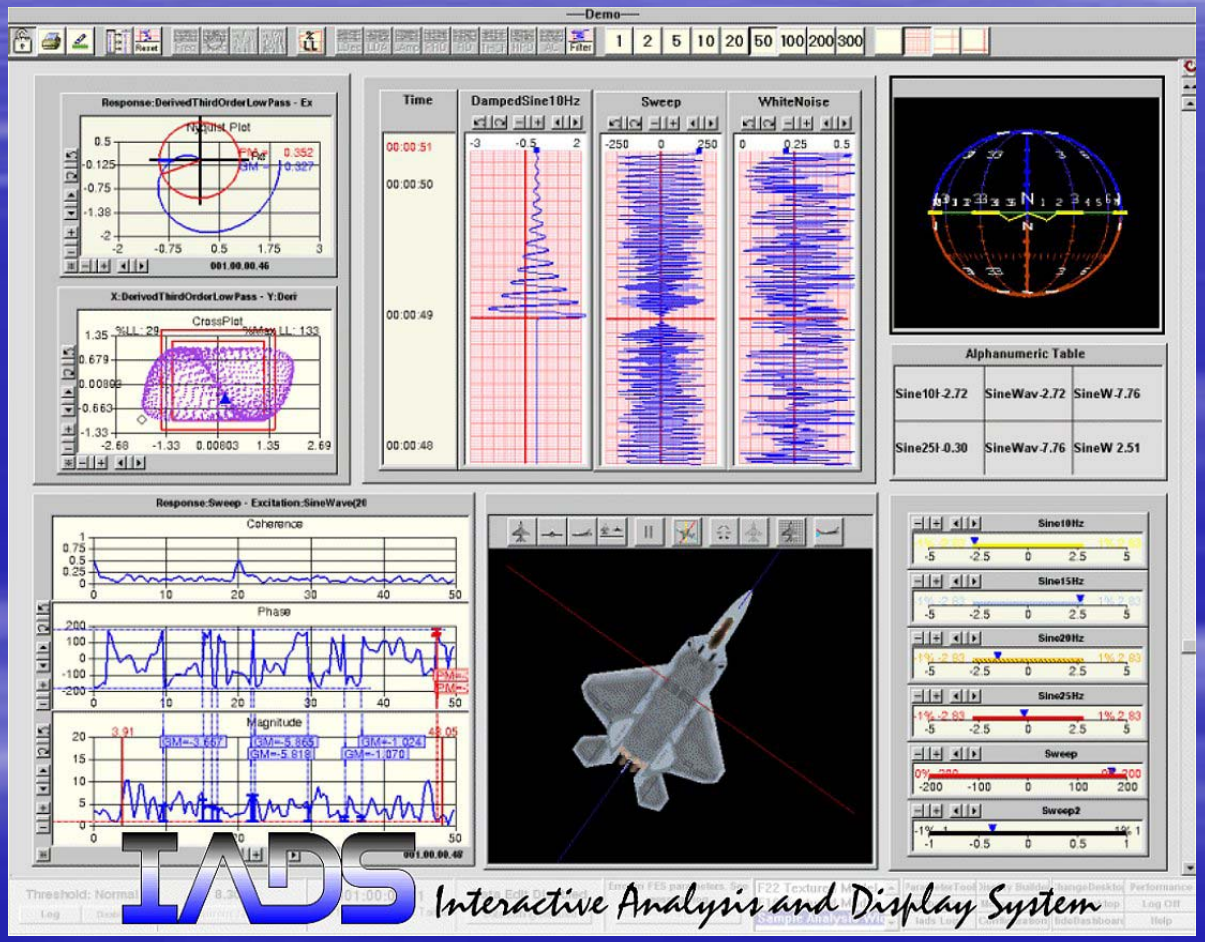
SYMVIONICS CRADA Examples

- Air Force – AF Flight Test Center, EAFB
  - Interactive Analysis and Display System (IADS®)
  - DeltaSym™
- NASA – Ames Research Center
  - Comprehensive Identification from FrEquency Responses (CIFER®)

SYMVIONICS CRADA - IADS®



SYMVIONICS CRADA - IADS®



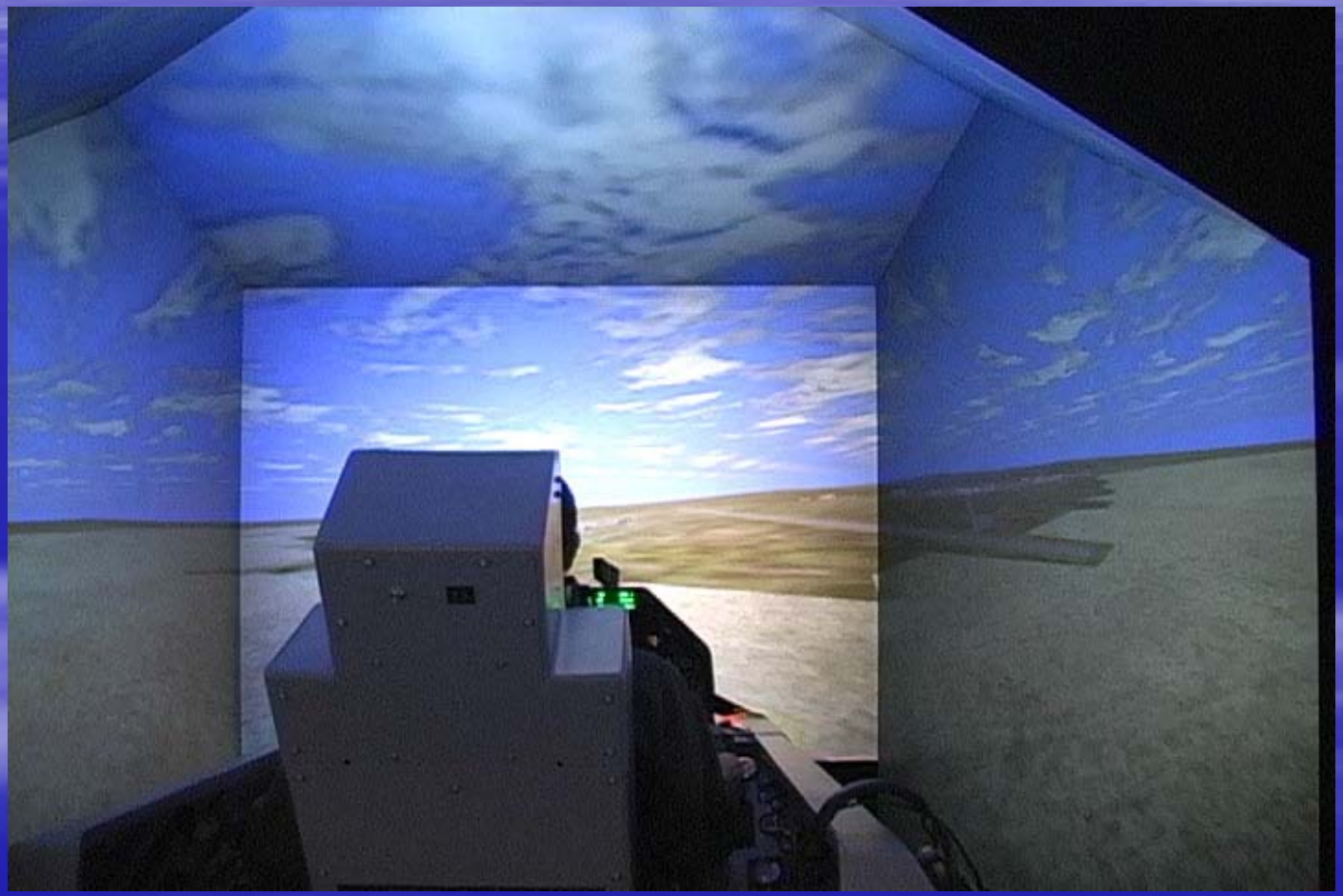
SYMVIONICS CRADA - IADS®

- Highlights of CRADA Agreement
  - Allows commercialization of IADS
  - Allows sales of IADS to major defense contractors and commercial aircraft mfgrs.
  - Extends IADS use to other Air Force & Navy bases, NASA
  - Provides funds and public relations to AFFTC
  - Provides equipment, facilities and public relations to SYMVIONICS
  - ROI for both parties >> 1

SYMVIONICS CRADA - DeltaSym™



SYMVIONICS CRADA - DeltaSym™



SYMVIONICS CRADA - DeltaSym™

- Highlights of CRADA Agreement
  - Allows commercialization of DeltaSym
  - Will provide funds and public relations to AFFTC
  - Will provide equipment, facilities and public relations to SYMVIONICS
  - ROI for both parties = ???





Department of the Army
Small Business Program





"Our Army at War - Relevant & Ready"

NDIA Small Business Conference
June 2, 2005

LTC Jim Blanco
ASSISTANT TO THE DIRECTOR
OFFICE OF SMALL and DISADVANTAGED BUSINESS UTILIZATION (SADBU)
OFFICE OF THE SECRETARY OF THE ARMY



VISION

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





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.**

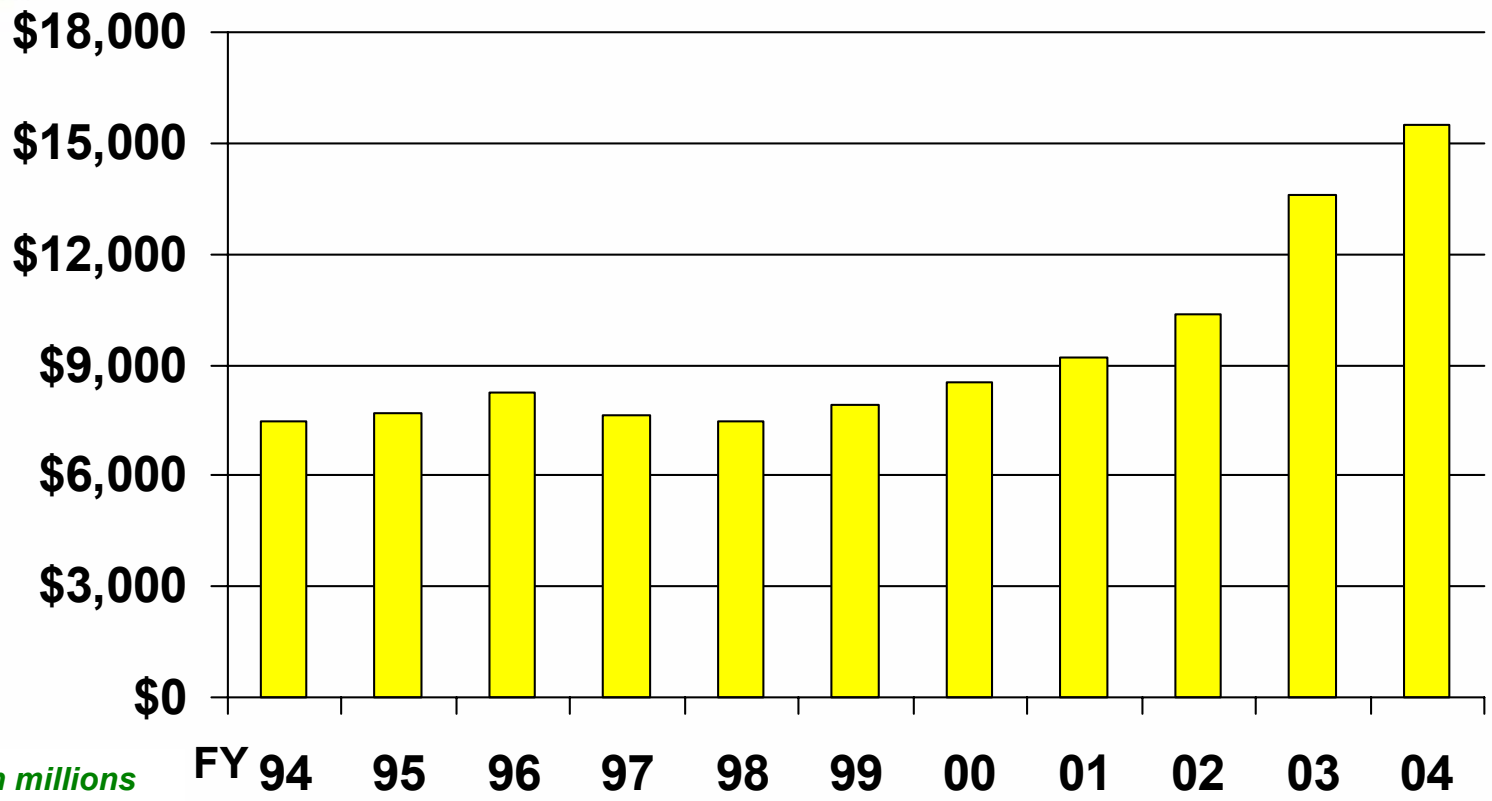
Army Prime Contract Awards FY 04

	Total Dollars	Achieved	Army Target	Nat'l Goal
US Business	$55,493			
Small Business	$15,471	27.9%	26.6%	23.0%
Small Disadvantaged Business	$ 5,005	9.0%	8.6%	5.0%
Women-Owned SB	$ 2,029	3.7%	4.1%	5.0%
HUBZone Small Business	$ 1,573	2.8%	3.0%	3.0%
Service Disabled Veteran-Owned SB	$ 233	0.4%	3.0%	3.0%

Dollars shown in millions

Army Small Business Program History

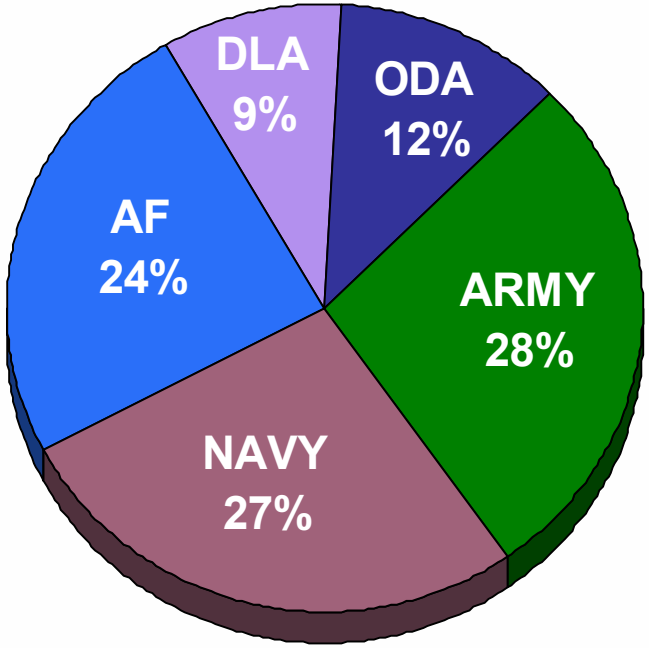




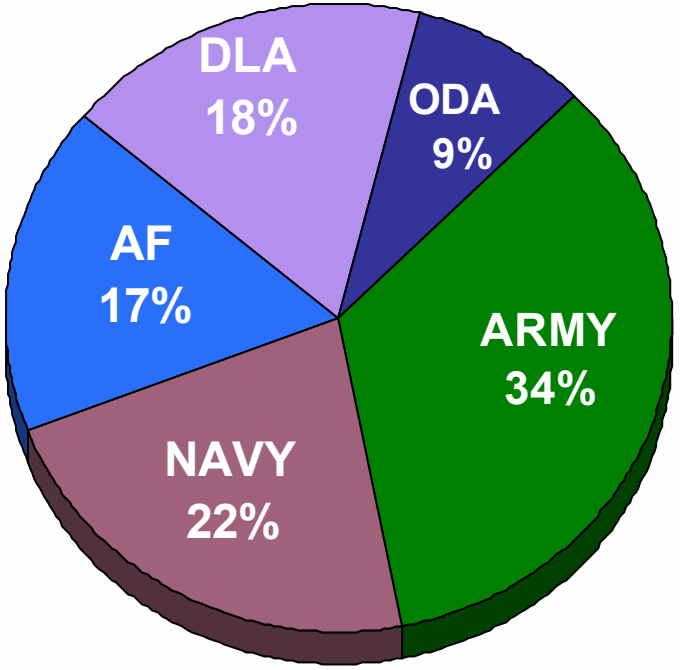
Effective FY99, data includes Federal Supply Schedule awards over $25K

DOD Small Business Prime Contract Awards FY 04

Total Awards ($200.4B)

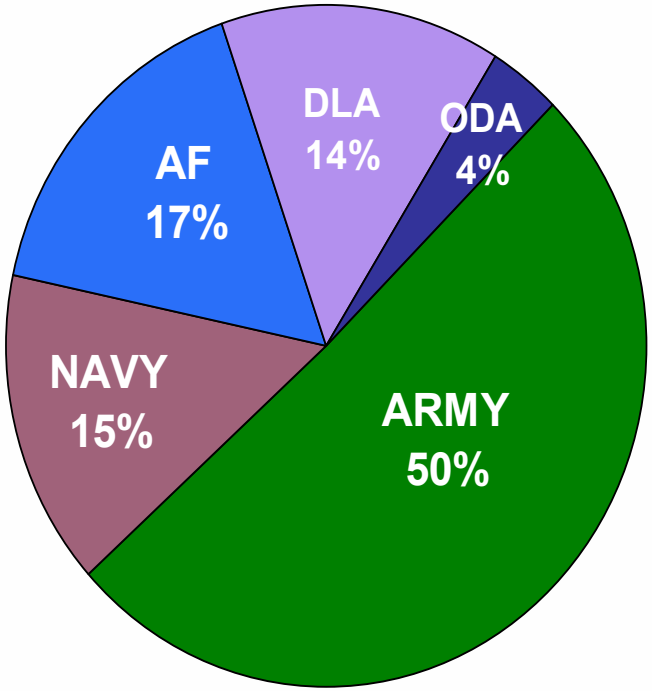


Small Business Awards ($44.8B)

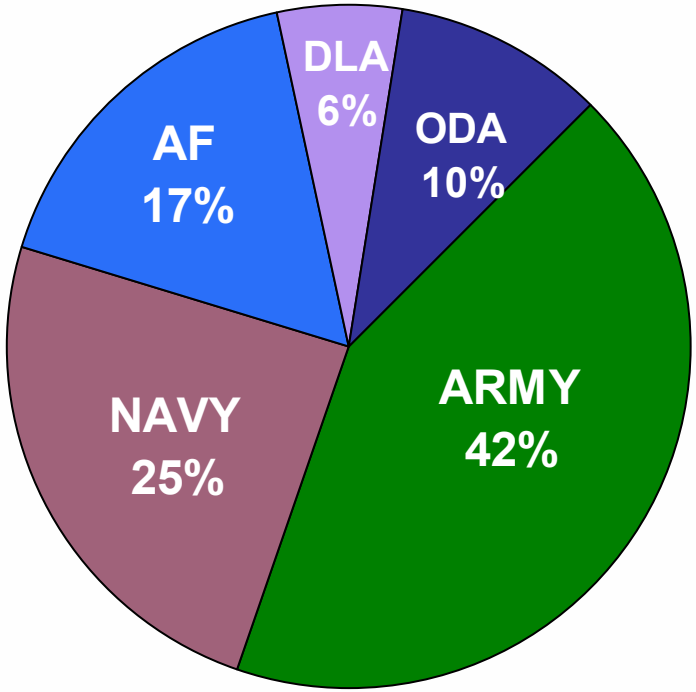


DOD Small Business Prime Contract Awards FY 04

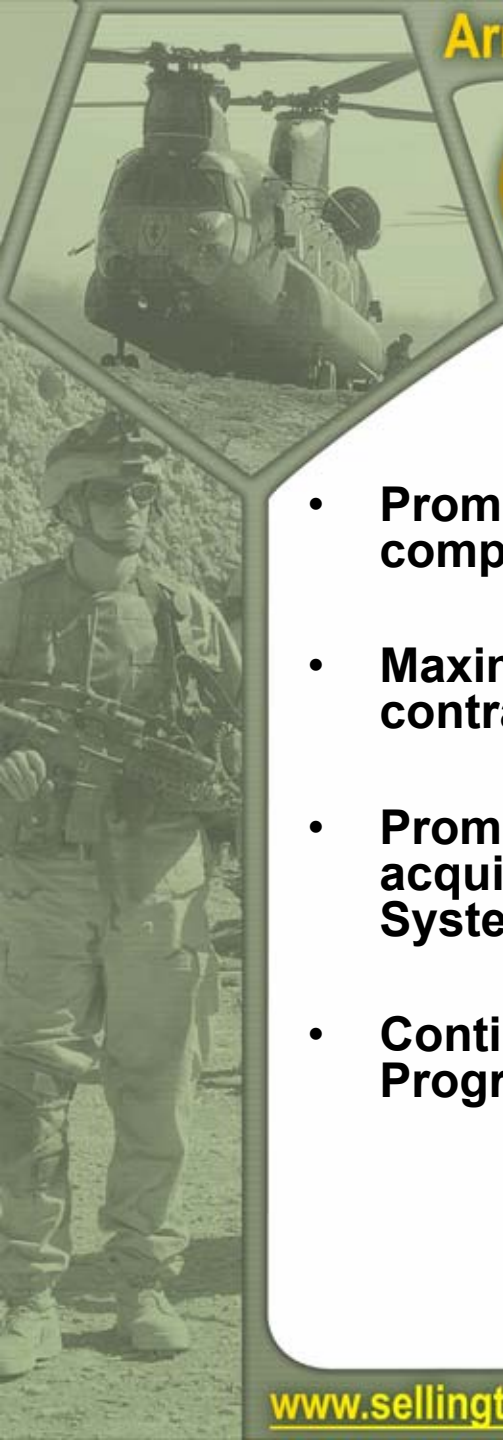
HUBZone Awards ($3.1B)



SDVOSB Awards ($.5B)



Army Small Business Reinvention Initiatives FY 05



- Promote opportunities for firms located in HUBZones through a comprehensive outreach initiative.
- Maximize value of small business to the war fighter by promoting contracting opportunities in contingency operations.
- Promote utilization of small businesses as subcontractors in acquisitions of combat systems such as the Future Combat System (FCS).
- Continue to promote the increase awareness of the SDVOSB Program through an innovative outreach program.

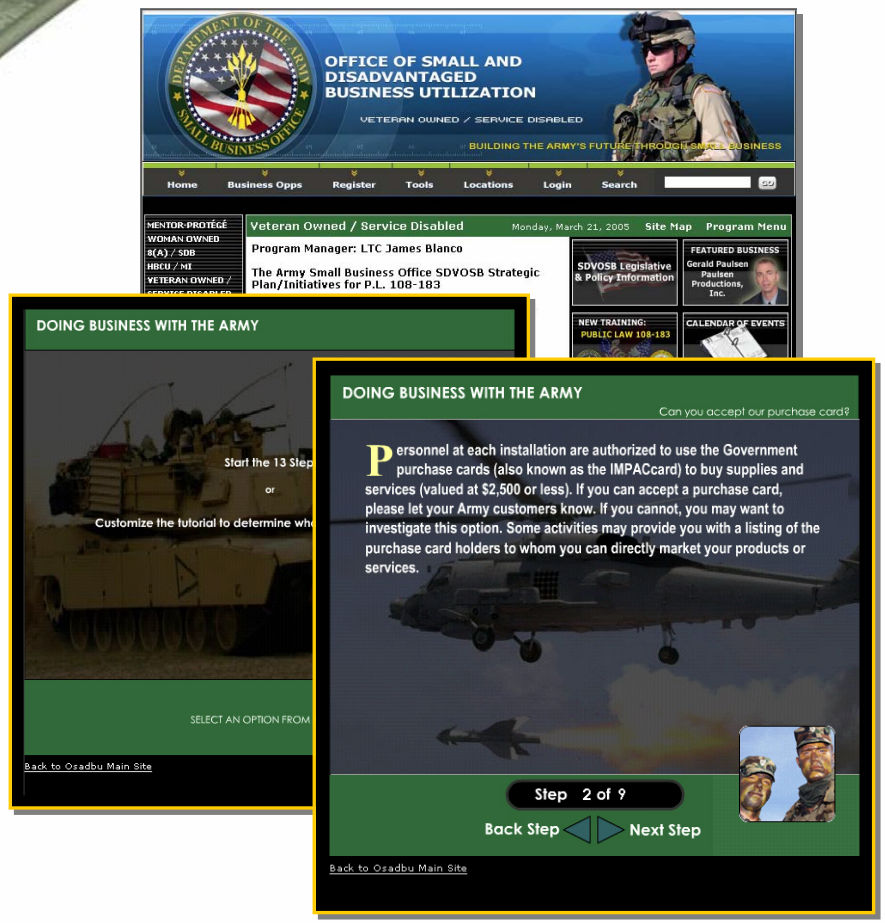
SELLINGTOARMY Website

Single Portal For Army Small Business



- Small Business
- Acquisition Professionals
- ADs and SADBUs

13 Steps to Doing Business with the Army



- Flash Presentation
- 13 Sequential Steps
- Live Links
- Capability to Customize

FSC Search

Federal Supply Code (FSC) Search



- Detailed listing FSC
- Customized Search
- Sortable Results

Locations Search

Command Location Map



- Integrated graphical map and search function
- Multiple search criteria enabled
- Customizable search results



Questions





NORTHROP GRUMMAN

DEFINING THE FUTURE

How Small Businesses Can Gain Access to Aerospace Prime Contractors

June 1-2, 2005

Al Boldon, Sector Director
Socio-Economic Business Program

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Who is Northrop Grumman?



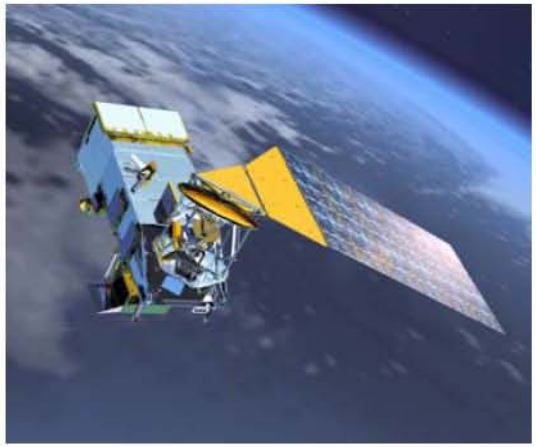
Ron Sugar
CHAIRMAN, CEO AND PRESIDENT

Electronic Systems	Information Technology	Mission Systems	Integrated Systems	Newport News	Ship Systems	Space Technology
						
Bob Iorizzo PRESIDENT	Jim O'Neill PRESIDENT	Don Winter PRESIDENT	Scott Seymour PRESIDENT	Mike Petters PRESIDENT	Phil Dur PRESIDENT	Alexis Livanos PRESIDENT

Northrop Grumman Today

- **$30 billion sales in 2004**
- **$60 billion total backlog**
- **125,000 people, 50 states, 25 countries**
- **Third largest U.S. defense contractor**
- **Leading capabilities in:**
  - Systems integration
  - C4ISR and battle management
  - Information technology and networks
  - Defense electronics
  - Naval shipbuilding
  - Space and missile defense





Focus on Performance

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Leadership In Key Business Areas

Electronic Systems

- Airborne Radars
- C^4ISR
- Electronic Warfare
- Navigation & Guidance
- Military Space
- Homeland Security

Information Technology

- C^4ISR
- Government IT Infrastructure
- Science & Technology
- Information Security/ Assurance
- Enterprise Solutions
- Homeland Security

Integrated Systems

- Tactical Aircraft
- Long Range
- Unmanned
- Airborne Early Warning & Surveillance
- Air-to-Ground Surveillance
- Airborne Jamming

Ship Systems/ Newport News

- Naval Systems Integrator
- Aircraft Carriers
- Attack Submarines
- Surface Combatants
- Amphibious Assault Ships
- Auxiliary Ships

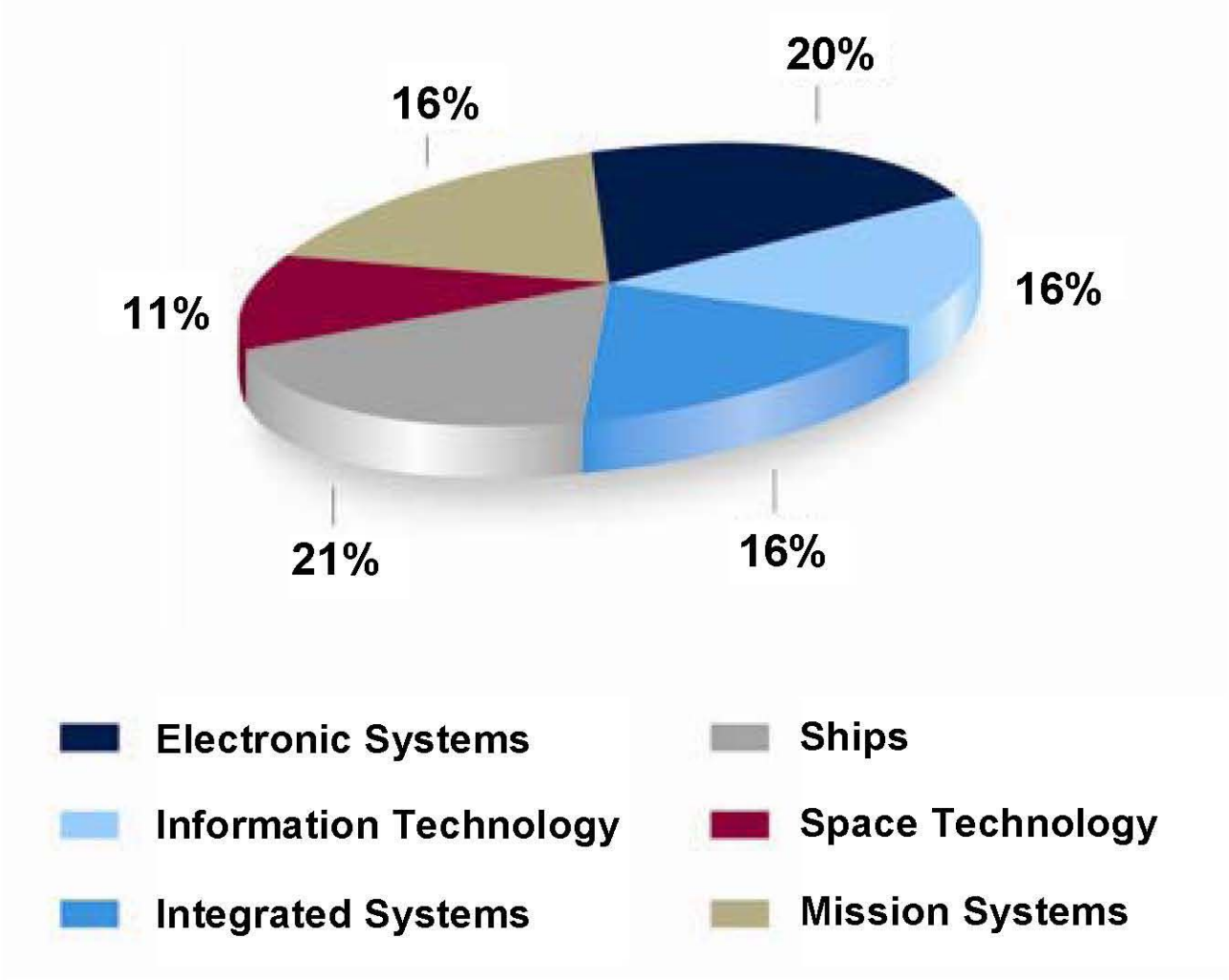
Mission Systems

- Command, Control and Intelligence
- Digitized Battlefield
- ICBM Sys. Mgmt.
- Missile Defense BMC^3
- Defense/Civil Software Application Dev.
- Information Warfare
- Homeland Security

Space Technology

- Intelligence, Surveillance, Reconnaissance
- Laser Weapons
- Military SATCOM
- Scientific Satellites
- Military Avionics
- Advanced Technologies

Balanced, Diversified Portfolio by Sector

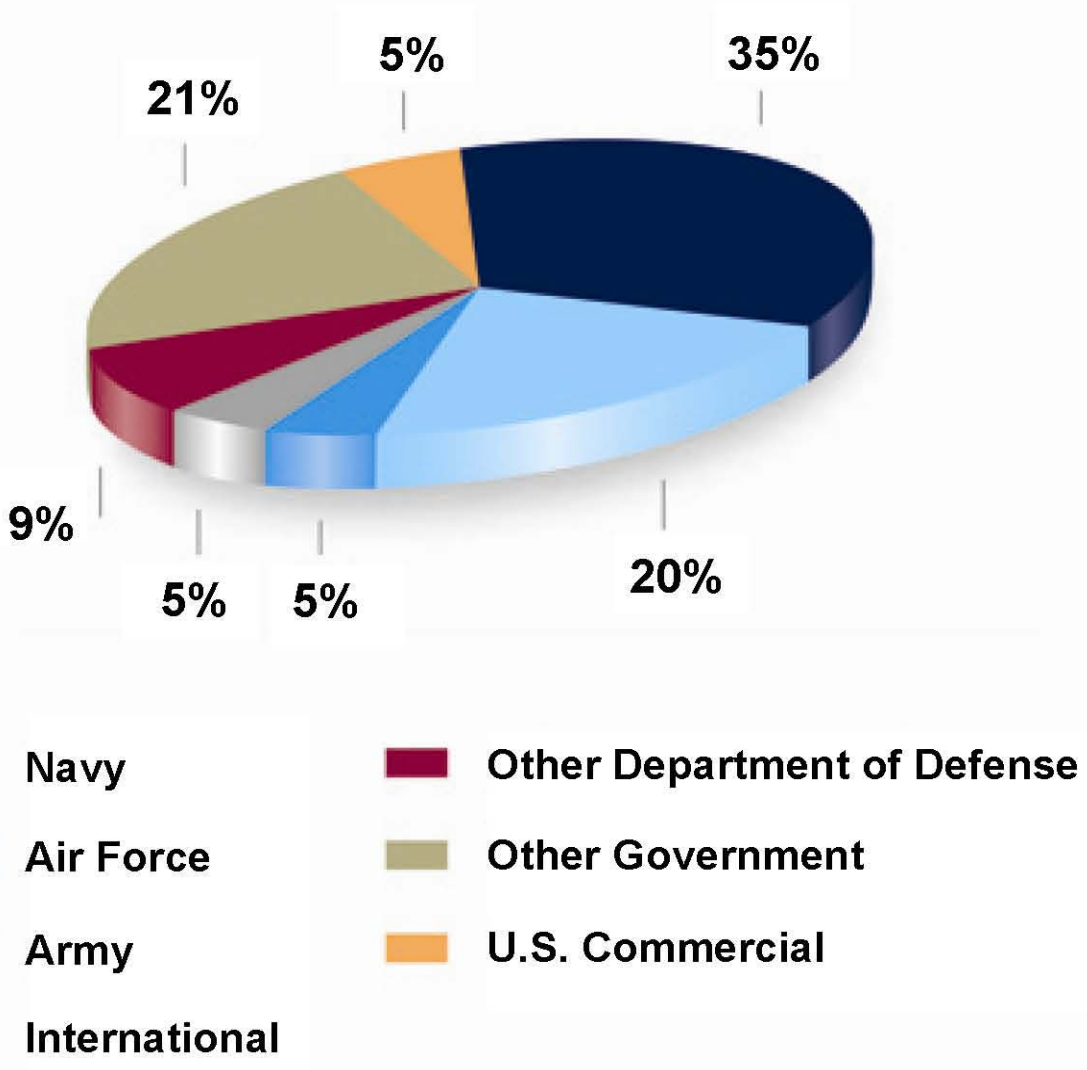


2004 Revenues $29.9B

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Balanced, Diversified Portfolio by Customer



2004 Revenues $29.9B

NORTHROP GRUMMAN

Key Recent Corporate-Wide Wins

- J-UCAS
- BMC2
- NATO AGS
- NETCENTS
- Prometheus / JIMO
- Restricted programs
- Command Post Platform



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How to Gain Access to Aerospace Prime Contractors

1. How do you select the right company to solicit for business?
2. How do you get to the right person to sell your idea or product?
3. What kind of presentation should you make?
4. How do you prepare for your initial presentation?
5. How should you follow-up after the presentation?
6. What can you do to position your company to receive new subcontracting opportunities.

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How do you select the right company to market?

- **Look for a company that has specific technical skills, processes, or manufacturing capabilities that complement your small business.**
  - **Look at the company's website for current contracts and customers.**
  - **Determine how your company can add technical value to enhance what the Prime is doing.**
  - **Make a case of why your company should be used over other companies.**
  - **Have proven evidence of what your company can bring to the table.**

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How do you get to the right person to sell your idea or product?

- Find out who the people are from Marketing or Technology Development and SBLO, etc.
- Do your homework prior to approaching the company.
- Request meeting with SBLO to provide current relevant data pertaining to your company.
- Request capability briefing to Business/Technology Development personnel.

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What kind of briefing should you make?

- Briefing should not be general; it should specifically apply to the company you are soliciting subcontracts.
- Be specific as to what you can do.
- Emphasize how your company brings added value to the Prime.
- Outline areas in which your company may act as discriminator from other companies.
- Be cognizant of time and schedule; do not prolong briefing past the time set, unless requested to do so by the Prime corporation

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How do you prepare for your initial technical briefing?

- **Research information about the company, find out as much as possible about the company**
  - **Active Programs**
  - **Proposal Outstanding**
  - **Teaming Arrangements**
  - **Partnerships**
  - **Mentor/Protégé Participation**
  - **Customers**
  - **Main Product Line**

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How should you follow-up after the briefing?

- **Provide the corporation a market assessment matrix**
  - **How best to work together (business plan)**
  - **Enter the market together**
  - **Penetrate new market together**
  - **How your company will create a competition differentiation(?)**
  - **How you may target and capture new markets, maybe Small Business Set-Aside Contracts, SBIR, etc.**

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What can you do to position your company to receive new subcontracting opportunities?

- Develop strategic alliances with other small businesses
  - Teaming arrangements
  - Partnerships
- Participate in small business workshops and seminars
- Obtain necessary certifications i.e, SDB, HUBZone, etc.
- Register in CCR (Pro-Net) @ www.ccr.gov
- Participate in Mentor-Protégé Program

Camden Waterfront



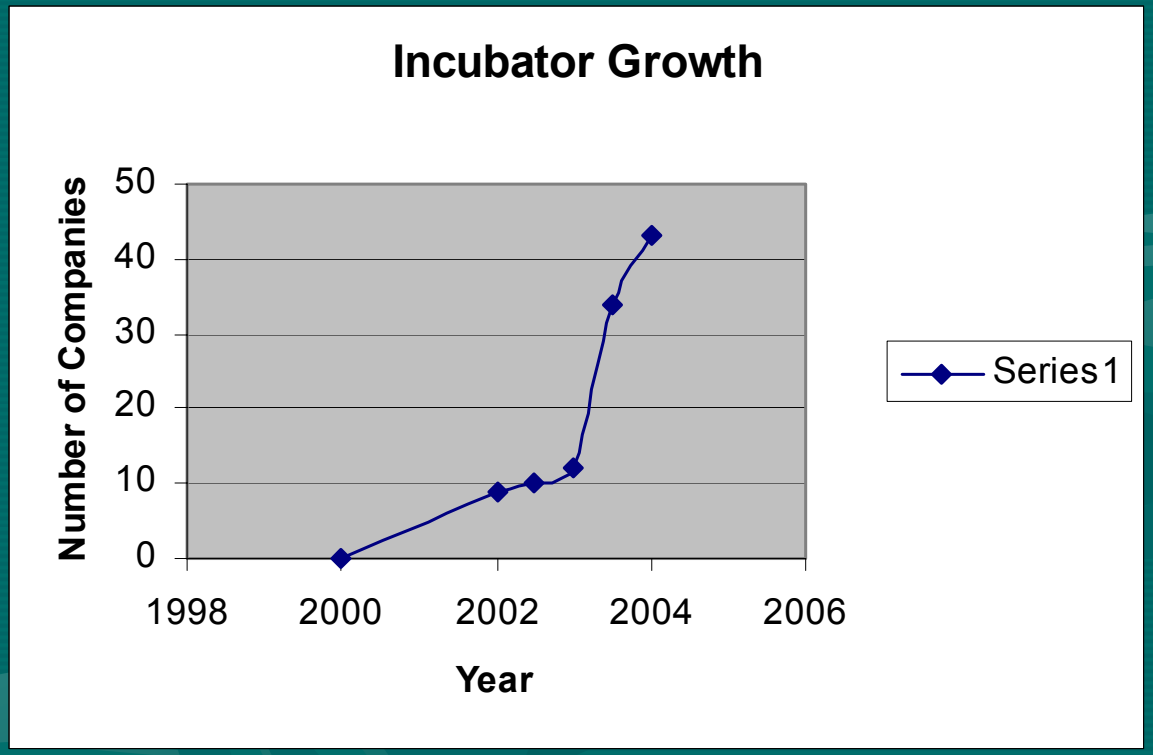
"Push the River"

Drexel Camden Incubator Center

Primary Goals:

1. Attract start-up companies that have developed innovative technologies for military and commercial applications including those started with Drexel Technology
2. Provide connectivity and access to various government agencies and departments to help start-up companies secure government contracts for their technology products
3. Incubate & Commercialize technology developed by Drexel Research & Development (R&D) projects

Participating Technology Companies



12-31-02 9 Companies 38 Seats

6-30-02 10 Companies 43 Seats

12-31-03 12 Companies 54 Seats

6-30-04 34 Companies 87 Seats

12-31-04 43 Companies 95 Seats

Value Added

Strategic Steps

1. Introduce mentoring companies into the Technology Center Environment to create subcontracting opportunities
2. Provide consulting services and business advice to identify avenues to diversify the application of developed technologies
3. Create partnering opportunities to apply for additional contracts and grants

Drexel University's Co-Operative (Co-Op) Education Program

1. Increase Drexel's Co-Op opportunities with companies locating in the center as well as defense contractors and military laboratories
   - 2004 calendar year - three of the six mentoring companies employed 50 Co-Op Students

2. Increase the visibility of Drexel's technologies to major prime contractors
   - Partnership with Lockheed Martin - $15 million Department of Defense Contract

Migration of Drexel Intellectual Property

A Success Story



Start-up Company Licensing New Communications Technology

Incubator Success Stories

1. **Gestalt, LLC**
   - 2002
   - Interoperability, Modeling & Simulations
   - Start-up to 100 employees
   - $35M sales projected 2005
   - $10M Venture Capital
2. **Channel Logistics, Inc.**
   - 2001
   - Database Analysis Shipping Industry
   - $2M Revenue
3. **Alpha Grid Smarter Agent, Inc**
   - 2001
   - Location Aware/GPS Software
   - Contracts with Banks and Real Estate Companies
   - Working on $7.5M investment







Current Challenges

1. Rapid growth of the Camden Incubator Center since 2002 has created a positive challenge, a great need for additional space

2. Continued competition to attract new companies

3. To achieve Self-Sustainability by the close of 2006

Pushing the River!!!

$45 Million In Government Contracts!



Solution to Facility Challenge



Contracting



United States Government

Un Sam



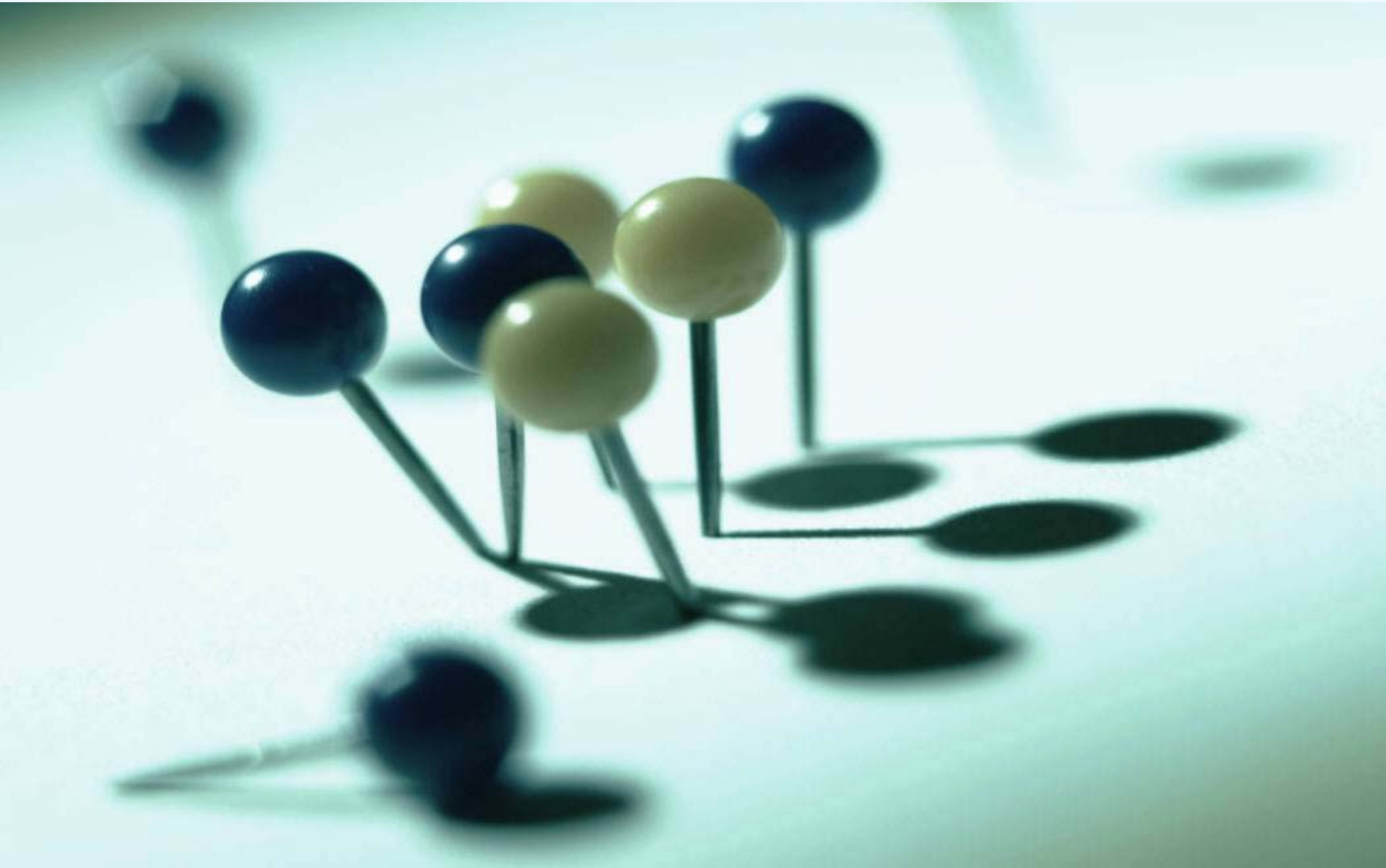
Ma e?

Maybe?



What is your business?

Pictures
Unavailable



How do I get business?



Small group of contractors draws 35 percent of IT dollars

A review of the government's information technology contractors reveals that nine of the top 10 are primarily service-oriented companies and 35 percent of the government's fiscal 2004 technology dollars went to the top 10 contractors.

Of the $50 billion spent by the agencies in fiscal 2004, 73 percent of the money, or $36 billion, went to 150 contractors

Source: Daniel Pulliam govexec.com

Northrop Grumman Corp

$3,198,547,000

Science Applications International Corp

$2,587,875,000

Lockheed Martin Corp

$2,547,677,000


Plan of
Attack

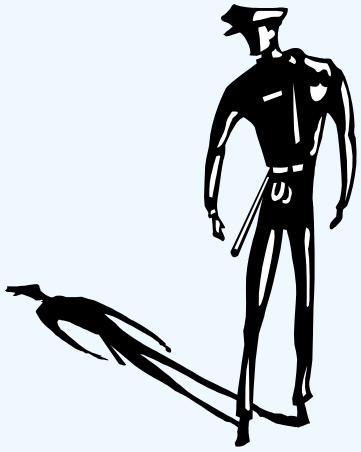
Who do you want to be?

Plan of Attack

Who do you want to be?

Prime Contractor

There are two chances:





Who do you want to be?

Sub-Contractor

Sole Source Provider


Yes!
Yes!
Yes!

Authorization

Appropriations



House & Senate



House & Senate

$25



House & Senate



$15

House & Senate






Authorized
$20

Authorized

Appropriated



$20

$10


Billions
AUTHORIZED
to purchase
land for
National Parks
Zero dollars
APPRORIATED
for the purchase
of that land

What your elected representatives can and cannot do for you.



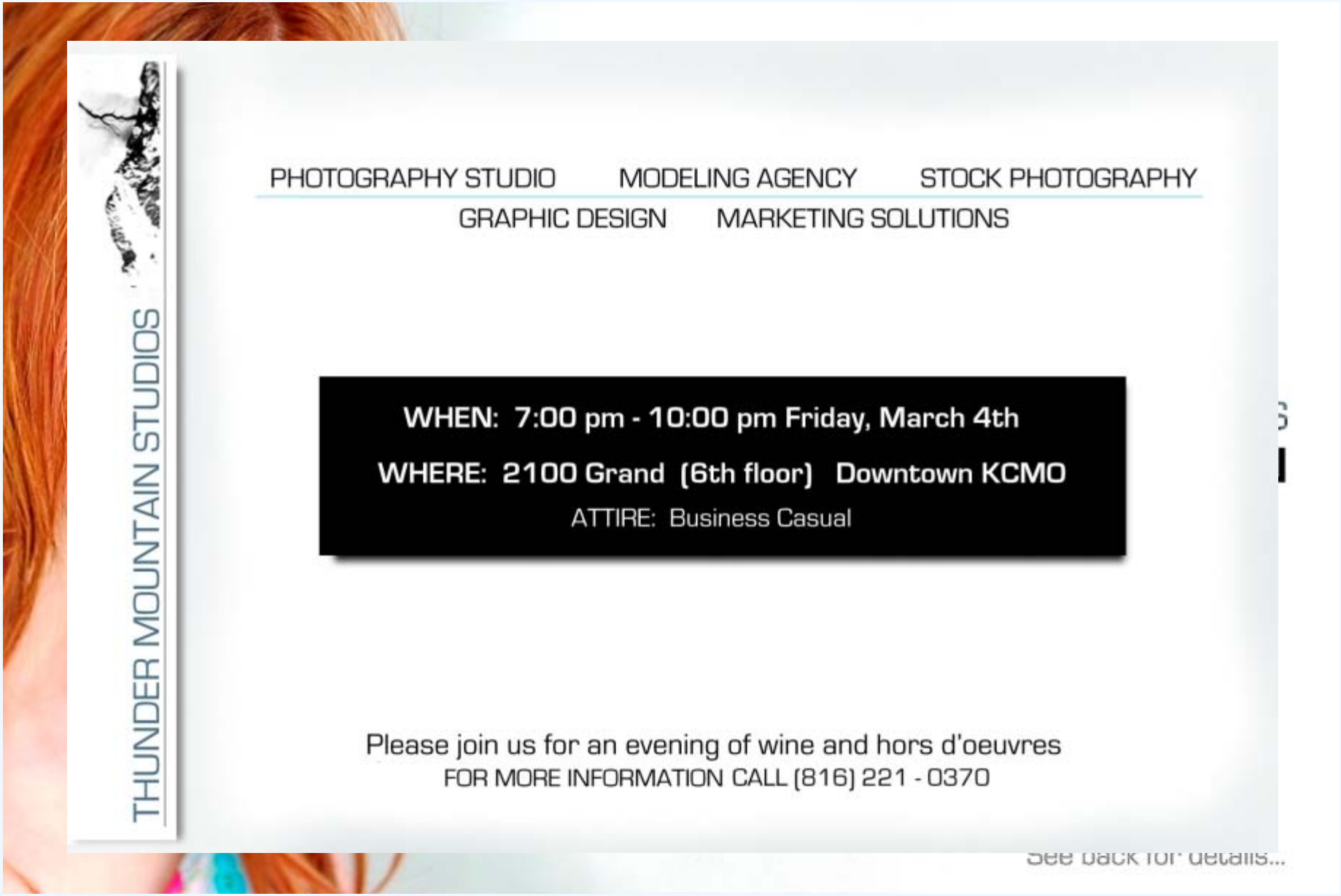

Members
cannot force the
outcome of an
agency decision
Ethics
and the
legal system


Members can force an agency to respond in a timely manner in accordance with agency guidelines


THE UNITED STATES OF AMERICA
L 59852466 N
12
ONE DOLLAR


VOTE




THUNDER MOUNTAIN STUDIOS
PHOTOGRAPHY STUDIO
MODELING AGENCY
STOCK PHOTOGRAPHY
GRAPHIC DESIGN
MARKETING SOLUTIONS
WHEN: 7:00 pm - 10:00 pm Friday, March 4th
WHERE: 2100 Grand (6th floor) Downtown KCMO
ATTIRE: Business Casual
Please join us for an evening of wine and hors d'oeuvres
FOR MORE INFORMATION CALL (816) 221 - 0370

Number of jobs in your company

Number of new jobs your proposed contract will add.

Job security your proposal will add.

Positive attention it will bring to the Member






GAZETTE
Camp Help
Chicago Blast
Kills Twelve

Follow up every step of the way with the staff person that has been assigned to you. If you don’t like that person, ask for someone else.

Figure out where you fit in the contracting picture.

Form a plan that:

1…Includes your Member of Congress

2…Keeps the Member and staff fully informed

3…Don’t be afraid to ask for help

If the Member or any of the staff indicate in any way that they would appreciate some type of monetary reward or assistance from you, immediately report that to either the House or Senate ethics committee and the Federal Election Commission as this is an illegal practice and punishable by law..

Questions

Suggestions

Free will offerings



Headquarters U.S. Air Force

Integrity - Service - Excellence

AIR FORCE SMALL & DISADVANTAGED BUSINESS PROGRAM



Joseph G. Diamond

SAF/SB

U.S. AIR FORCE

Outline

- Current Environment
- FY04 Quantitative Assessment
- Program Highlight
- Challenges
- Special Emphasis Items
- Conclusion

U.S. AIR FORCE

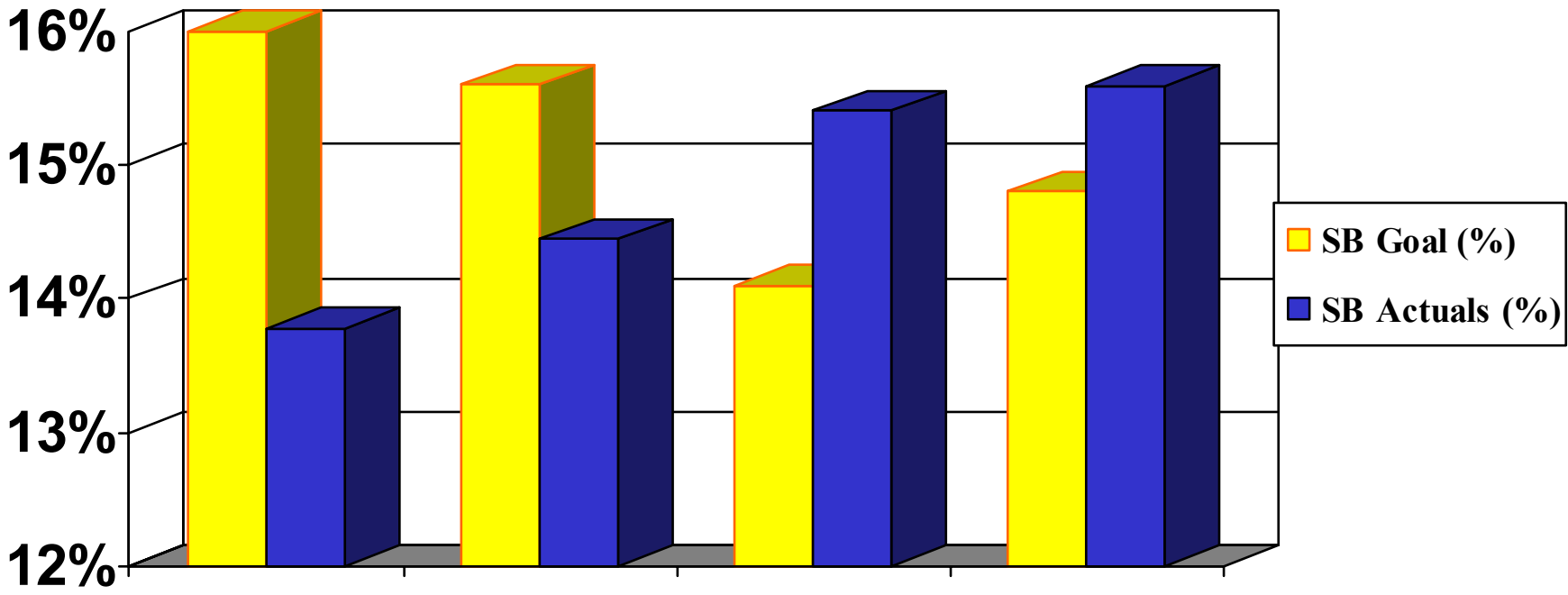
Current Environment

- Operational Contingencies and the AEF
- PBD 753
- FY06 Budget
- QDR
- BRAC

- Legislation
- Enterprise Acquisitions
- Strategic Sourcing
- Policy Revisions

U.S. AIR FORCE

SB Goals Vs. Actuals*
Air Force Wide (FY01-04)

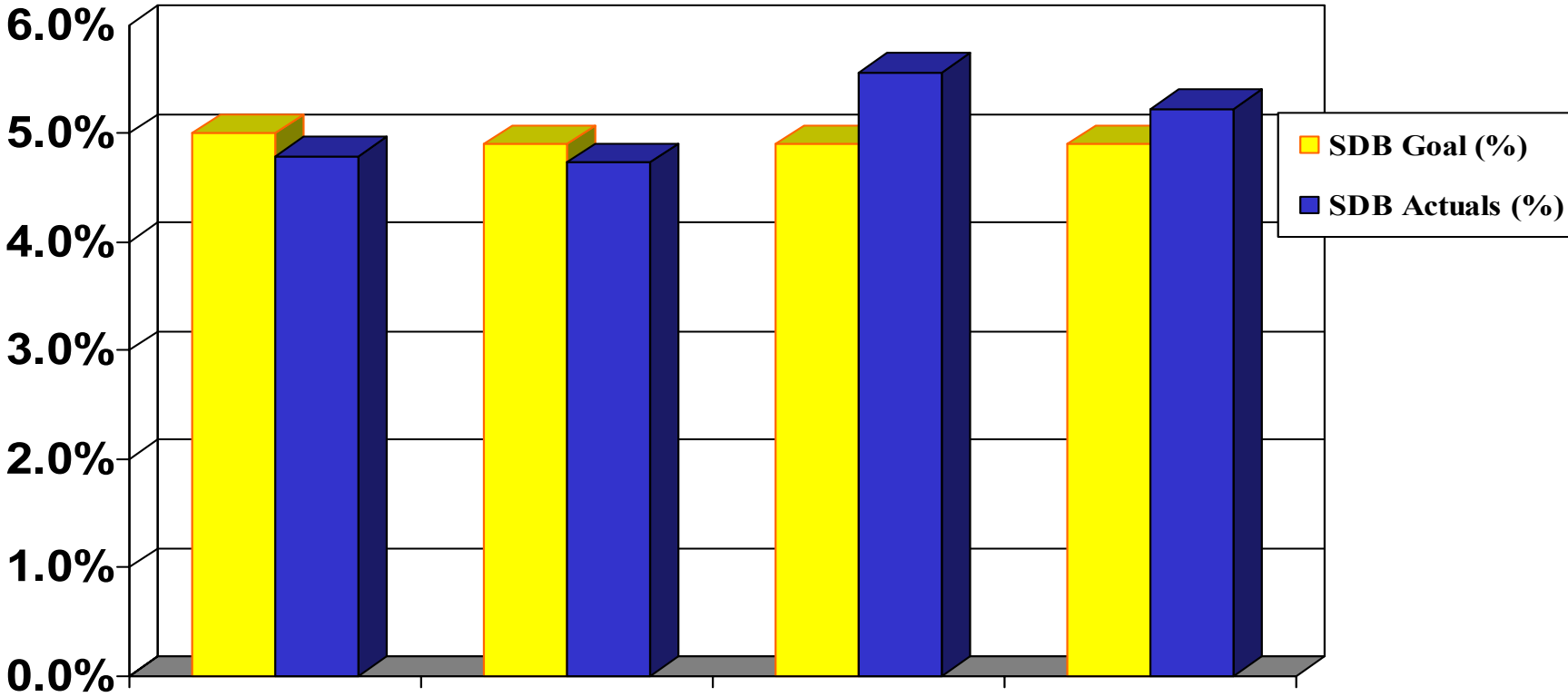


	FY01	FY02	FY03	FY04
Total Base	36,130,947	41,576,425	48,815,572	48,840,658
SB	4,980,452	6,003,022	7,517,598	7,612,805
SB Goal (%)	16.2%	15.6%	14.1%	14.8%
SB Actuals (%)	13.78%	14.44%	15.40%	15.59%

*(Data Sources: J001 for FY 01-04) $ reported in ($000s)

U.S. AIR FORCE

SDB Goals Vs. Actuals*
Air Force Wide (FY01-04)

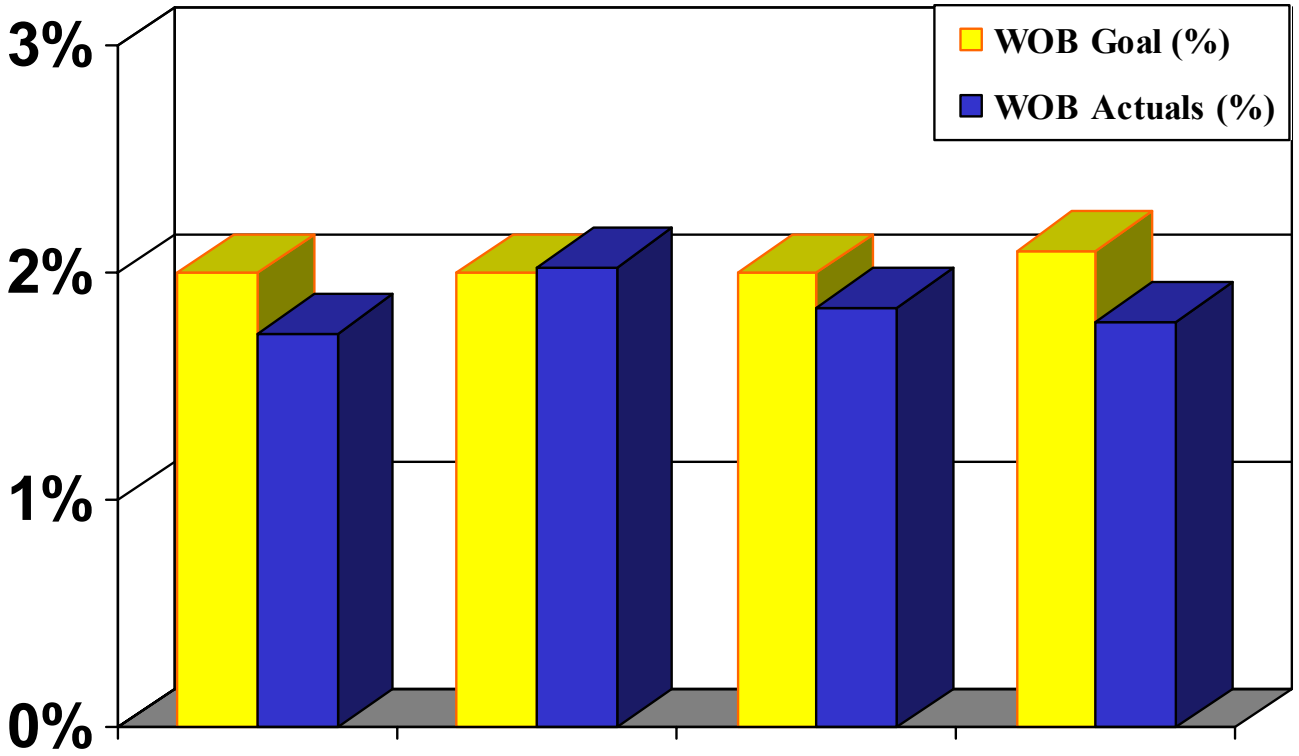


	FY01	FY02	FY03	FY04
Total Base	36,130,947	41,576,425	48,815,572	48,840,658
SDB	1,732,415	1,965,117	2,712,642	2,555,849
SDB Goal (%)	4.9%	4.9%	4.9%	4.9%
SDB Actuals (%)	4.73%	4.73%	5.56%	5.23%

*(Data Sources: J001 for FY 01-04) $ reported in ($000s)

U.S. AIR FORCE

WOB Goals Vs. Actuals* Air Force Wide (FY01-04)

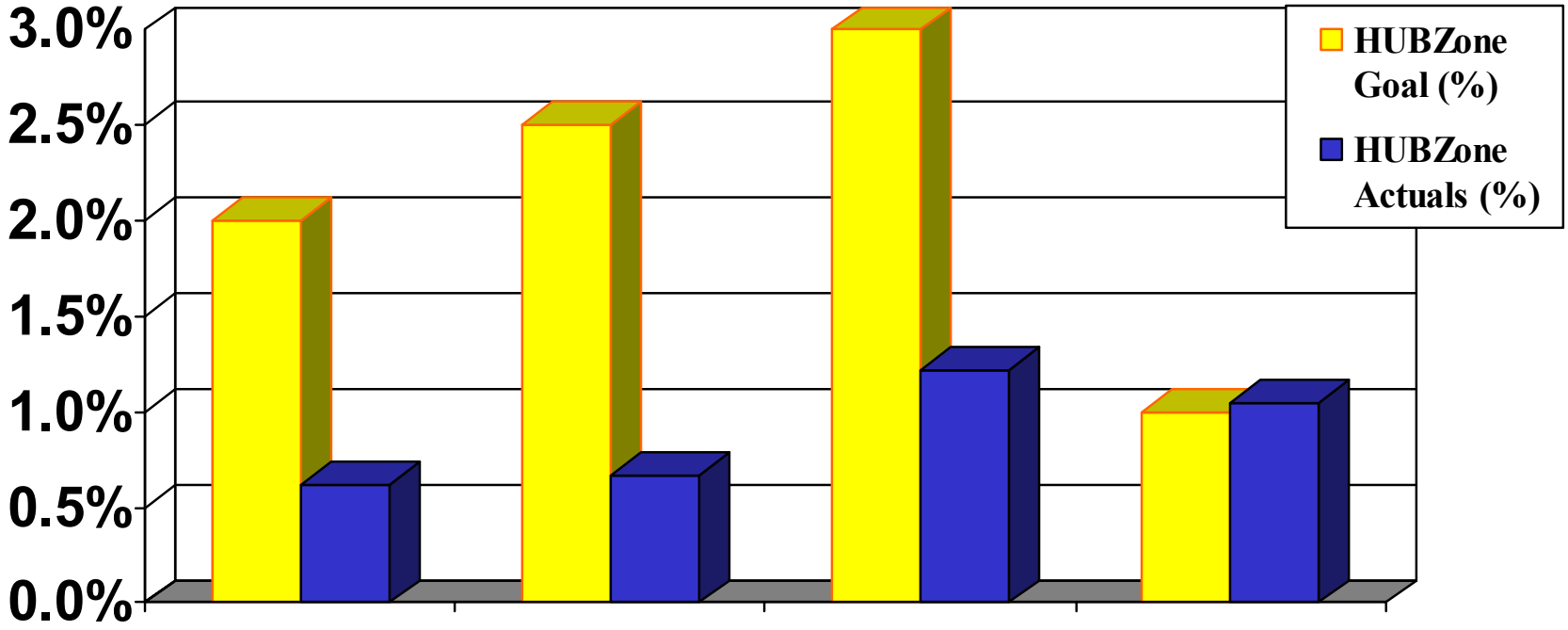


	FY01	FY02	FY03	FY04
Total Base	36,130,947	41,576,425	48,815,572	48,840,658
WOB	626,769	843,865	901,676	875,755
WOB Goal (%)	2.0%	2.0%	2.0%	2.1%
WOB Actuals (%)	1.73%	2.03%	1.85%	1.79%

***(Data Sources: J001 for FY 01-04) $ reported ($000s)**

U.S. AIR FORCE

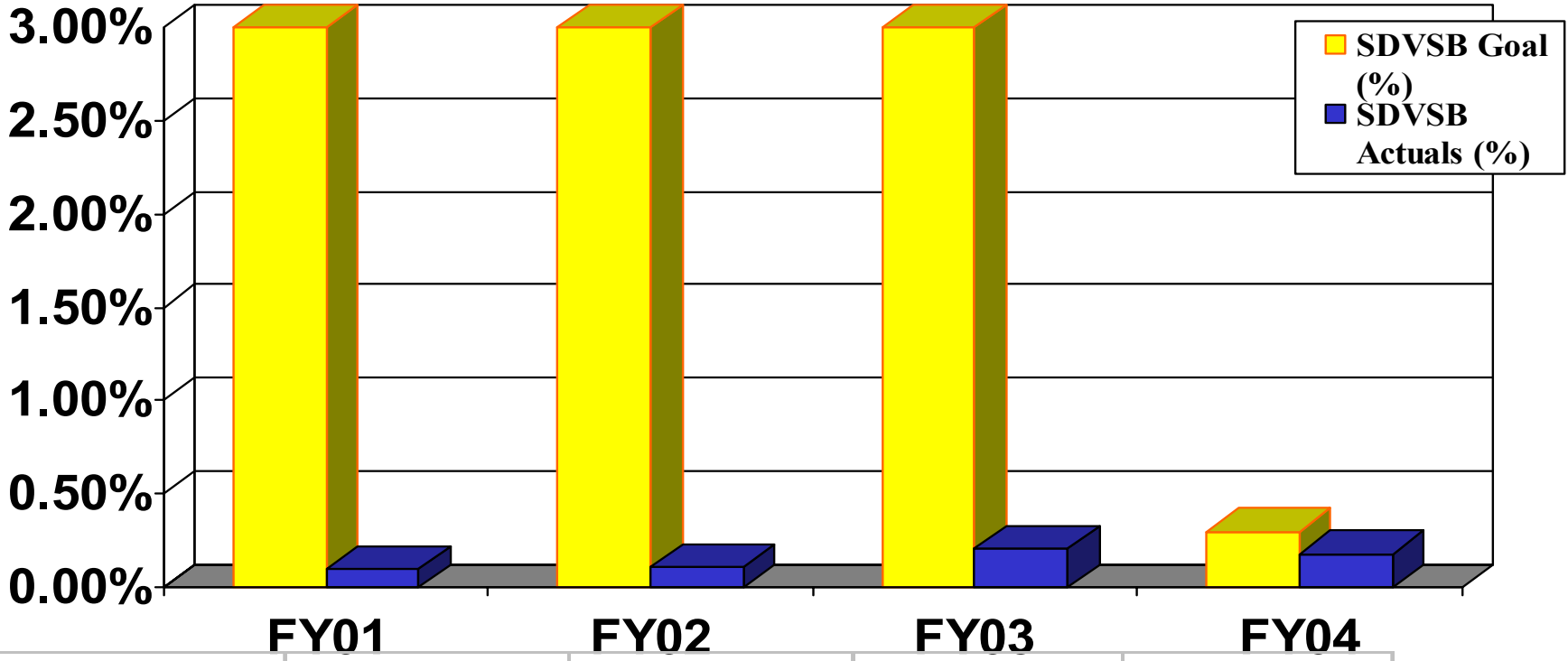
HUBZone Goals Vs. Actuals* Air Force Wide (FY01-04)



	FY01	FY02	FY03	FY04
Total Base	36,130,947	41,576,425	48,815,572	48,840,658
HUBZone	223,958	279,680	595,212	514,289
HUBZone Goal (%)	2.0%	2.5%	3.0%	1.00%
HUBZone Ach (%)	0.62%	0.67%	1.22%	1.05%

*(Data Sources: J001 for FY 01-04) $ reported ($000s)

SDVSB Goal Vs. Actual* Air Force Wide (FY01-04)

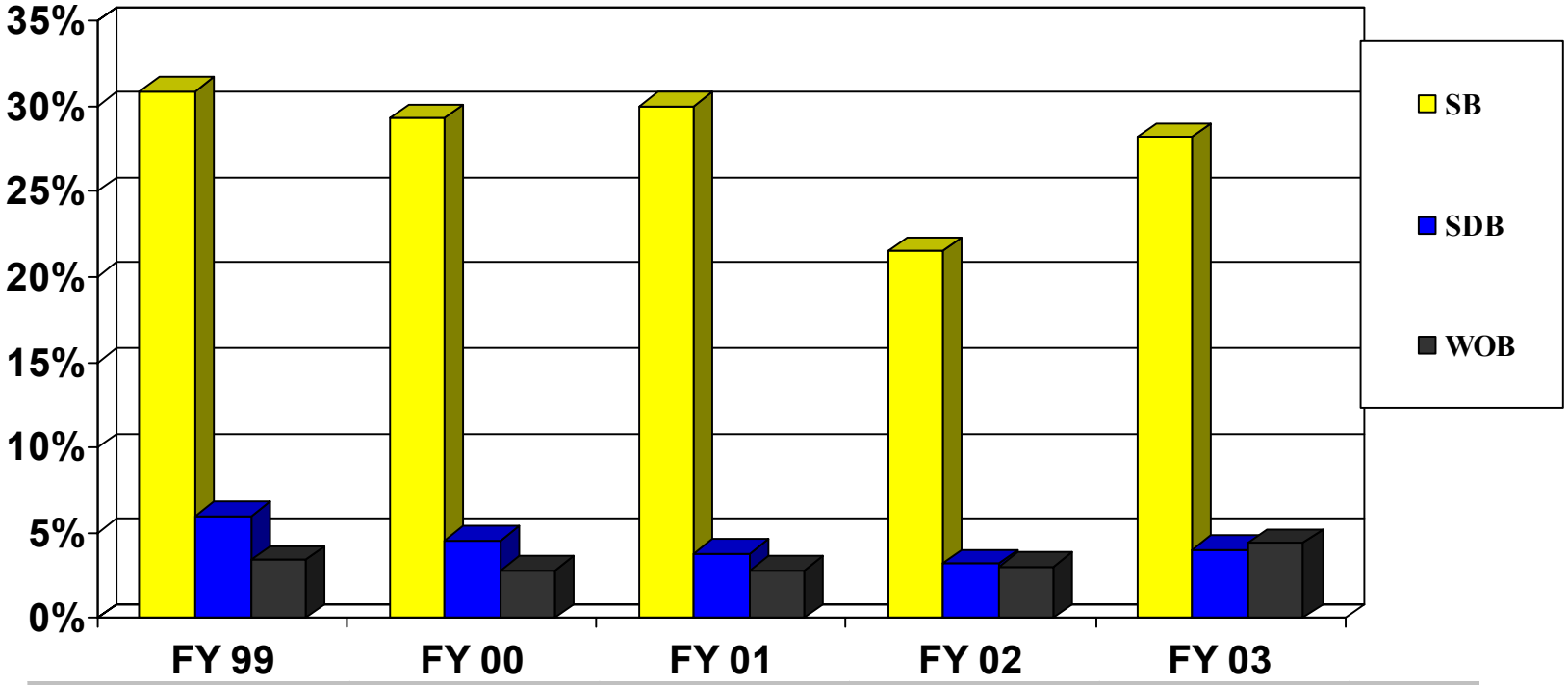


	FY01	FY02	FY03	FY04
Total Base	36,130,947	41,576,425	48,815,572	48,840,658
SDVSB	36,722	46,748	94,707	87,687
SDVSB Goal (%)	3.0%	3.0%	3.0%	0.3%
SDVSB Ach (%)	0.10%	0.11%	0.19%	0.18%

*(Data Source: J001 for FY 01-04) $ reported ($000s)

Subcontracting Trends* FY99-03

U.S. AIR FORCE



	FY99		FY00		FY01		FY02		FY03	
Sub $ Base	8,006		10,595		12,359		19,246		18,770	
SB	2,470	30.9%	3,100	29.3%	3,704	30.0%	4,138	21.5%	5,633	30.0%
SDB	482	6.0%	491	4.6%	469	3.8%	608	3.2%	726	3.9%
WOB	275	3.4%	296	2.8%	349	2.8%	573	3.0%	765	4.1%

Subcontracting Dollars Only $ reported in ($000s)

Source: Selected AF Major Prime's SF295s Assume AF is 55% of Primes Business

U.S. AIR FORCE

Mentor Protégé
Section 831 of Pub. L. 101-510

- Highly Competitive Selection
- Continuous Administration (Program Reviews)
- Average Job Growth 20% (325 jobs FY04)
- Average Revenue Growth 17% ($26M FY04)
- Return on Investment (ROI) 21: 1 (FY04)
- AF Wins 4 of 10 Nunn-Perry Awards FY04

U.S. AIR FORCE

Challenges

- Procurement Transformation
- Requirements Consolidation
- HUBZone & Service Disabled Veteran-Owned Small Business Awards
- Program Image

U.S. AIR FORCE

Special Emphasis Items

- Keep Leadership Involved
- Early Acq Strategy Engagement
- Thorough Market Research
- Business Case Analysis
- Consistent Subcontracting Strategy

U.S. AIR FORCE

Conclusion

WE ARE COMMITTED TO DELIVERING THE BEST PRODUCTS AND SERVICES TO SUPPORT OUR WARFIGHTING CAPABILITY

STRENGTHENING THE DEFENSE INDUSTRIAL BASE

CONTRIBUTING TO OUR ECONOMIC GROWTH AND DEVELOPMENT

SSC SAN DIEGO

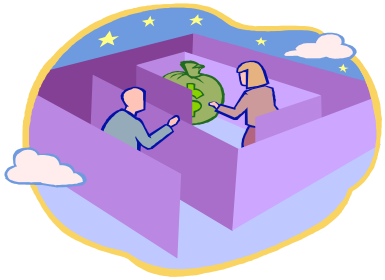
SPAWAR Systems Center San Diego

National Defense Industrial Association (NDIA) Small Business Conference

Faye Esaias

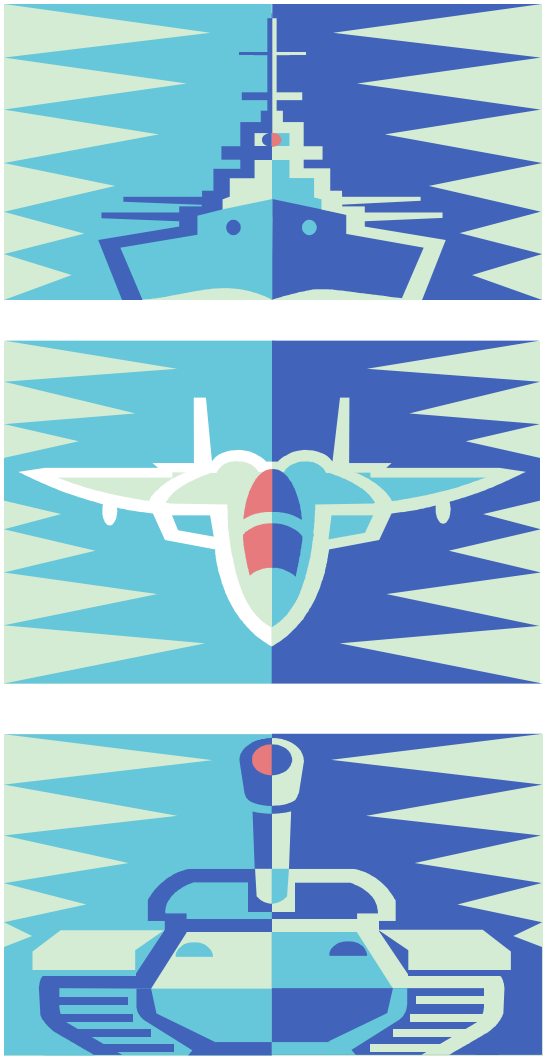
Space and Naval Warfare Systems Center San Diego

faye.esaias@navy.mil



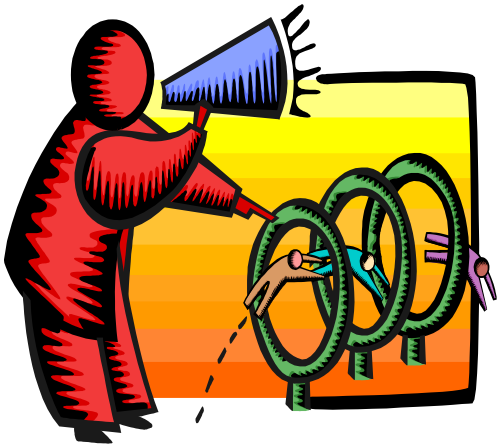


What is the government buying?



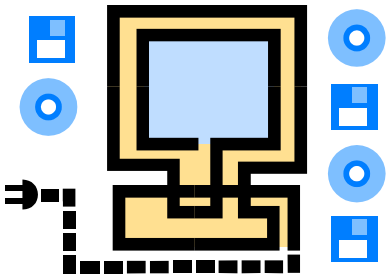
- Items to support our military forces in Iraq and Afghanistan.
- Also, items to support fighting the war against terrorism, and homeland security.
- Items to support other Agency specific programs.

What dictates the government procurement process?

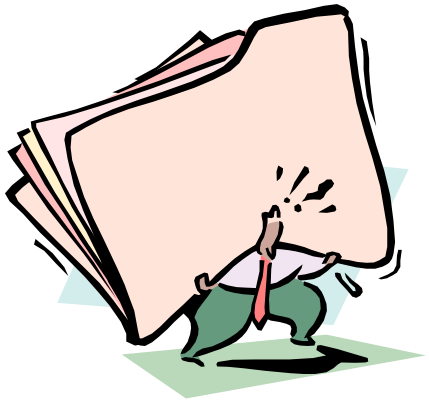


- Federal Acquisition Regulations (FAR)
- Defense Federal Acquisition Regulation Supplement (DFARS)
- Agency specific policies & procedures
- Activity specific Policies & Procedures

How is the Government buying?



- Mandatory sources
- Agency required sources
- Using electronic commerce
- New initiatives





Required Sources of Supplies

(i) Agency inventories;
(ii) Excess from other agencies;
(iii) Federal Prison Industries, Inc.;



(iv) Supplies which are on the Procurement List maintained by the Committee for Purchase From People Who Are Blind or Severely Disabled;
(v) Wholesale supply sources, such as stock programs of the General Services Administration (GSA), the Defense Logistics Agency, the Department of Veterans Affairs, and military inventory control points;
(vi) Mandatory Federal Supply Schedules;
(vii) Optional use Federal Supply Schedules; and
(viii) Commercial sources (including educational and nonprofit institutions).

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Required Sources of Services

SPAWAR Systems Center San Diego

(i) Services which are on the Procurement List maintained by the Committee for Purchase From People Who Are Blind or Severely Disabled;

(ii) Mandatory Federal Supply Schedules;

(iii) Optional use Federal Supply Schedules; and

(iv) Federal Prison Industries, Inc., or commercial sources (including educational and nonprofit institutions).

Key Procurement Thresholds

- **Estimated dollar amount drives process**
  - **Actions under $2,500 (Government Commercial Purchase Card, no competition required).**
  - **All actions over $2,500 but under the Simplified Acquisition Threshold (SAT) are reserved for small businesses unless the Contracting Officer determines in writing there ARE NOT 2 or more responsible Small Business concerns that are competitive in terms of price, quality and delivery.**
  - **All actions above the SAT are processed in a manner which should promote competition while considering SB Preference programs.**

Procurement Process cont. (Procurement strategy)

- ***"SPAWAR shall provide maximum practicable opportunity in its acquisitions to small business concerns. Such concerns shall have the maximum practicable opportunity to participate both as prime contractors and as subcontractors. Efforts to ensure small business participation in each particular acquisition shall be documented utilizing the DD2579."***
- **FAR and DFARS require the Small Business representative to review all acquisitions exceeding $10,000 and make recommendations as to how an acquisition shall be awarded. This review is required before synopsis, issuance of the solicitation, or contract modification for a new procurement over $10,000, and shall be documented on the DD2579, which is maintained in the contract file.**

Procurement Process cont. (Market Research)

- Historical data
- Internet
- Dynamic Small Business Search (formerly known as PRO-*Net*)



  - Used by procuring agencies and contracting officers as the authoritative source for vendors that are certified in SBA's 8(a) Business Development program, HUBZone Empowerment Contracting Program and Small Disadvantaged Business program. They access this information to conduct market research and confirm eligibility for SBA's procurement preference programs.

Procurement Process cont. (Publicizing actions)

- **If using simplified acquisition procedures, and not posting a notice, competition ordinarily will be obtained by soliciting quotations or offers from at least 3 qualified sources within the local trade area**

- **All procurements over $25K are required to be synopsized <u>unless</u> waived by the Contracting Officer.**
- https://e-commerce.spawar.navy.mil/

Future and Current Opportunities!

e-Commerce

Login | Register | Feedback | Credits | Advanced Search | Quick Search: GO

SPAWAR CONTRACTS DIRECTORATE OFFICE

- E-CC Home
- Read Me First!
- Section 508
- Submitting A Proposal?
- Vendors Users Guide
- CMPG
- e-Commerce News
- Links
- Contact Us
- HEADQUARTERS
- SSC CHARLESTON
- SSC SAN DIEGO
- SSC NEW ORLEANS
- SSC NORFOLK
- i-Services



RADM
Kenneth Slaght

Welcome

A Message from our Commander

"As the Navy's C4I experts, we listen to our customers and find the right solutions for their C4I challenges. In response, we emphasize providing information solutions versus just information systems." Read more

News

No news items posted or updated in the last 5 days.

Older News Items

Recently Issued Solicitations

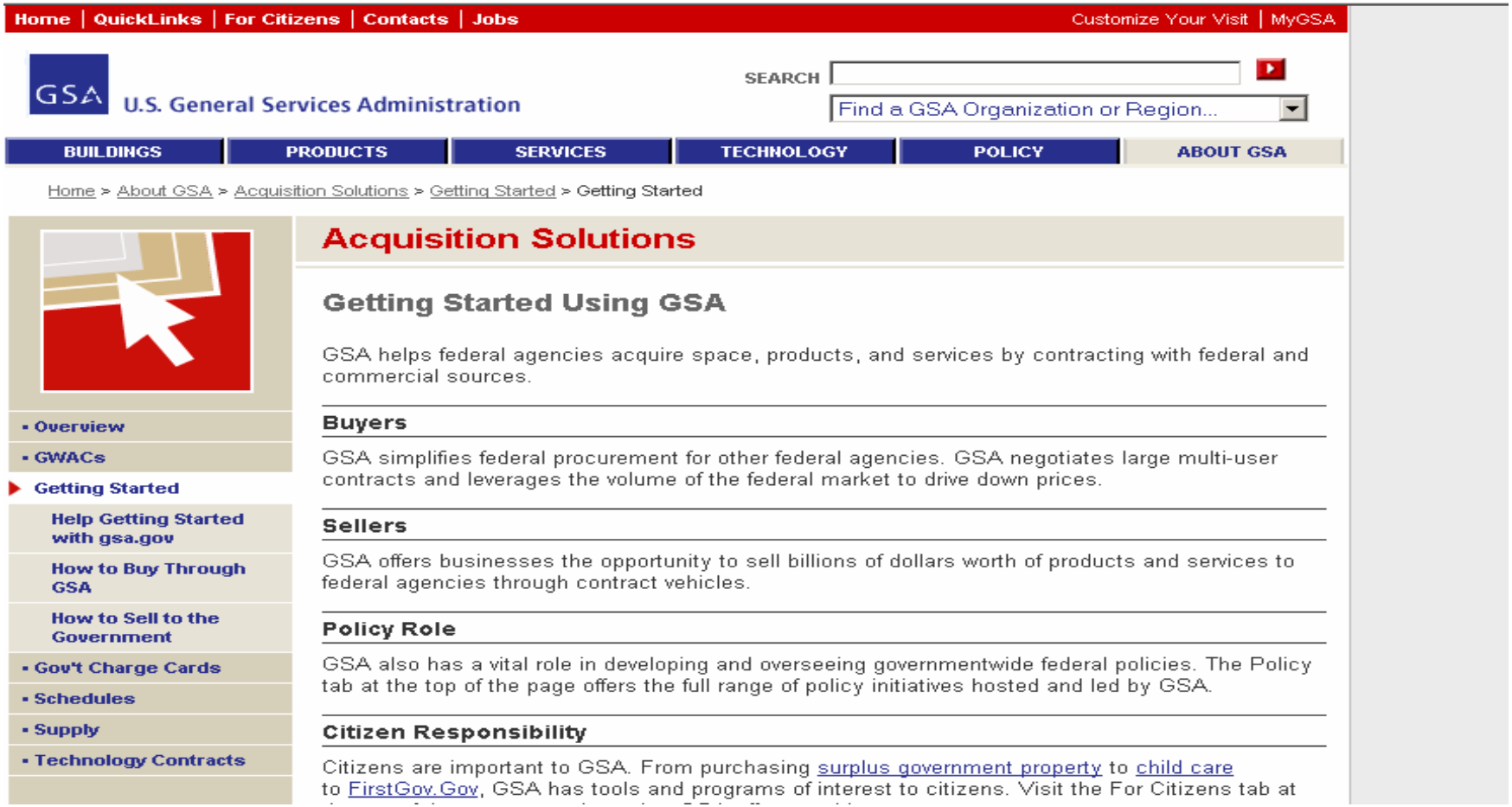
N65236-05-R-0538	Navy Emergency Response Management System (NERMS)
N65236-05-R-0566	Servers
N68561-05-R-0001	VTC Upgrade

Soon-to-close Solicitations

N65236-05-R-0566	Servers
N68561-05-R-0001	VTC Upgrade

Other Opportunities

- http://www.gsa.gov/



Other Opportunities cont.

- DoD Emall : WWW.EMALL.DLA.MIL
- Mission: The DOD EMALL Strives to be the single entry point for purchasers to find goods and services from the commerical marketplace and government services.
  - Currently 300+ commercial contracts (162 SB's)
  - NSN & commercial catalogs for 480 vendors
  - 25,000+ user accounts (adding 200 new users each week)
  - Users are DOD, Civil Agencies, National Guard, Reserves



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Other Important Initiatives

SeaPort

SEAPORT *e*

VIRTUAL SYSCOM NAVY NAVSEA NAVAIR NAVSUP SPAWAR

NAVY Strategic Systems Programs Nuclear Deterrence Ballistic Missile Systems Conventional Deterrence From the Sea

NAVSEA

SPAWAR

NAVSUP Naval Supply Systems Command

NAVAIR

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Navy Wide Paradigm

SPAWAR Systems Center San Diego

- Thousands of contracts for similar services for various Navy activities scattered around the country
- No consistent acquisition policy or strategy across Navy enterprise
- Significant duplication in procurement costs
- Limited strategic relationships
- Business information is limited

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SPAWAR Systems Center San Diego

Virtual SYSCOM (VS)

- A mechanism for cross collaboration between Navy System Commands

- Alignment of contracting functions across the VS is essential to:
  - reduce unnecessary overhead costs
  - improve productivity
  - eliminate redundant operations

(VS) SOLUTION

SeaPort-e will be the acquisition vehicle of choice to competitively procure *Engineering, Financial and Program Management* contractor support services, with the exception of:

1. Contract support services which do not fit into Engineering, Financial or Program Management areas
2. When use of an alternate vehicle is in the best interest of the Government
3. Existing contract support services contracts which are authorized for continued use until the expiration of the performance period, including option periods

Use of SeaPort-e for other types of services is encouraged

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Current Situation

SPAWAR Systems Center San Diego

- Seaport ***e*** consists of 151 MAC primes in 7 geographic zones
- Ordering activities with NAVSEA issued warrants place Task Orders against MACs
- Statement of work encompasses a broad range of engineering services subdivided into 21 areas aligned with NAVSEA Warfare Center product areas
- Place of performance indicates in which zone work is competed
- Web portal automates and streamlines process to generate requirements, compete and award Task Orders and monitor performance across NAVSEA enterprise

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Current Contract Characteristics

SPAWAR Systems Center San Diego

- Five year base and two five year Award Terms - Total of 15 year period of performance.
- Task Orders that involve Service Contract Act provisions must limit that effort to five years.
- Limits on pass-through, fees and annual escalation. Guaranteed savings clause.
- Rolling Admissions clause to add primes (***now closed, new awards about to be announced***).
- Minimum guarantee at MAC Level, not by Zone.
- Cost and Fixed Price Task Orders permitted.
- No Time and Material Task Orders allowed.

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Desired End Result

SPAWAR Systems Center San Diego

•Leverage the successes and efficiencies of the SeaPort ***e*** business model by expanding and designating SeaPort ***e*** as the vehicle of choice for future Engineering, Financial, and Program Management contractor support services for all Virtual SYSCOM ordering activities.

•Expand SeaPort ***e*** to include all Virtual SYSCOM ordering activities and the vendor base that supports them in a MAC that features streamlined processes and generates cost savings.

SAN DIEGO

SPAWAR Systems Center San Diego

Benefits of Approach

- Consolidated contracts provide for consistent application of sound Acquisition Strategy, Business Rules and policy.
- Provides Virtual SYSCOM the ability to develop strategic commercial business relationships on a Corporate level.
- Web Portal provides a dependable information gathering vehicle.
- Reduction in total Acquisition costs.

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Acquisition Strategy

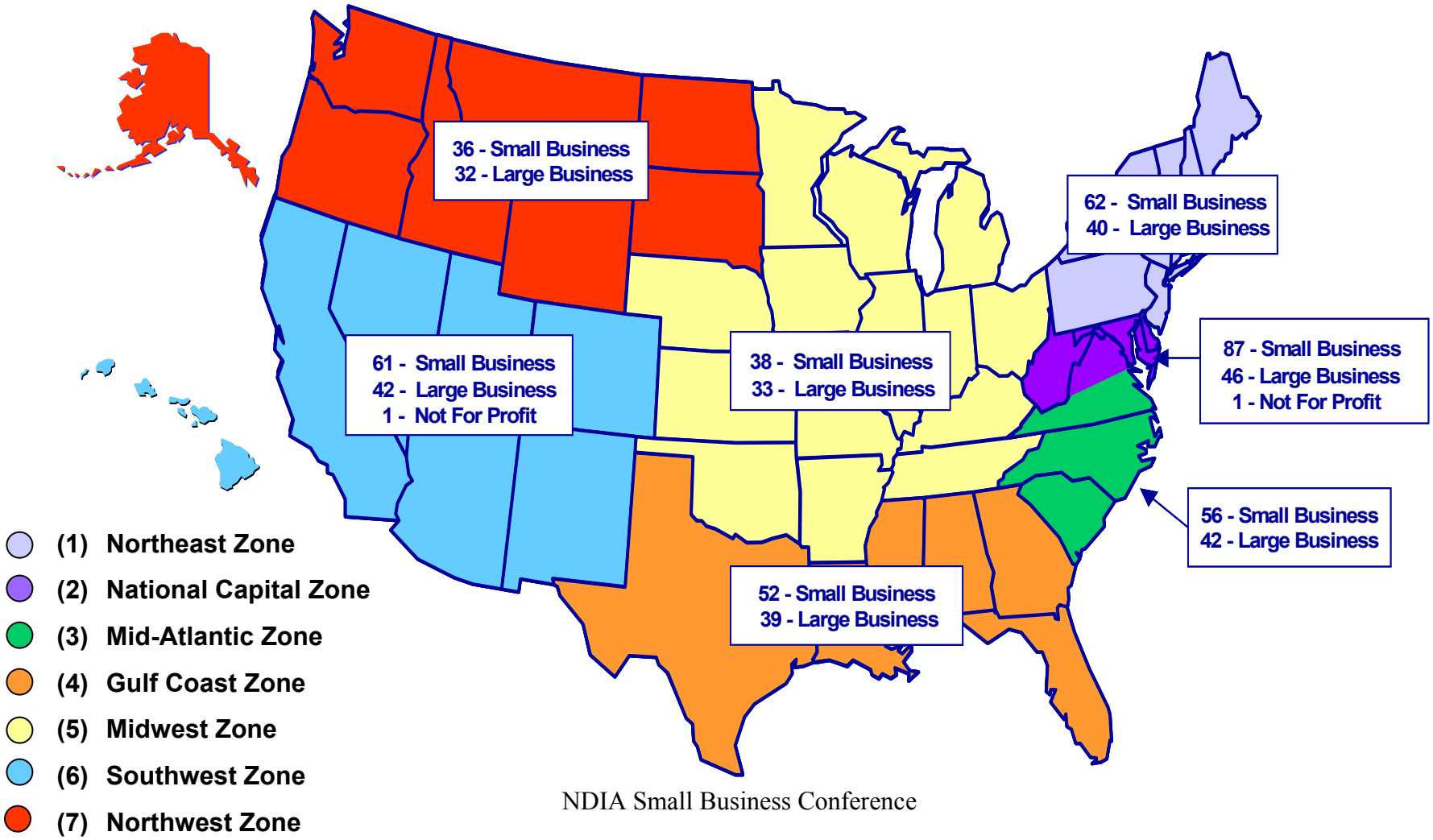
SPAWAR Systems Center San Diego

- Solicit (in a single Rolling Admissions solicitation) the entire nation for Virtual SYSCOM requirements.
- Add additional prime contractors to Seaport ***e*** and allow current MAC primes to compete for additional zones.
- Contractors may be awarded contracts providing them the ability to compete for Task Orders in a single or multiple Zones.
- Each Task is competed by the ordering activity that has the requirement in the applicable Zone.

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Geographic Zones and Current MAC Holders



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MORE INFO

SPAWAR Systems Center San Diego

WWW.SEAPORT.NAVY.MIL

Helpful Sources of Information

- Federal Acquisition Regulation Homepage
  - They have created the Acquisition News to keep you in the know about the FAR, new FACs, proposed rules, public meetings, and other FAR-related issues of interest.
- http://www.arnet.gov/far/

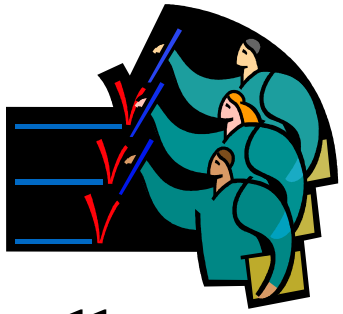


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Helpful Hints

SPAWAR Systems Center San Diego

- Validate/update firm profile information in the CCR/Dynamic Small Business Search



- Use local resources available to help small businesses
  - Small Business Administration
  - Small Business Deputies at local activities
  - Vendor Small Business Liaison Officers

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Helpful Hints cont.

SPAWAR Systems Center San Diego

- See handout for information and POC's for the Navy Southwest Region activities which includes…
  - ***Who they are***
  - ***Location***
  - ***What they buy***
  - ***Small Business Office information***
  - ***Home Website***
  - ***Business Opportunities Website***

Thank you for your attention and interest in becoming a federal industry partner.





Raytheon

Customer Success Is Our Mission

N D I A
National Small Business Conference

"Leveraging Small Business Strengths by Primes"

June 2005
Los Angeles, California

Benita Fortner
Supplier Diversity Director
Raytheon

“Leveraging Small Business Strengths by Primes”

Raytheon

- Bringing Small Businesses “IN”
- Whose TECHNOLOGY Prevails?
- NAVIGATING the Terrain
- - Culture
- - Philosophy
- - Commitment
- PROTECTING INTELLECTURAL PROPERTY

Bringing Small Businesses “IN”

Raytheon has a history of working with small businesses.

- Procurements have consistently exceed 35%
- Participating beyond parts and services to strategic and mission critical applications

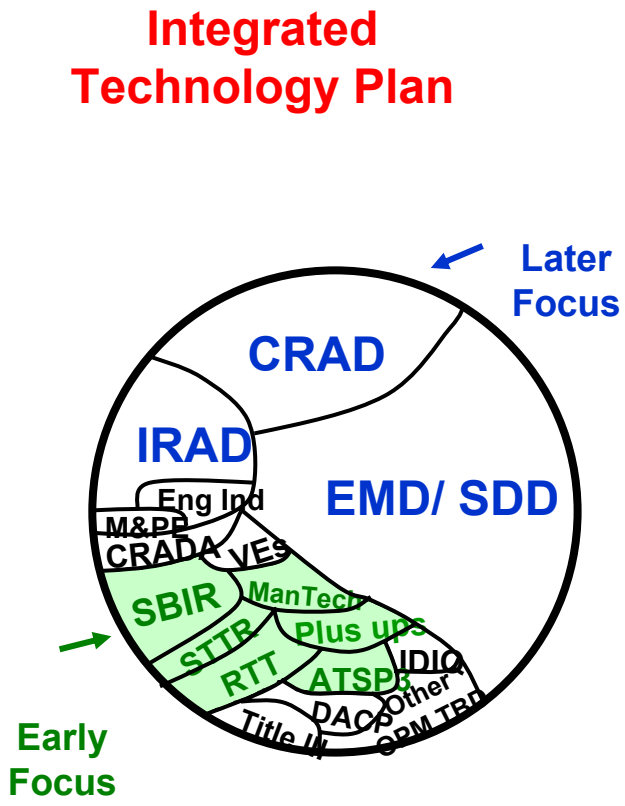
SBIR requires leveraging relationships well in advance of procurement decisions

- Sharing strategic business decisions
- Sharing technology road maps
- Sharing customer pursuit strategies

Whose TECHNOLOGY Prevails?

Small businesses have a history of innovation

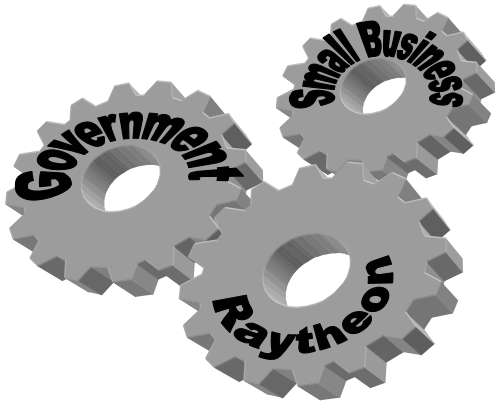
- Over 50% of all innovation developed by small businesses
- Ultimate technology wish list
  - Most government agencies participate
- Extension of Primes' Research & Development Efforts
- Fill the gap between large business and government customer needs



NAVIGATING the Terrain

Engineers make up over one third of Raytheon's 80,000 employees

- NIH is a part of the Raytheon CULTURE
- Reputation built on technology and innovation
  - (Customer debriefing comments) In most cases – even when we don't win "Raytheon provided the best technological solution"
- Raytheon's PHILOSOPHY for success is to exceed customer expectations
- Raytheon's history includes many technological "firsts"
  - Radio tubes, microwave ovens, lasers, satellite imagery etc.
- Department of Defense Transformation Agenda
  - Speed from concept to deployment
  - Affordability
- Raytheon is COMMITTED to "customer satisfaction"
  - Leverage government technology collaboration program
  - Provide the best solution for the mission
  - Fill the technology pipeline



PROTECTING INTELLECTUAL PROPERTY

Technology in a vacuum serves no purpose – The greatest barrier to deployment of new technology is cost.

- Large business prime contractors closely manage their intellectual property portfolios
- Small businesses typically feel they are at a disadvantage when dealing with large businesses on issues of Intellectual property rights
- Protection for Small Businesses within the implementing regulations
- Right of use extends to government for “any government purpose”
  - Data rights attach to the product or service resulting from SBIR funded technology
    - includes software
  - Five year non-disclosure period
    - (without Small Business SBIR Grant Holder’s permission)
    - Provide competitive advantage for SBIR Grant Holder
    - Does not consider collaboration partners
  - Technology remains with the company
    - Includes mergers and acquisitions



Raytheon SBIR Leadership Team

Raytheon

Business Unit	Adv Pgms/ Eng'g Lead	TLC Member	SCM Lead	Supplier Div Lead
RMS	John Waszczak *	Don Uhlir	Bob Laporte	Jo Anne Arvizu
IDS	Richard Karon	David Martin	Lani Loell *	Ed Bogacz
NCS	Jude Franklin	Kevin Riley	Valerie King	Valerie King
SAS	Barry Alexia	Nick Uros	Gerri Whaley	Shirley Patterson
IIS	John McDonald	Lynwood Givens	Barbara Osborn	Barbara Osburn
RTSC	Tommy Gardner	Tommy Gardner	Angela Parker	Angela Parker
RAC	Neal Pfeiffer	Neal Pfeiffer	Paul Archiopoli	Shirley Smith & Richard Olson
Corp	Tom Markarian	Peter Pao	Benita Fortner	Benita Fortner

* Business Unit Champion/ Lead

iRobot® *Partnering for Success*








OPERATION
IRAQI
FREEDOM


ISOLATING INSURGENTS The war may be over but insurgents who face trial for criminal acts against the Iraqi people during the decades of dictatorship remain a threat and continue to offer resistance. Their days are numbered as Iraq is returned to the people and the insurgents are isolated.
Made in America
Thank you for all of your support.
ET2 Jose Ferreira
You Have saved Lives today!
OPERATION IRAQI FREEDOM
15
© 2004 U.S. Allegiance, Inc., 63004 Layton Ave., Bend, OR 97701-3735
www.dpdedge.com
APO AE 09342
2004
iRobot Corp. HQ.
63 South AVE.
Burlington, MA
01803
ZIP + 4

Video Unavailable





PackBot #129

Killed In Action
April 8, 2004
Iraq

Spin Out Technologies



iRobot

1.2 Million Roombas

. . . And Counting



iRobot Scooba

- World's First Robotic Floor Washer
- Four stage cleaning process that cleans, scrubs and dries floors, automatically
- Hardwood, tile, linoleum surfaces
- **Partnership with Clorox to provide cleaning solution**

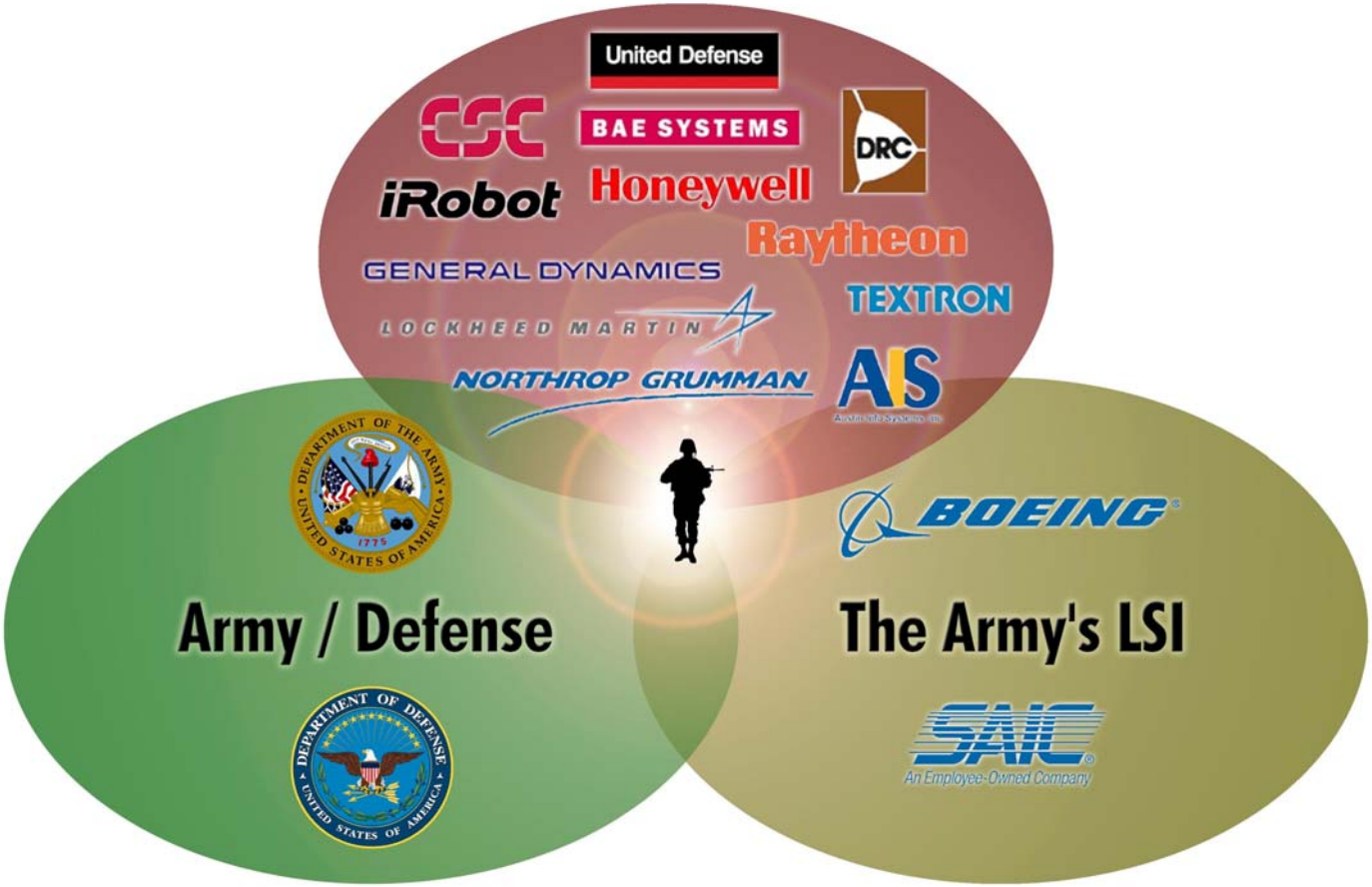


FUTURE COMBAT SYSTEMS

FCS

One Team-The Army/Defense/Industry

iRobot



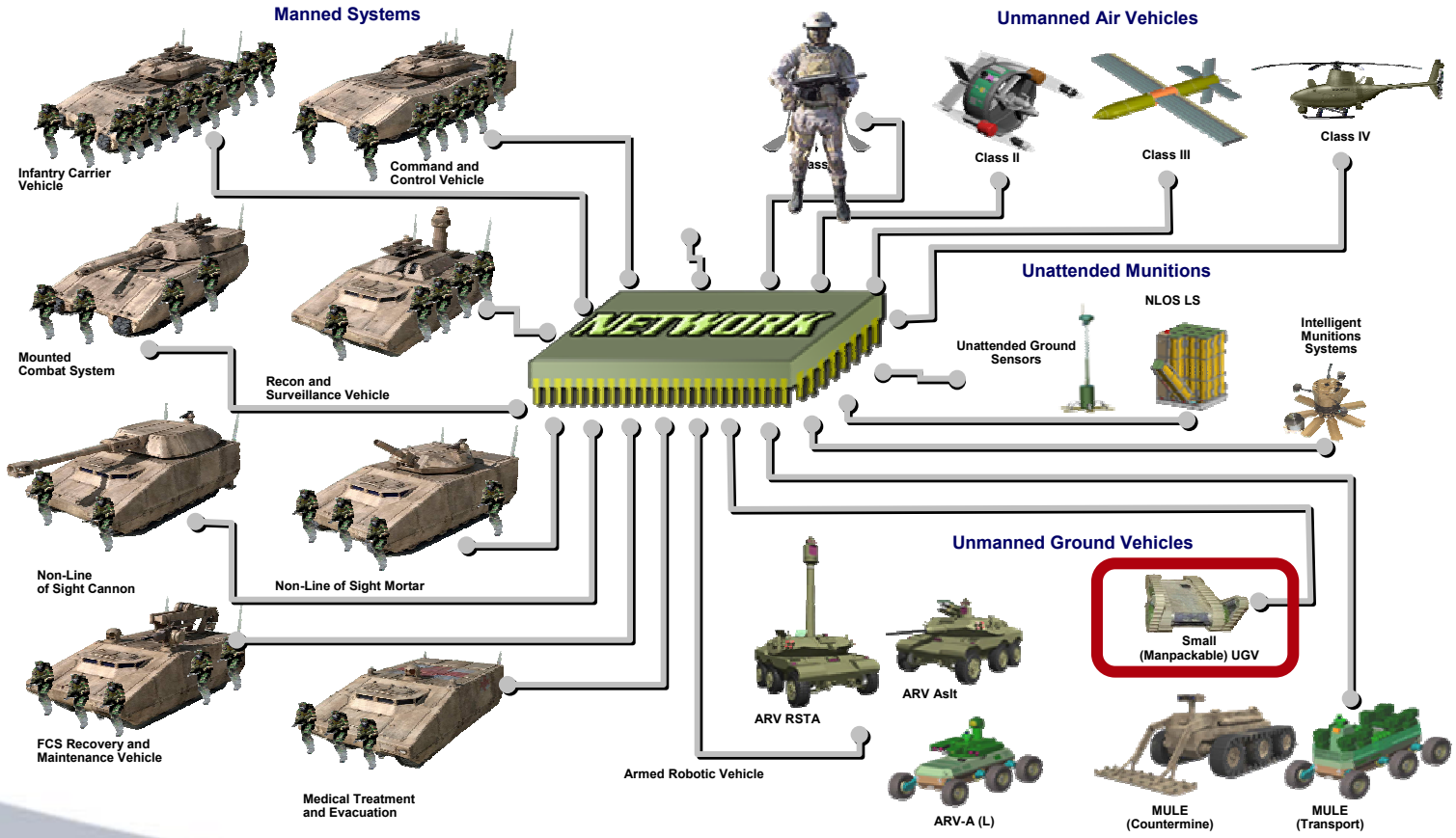
"One Team"

FUTURE COMBAT SYSTEMS

FCS

One Team-The Army/Defense/Industry

iRobot



Intelligent Vehicles

JOHN DEERE

- Strategic Business Relationship with Deere & Company
- Agriculture, Construction, Landscaping, Transport…
- First product Military “R-Gator”
- Low-Rate Initial Production 2006



iRobot JOHN DEERE iRobot

Missions

- Perimeter Patrol
- Reconnaissance
- Explosive Ordnance Disposal
- Forward Observer
- Logistics
- Mule
- Decoy



iRobot JOHN DEERE iRobot

Partnership

- Military provides great early adopter of technology
- Use of both company's core capabilities
- Tightly integrated team consisting of people from both companies
- Cultural value/philosophy exchange
- **Accelerating development in emerging field**

iRobot

Thank You!



Raytheon

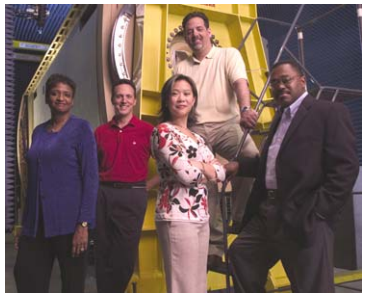
Customer Success Is Our Mission

Richard B. Johnston
Vice President, Operations
Raytheon Space and Airborne Systems

NDIA 2nd Annual Small Business Conference
June 2, 2005

Raytheon … Who We Are








We are …

- A Customer Focused Company that places the highest value on People, Integrity, Commitment and Excellence
- 2004 Sales: $20.2 billion
- More than 80,000 employees worldwide
- Headquarters: Waltham, Massachusetts

Our Vision

- Be the most admired defense and aerospace systems supplier through world-class people and technology.

Working as One Company Focused on the Customer

Raytheon … What We Do






A world leader in technology-driven solutions that provide customers with integrated mission systems

- Raytheon is an industry leader in:
  - Defense, government and commercial electronics
  - Space
  - Information technology
  - Technical services
  - Business aviation and special mission aircraft
- Raytheon provides integrated mission systems to meet the critical defense and non-defense needs of its customers

Customer Success Is Our Mission

Raytheon … Who We Serve



Our Customers are
men and women in uniform,
pilots and their passengers,
and our partners in
government agencies and industries.

Superior Customer Solutions

Customer Focus Drives Growth

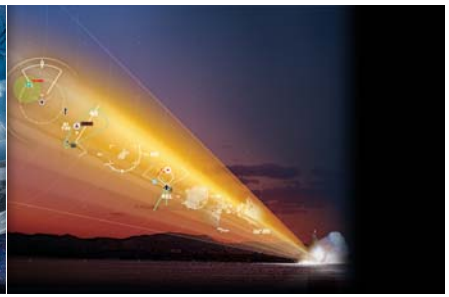


- **Performance –** Promises made, promises kept.
- **Relationships –** Listen, anticipate, respond and follow through with our Customers, partners and each other.
- **Solutions –** Develop and provide superior Customer solutions, working as One Company.

Customer Success Is Our Mission

Markets Align with Customer Priorities






- Missile Defense
  - **Enable any sensor, any shooter**
- Intelligence, Surveillance and Reconnaissance
  - **Enabling decision superiority**
- Precision Engagement
  - **Joint…speed…effects**
- Homeland Security
  - **Knowledge-driven security**

Raytheon's Vision

Be the most admired defense and aerospace systems supplier through world-class people and technology.









Raytheon … What We Value

People

- Treat people with respect and dignity
- Welcome diversity and diverse opinions
- Help our fellow employees improve their skills
- Recognize and reward accomplishment
- Foster teamwork and collaboration

Integrity

- Be honest, forthright and trustworthy
- Use straight talk; no hidden agendas
- Respect ethics, law and regulation

Commitment

- Honor commitments to Customers, shareholders, the community and each other
- Accept personal responsibility to meet commitments; be accountable

Excellence

- Improve performance continually
- Stress quality, productivity, growth, best practices and measurement
- Strive to be the best

Culture of Performance

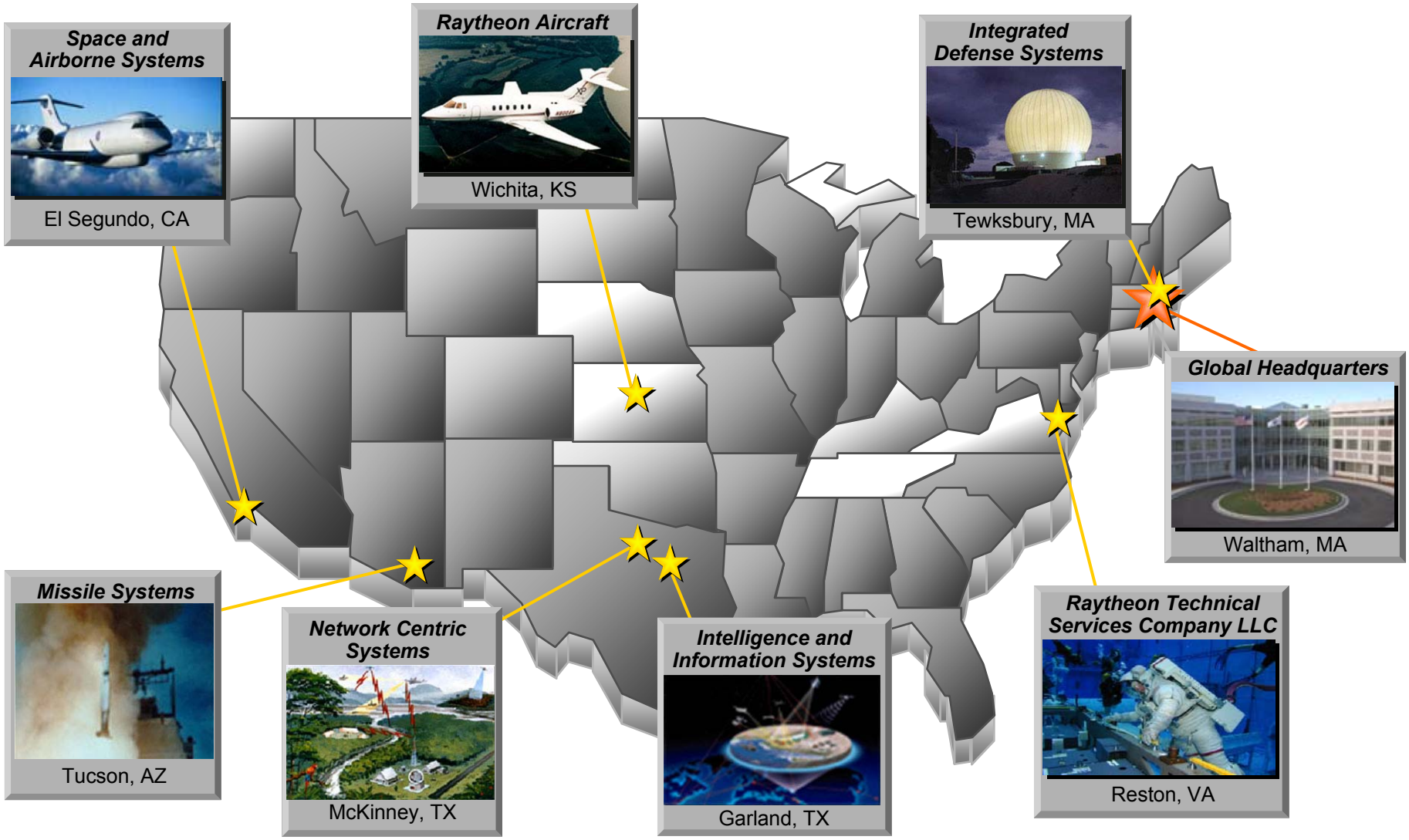
Pride in Our People



- We are proud of our employees who are helping us build a diverse and inclusive workplace.
- Raytheon has trained more than 1,500 employees as Raytheon Six Sigma™ Experts and some 43,000 employees as Specialists.
  - Our employees think about ways to work better; identify value through the eyes of the customer; develop a common language of improvement; work in teams; use common sense to correct simple sources of waste; and draw on trained expertise to address more complex opportunities for improvement.
- Our people deliver greater value and predictability to our Customers through the Integrated Product Development System (IPDS), Earned Value Management System (EVMS) and Capability Maturity Model Integration® (CMMI).

Committed to Our Team

Raytheon Business Headquarters



80,000 employees; 2004 Revenue: $20.2B

Leadership Team



Raytheon Chairman and CEO
W.H. Swanson



Raytheon Aircraft Company
J. Schuster



Missile Systems
L. Francesconi



Integrated Defense Systems
D. Smith



Intelligence and Information Systems
M. Keebaugh



Network Centric Systems
C. Schottlaender



Space and Airborne Systems
J. Kelble



Raytheon Technical Services Company LLC
B. Even



Corp BD & International Operations
T. Culligan



Finance
B. Porter
(Acting)



R6σ
Chief Learning Officer and Supply Chain Management
D. Ronchi



Internal Audit
L. Harrington



Human Resources
K. Peden



Contracts
J. Harris



Information Technology
R. Rhoads



Legal
J. Stephens



Engineering, Technology, Manufacturing & Quality
G. Shelton



Raytheon Evaluation Team
E. Franklin



Corp Affairs & Communications
P. Wickham

Missile Systems



Louise Francesconi
President
2004 Revenue: $3.8B
Employees: 11,000
HQ: Tucson, AZ

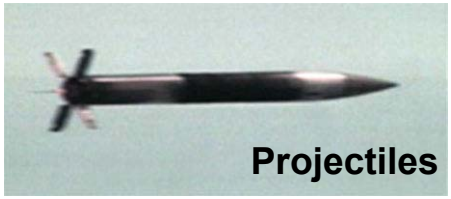




Air-to-Air



Surface Navy
Air Defense



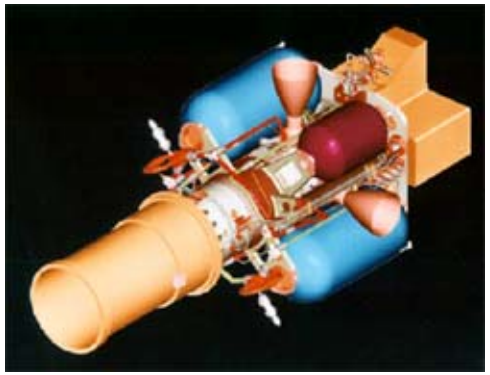
Projectiles



Land Combat



Advanced Programs



Kinetic Kill Vehicles



Directed Energy
Weapons

Developer and Supplier of Innovative Missile Systems

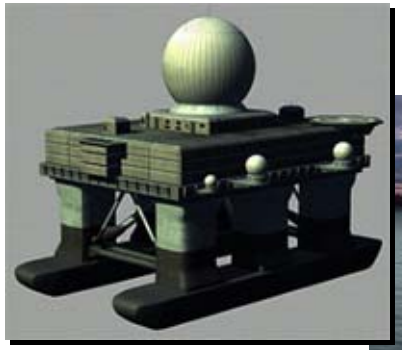
Integrated Defense Systems



Dan Smith
President
2004 Revenue: $3.5B
Employees: 12,000
HQ: Tewksbury, MA



International





Ballistic Missile Defense







Naval







Integrated Air Defense

Industry-Leading Mission Systems Integrator

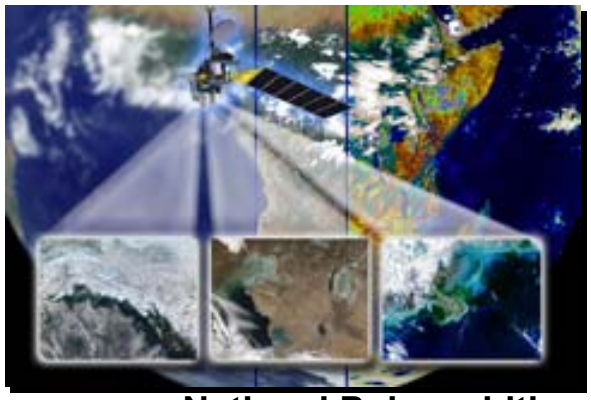
Intelligence and Information Systems



Mike Keebaugh
President
2004 Revenue: $2.2B
Employees: 8,500
HQ: Garland, TX



Distributed Common Ground System (DCGS)



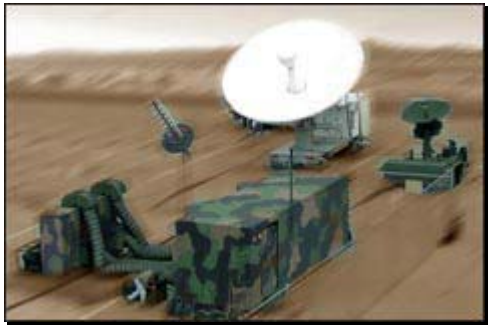
National Polar-orbiting Operational Environmental Satellite System (NPOESS)





Space Systems

Geospatial Systems



Global Hawk Ground Station Mission Control



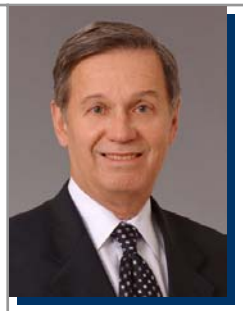
Homeland Security



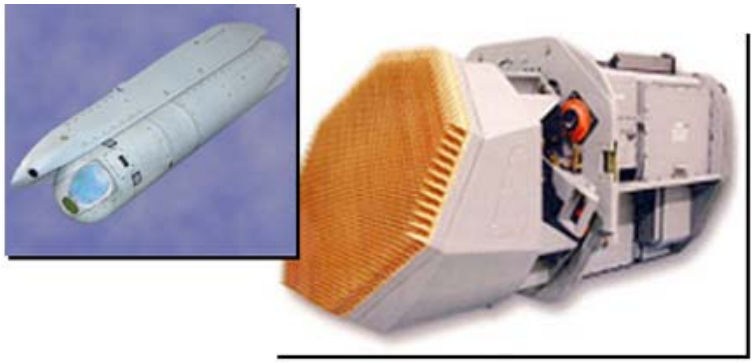
U-2 SIGINT

Superior Intelligence and Information Solutions for a Better, Safer World

Space and Airborne Systems



Jack Kelble
President
2004 Revenue: $4.1B
Employees: 13,000
HQ: El Segundo, CA



Tactical Aircraft Systems and Navigation



Integrated Airborne Systems



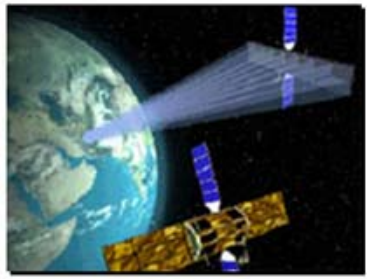
Precision Attack and Surveillance Systems



Air Combat Avionics



Unmanned and Reconnaissance Sensors



Strategic Systems



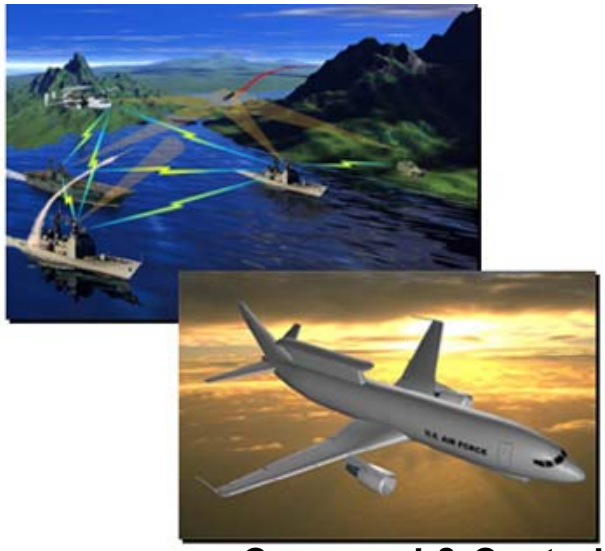
Electronic Warfare

World Leader in Airborne and Space-qualified Systems

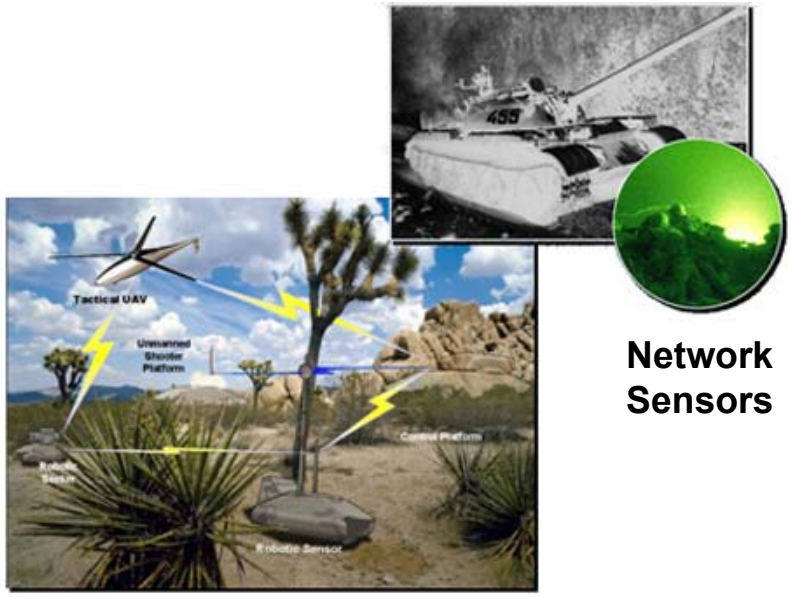
Network Centric Systems



Colin Schottlaender
President
2004 Revenue: $3.1B
Employees: 11,000
HQ: McKinney, TX



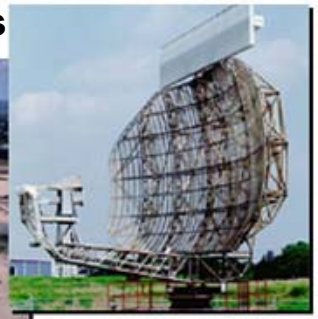
Command & Control

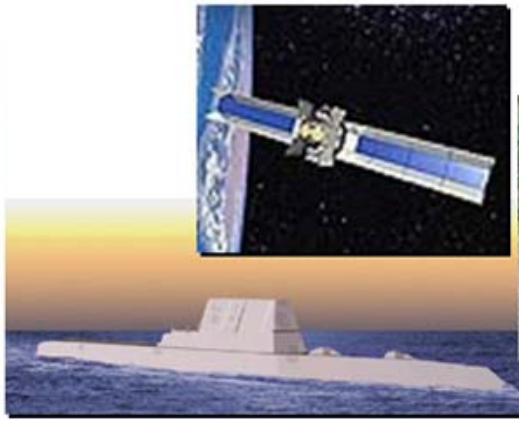


Network Sensors

Civil Applications









Communications

Providing Networked Decision Solutions through World-Class Technology and People

Raytheon Technical Services Company



Bryan Even
President
2004 Revenue: $2.1B
Employees: 15,000
HQ: Reston, VA





Logistics







Customized
Engineering Services







Training

Providing Critical Services and Innovative Solutions

Raytheon Aircraft Company



Jim Schuster
Chairman and CEO
2004 Revenue: $2.4B
Employees: 8,500
HQ: Wichita, KS















Revitalizing an Aviation Legend

A Global Presence



- Raytheon International, Inc. business development offices
- Raytheon International, Inc. business development headquarters
- Raytheon Systems Limited
- Raytheon Australia Pty. Ltd.
- Raytheon Canada Ltd.
- Thales Raytheon Systems

Customers in 76 Countries Around the World

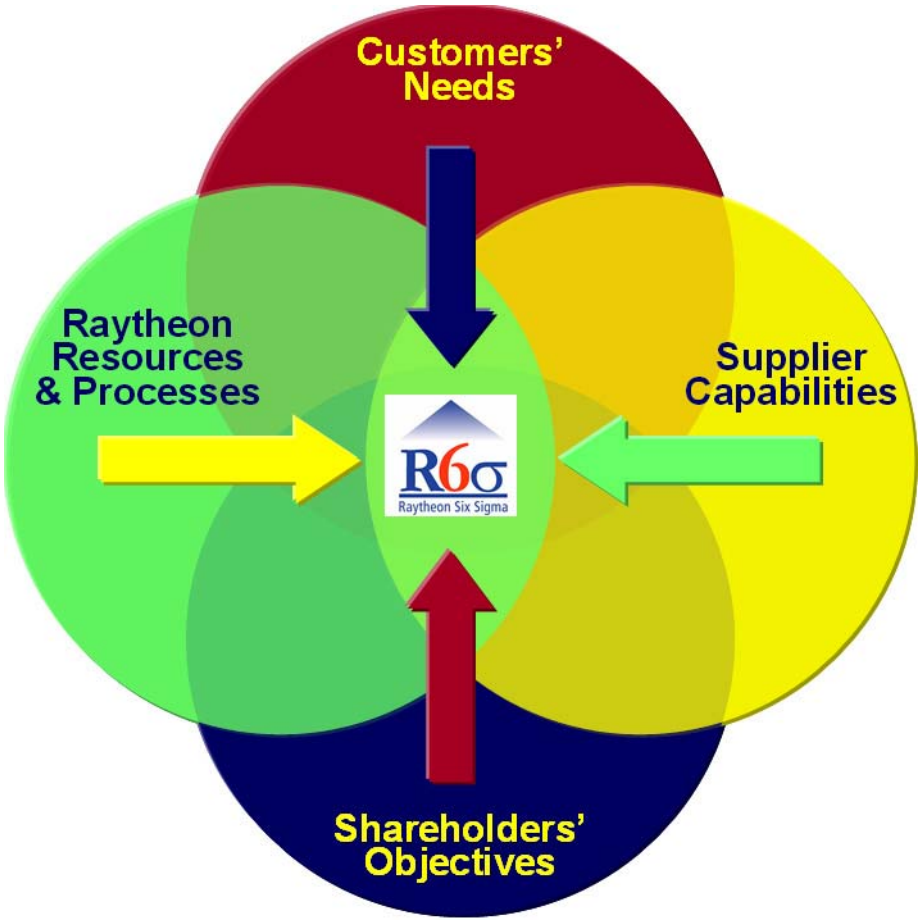
The Voice of Our Customer

- **An F-15 pilot praising our radar put the issue in the most elementary terms:**
  - **"If I see the bad guy first, I live," he said. "If he sees me first, I die."**
- **An F-16 pilot to Bill Swanson, Raytheon Chairman and CEO:**
  - **"I was in the wrong place at the wrong time, a missile was coming at me so I deployed one of Raytheon's decoys. The decoy didn't survive but I did. You saved my life and I just want to say 'thank you."**
- **A Marine gunnery sergeant in Iraq:**
  - **"I promised myself during the battle to retake Al Fallujah in November 2004 that I would send your company an email in appreciation for the performance of your Javelin missile system in combat….Your missile system was most impressive in its accuracy and effectiveness against insurgent positions. I even fired one myself, destroying an enemy hardened position that was causing us serious grief. We trusted the missile system enough to fire it in close proximity to friendly forces….I cannot do justice for my respect and appreciation for the brilliance of the weapon system you have produced. You should also know that out of all of the weapons organic to my platoon, the Marines love to fire the Javelin above all others. Thank you very much for providing such an excellent tool for us to accomplish our mission. I hope that this email can somehow find its way to the men and women who I can clearly see take enormous pride in their product."**

At Raytheon We Extend these Tributes to Our Supplier Partners!

The Role of the Integrated Supply Chain

Raytheon



Alignment of Customers, Shareholders Raytheon, & Suppliers

The Integrated Supply Chain aligns Raytheon's resources and processes with our Supplier's capabilities to meet Customers' needs and shareholders' objectives.

Raytheon & Natel Engineering Inc.:

An Evolving Solution-oriented Partnership









Chronology of an Effective Partnership

1977

- Contributes to performance to DoD subcontracting goals

Raytheon awards Natel, a SDB, it's 1st significant subcontract

1999

- Natel works hand in hand with RTN Team
- Smooth, efficient transition with improvements
  - Yields up from 70% to 90%
  - Cycle time 45-60 days down to 4-6 days
  - Cost to RTN down 6% per year

Raytheon Quincy/ Tucson decide to outsource Hybrid mfg to focus on core competency

2003

- Meets Stinger AOP
- Led to US & FMS Customer success
- Natel gains 10 Qualified R6S Spec.
- Yield from 65% to 87%
- Cycle time from 8 weeks to 5 weeks
- WIP reduced significantly
- Failure diagnosis bonepile reduced significantly

RMS Stinger Program: 2003/2004 AOP in jeopardy. RMS cross functional team R6S engagement

2003

- Natel wins Region 9
- National ceremony with VP Cheney participating
- High US SBA and DoD visibility

Raytheon SAS nominates Natel as US Small Business Subcontractor of the Year

2003

- Technical fit for Natel
- Supports RTN pursuit of $1 Billion in new business and key SAS programs

Raytheon supplier Scrantom abruptly shuts it's doors, programs in jeopardy, Natel purchases Scrantom

'03-05

- RTN cost above AF target
- Natel sets goal below AF target

Natel works with RTN to meet Air Force affordability targets on new SAS program

Strategic Agreement signed

DoD Mentor-Protégé Program – Effective Partnering Tool

Raytheon



Kuchera has received 2 DoD Certificates of Appreciation for Operation Iraqi Freedom

Kuchera Defense Systems-named 2005 National Small Business Subcontractor by the U.S. Small Business Administration

Kuchera Defense Systems:

- **Organization for the Severely Disabled**
- **Entered Navy Funded Mentor-Protégé Relationship with Raytheon in 1995**
  - Partnered with the community rehabilitation center
  - 52% of touch labor is disabled
  - Products include circuit card assemblies for several Raytheon Programs

National Center for American Indian Enterprise Development –

Raytheon

Future Partnering Opportunities



Raytheon receives the 2005 Corporate Citizen of the Year Award for:

- **30 years of partnering with NCAIED**
- **Supporting 2005 Proposal for the establishment of a Southern California Procurement Technical Assistance Center**
- **In Fiscal Year 2005 Raytheon has placed over $42M with Native American and Tribally-owned business**

Raytheon

Customer Success Is Our Mission



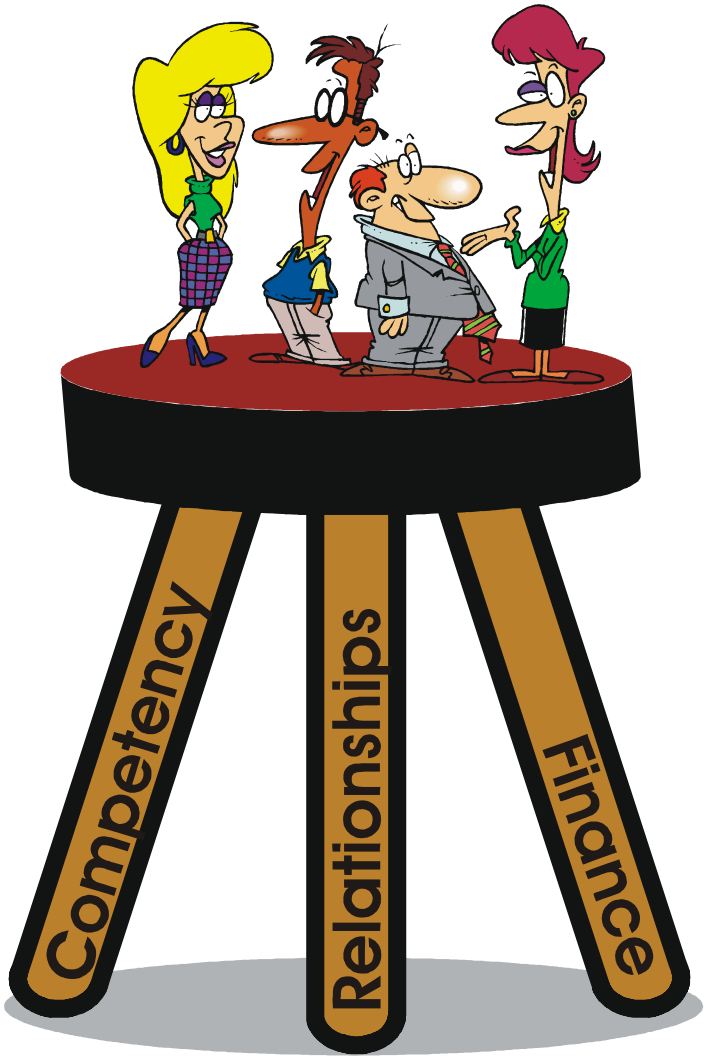
How To Do Business With The Government And Survive

by Jim Lasswell

Hope is Not A Plan!

- Having lost sight of our objective, we redoubled our efforts…..Anon
- Do you really have a plan? Clear Objectives? Can you answer:
  - Unlike everyone else who does what I hope to do, I or my company will prevail because…….
  - Why will this product, special competency, relationship(s) or other advantage allow you to succeed where many others have failed?
  - Do you have a "Business Plan" or have you filled out the blanks in a software product?

What Holds up Your Company?



INDUS TECHNOLOGY, INC

Competence: Without it, you can go home.

- Work is work
  - Everyone is opportunity-driven at first
  - Sell what you are, what you have, what you have been
  - Then Sell what you don't have
  - You must focus at some point
  - Reputation, performance allow you to hire the best
- You are what your web site says you are (and ProNet, and DUNS, etc)
- Pursue certification for competitive advantage
  - 8(a)
  - HUB Zone
  - SDB
  - WOSB
  - Service Disabled Veteran (SOB)
- Increase competence via Mentor-Protégé program
- Maintain quality at all cost!
  - Reputation and performance allow you to hire the best people
  - Past performance is critical to winning the next one

INDUS TECHNOLOGY, INC

Relationships: The key to getting in the door.

- Meet anyone and everyone
  - Large primes
  - Small primes
  - Teaming partners
  - SBLOs, SADBUs
- Brief smartly!
  - Introduce and get customer to talk (Shut up and listen. Resist the temptation to give your brief)
  - Tailor brief to what he/she needs. Then find out what he/she needs and sell that! Flexible Marketing Material.
  - People buy things from people they like, who enjoy the same activities, who look, talk, dress like them.
- Join organizations in your market
  - NDIA, AFCEA, Navy League
  - Rotary, Chamber of Commerce

Finance: The important third leg.

- Plan for no revenue for 2 years!
- When to quit your Day Job?
- Learn what you must do financially to play in the gov't market
  - DCAA-approved accounting system
  - Get an accountant who is familiar with government contracting
  - Withstand the pay cycle (see next slide)
- Set up relationships with banks early
  - Lines of credit – Do it early – Rear View Mirror Syndrome
  - Most banks do not understand government services business or how the govt works/pays – Do you?
  - Try new, small banks that really need your business
- Do everything you can to be paid as often and as quickly as possible!
  - Cash Flow is Crucial!
  - Negotiate with primes
    - Invoice every two weeks
    - Guaranteed % of work
    - Progress payments
    - EFT
    - Payment terms (net 10)
  - Negotiate with government too
  - Use DFAS WInS (Web Invoicing System) http://www.dfas.mil/ecedi/

What would YOU do?

- After slogging for two years with no revenue, you win your first subcontract of 10 employees, set to begin the next day. Assume average salary of $50,000/yr ($24.03/hr), that for various reasons you work for two months before you can invoice, it takes 1 month for your prime to get paid and ½ month for prime to pay you.
- In those 3½ months you will pay employees:

$$10 \text{ x } \$24.03/\text{hr x } 168\text{hr/mo x } 3.5\text{mo} = \$141{,}346$$

without receiving a dime on the contract.

- Further, you must set up payroll, benefits, office space, supplies, furniture, you name it. You need about double the payroll amount to cover all this.
- Where will you get $280,000 (after 2 yrs of no revenue)?

INDUS TECHNOLOGY, INC

How To Make A Small Fortune Working With The Government?

- Start With a Large Fortune!
- Start With a Real Business Plan!
- Ask Yourself Everyday
  - Unlike everyone else who does what I hope to do, I or my company will prevail because
  - What Objectives are we trying to achieve
    - Always ask this before each meeting
    - How will you know if you have achieved the purpose of the meeting (or day) if you can't state the objective(s)?
  - What would Major Hoople or Lt. Flap do with these data?

Contact Information

- http://www.industechnology.com

- James B. Lasswell, President & Sr. Engineer

  Jlasswell@industechnology.com

  619-299-2555 x 302

INDUS TECHNOLOGY, INC



Project Management for Small Business

Moderator: Maria Mancha

Frontline Systems, Inc.



Objectives

- Project Management Overview
- Successful Project Fundamentals
- Additional Training Resources

AFOPO
Advocates for Small Business

Project Management Overview



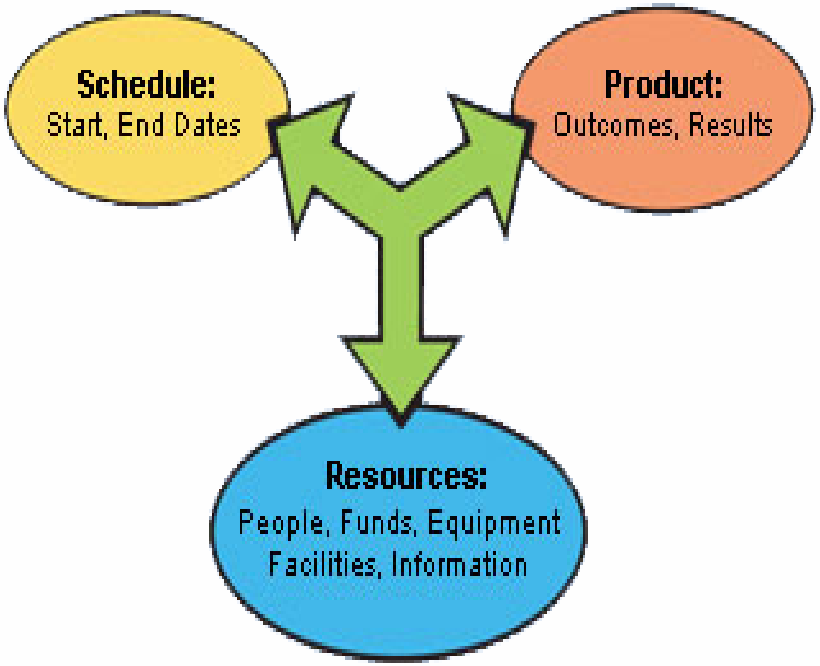






What is a Project?

- A “temporary” effort undertaken to create a unique product or service.
- Large or small, a project always has the following elements:





What is Project Management?

- The management of activities concerned with achieving a set of specific goals.
- Responsibilities:
  - Determining project goals
  - Managing budgets and resources
  - Reporting Progress
  - Evaluating efficiency and effectiveness



Why use Project Management?

- Improved communication among the project team
- Increased understanding of the project and its purpose
- Clarification of, and alignment with organizational goals
- Prioritization of functional and project activities
- And many, many more!

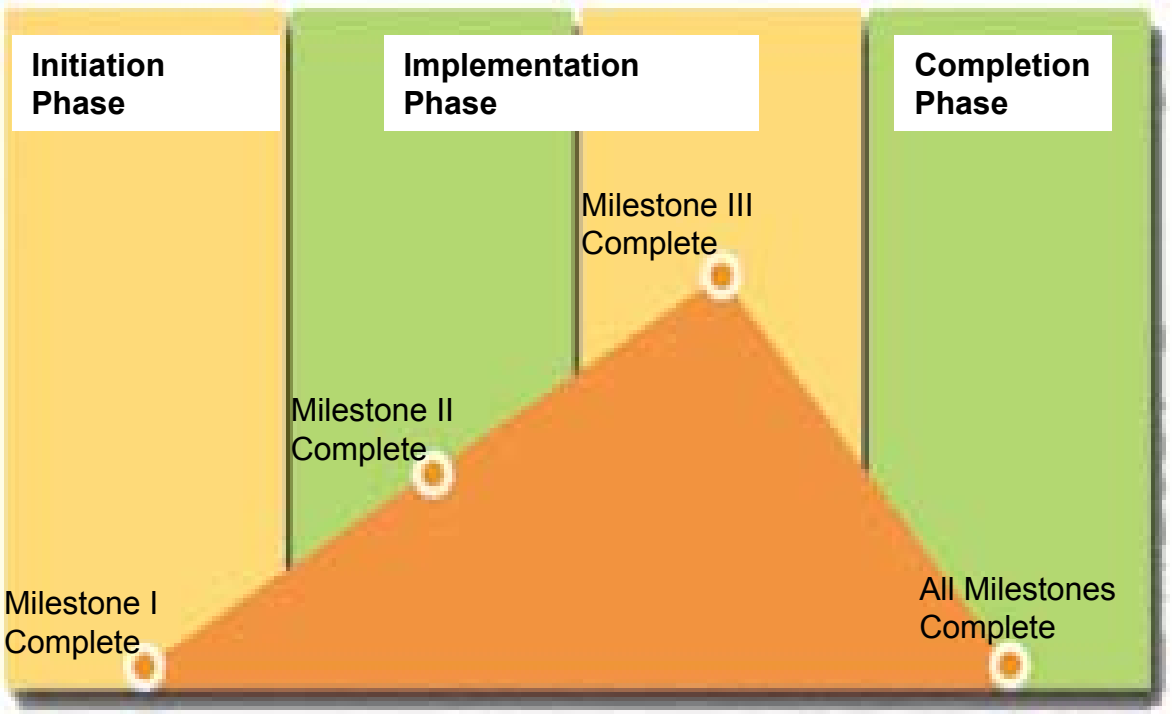


The Project Team

- **Functional Managers**
  - Organization managers responsible for activities and resources in a specialized department or function.
- **Team Members**
  - Internal organizational owners of the project whom establish project priority within their organization and hold a majority of the resources for its success.
- **Project Participants**
  - Parties involved in or being affected by the project activities.
- **Stakeholders**
  - Individuals either needed to support the project, or who will be affected by the project.
- **Project Manager**
  - Individual with authority and responsibility for delivering the documented project requirements on time and within budget.

Project Phases and the Project Life Cycle





Cost and Staffing Level

Start ----------Finish

Completion Level

AFOPO
Advocates for Small Business

Successful Project Fundamentals







Project Scope

- Baseline for measuring a project's size, cost, and timelines
- Developed by project managers using stakeholder and team member input
- Written statement including:
  - Project Description and Goals
  - Project Constraints
  - Project Assumptions

Project Description

- Written document
- High level project overview
- Identifies project owners and/or stakeholders
- May include goals





Project Goal Requirements

- Serve a business purpose
- Demonstrate benefits to the organization or project owner
- Align with business goals
- S.M.A.R.T.
  - **S**pecific
  - **M**easurable
  - **A**cceptable
  - **R**ealistic
  - **T**ime sensitive



Project Constraints

Examples:

- The budget may be smaller than anticipated.
- Resources may not be readily available.
- The project schedule may be escalated.
- Contract terms may be too specific.



Project Assumptions

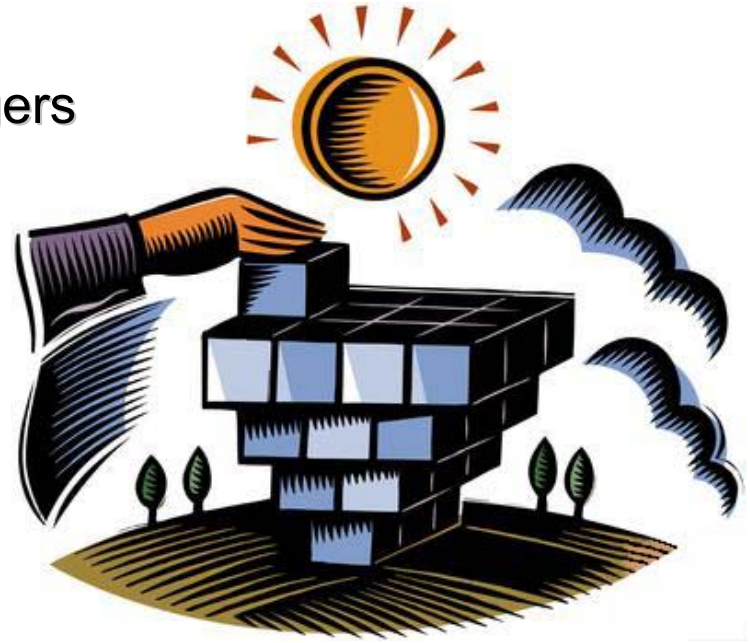
Examples:

- The business units support the project.
- Project team members will focus on project completion.
- The budget will be sufficient for necessary resources.

Project Stakeholders

- A person, group, or authority that has a “stake” in the project.

- Key Stakeholders:
  - Project Manager
  - Client
  - Functional Managers
  - Sponsor





Activities and Tasks

Project Goal: Bake Cake

1 month to complete

Activity 1: Ingredients, Supplies

3 wks to complete

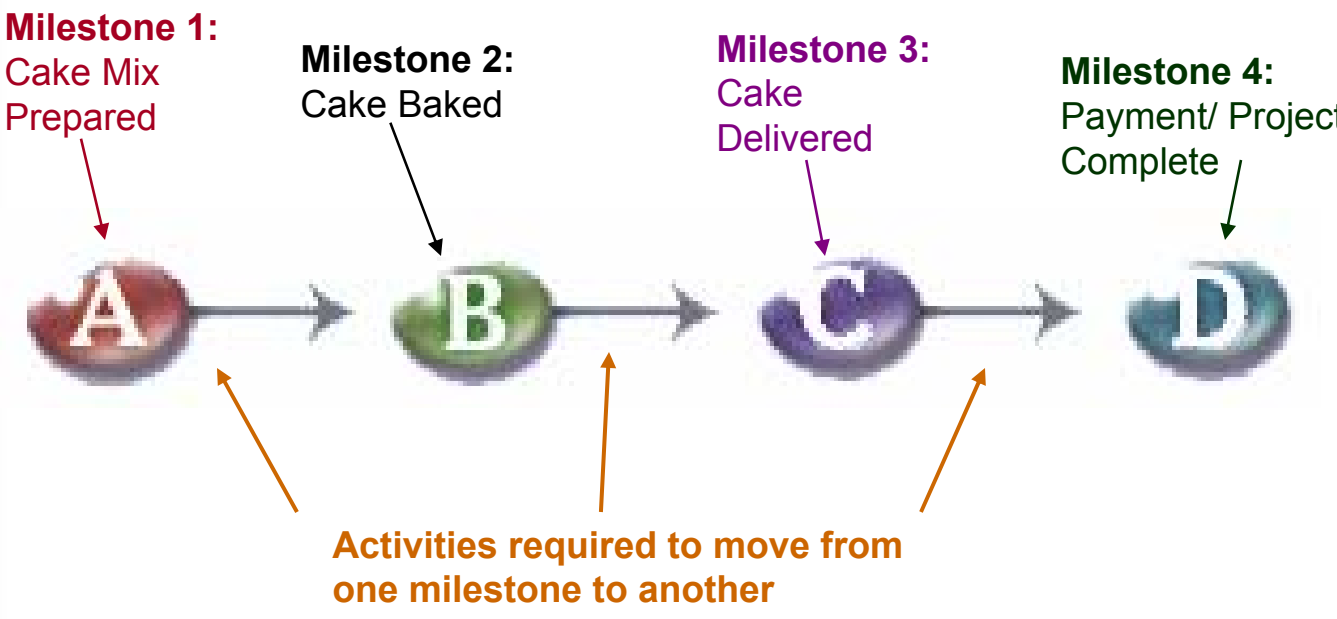
- **Task 1:** Research — 2 weeks
- **Task 2:** Purchase — 1 day
- **Task 3:** Receiving — 6 days

Activity 2: Bake/Decorate

2 days to complete

- **Task 1:** Mix — 1 hour
- **Task 2:** Bake — 2 hours
- **Task 3:** Frosting/Flowers — 4 hours
- **Task 3:** Clean Up — 4 hours

Project Milestones





Budgets

- **Direct Costs**
  - Expenditures used solely to perform project activities
    - **Example:** Salaries of people on the project, materials, supplies, and equipment bought for your project

- **Indirect Costs**
  - Expenditures incurred to support project activities
    - **Example:** Overhead costs – office space rent and office supplies
    - **Example:** Administrative costs – accounting and legal service fees



Budgeting Process

- **Conceive**
  - Develop a rough estimate.
- **Define**
  - Develop a detailed budget estimate.
- **Start**
  - Review the project budget after personnel and resources are assigned.
- **Perform and Close**
  - Identify situations that may require changes to the approved project budget.



Managing a Budget

Tips for Success:

- Spend each dollar as your own
- Don’t cut corners
- Research decisions
- Monitor project phases
- Have a contingency plan



Planning the Project Team

- Choose individuals with the correct skills and knowledge.
- Recruit people that have the authority to complete the tasks assigned.
- Select individuals with time available and Functional Manager support.



Risks

Common sources of risk include:

- Changes in project requirements
- Design errors or misunderstandings
- Poorly defined or understood roles and responsibilities
- Insufficiently skilled staff



Risk Management Plan

Include the following:

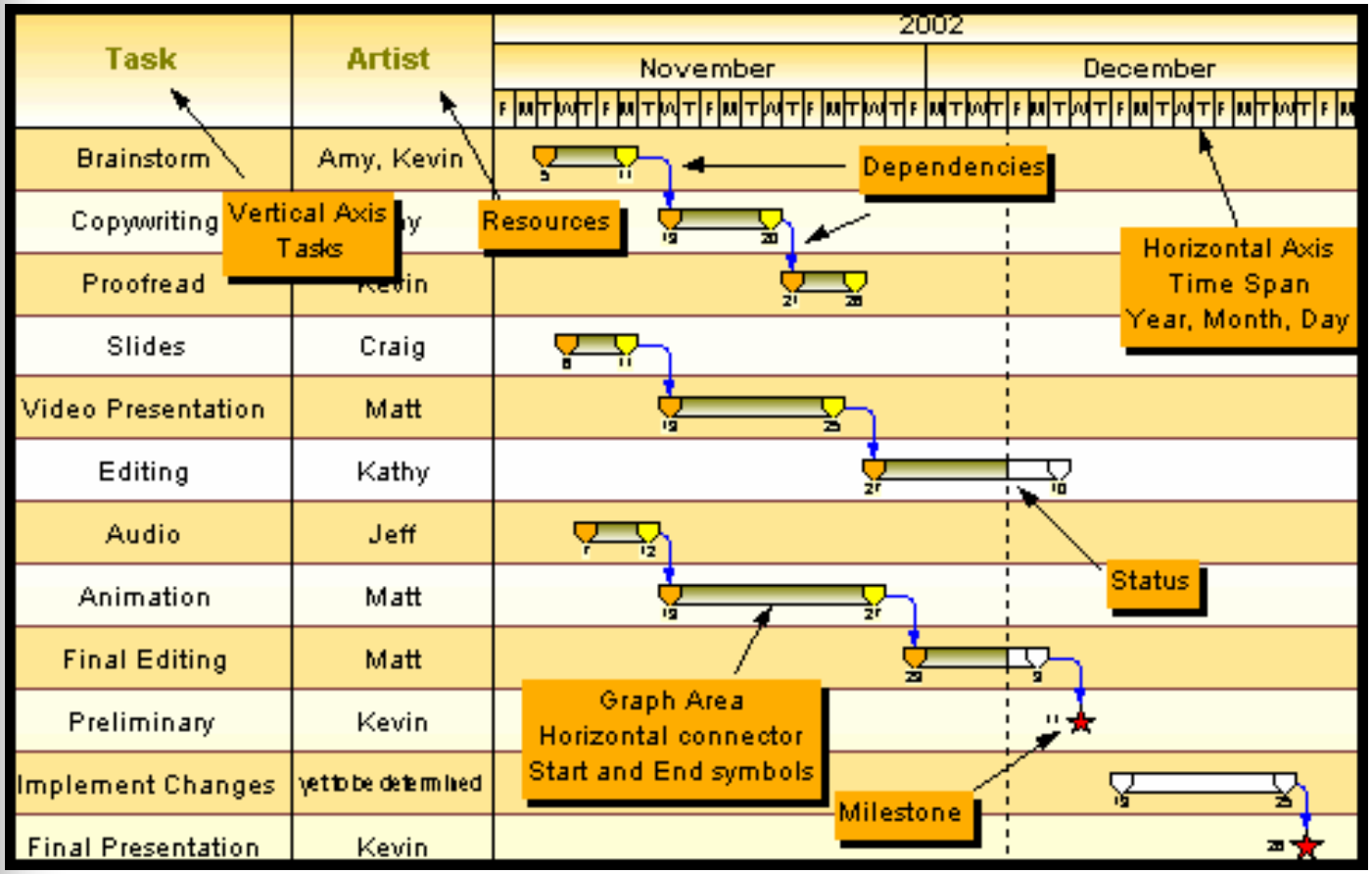
- A description of the risks
- An analysis of the chances the risk will occur and it's impact
- An explanation of how you plan to manage each risk
- Details of how you plan to keep your project team informed of the risk status throughout the project

Project Control

- Status Reports
- Gantt Charts
- Pert Charts

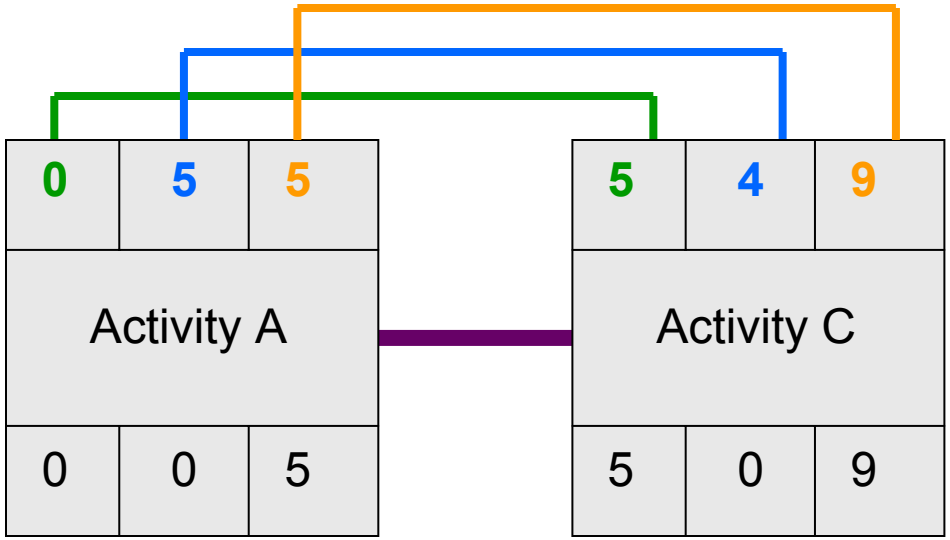


Gantt Chart Example



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PERT Chart Example



Key

Earliest Start	Duration	Earliest Finish
Activity Description and Identifier		
Latest Start	Float	Latest Finish



Project Completion

- Complete all unfinished tasks or activities
- Obtain sign-off
- Reconcile all project transactions
- Announce project completion to all team members
- Acknowledge all team members' contributions with a celebration



Lessons Learned

- Questions to ask:
  - Did you spend enough time writing the project plan?
  - Were your goals realistic?
  - Did you involve the right people?
  - Was your schedule reasonable?
- Documents to keep:
  - Resource names, numbers, and costs
  - A copy of the project plan and scope documents
  - A copy of the Risk Identification Plan



Potential Pitfalls

- ✓ Not involving all key project audiences
- ✓ Vague objectives
- ✓ Vague or nonexistent role and responsibility definitions
- ✓ Incomplete and inaccurate schedules and resource needs
- ✓ Not identifying and sharing key project assumptions
- ✓ Not writing down key information
- ✓ Not holding people accountable for performance
- ✓ Not anticipating and planning for risks and uncertainties
- ✓ Poor team communications
- ✓ Weak team leadership
- ✓ Inconsistent upper management support
- ✓ Lack of commitment by all team members to the project's success

Additional Small Business Learning Resources

Visit the Small Business Learning Center at http://selltoairforce.org/sell2af_sblc/ for additional training opportunities!!



Holland+Knight

NDIA Small Business Conference Influence & The Federal Contracting Process: *How To Gain Access & Win*

Presented by Holland & Knight LLP
Government Procurement Strategies
Section of the Public Policy Group
Sophia A. Nelson, Presenter

What is the #1 The Mission of the U.S. Government Post 9-11?

- *Prevent terrorist attacks within the United States. PERIOD.*
- Reduce America's vulnerability to terrorism
- Minimize the damage from potential attacks and natural disasters
- Protect the Critical Infrastructure (10) areas:

  Water, Public Health, Emergency Services, Defense Industrial Base, Telecommunications, Energy, Transportation, Banking & Finance, Chemical Industry/HAZMAT, and Postal/Shipping
- Utilize secure information sharing techniques across all intelligence agencies in order to better gather intelligence and protect our Homeland.
- Intelligence Reform Act of 2004 (S.2845), Military Intel Reorganization Act of 2005, Office of National Intelligence Director (implementation of multi-level security clearances), etc.
- Reform Human Capital and Management within the Federal Government.

What Do Lobbyist and Government Affairs Consultants Do & Who Benefits?

- Help Open Doors for their clients-PERIOD
- Help to influence Legislation or Policy that a client is for or against
- Help to Provide Access to Decision Makers at all levels of Government
- Get paid very well for their time
- Large Government Contractors & Corporations

Helping Small Business's Gain Access:

The mission of most lobby shops in Washington is to HELP CLIENTS GAIN ACCESS. PERIOD.

- HOW YOU ASK?
- Help with strategic and tactical planning-match core capabilities with government needs (see slide #1)
- Help make key introductions to government contracting and policy decision makers
- Leverage client resources and proven successes (case studies) to position them as "industry leaders" and market their solutions as "best practices" which can be duplicated and scaled with key decision makers
- Help them to develop PACs or host events on Capitol Hill to better gain access and influence policy and decision makers w/in Government

What Do Small Businesses Need to Better Position in the Market:

- Relationship Building-Inside Agencies & on Capitol Hill
- Early Market Research & Intel Gathering on competition not based on IT tools like iNPUT, etc.
- Help with Business Development skills and White Paper Development for potential projects and funding sources
- Partnering/Teaming (with larger primes and other small firms)
- Assistance with forming Joint Ventures and accessing Market Capital
- Federal Gov't Marketing Collaterals (B2G, Key program initiatives, Best Practices, etc.)

How Lobbyist Assist with Small Business's Business Development Processes:

We help the client set-up:

- Account/Call Plans to Government Agency Decision Makers
- Support Internal Business Development Staff
- Pipeline Tracking (pre RFP intel gathering)
- Bid/No Bid Decision Grids
- Program Review (internal & external)
- Capture and Proposal Strategies/Support
- Desired Product/Service Vehicles
- Joint Venture-Mentor Protégé Selection

From the Government's stand point: The "Model" Small Business Vendor Knows the Following and Sells the value of:

- Its Core competencies
- Unique Value proposition to an agency-Knowing what the agency needs and wants from its contractor (read strategic plans)
- Past Performance
- Good marketing materials/Case Studies
- Teaming partners/JV's/Mentor protégé
- Marketing and relationship building with persistence and patience
- Schedules/Multiple award contracts (flexibility) in addition to set-aside channel partners such as 8a-SDVOB, etc.
- Open Market procurement and performance based knowledge
- Web Savvy/case studies and marketing materials (nice website-professional)

The Hill: How It Can Help Your Small Business

June 1st, 2005; 10:30 – 11:15 AM

Moderator:

Ron Perlman, Buchanan Ingersoll PC

Chair, Government Contracts Practice Group

Vice Chair, NDIA Small Business Division

Panelists:

Jim Lightfoot, former Congressman (R-IA); member House Appropriations Comm.

Pete Steffes, former Staff Director, Subcommittee on Military Readiness, House Armed Services Comm.









The Hill, the Agency and the Contractor

- What is Congress' (the Hill's) role in determining what, how much and from who things will be bought?
- What is Congress' role in performance of a contract?
- What are the different parts of Congress that get involved in contracting questions?
    - Member, staffs, various committees, etc.
- How do you get Congressional action?

How They All Work Together

- Agency personnel
- Contractors
- Legislators
- Govt Relations people
- Lawyers

- Authorizations
- Appropriations
- Solicitations
- Evaluations
- Awards
- Performance
- Successes
- Failures
- Payment

The Contractor, the Lawyer, the Member & the Staffer

- Perlman (the moderator)
  - US Air Force JAG; GSA counsel; law firm (Govt contracts) practice
- Lightfoot (the member and the contractor)
  - US Army; large & small private business; member, US House of Representative (Appropriations. Comm.); Govt contractor
- Steffes (the staffer and the Govt relations person)
  - US Air Force; staff, House Armed Services Comm.; NDIA

AF PEO Services Overview

Presented to:

National Defense Industrial Association

June 2, 2005

Mr. Ron Poussard
Program Executive Officer,
Combat and Mission Support
Department of the Air Force
ronald.poussard@pentagon.af.mil

U.S. AIR FORCE

"…small business owners are taking risks and pursuing dreams, and as a result,…creating jobs for millions of citizens."

-President George W. Bush, 2005

"The vital role small business plays in maintaining a strong defense industrial base cannot be overstated, and in this capacity, they are a vanguard in the global war on terrorism."

-John P. Jumper
General, USAF
Chief of Staff

"As President Bush said recently, small businesses and the entrepreneur spirit are 'really what America has been, is and should be all about, from the perspective of my 40 years of industry experience, I couldn't agree more."

Mr. Peter B. Teets,

Undersecretary of the Air Force

2004

"Small business is smart business for the Air Force."

Mr. Peter B. Teets
Undersecretary of the Air Force
2004



“Small business doesn’t mean small capability.”

Joe Diamond, Director
AF Small and Disadvantaged
Business Utilization

"Broader participation by the nation's innovative small business community is need to meet rapidly emerging requirements in support of the global war on terrorism."

-H.R. 1815 – National Defense Authorization Act for Fiscal Year 2006

"I believe the best way to help our small businesses is not only through small-business loans . . . But to unbundle government contracts so people have a chance to be able to bid and receive a contract to help get their business going."

-President George W. Bush, 2004

U.S. AIR FORCE

10 Questions + 1

1) What is PEO/CM?
2) Why did the Air Force set up PEO/CM?
3) What is in your portfolio?
4) Who do you report to and who reports to you?
5) Are we overusing IDIQ contracts?
6) How long should service contracts be?
7) What is your perspective on Small Business?
8) How do you decide the right number of contracts?
9) What are you going to do about "empty contracts?"
10) Where are you going with Organizational Conflict of Interest?

+1 What are the challenges for services acquisition?

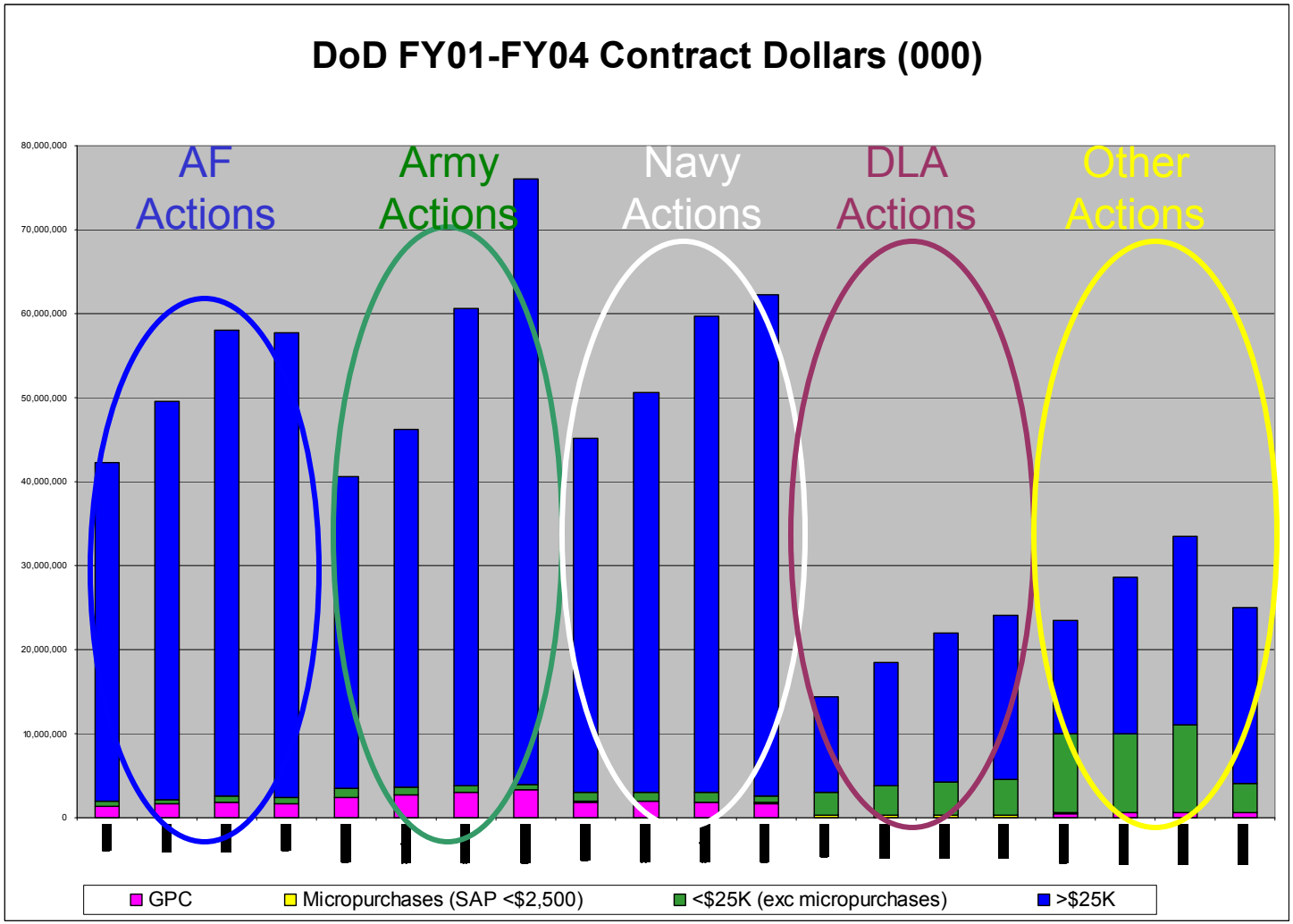
U.S. AIR FORCE

Outline

- Data
- Mission Support
- Emerging Trends

U.S. AIR FORCE

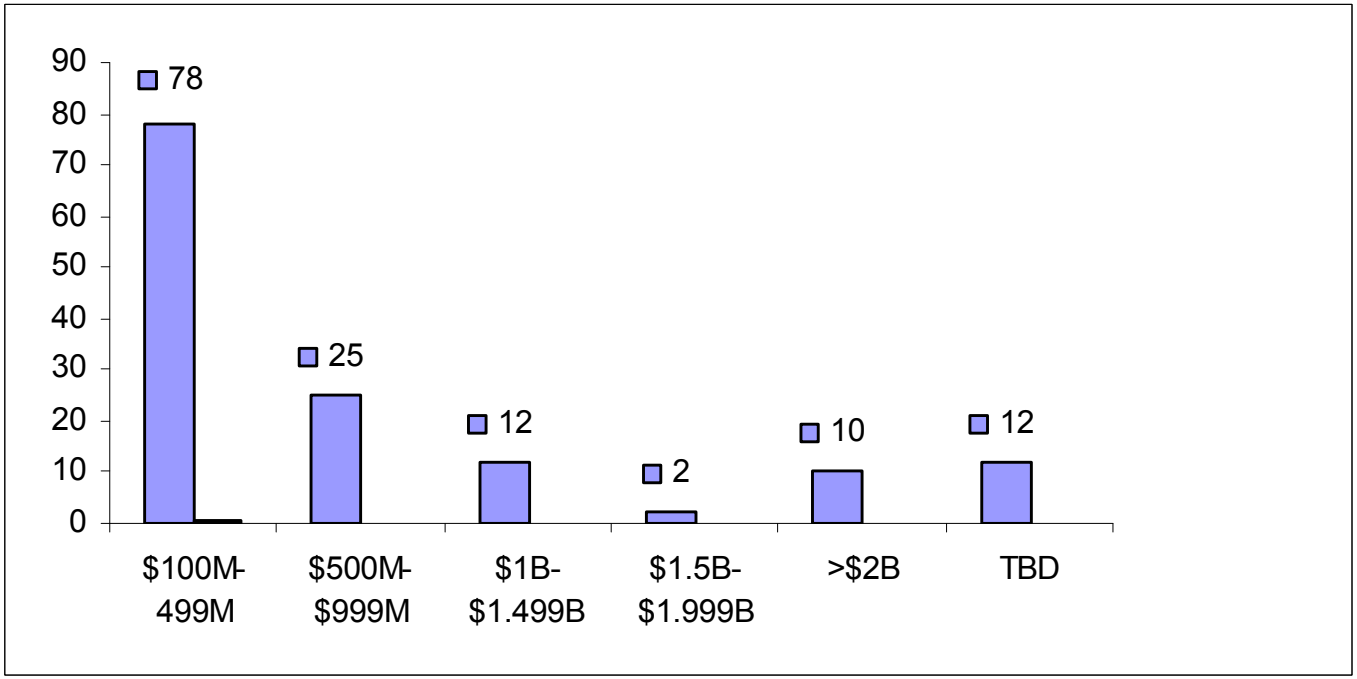
Services Growth Dollars



Portfolio by Dollars as of Mar 23, 2005

Number of Programs: 139

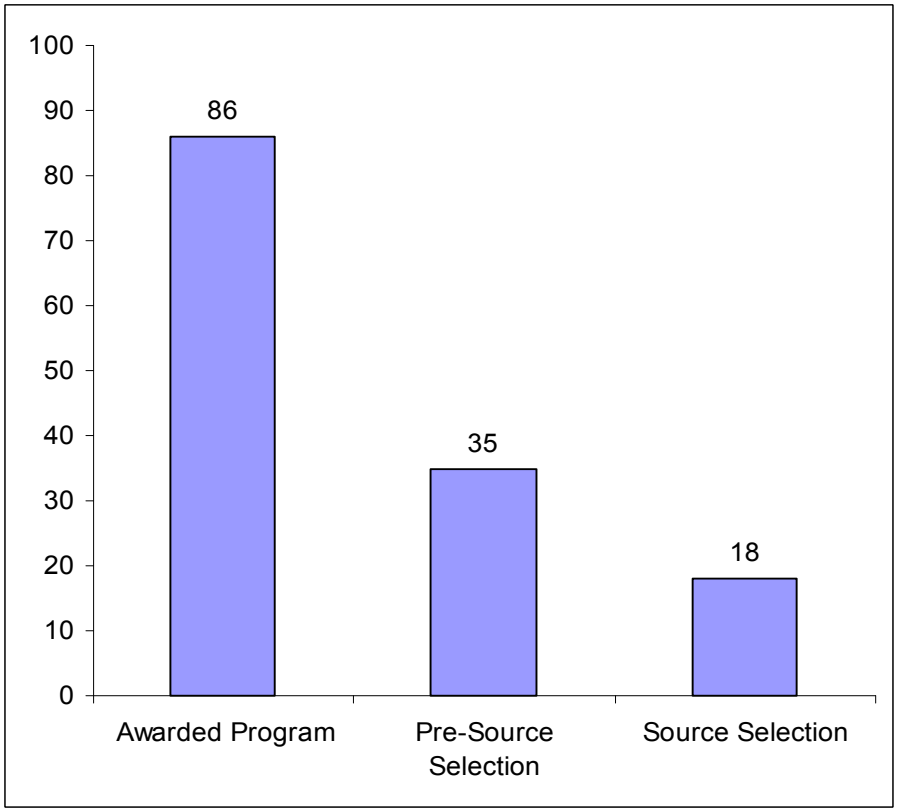
Estimated Program Max Value: $109B



Portfolio by Status

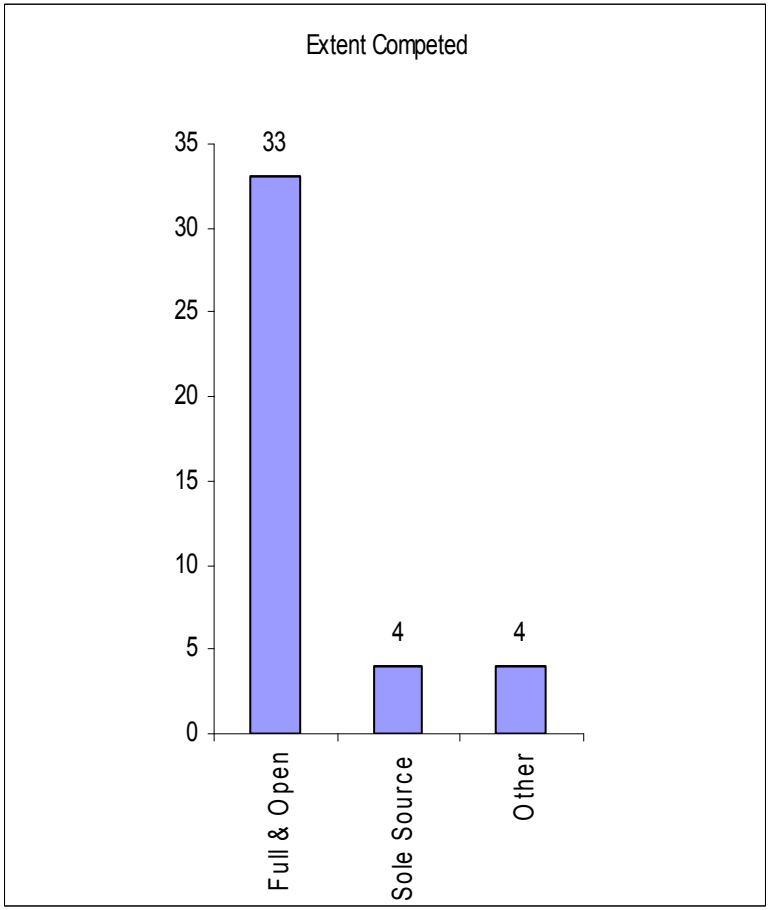
as of Mar 23, 2005

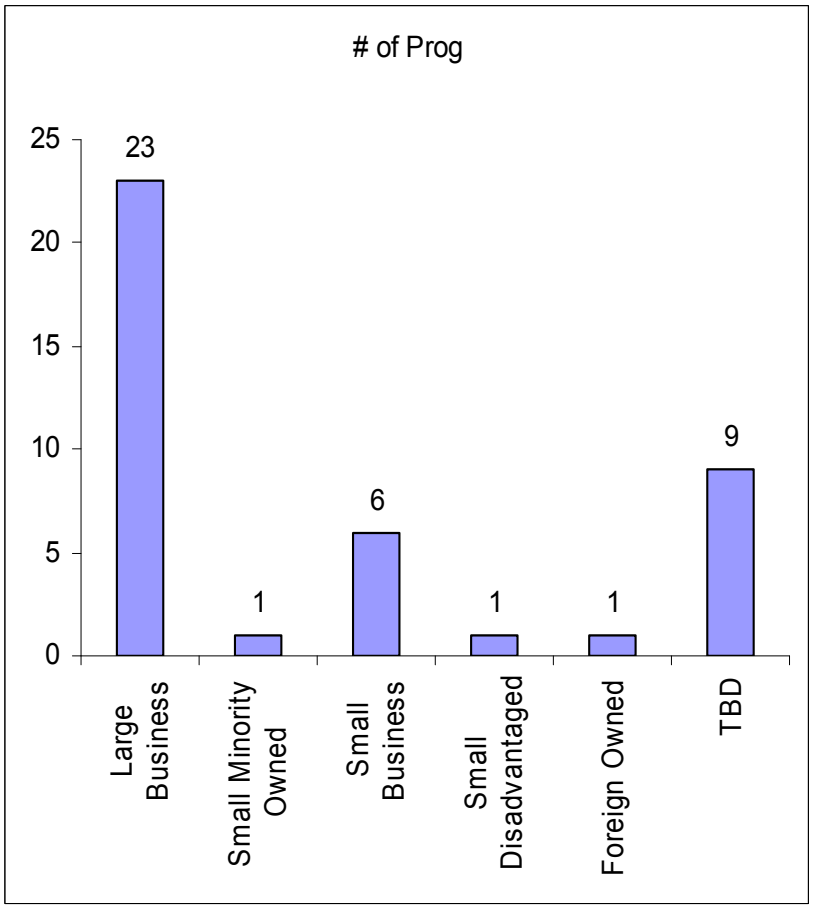
Number of Programs: 139



Total Program Dollars: $109B

Competition and Business Type*





* Data from PL107-107 Established Programs/Awarded Contracts (41)

U.S. AIR FORCE

What We Buy

	#Programs	Est $B
Sustainment & Mission Support Services	39	31
Training Support & Services	8	20
IT Operations and Services	12	15
A&AS	21	11
Contingency Operations	2	10
General Support Services	5	6
Service Wide Initiatives	6	5
Base Operations Support	11	3
Range Operations & Maintenance	7	2
A-76 Public/Private	9	1
R&D	6	2
Operations or Base Level Maintenance	6	1
Other	7	2

U.S. AIR FORCE

What We Deliver

For Services >$100M we deliver:

- Essential ***review/approval***

  - Acq Strategy – RFP – Comp Range – Selection – Oversight

- Designated Official (DO) Duties

  - Performance Based and use of Non DoD Vehicles

- Acquisition Management Discipline & Consistency

- Program Reviews & Oversight

  - 30 Day – Transition & - Annual – Cost/Schedule/ Performance

- P.L. 107-107 Data

- Just-In-Time Source Selection Training

AF PEO CM is the management structure for procurement of services
-- P.L. 107-107

U.S. AIR FORCE

Emerging Trends

- Ethics and Integrity in decision making
  - Need for oversight and checks and balances
  - Restore credibility and confidence in acquisition
- Increasing desire for consolidation
  - Flexibility with reduced resources
- Limitations on contract length
- In-house vs. non-DoD contracts
- Need for early QA planning
- Small Business challenges and opportunities



Program Executive Officer for Combat & Mission Support

Support to the Warfighter
...on time
...best value
...high quality

What We Do:
- Implement Service Acquisition and Oversight for the Air Force

Our Mission:
- Assuring agile mission support through the acquisition of world-class performance-based services for the war fighter.

•Organization
•Overview
•Programs
•Overview
•Regs & Stuff
•Future Business Opps
•Lessons Learned
•Links
•Industry Thoughts
•Feed Back
•AFPEO/CM Home

Other AF Links
• Air Force Home
• Back to Organizations

https://www.safaq.hq.af.mil/organizations/afpeocm/

DoD Office of Small and Disadvantaged Business Utilization

The Front Line of Innovation

Small Business and the Defense Industrial Base

Frank Ramos, Director

Department of Defense

Office of Small and Disadvantaged Business Utilization

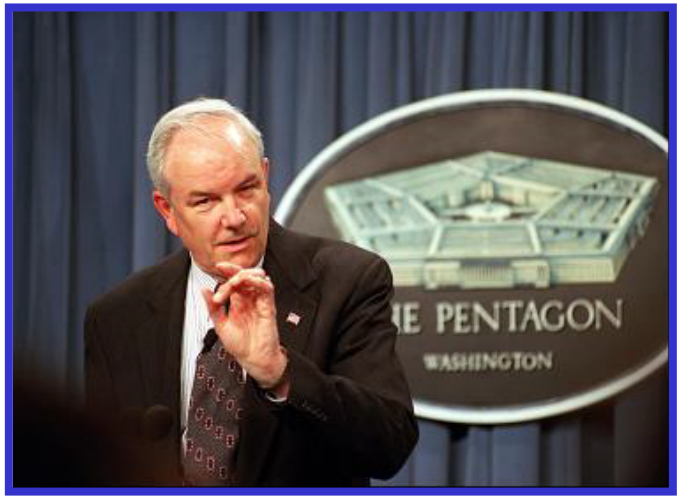
NDIA National Small Business Conference

Los Angeles, CA

June 2, 2005

Under Secretary of Defense (Acquisition, Technology and Logistics)

Seven Goals



1. Acquisition Excellence with Integrity
2. Logistics: Integrated and Efficient
3. Systems Integration & Engineering for Mission Success
4. Technology Dominance
5. Resources Rationalized
6. Industrial Base Strengthened
7. Motivated, Agile Workforce

Three DoD Internal Analysis Tools

1. **OSD SADBU Rand prime contacting study**
2. **Defense Contract Management Agency (DCMA) analysis of CNA subcontracting study**
3. **National Academies of Science (NSA) SBIR study**

DEPARTMENT OF DEFENSE
PRIME CONTRACT AWARDS
(Dollars in Billions)

Fiscal Year	Total Awards	SB Awards	% of Total	SDB Awards	% of Total	WOSB Awards	% of Total	HUBZone Awards	% of Total	SDVOSB Awards	% of Total
2004 *	$200.4	$44.8	22.4	$12.0	6.0	$5.3	2.7	$3.1	1.6	$0.5	0.3
2003	$187.5	$42.0	22.4	$11.8	6.3	$4.7	2.5	$2.9	1.6	$0.3	0.2
2002	$157.1	$33.3	21.2	$9.1	5.8	$4.1	2.6	$1.7	1.1	$0.2	0.1
2001	$135.8	$28.3	20.8	$7.8	5.7	$3.0	2.2	$1.1	0.8	$0.1	0.1
2000	$122.4	$26.9	21.9	$7.0	5.7	$2.6	2.1	$0.5	0.4	N/A	**
1999	$116.7	$25.1	21.5	$7.0	6.0	$2.3	1.9	$0.0	0.0	N/A	**
1998	$109.7	$23.0	21.0	$6.5	6.0	$2.0	1.8	N/A	**	N/A	**
1997	$106.9	$24.5	22.9	$6.7	6.3	$1.8	1.7	N/A	**	N/A	**
1996	$109.5	$25.4	23.2	$6.9	6.3	$2.0	1.8	N/A	**	N/A	**
1995	$110.0	$25.3	23.0	$6.9	6.2	$2.0	1.8	N/A	**	N/A	**
1994	$112.0	$24.8	22.1	$6.1	5.5	$1.9	1.7	N/A	**	N/A	**
1993	$116.0	$24.9	21.4	$6.2	5.3	$1.7	1.5	N/A	**	N/A	**
1992	$117.2	$24.0	20.5	$5.2	4.4	$1.6	1.4	N/A	**	N/A	**

SB=Small Business *WOSB=Women-Owned Small Business* *SDVOSB=Service-Disabled Veteran Owned Small Bus.*
SDB=Small Disadvantaged Business *HUBZone=Historically Underutilized Business Zone*

** Data not available.
FY 1999 is the first year that Federal Supply Schedule orders were included.

* 2004 data is preliminary

DEPARTMENT OF DEFENSE
SUBCONTRACT AWARDS
(Dollars in Billions)

Fiscal Year	Total Awards	SB Awards	% of Total	SDB Awards	% of Total	WOSB Awards	% of Total	HUBZone Awards	% of Total	SDVOSB Awards	% of Total
2004 *	$101.8	$35.2	34.5	$4.1	4.1	$5.0	4.9	$1.1	1.1	$0.4	0.4
2003	$86.5	$32.0	37.0	$4.1	4.7	$4.2	4.8	$0.9	1.0	$0.3	0.3
2002	$75.5	$25.8	34.1	$3.5	4.6	$3.3	4.3	$0.6	0.7	$0.2	0.3
2001	$60.5	$23.5	38.8	$3.0	4.9	$2.5	4.1	$0.3	0.5	$0.1	0.1
2000	$54.9	$21.6	39.4	$3.0	5.4	$2.3	4.3	$0.2	0.3	N/A	--
1999	$52.3	$21.5	41.0	$2.9	5.6	$2.0	3.9	$0.0	0.1	N/A	--
1998	$53.1	$22.3	41.9	$3.0	5.6	$2.4	4.5	N/A	--	N/A	--
1997	$54.4	$22.5	41.4	$3.0	5.6	$1.9	3.4	N/A	--	N/A	--
1996	$47.4	$19.8	41.8	$2.8	5.9	$1.6	3.3	N/A	--	N/A	--
1995	$45.0	$19.2	42.5	$2.6	5.8	$1.2	2.7	N/A	--	N/A	--
1994	$45.4	$17.4	38.3	$2.3	5.0	$1.0	2.3	N/A	--	N/A	--
1993	$44.9	$16.9	37.6	$1.9	4.3	$0.9	2.1	N/A	--	N/A	--
1992	$47.3	$18.2	38.4	$1.8	3.8	$0.8	1.7	N/A	--	N/A	--

SB = Small Business
SDB = Small Disadvantaged Business
HUBZone = Historically Underutilized Business Zone
WOSB = Women-Owned Small Business
SDVOSB = Service-Disabled Veteran Owned Small Business

* 2004 data is preliminary

There May Be Room to Expand Small Business Sales in These Industries

"DRAFT" RAND study DB-478-OSD November 2004

Industry	% of Industry Sales by Small Business	% of Industry Small Business Sales to DoD
Aircraft Manufacturing	6	<1
Engineering Services	28	3
R&D in the Physical, Engineering and Life Sciences	25	25
Other Aircraft Part and Auxiliary Equipment Manufacturing	40	5
Ship Building and Repairing	37	8
Facilities Support Services	19	15
System and Instrument Manufacturing	22	1
Aircraft Engine and parts Manuf.	36	1
Health and Medical Insurance Carriers	0	0
Comm. and Inst. Building Construction	42	1

Data is from a DCMA analysis of a CNA study that examined subcontracting performance for six Defense contractors. Data represented is for one of the six contractors.

Subcode	Sum of Large	SB	SDB	WOSB	All Subcontracting
Avionics	**$4,072,106,973**	$94,725,248	$14,385,158	$17,171,507	$4,166,832,221
Fuselage	**$1,803,699,579**	$0	$0	$0	$1,803,699,579
Electro/Hydra/Mech	**$1,043,754,744**	$107,509,970	$4,889,724	$1,174,134	$1,151,264,714
Miscellaneous	**$741,369,240**	$290,633,811	$25,800,555	$32,011,986	$1,032,003,052
Machined Parts	**$112,391,248**	$497,212,477	$92,650,841	$120,601,314	$609,603,725
Propulsion	**$514,096,892**	$661,486	$0	$0	$514,758,378
Landing Gear	**$232,214,744**	$4,970,626	$0	$0	$237,185,369
Training Systems	**$182,383,798**	$40,438,195	$6,105,333	$17,795,092	$222,821,993
Sheet Metal	**$119,942,553**	$79,657,414	$7,388,151	$20,585,416	$199,599,967
Non-metallics	**$105,768,250**	$44,015,380	$1,294,949	$1,626,947	$149,783,630
Electrical	**$95,439,912**	$49,098,056	$5,343,477	$10,643,178	$144,537,968
Maintenance/Modification	**$135,982,541**	$534,150	$0	$0	$136,516,691
Engineering services	**$104,677,984**	$28,017,724	$1,999,331	$281,978	$132,695,707
Wings	**$107,706,389**	$0	$0	$0	$107,706,389

Small Business

Subcode	SB
Automated test equipment	$0
Electro-optical test sets	$0
Employee & Financial Services	$0
Fuselage	$0
Major Mech Tst Equip/Test Stand	$0
Non-destructive inspection	$0
Wings	$0
Traffic/Transportation Service	$21,967
Business Solutions Equipment	$50,400
Sourcing/Telecom	$176,916
Monuments	$232,945
Workplace Construction	$305,370
Production Support Services	$393,524
Desktop Hardware/Software	$489,736
Maintenance/Modification	$534,150
Lighting	$598,104
Propulsion	$661,486
Aluminum Bar/Rods	$710,600
Server Hardware/Software	$829,835
Composites	$952,850
Workplace Supplies	$957,222
Elect component/circuit board	$975,776
Non-Production	$1,065,785
High Temp Alloy	$1,106,476

Small Disadvantaged Business

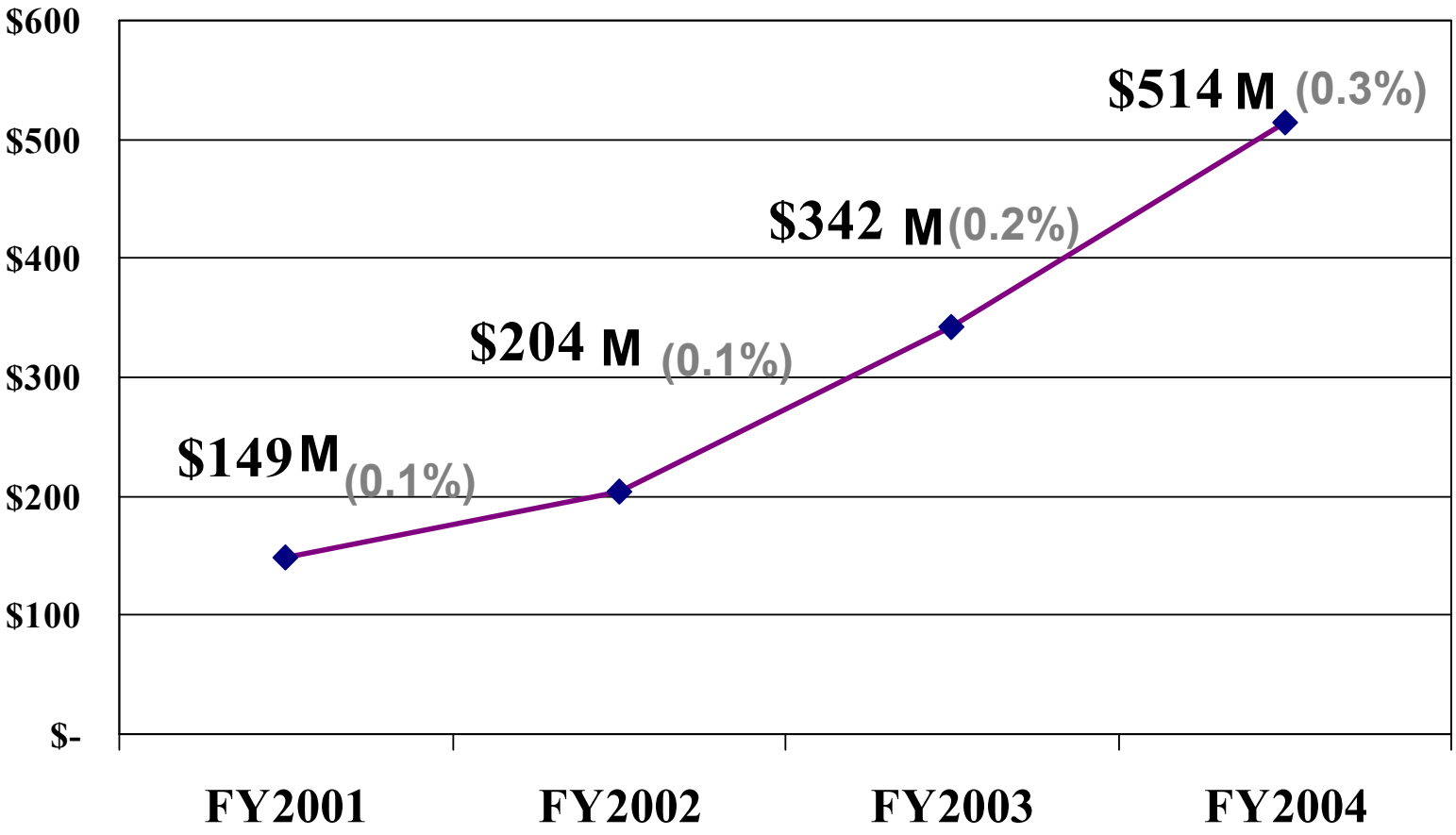
Subcode	SDB
Automated test equipment	$0
Business Solutions Equipment	$0
Common Aero Comm	$0
Component modification	$0
Composites	$0
Crew seats	$0
Electrical test sets	$0
Electro-optical test sets	$0
Employee & Financial Services	$0
Fuselage	$0
High Temp Alloy	$0
Landing Gear	$0
Lighting	$0
Maintenance/Modification	$0
Major Mech Tst Equip/Test Stand	$0
Non-destructive inspection	$0
Operations Equipment	$0
Production Support Services	$0
Propulsion	$0
Sourcing/Telecom	$0
Traffic/Transportation Service	$0
Wing	$0
Workplace Equipment	$0

NAIC 33: One Area Where There May Be Room to Expand Small Business Sales

- **DCMA has found that The Machine Fabrication, Electrical, and Mechanical Fabrication Commodity. (NAIC code 33) is an example of one subcontracting area where small business has the potential to increase participation in an area dominated by large business.**
- **Total subcontracting spent by five of six major defense contractors:**

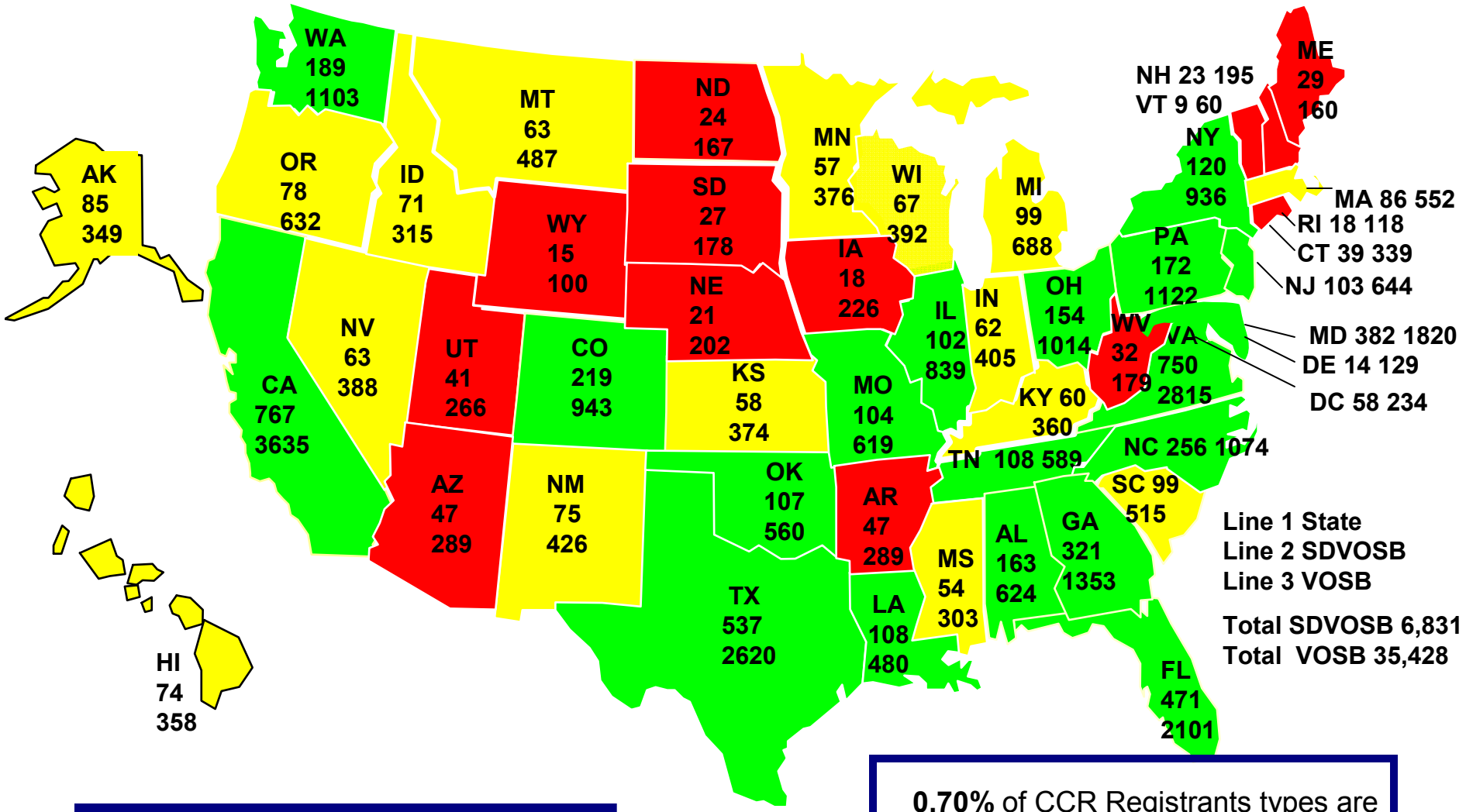
  - **Large Business - $1,412,469,613**
  - **Small Business - $317,511,401**
  - **SDB - $63,072,654**
  - **WOSB - $15,506,563**

DoD Prime Contract Dollars Awarded to Service-Disabled Veteran-Owned Small Business



CCR Registered SDVO and VO Small Businesses

Participation by State



>$100 CCR Registered SDVOSBs
51-100 CCR Registered SDVOSBs
<50 CCR Registered SDVOSBs

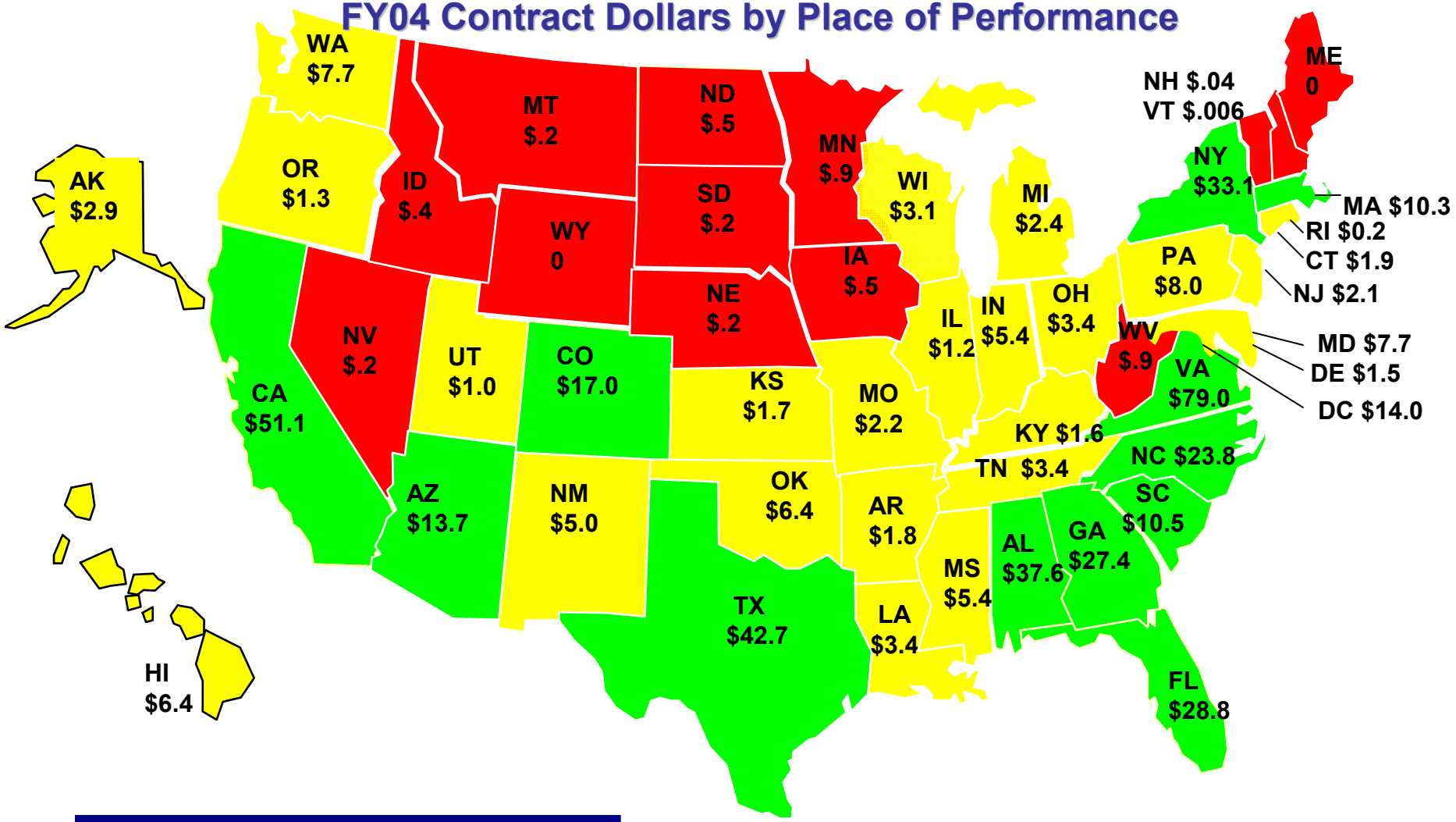
0.70% of CCR Registrants types are Service Disabled Veteran Owned Small Businesses

3.64% of CCR Registrants types are Veteran Owned Small Businesses

SDVO Small Businesses

Participation by State

FY04 Contract Dollars by Place of Performance



Total SDVOSB $500.9M

OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY, AND LOGISTICS

Department of Defense
Service-Disabled Veteran-Owned Small Business Strategic Plan

In accordance with Section Two of Presidential Executive Order 13360, and in order to significantly increase contract and subcontract award opportunities for Service-Disabled Veteran-Owned Small Businesses, the undersigned Senior Level Executives hereby issue and publish this Strategic Plan for the United States Secretary of Defense.

DATE: May 16, 2005

The Honorable Michael W. Wynne
Under Secretary of Defense for
Acquisition, Technology & Logistics

DATE: May 9, 2005

Frank M. Ramos, Director
Office of Small & Disadvantaged
Business Utilization

Department of Defense Service-Disabled Veteran-Owned Small Business Strategic Plan

Objectives of Strategic Plan:

Increase:

1. Number of SDVOSBs in Central Contractor Registration (CCR)
2. Training and outreach of acquisition community to increase use of sole source and restricted competition
3. SDVOSB participation in the Mentor-Protégé Program
4. Large prime subcontracting awards to SDVOSBs
5. Surety bonding capacity for SDVOSBs with construction and environmental remediation NAICS Codes
6. Teaming agreements and joint ventures to enhance capacity and capability of SDVOSBs

National Veterans Small Business Conference



National Veterans Small Business Conference
June 20-22, 2005
Caesars Palace, Las Vegas, NV
http://216.200.89.135/conference/veteran04/index.asp

DoD Small Business Office

DoD Small Business Office

OSD AT&L (SADBU)

(703) 588-8631

DSN 425-8631

Or

Visit our web site at

www.acq.osd.mil/sadbu



Joint Ventures
In a Small Business

Alan Stewart, SVP and CFO
Epsilon Systems Solutions, Inc.

EPSILON
Systems Solutions, Inc.

Challenges

- **When Your Company Is Very Small...**
  - **Your Company Can Focus On What It Does Best – Do This Well And You Will Grow**
- **In A Small To Medium Size Company....**
  - **Need To Be Able To Compete With Larger Primes Expand Technical and Other Core Competencies**
  - **Price Aggressively – Best Value**
- **How?**
  - **Team With Others Who Complement Or Augment Your Core Capabilities**
  - **Use Strategic Alliances And Joint Ventures**

EPSILON Systems Solutions, Inc.

First Steps

- **Identify The Opportunity**
  - **Can You Do It Alone? If Not…**
- **Decide If You Are A Credible Player**
  - **What Makes You Competitive?**
  - **Technical Skills**
  - **Customer Likes Your Team**
  - **Contract Set-aside**
- **Find The Right Teammates To Augment Your Core Competencies**
  - Incumbent
  - Customer Knows (And Loves…)
  - Quid Pro Quo – Who Is In Position Of Strength?
- **Determine Structure Of Relationship**

EPSILON Systems Solutions, Inc.

Next Steps - Alliances

- **Strategic Alliance Methods Vary Significantly In:**
  - **Time Required To Establish**
  - **Legal Complexity**
- **Simplest Form – Prime/Sub**
- **Easy To Set Up**
  - **Teaming Agreement Prior To Award – Establishes Parameters Of Teaming Arrangement, Who Does What…**
  - **Subcontract After Award – Formalizes Legal Relationship**
- **More Complex – Joint Venture**
  - **Numerous Documents**
  - **Legal Work Prior To Award**
  - **Ramifications For Lack Of Due Diligence**

EPSILON Systems Solutions, Inc.

Joint Ventures - Considerations

- What Form Will The Joint Venture Take?
- Roles And Responsibilities Of Parties
- Capitalization
- Ownership Structure
- Personnel Roles & Responsibilities / Compensation
- Capital Contributions And Sharing Of Profits
- Management And Control (Key Issue)
- Can The JV Claim The Required Set-aside Status, If Applicable?
- Customer Perceptions – Does The JV Scare The Customer?
- Resolving Differences
- Accounting Issues
- Tax Issues
- Legal Liability
- Exit Strategy (Dissolution If Contract Not Won…)

EPSILON Systems Solutions, Inc.

Why Form Alliances?

- Enhance Company Credibility
- Improve Competitive Position
  - Cost Reduction Strategies
  - Added Technical Compentancies
- Enter New Markets
- Allows You To Focus On Core Competencies While Leveraging The Strengths Of Other Companies
- Greater Reach Without Additional Costs (Potentially…)

EPSILON Systems Solutions, Inc.

Joint Venture - Documents

- Confidentiality Agreements / NDA's
- Term Sheet or Memorandum of Understanding
- Operating Agreement
- Shareholder Agreement
- Intellectual Property Sharing/Development Agreement
- Corporate Filings
- State Filings

EPSILON Systems Solutions, Inc.

Case Study – “A”

- Purpose – JV To Pursue New Line Of Business
  - Partner Is Primary Driver
- Form – LLC (Two Major Partners)
- Rationale – Set-aside Status Required, Needed Legal Entity
- Documents Required – Minimal (NDA, Operating Agreement)
- Simple, Quick, Effective
- Results – Credible Team, Pursuing New Opportunities, Looks Like A Success
- Lessons Learned
  - Lack Of Documents Leaves Some Questions Un-answered
  - Make Sure The Time-commitment Is Worth It – Opportunity Cost
  - Can “Get Something Going” Quickly If Necessary.

EPSILON Systems Solutions, Inc.

Case Study – "B"

- Purpose – JV To Bid On Major Contract (>70 O&M)
  - We Were Primary Driver.
- Form – LLC (Two Major Partners)
- Rationale – Our Partner Was One Of Three Incumbents)
  - We Could Not Prime Without Them
  - Cost Strategy Was Key – LLC Allowed Aggressive Cost
- Documents Required – All As Described
- Very Complex, Time Consuming, Ext. Legal Assistance Required
- Results – Credible Team, Effective, Customer Understood, But Lost Bid To Other Incumbent Team
- Lessons Learned
  - We Still Needed To Drive Process!
  - Cannot Always Count On Getting Support You Expect
  - Can Be Very Expensive And Time Consuming

EPSILON Systems Solutions, Inc.

Summary

- Joint Ventures Can Significantly Assist Growth Goals
- Makes You Appear Larger Than You Are
- Can Present A New, Fresh Face To The Customer Who Wants A Change
- Allows Focus On An Individual Contract Initiative Or Strategic Goal
- Not For The “Faint Of Heart”!
- Be Sure To Understand The Legal, Tax And Accounting Complexities
- Be Sure To Understand The Time And Dollar Commitments
- Over-communicate And Over-document!

EPSILON Systems Solutions, Inc.

Questions???

EPSILON
Systems Solutions, Inc.



SBIR/Prime Opportunities:
A Rapidly Changing Landscape
How Do We Move Forward?

a presentation to

National Small Business Conference

by

John Williams, Director Navy SBIR Program

williajr@onr.navy.mil

June 2005

Navy's SBIR/STTR Program

- Uses small business to develop innovative R&D that addresses **Navy needs**
- Facilitate small high tech businesses to transition technologies into Navy/DoD programs



SBIR …. It's all about Phase III

Congress wants to increase Phase III awards and transitions into Acquisition Programs

- 92 SBIR Law, PL 102-564
  - Emphasized Commercialization (definition “to Government or commercial markets”)
- FY 99 Defense Authorization Act (Sec.818)
  - Emphasized push for Acq. Offices to make Phase III awards and include SBIR in planning process
- Senate Report 106-50 (Sec 803)
  - Requested DOD develop plan to facilitate rapid transition of SBIR projects to Phase III & incorporation into DoD acquisition programs
- 2000 SBIR Law, PL 106-554
  - Emphasized protection of Phase III data rights and push for more Phase III awards
- FY 05 National Defense Authorization Act (Rep.108-491)
  - Requires USD (AT&L) to report by March 31, 2005 information on recent Phase III awards and actions

Education & Partnering are Key

- Acquisition Office needs to understand and believe in SBIR and be part of planning and decision process
- Small businesses need help understanding DoD and how to transition technology in the DoD environment
- Primes are often part of “Tech Insertion” Critical Path, thus need to understand SBIR and plan for
- Early partnerships
  - Increase probability of success,
  - Increase speed of tech insertion/transition and
  - Reduce cost of total RDT&E

Technology transition/insertion requires a lot of work and planning. It must be coordinated!

Navy SBIR Program: Primes Initiative

- Vision
  - Develop process, tools and relationships so that Primes are integral part of the DoD SBIR program
- Process
  - Build partnerships between small businesses, defense contractors, Navy acquisition offices, and SBIR management to enhance technology insertion by leveraging SBIR resources with larger acquisition programs, with focus on transition of SBIR technology to weapons platform

Advanced Ceramics Research's SBIR/STTR Experience

Sensors $1M

Sensors

$2M SL-UAV

NSW Supplemental $5M



NSW - $2.3M

NSW - $2.3M

$25M-IDIQ

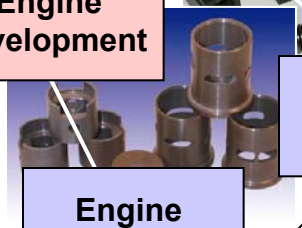
Army - $1.8M

Army - $750k

Engine development $1.25M



Engine development



DARPA Engine

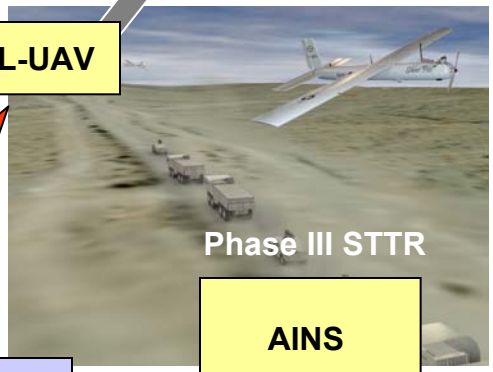
Engine development

Engine development

SL-UAV



SL-UAV



Phase III STTR

AINS



Raytheon

AINS

AINS

AINS

AINS

OIF - $1M

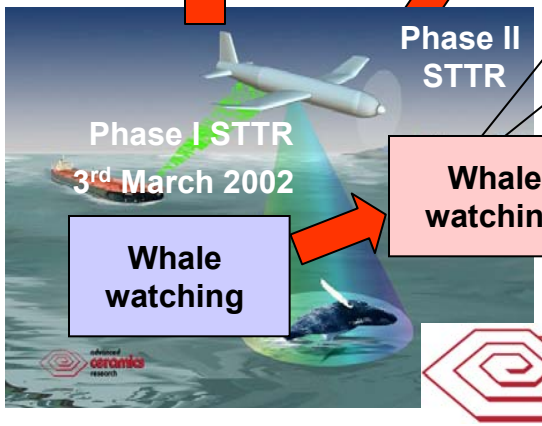
OIF - $2M

NAVAIR certification

2MEF - $2.5M

2MEF - $2.5M

$25M-IDIQ



Phase II STTR

Phase I STTR

3rd March 2002

Whale watching

Whale watching

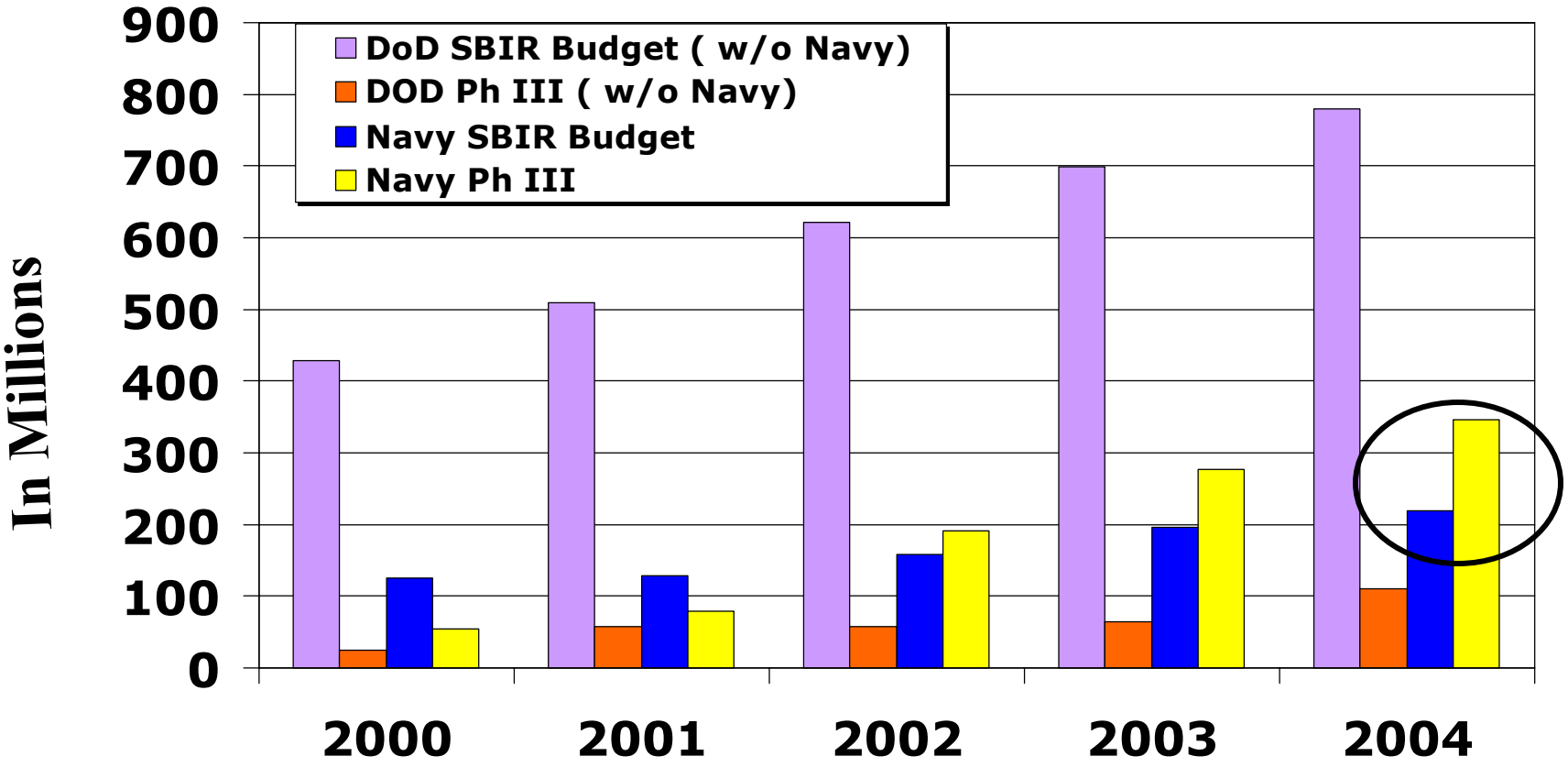


LOCKHEED MARTIN

We never forget who we're working for™

advanced ceramics research

SBIR Phase I & II funds compared to Phase III funds Phase III funding from OSD DD-350 Reports



- Phase III reporting not complete since contracting officers not always aware contract is Phase III

- Total DD 350 FY04 DOD Phase III funding was $456 M, Navy portion was $346 (76%) which came from 114 separate contracts to 81 individual firms

Navy Transition Assistance Program (TAP)

- **Funded by Navy SBIR Program Office**
- **Competitive 10-month program offered to all SBIR/STTR Phase II awardees**
- **Provides business consultant and training aimed at understanding DOD transition process and developing strategic plan for that transition**

Objectives

Facilitate DoD use of Navy-funded SBIR technology

Increase speed of commercialization by:

- **Defining Defense Transition Strategy**
- **Developing Business Skills**
- **Protecting Intellectual Property**
- **Identifying Partnering/Strategic Alliance**
- **Licensing, Equity, Financing**

TAP Concludes with Navy Opportunity Forum
2-4 May 2005 Reston VA

- Not a conference where any who pays can have a booth
- Only SBIR or STTR Phase II or III companies that have completed the Navy TAP present
- Small Businesses present “Business Case” for transitioning the technology to a weapons application, not a technical brief
- All SB’s develop abstract and narrative brief that is posted on the Virtual Acquisition website by 1 February
- Attendees review abstracts and narrative briefs and only attend if those address their technology needs list

Navy 05 Opportunity Forum VAS

www.dawnbreaker.com/vas/vas.php

05 VIRTUAL ACQUISITION SHOWCASE℠

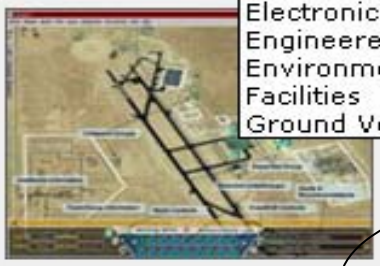
REGISTER HERE FOR THE 05 NAVY *OPPORTUNITY FORUM* ℠

*The Virtual Acquisition Showcase is a companion site to the 05 Navy Opportunity Forum to be held at the Hyatt Regency in Reston, VA on **May 2nd, 3rd, and 4th, 2005**. Our goal in providing you with early access to these materials is to make it easy for you to obtain maximum value from attending the Forum in May.*

BROWSING... **154 Items** **Page: 1** 2 3 4 5 6 7 8 ▶

TECH APP: (All) SYSCOM: (All) SORT: Company Name GO

(All)
Aircraft
ASW
Communications / Networks
Directed Energy
Electronic Warfare
Electronics / Avionics
Engineered, Advanced Materials
Environment
Facilities
Ground Vehicles

CATEGORIZ	CUMENTS	PROJECT DESCRIPTION
	Systems, Inc.	EXLOG21

Syscom: *ONR*
Topic: *N01-137*
TRL: *7*

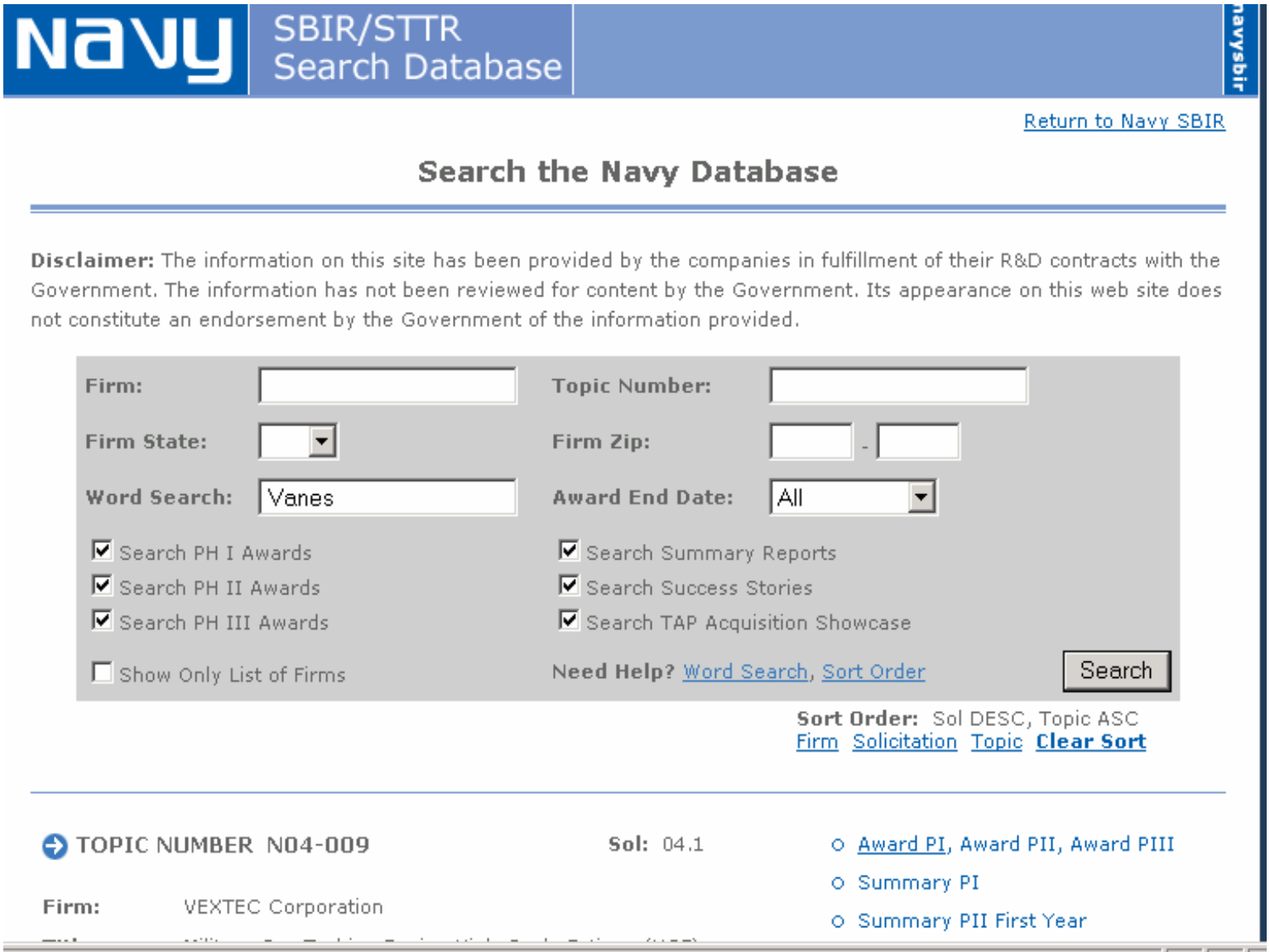
(703) 696 4448
david.andersen@21csi.com
http://www.21csi.com

PDF QUAD CHART
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PDF CAPABILITIES BROCHURE
OPPORTUNITY

Autonomic Decision Support System provides monitoring, alerting, and action recommendations through a Bayesian Belief Network (BBN). Adaptable to multiple environments, Mil-Spec and COTS. Predictions and probabilities are based on historical and real time data. Interfaces/operates with USMC vehicles through GCCS-MC.

Add to My Briefcase

Search for Phase I and II Navy SBIR awards at www.navysbir.com



atabase - Microsoft Internet Explorer provided by ONR
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dress http://www.navysbir.com/database.htm
Go Lin

TOPIC NUMBER N02-169

Sol: 02.2

Firm: MATECH Advanced Materials

Title: Innovative Gas Turbine Engine Propulsion

Abstract: This Small Business Innovation Research (SBIR) Phase I project seeks to demonstrate an innovative new UV curable preceramic polymer chemistry for the fabrication of high yield and high purity Si3N4 ...

- Award PI, Award PII, Award PIII
- Summary PI
- Summary PII First Year
- Summary PII Complete
- Success Story
- TAP Acquisition Showcase
- Firm Information

TOPIC NUMBER N01-165

Sol: 01.2

Firm: UES, Inc.

Title: Corrosion/Erosion Resistant Coatings for Turbine Compression Systems

Abstract: Erosion and corrosion of compressor blades and vanes have been critical degraders to the life of the gas turbine engine fleet for naval applications. Similar problems also exist for civilian ...

- Award PI, Award PII, Award PIII
- Summary PI
- Summary PII First Year
- Summary PII Complete
- Success Story
- TAP Acquisition Showcase
- Firm Information

CONTACT INFORMATION

Government POC
Mr. Lewis Schmidt
Email: lewis.schmidt@navy.mil
Phone: (301)757-0465
Fax: (301)757-0562

Principal Investigator
Edward Pope
Email: matech@thegrid.net
Phone: (818)991-8500
Fax: (818)991-4134

Corporate Official
Edward Pope
Email: matech@thegrid.net
Phone: (818)991-8500
Fax: (818)991-4134

Firm
MATECH Advanced Materials
31304 Via Colinas, Suite 102
Westlake Village, California 91362-3901
http://www.matech.us

AWARD DETAILS

Contract #	N68335-04C-0104
Topic	N02-169
Solicitation	02.2
SYSCOM	NAVAIR
Award Amount	749964.00
Phase	II
Program	Navy SBIR
Start / End Date	04/29/2004 - 04/29/2006
FY Reported	2004
Title	SiNC Ceramic Fibers for the JSF/VAATE Engine
Abstract	In this proposed NAVAIR/JSF funded Phase II SBIR Program, MATECH will develop SiNC structural ceramic fibers for ceramic matrix composites (CMCs) for ultimate use as components in the JSF/VAATE engine. These fibers are predominantly silicon nitride with 10 to 15 percent silicon carbide, mixed at the molecular level. Potential

Firm Information

UES, INC.

Address 4401 Dayton-Xenia Road
Dayton, OH 45432-1894

URL www.ues.com

POC Dee Dee Donley
(937) 426-6900
ddonley@ues.com

Firm Size 175

Year Founded 1973

Phase I Awards 101

Phase II Awards 27

DUNS 074689217

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Transitions Newsletter
Winter 2004

NAVY 04 STTR PHASE I PROPOSALS SELECTED FOR FURTHER CONSIDERATION

Proposals from the offerors listed next to the topic numbers have been selected for further consideration under DoD STTR Program Solicitation 04

The list is not final and will be updated periodically - **Last Update: 10 July, 2004**

Please note that prior to receiving an award, a firm must register at the Central Contractor Registration, if they have not already done so.

Office of Naval Research (ONR)
Mr. John R. Williams, (703) 696-0342 - williajr@onr.navy.mil

	TOPIC	SELECTEE	ADDRESS
Details	N04-T001	Directed Vapor Technologies International, Inc.	Charlottesville, Virginia 22903
Details	N04-T001	Inframat Corporation	Farmington, Connecticut 06032
Details	N04-T001	Thor Technologies, Inc.	Albuquerque, New Mexico 87107
Details	N04-T001	UES, Inc.	Dayton, Ohio 45432
Details	N04-T002	Polatomic, Inc.	Richardson, Texas 75081
Details	N04-T002	Southwest Sciences, Inc.	Santa Fe, New Mexico 87505
Details	N04-T002	Tristan Technologies, Inc.	San Diego, California 92121
Details	N04-T003	ALPHATECH, Inc.	Burlington, Massachusetts 01803
Details	N04-T003	Intelligent Automation, Inc.	Rockville, Maryland 20855
Details	N04-T003	Neptune Sciences, Inc.	Slidell, Louisiana 70461
Details	N04-T003	Scientific Systems Company, Inc	Woburn, Massachusetts 01801
Details	N04-T003	Systems Technology, Inc.	Hawthorne, California 90250
Details	N04-T004	Advanced Ceramics Research, Inc.	Tucson, Arizona 85706

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Transitions Newsletter
Winter 2004

High-Temperature Coatings for Turbine Blades and Vanes
Navy STTR FY2004

Sol No.: Navy STTR FY2004

Topic No.: N04-T001

Topic Title: High-Temperature Coatings for Turbine Blades and Vanes

Proposal No.: N045-001-0240

Firm: Directed Vapor Technologies International, Inc.
2 Boar's Head Lane
Charlottesville, Virginia 22903

Contact: Derek Hass

Phone: (434) 977-1405

Web Site: www.directedvapor.com

Abstract: Advanced thermal barrier coating systems are desired for naval gas turbine engines. These coatings will increase the durability of hot-section engine components to significantly improve the time "on-wing", safety and readiness of these engines. In this work, we will use novel coating synthesis techniques that enable the deposition of advanced bond coat and top coat compositions and microstructures to achieve a comprehensive thermal barrier coating system that provides unprecedented thermal protection and substantially extended thermal cycle lifetimes. Low cost, high throughput processing for the entire TBC system is also envisioned. The proposed Phase I effort will identify TBC systems that are anticipated to meet the performance goals at both current and future engine operating temperatures and demonstrate the feasibility of applying entire TBC systems using our advanced processing techniques. The successful completion of the Phase I work will lead to a follow-on Phase II program focused on down-selecting candidate material(s) and applying the new coating onto bars for burner-rig testing and real aircraft components. Success in this objective will offer the military a pathway toward production implementation of these advanced coatings and the new deposition processing capabilities required for applying coatings of this type onto engine components.

Benefits: This research is anticipated to result in a thermal barrier coating system that provides unprecedented

one Internet

SBIR GATEWAY BEST SOURCE FOR SEARCHING TOPICS

www.zyn.com/sbir

SBIR Gateway

The Most Comprehensive and Easy to Use SBIR Information Site

EZ Solicitation Search [ ] GO

Resources

- SBIR Agency Links
- Solicitation Dates
- SBIR Events Calendar
- State Newsletters
- About SBIR Funding
- Federal Laboratories
- EPSCoR Program
- Other Grant Info
- SBA Policy Directive
- Contact Us

News Items

View Latest SBIR News
News Updated 3/09/05

Air Force Restores SBIR Funding
Ends One Month Funding Freeze

DOT Opens FY-05 SBIR
Opens 2/28/05 Closes 5/16/05

EPA Issues SBIR Presolicitation
Opens 3/24/05 Closes 5/25/05

NSF Releases FY-06 SBIR/STTR
Opens 5/08/05 Closes 6/08/05

DoD Releases FY 2005 STTR
Opens 3/15/05 Closes 4/15/05

SBA Extends Comment Period
VC and Size Standard Issues
Meetings/hearings also being planned

Search Services

Open SBIR/STTR Solicitation Topics
Includes All Agencies Open SBIR/STTR Topics

Closed SBIR/STTR Solicitation Topics
Topics often *recycled* for future solicitations

Past SBIR/STTR Awards
SBIR/STTR Awards Databases

Federal Laboratory R&D Resources
Keyword search for federal tech resources

National Conferences

Omaha, NE * March 7 - 10, 2005
National SBIR Spring 2005 Conference
Registration On Site

San Diego, CA * July 11 - 14, 2005

Help & Assistance Services

Find a Partner
For an SBIR/STTR or related project

State & Local Assistance Services
They're here to help you

Hurdles for Primes *re* SBIR Program

- Money
- How to fund Primes' upfront due diligence
- Getting buy-in up and down the Prime (business case)
- Getting buy-in up and down the Navy
- Ensuring Prime trade space management needs (schedules, requirements) are understood by SBIR firm
- Ensuring that SBIRs perceive risk: what is reasonable? how long will that take? (requires a communication plan between Prime and SBIR)
- Ensuring SBIR access to the right members of the Prime/Navy Project Office team

Navy SBIR Office Future Efforts

- Continually improve and refine TAP
- Increase activity with Primes & non-traditional Primes
- Document metrics across Primes
  - Topics, Phase I proposals & awards, Phase II awards, Phase I/II subcontracts, Phase III awards
- Document and market success stories
- Establish contact lists across primes
- Develop list of supplemental funding sources
- Work with NAS and NDIA *re* disincentives

Next Steps for You

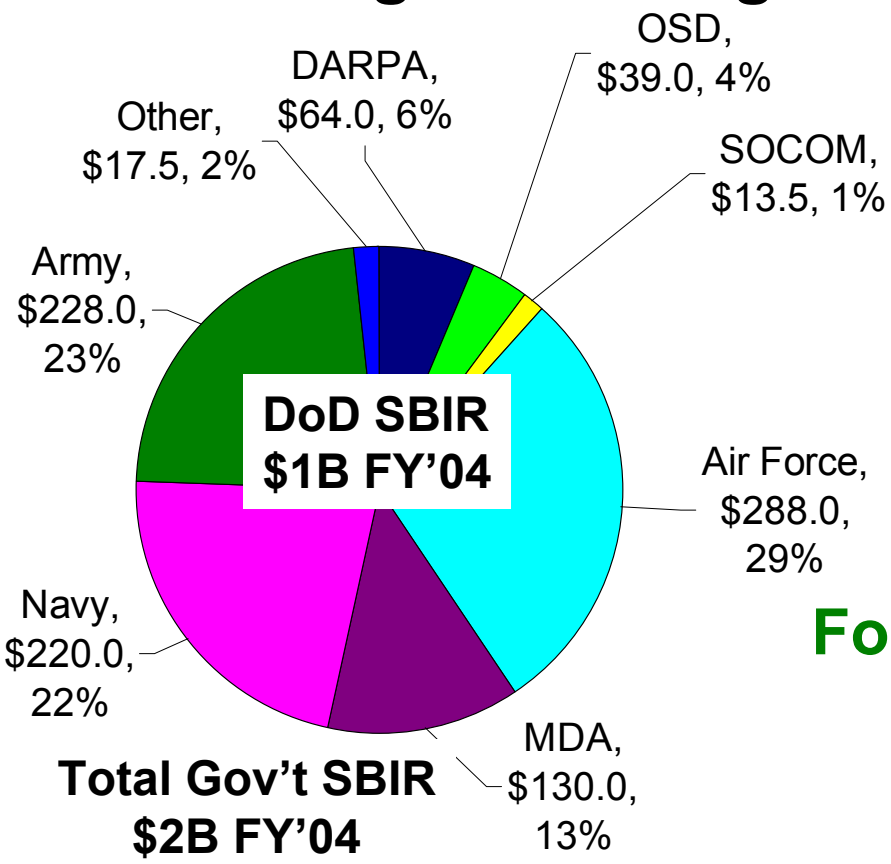
- For Primes
  - Review www.navysbir.com site Search Database to identify Phase I and II companies to team with
  - Attend Navy Opportunity Forum 5-7 June 2006 Washington Hilton
- For Small Business
  - Look for SBIR topics
    - Go to www.zyn.com/sbir (every month)
  - Work with your Prime connection to jointly submit SBIR proposals

- BACKUP SLIDES

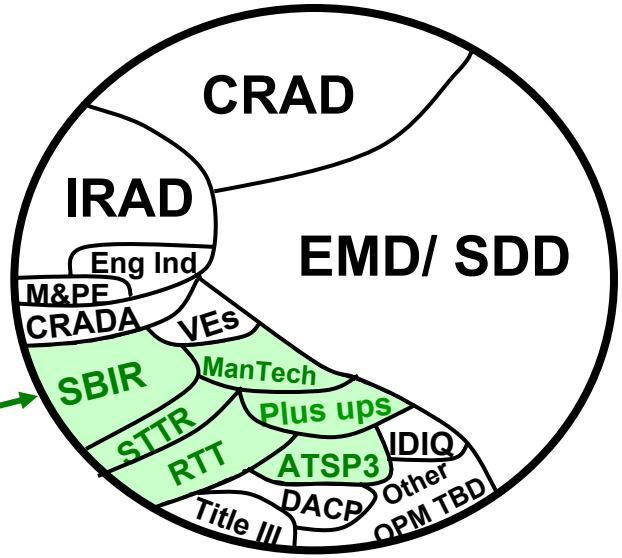
The Opportunity: SBIR & Others Peoples Money (OPM)

Provided by: Dr. John P Waszczak, Director Advanced Technology and SBIR/ STTR
Phone 520-545-9585 Raytheon Missile Systems RMS

SBIR Budget Growing



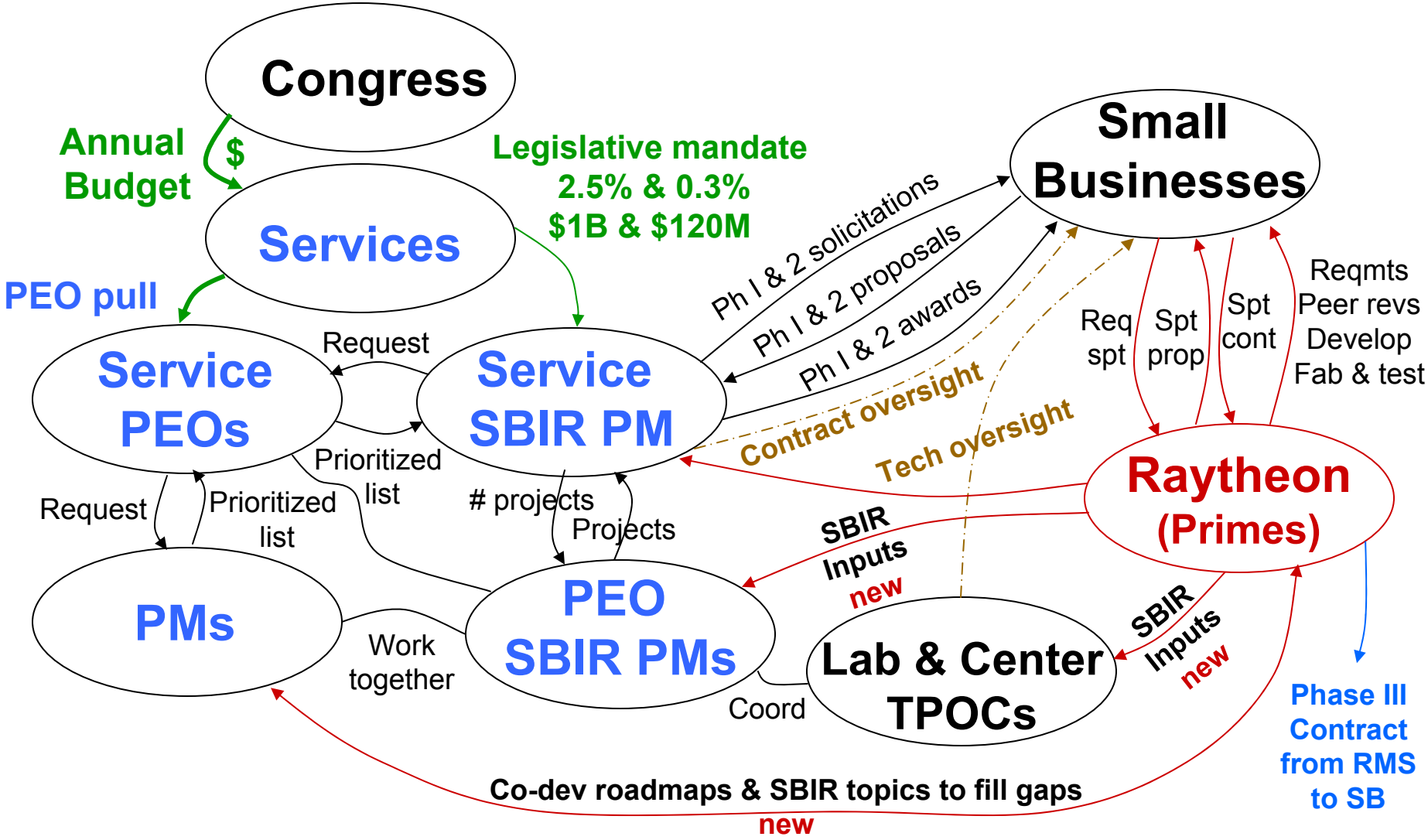
Integrated RMS Technology Plan Elements



Focus

Collaborate to Leverage Government's R&D Investments to Support Raytheon's Technology Development Rqmts !

SBIR/ STTR Process & Interfaces

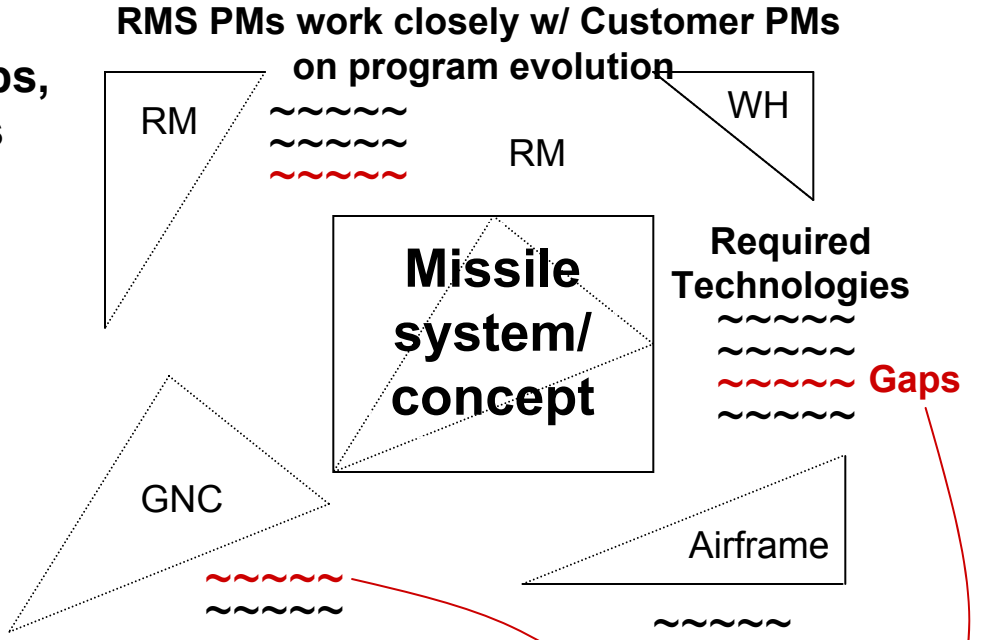


JPW 3/09/05

RMS's SBIR/ STTR Model

Share Capability & Technology Roadmaps, Raytheon TDs w/ appropriate PEO TDs

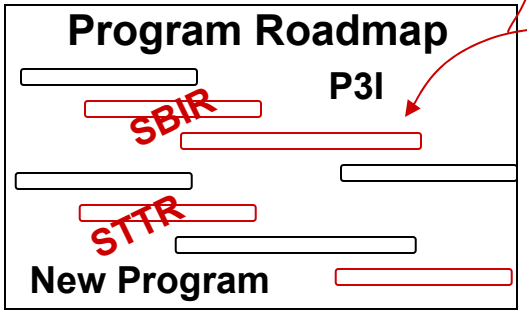
Key benefits:
* meaningful dialog at TD level
* better insight into customer reqmts
* support for program evolution



Strategic technology enablers

Political support & plus ups

RMS SBIR participation
- Project recommendations
- Ph 1 selection
- Ph 2 down select
- Ph 3 awards, RMS->SB



Develop integrated IRAD, CRAD, SBIR, ManTech, RTT & OPM plan w/ Customer

Evolving from reactive to proactive

RMS 2004 SBIR/ STTR Highlights

- Leveraging $22M in new SBIR funded technology R&D
- Supporting over 60 new small business SBIR awards
  - Seekers, algorithms, airframes, propulsion & lasers
  - Directly supporting small businesses as an IPT member, many under contract to them
- Sponsored SBIR workshops/ forums w/ small businesses
  - Rad hardening workshop held 2Q ’04
  - Tucson Optics Cluster workshop held 3Q ‘04
  - Navy SBIR PM speaker at RMS Supplier Partnering Forum 3Q ’04
- Three very successful Phase III programs continue
  - EKV adapter, Vanguard Composites, ~$1M
  - Gun Hardened CAS, multiple programs, Versatron, ~$20M
- **Collaborating w/ Raytheon Mentor Protégés to develop coordinated R&D plans & pursue SBIR/ STTRs**

Benefits Available to RMS thru SBIR/ STTR

Develop enabling technologies
Supplement to IRAD & Demo Budget

Solve problems
Risk reduction
Alternate solutions

Strategic IP

Components
System P3I
New programs

Strengthened customer relationships

Dev small business base

Vehicle to support RMS developments

SBIR Provides RMS a Tremendous Opportunity to Leverage Significant Gov't Technology Investments

Small Business Collaboration to Achieve Customer Success

Headquarters U.S. Air Force

Integrity - Service - Excellence

USAF/Industry Partnership

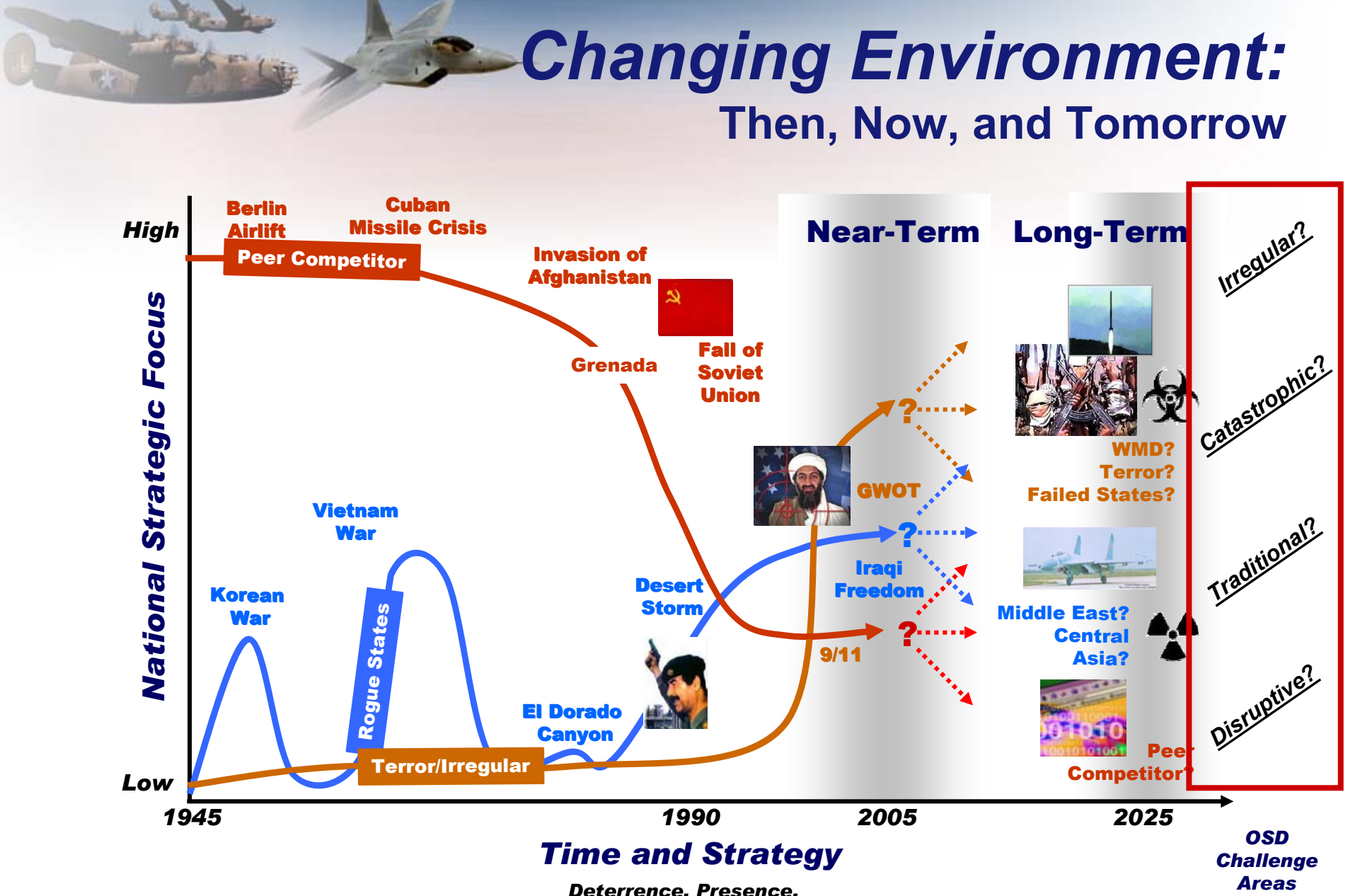


Brig Gen Mike Worden
Director of Operational Plans
and Joint Matters

2 June 2005

U.S. AIR FORCE

Changing Environment:
Then, Now, and Tomorrow



Transforming the Force

Next 5 Years











Innovative Concepts
- CONOPS / CRRA
- Programming / Acquisition Needs
- Future Total Force
- AF Battle Labs

Exploiting Technology

Applications
- Precision Munitions
- Stealth
- Directed Energy / ABL
- Battle Labs

Network Centric
- Air Operations Center
- Link 16
- C2 constellation

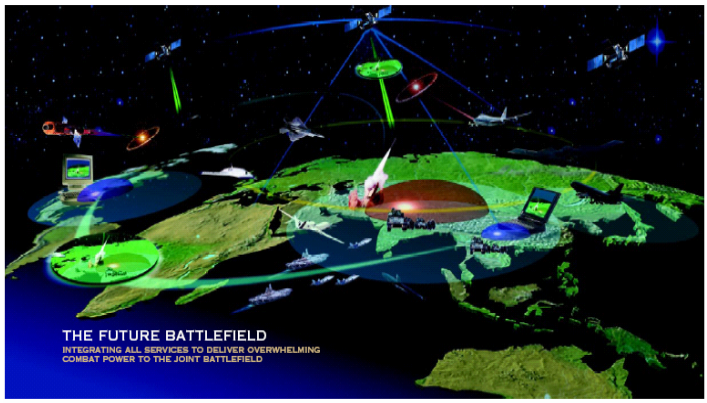
Mixing Old and New
- CAS w/ heavy bombers
- NT ISR / Strike
- Special Ops

Modernizing the Force

Recapitalization
Funding Trends
Our Future

Effective Partnership – USAF and Industry

Transformed Future Force



- Global Military Leverage
  - Control Air and Space
  - Exploit the Mediums
- Enables the Joint Mission
- Smaller yet More Capable

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Innovative Concepts:
CONOPS … Drives All We Do

Global Power



Global Reach



Global Vigilance



Joint Vision



USAF Vision

Air & Space Expeditionary Forces

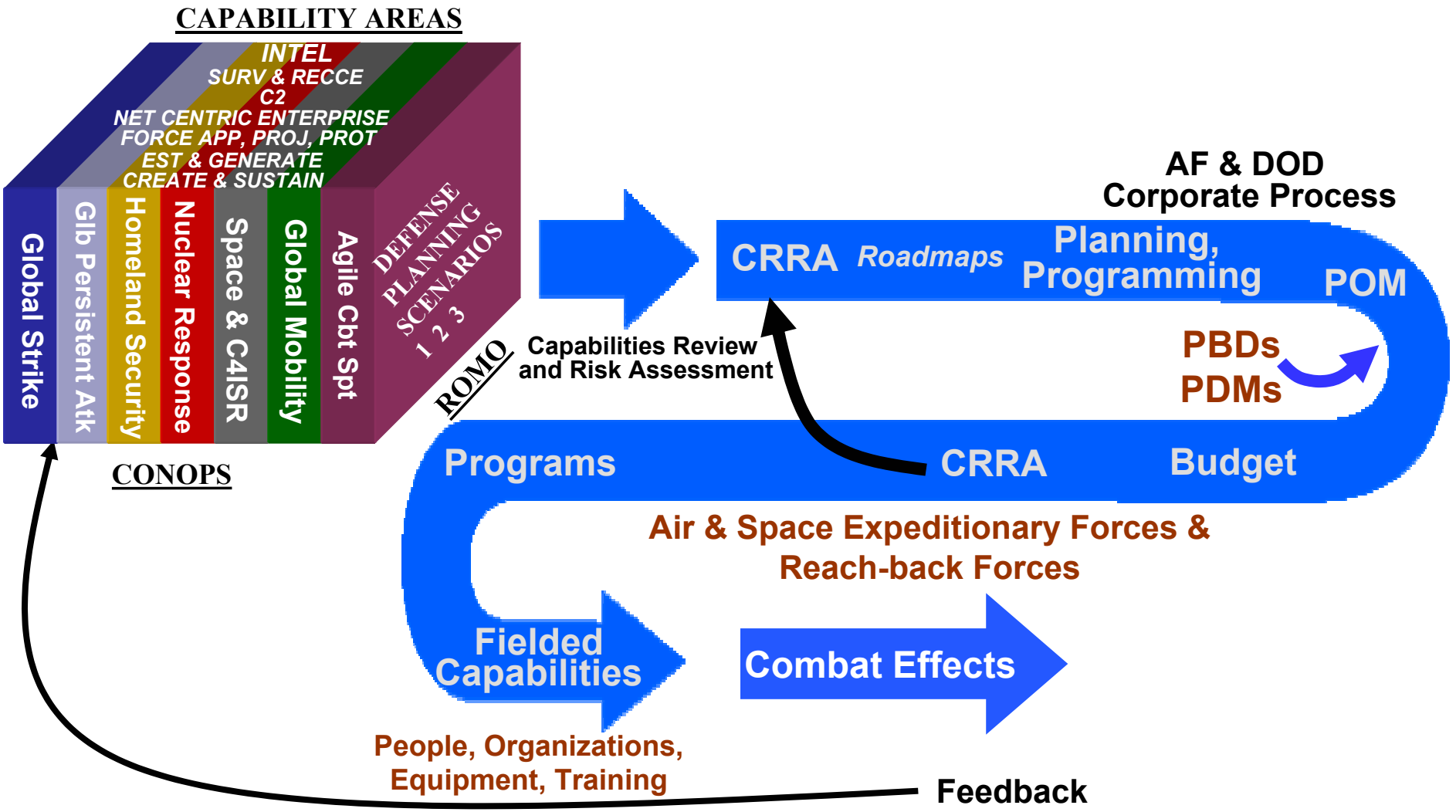
Global Strike CONOPS	Homeland Security CONOPS	Global Mobility CONOPS	Global Persistent Attack CONOPS	Nuclear Response CONOPS	Space & C4ISR CONOPS

Agile Combat Support

U.S. AIR FORCE

Innovative Concepts:

Required Capabilities to Combat Effects



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Innovative Concepts:

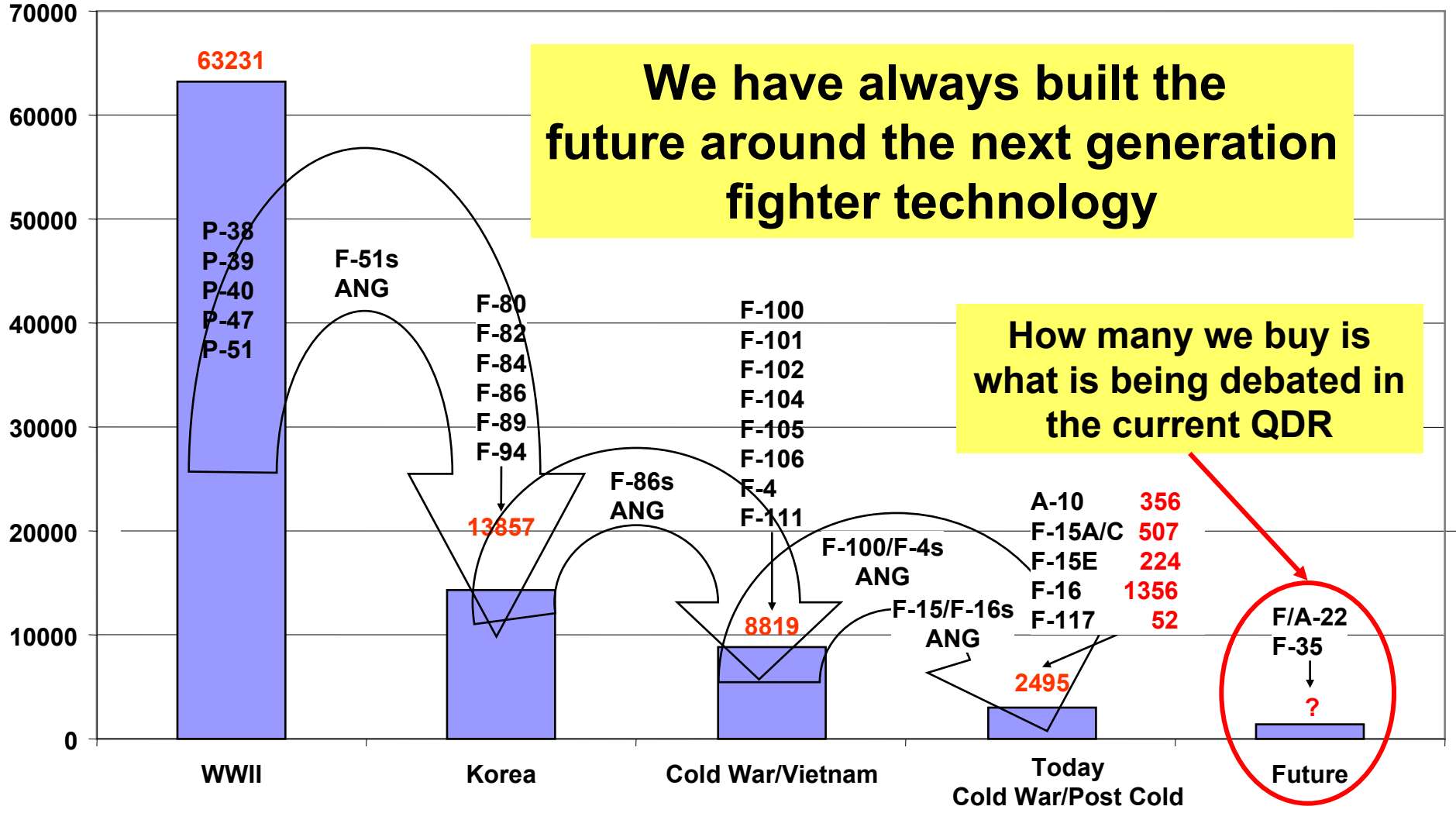
Challenges: Capability Needs

- **Global information Grid**
  - **C2 Battle Management**
- **Air Refueling**
  - **Tanker recapitalization**
- **Airlift**
- **Information Operations**
- **Spacelift**
  - **Operationally Responsive Spacelift**
- **Joint Warfighting Space**
  - **Counter-space**
- **Close Air Support**

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Innovative Concepts:

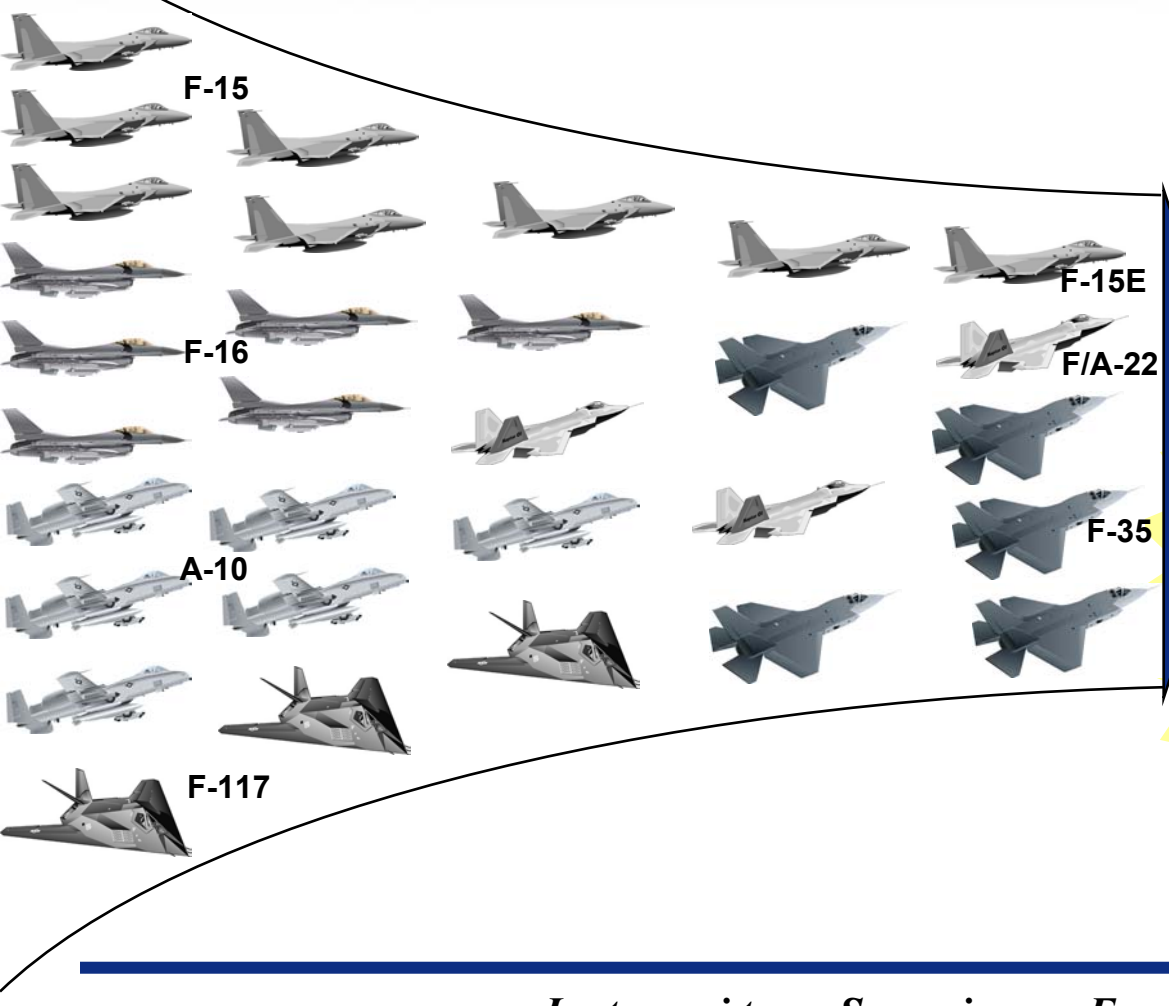
Future Total Force



We have always built the future around the next generation fighter technology

How many we buy is what is being debated in the current QDR

Innovative Concepts:
FTF … Exp & Tech vs. Downsize



Smaller Force...

- Integrate with ARC
- 25% Fewer Fighters
- Divest less capable fighters to help fund recapitalization

But More Capable!

- More reliable
- Higher crew ratios
- 100% Precision Guided Munitions Capable
- Predominately Low Observable
- Improved Sensors
- Networked

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Innovative Concepts:
USAF Battlelabs



U.S. AIR FORCE

Exploiting Technology:
Applications - Precision Engagement



World War II
1,500 B-17s
One target – 9000 bombs
3,300 ft accuracy







Vietnam
30 F-4s
One target – 176 bombs
400 ft accuracy

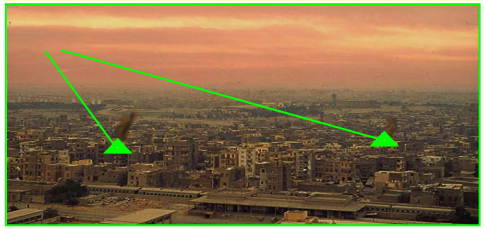






Desert Storm
1 F-117
2 targets – 2 bombs
10 ft accuracy
Clear night







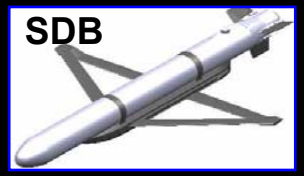
Today
1 B-2
80 targets – 80 bombs
All weather

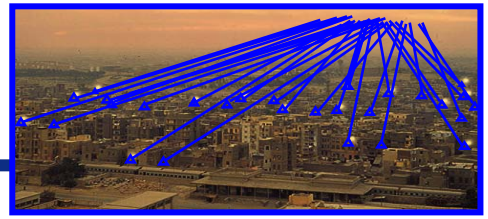






The Future
1 B-2: 80 – 240 Small Diameter Bombs
2 x F/A-22: 16 SDBs – 16 targets
+ Provides ISR / Counter Air





Integrity - Service - Excellence

OIF SU-22 NTISR.mpg

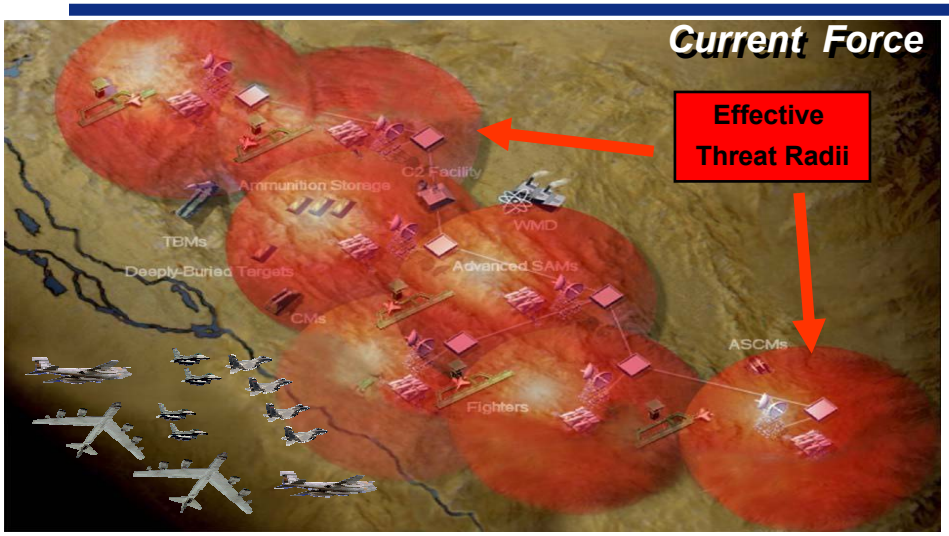
F15E pod vid

U.S. AIR FORCE

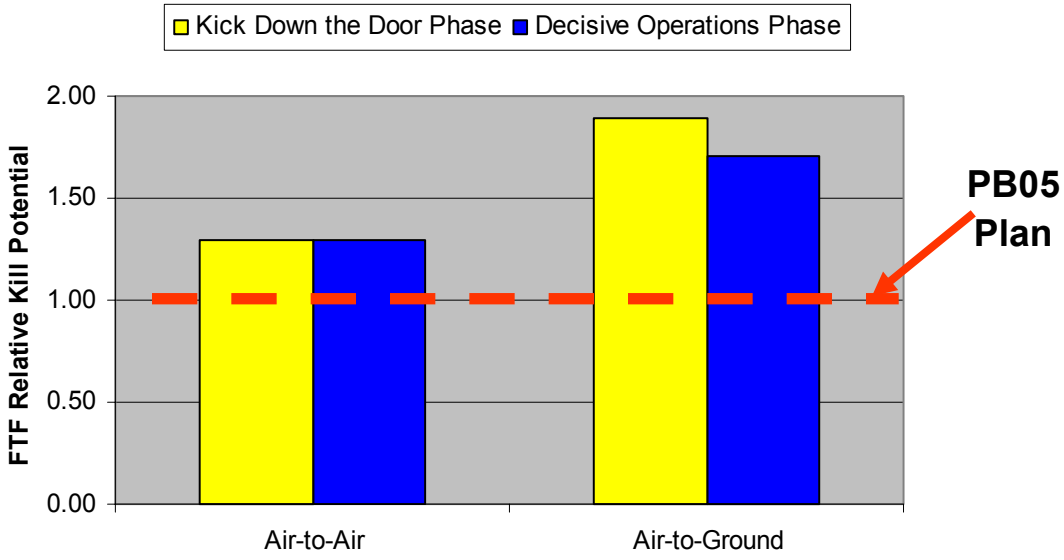
Exploiting Technology:

Applications – Stealth

Improving Future Force Performance





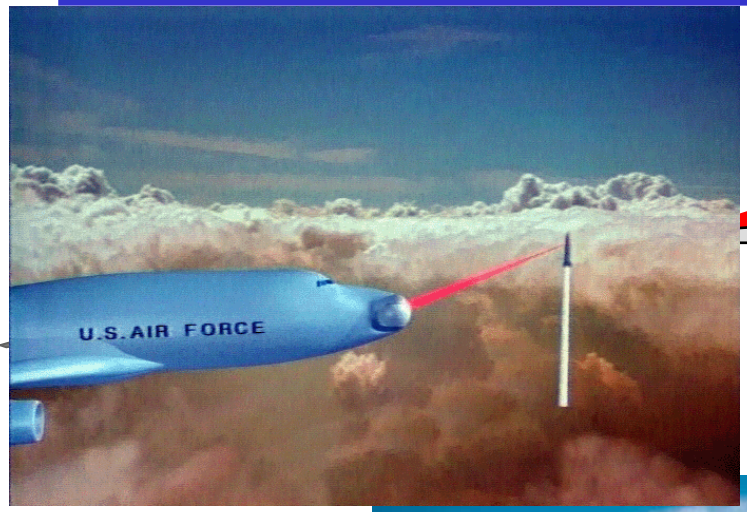


FTF modernization improves capability by increasing access, availability, accuracy and payload with significantly reduced force size

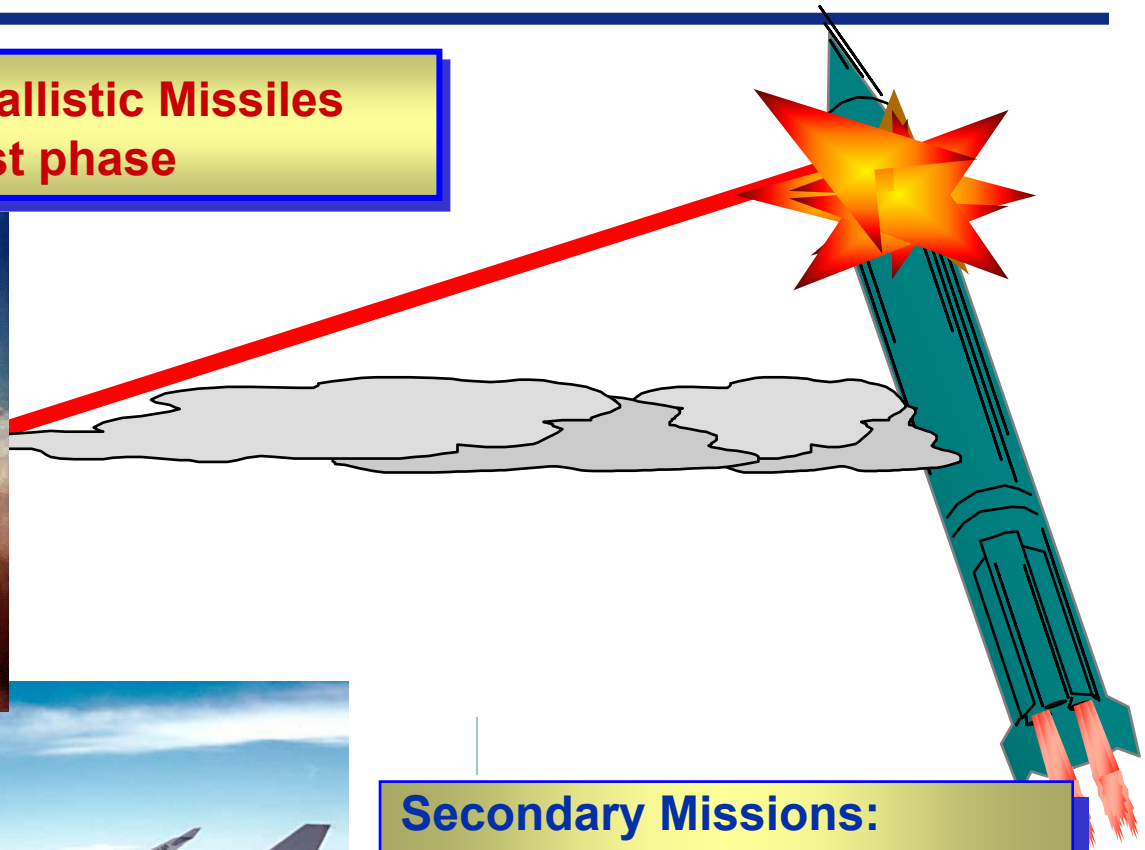
U.S. AIR FORCE

Exploiting Technology:
Applications – Directed Energy, ABL

Primary Mission: Kill Ballistic Missiles (BMs) during boost phase





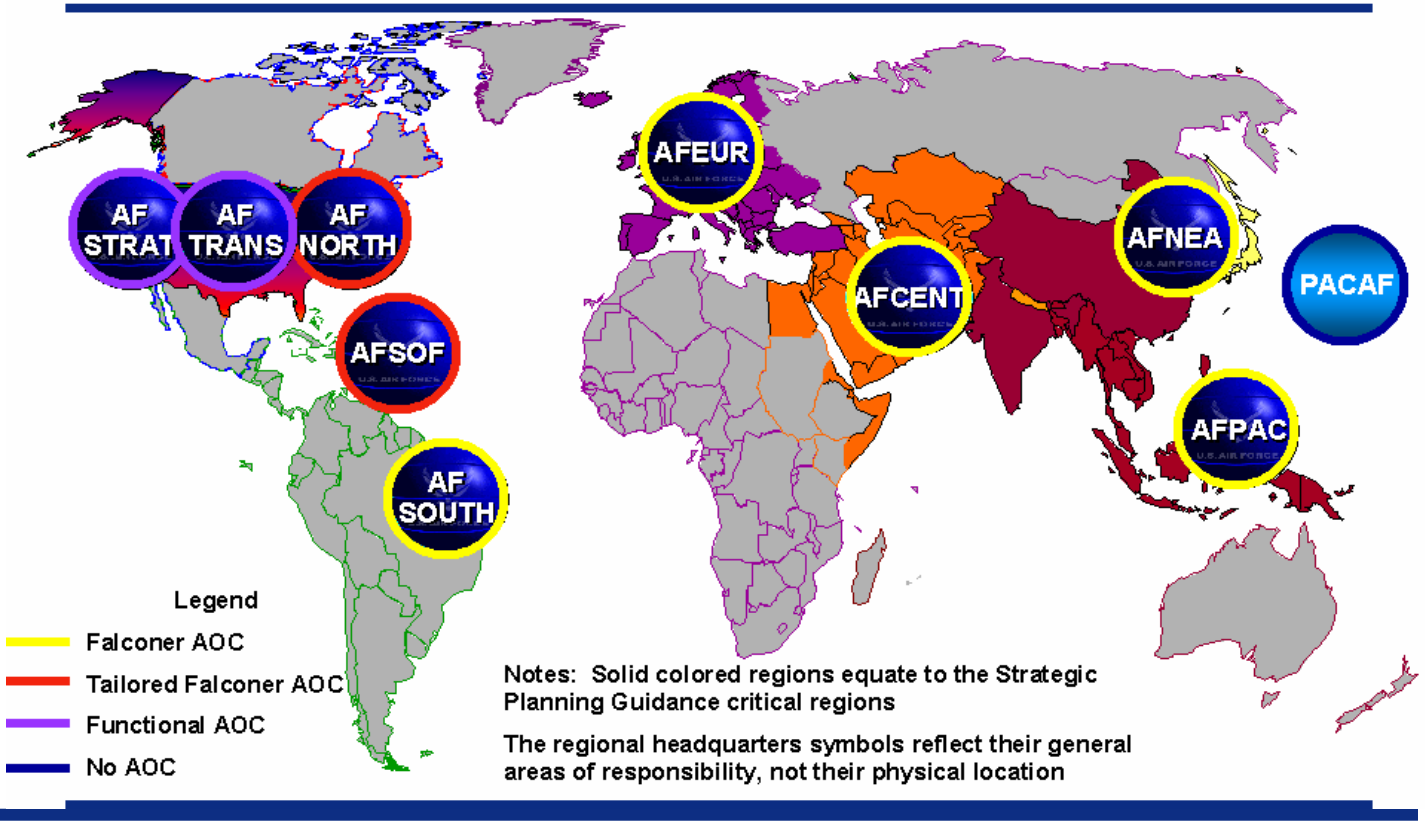


Secondary Missions:
- Early BM launch warning
- Launch site location
- Cueing to BMD systems
- Impact point prediction

U.S. AIR FORCE

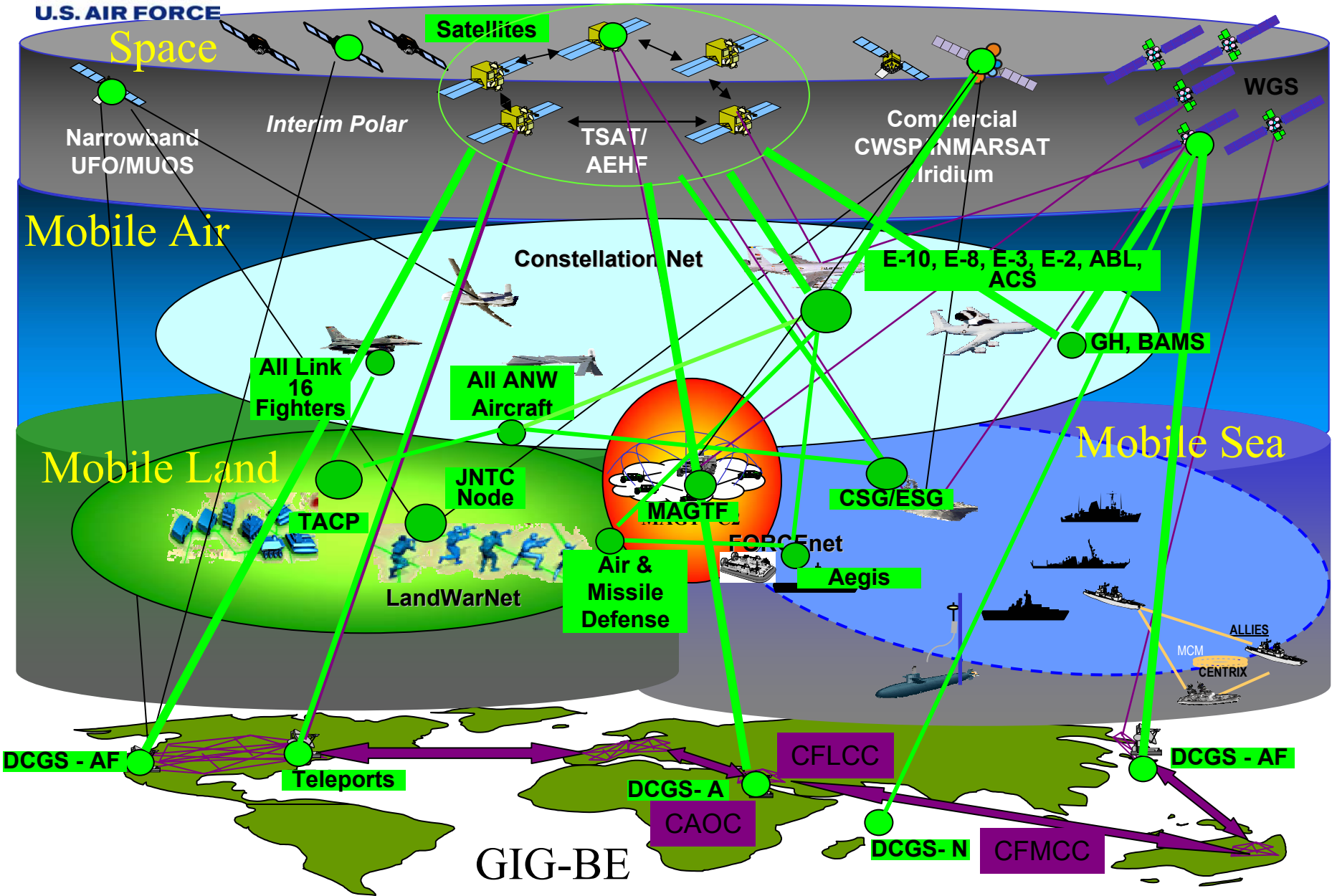
Exploiting Technology:
Network Centric – AF WFHQ & AOC

- **Air and Space Operations Centers**
  - Distributed; smaller footprint
  - Human Engineering
  - Ability to replicate data
  - Deployment package



Exploiting Technology:

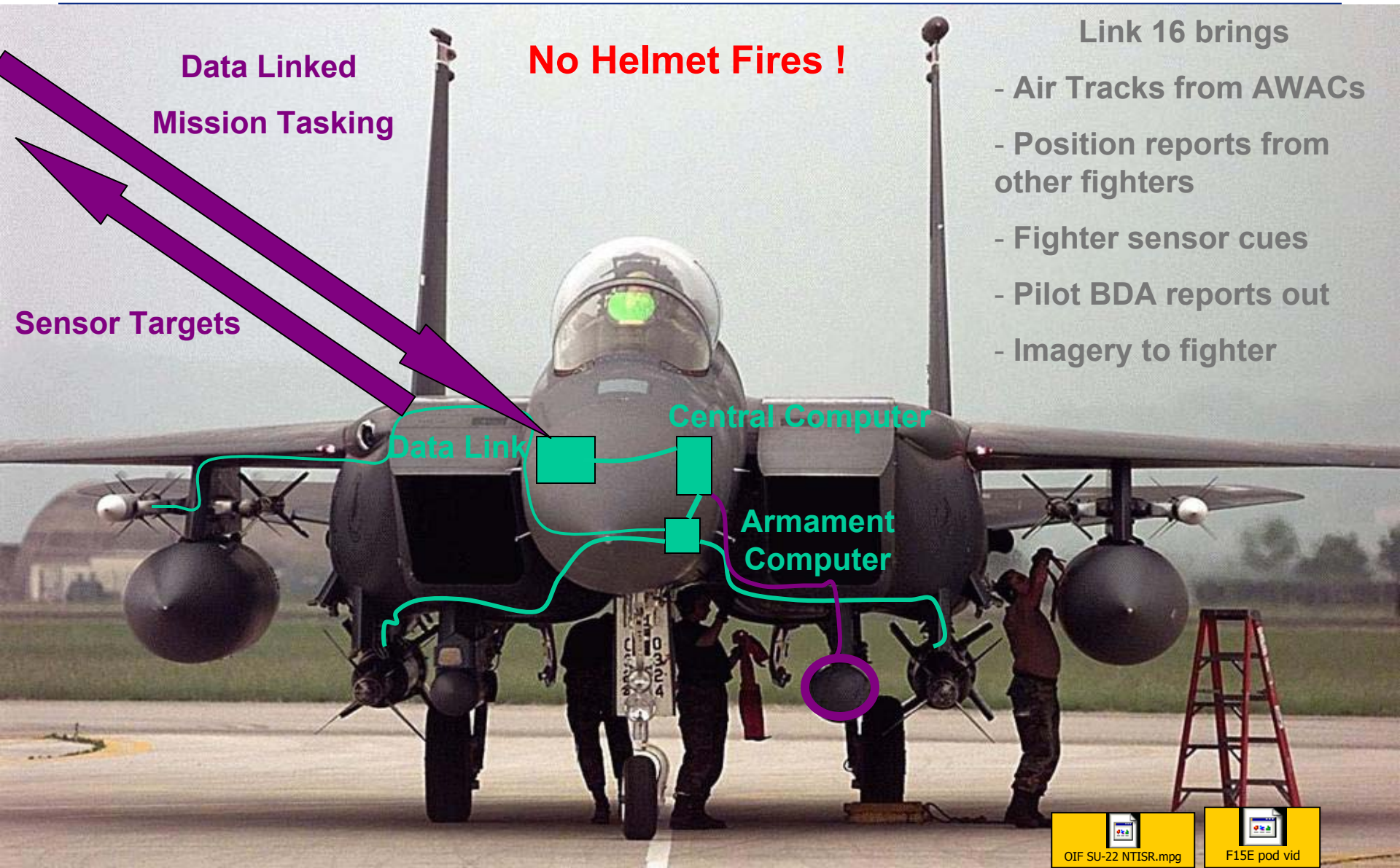
Network Centric – C2 Constellation



U.S. AIR FORCE

Exploiting Technology:

Network Centric – Netting F-15s w/Link 16



Link 16 brings

- Air Tracks from AWACs
- Position reports from other fighters
- Fighter sensor cues
- Pilot BDA reports out
- Imagery to fighter

OIF SU-22 NTISR.mpg

F15E pod vid

Exploiting Technology:
Mixing Old with New





- New Capability for Legacy Platforms
- Close Air Support w/heavy bombers
- Special Operations











All Source Intelligence indicates that an enemy facility is present in the vicinity of FN8646.

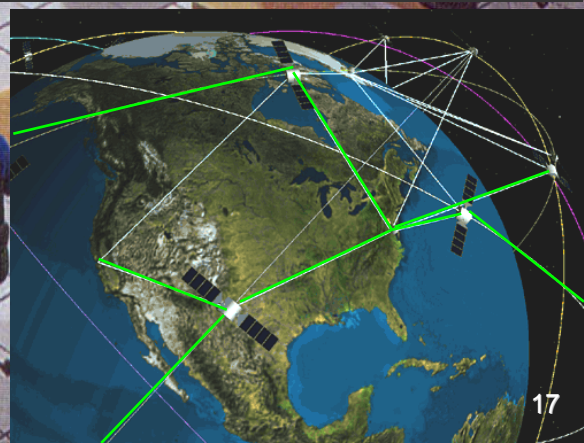
Data Gathered from NSA intercepts, Group websites, and space imagery show terrorist activities in the area, but nothing yet conclusive. 0800Z031220.

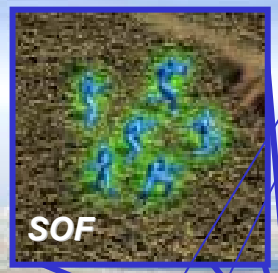


Incoming SIGINT intelligence from Navy SSN operating in the area indicates active terrorist operations in the vicinity. 0800Z031222.

SIGINT report confirmed by most recent space imagery collection. 0800Z031222.

Information shared between National Agencies, Services & Coalitions





Enemy facility located – occupants unknown, no other intel available.

Latest Imagery:





PBA Analysis:

Facility used for bomb-making and Leadership meetings.

Nearest sensors:

Global Hawk (20 min ETA)
E-10 on orbit in vicinity
SOF team (2 hours ETA)

FN86924687



CURSOR OVER THE TARGET OPTIONS:

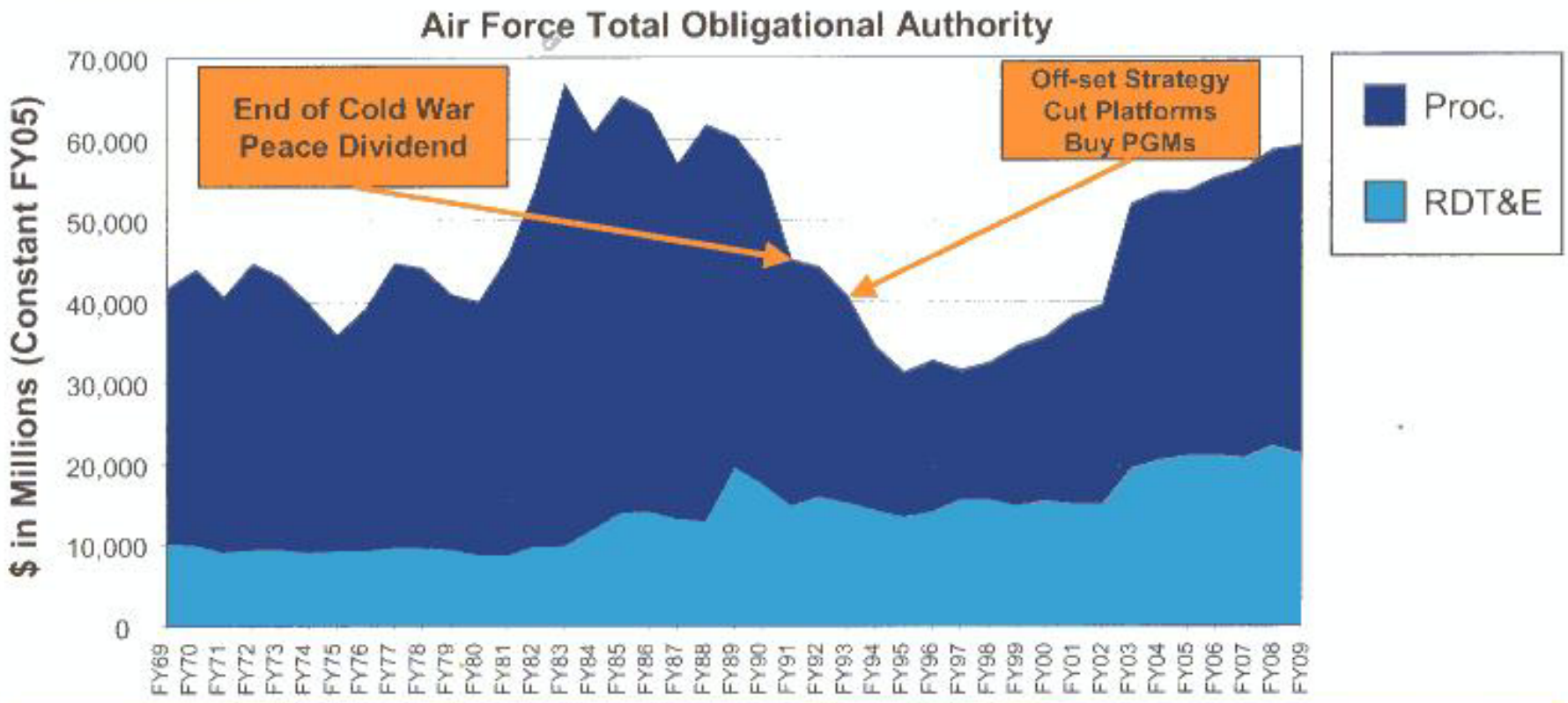
CUE
INVESTIGATE
ID
SHADOW
IO
TARGET

RECOMMENDATIONS :

- Retask Global Hawk
- Move E-10 to support
- Notify SOF team
- Cross-cue sensors

U.S. AIR FORCE

Modernizing the Force:
Recapitalizing, the History



Air Force "modernization bathtub" result of a number of intentional decisions, but currently we are facing some unintended consequences…

U.S. AIR FORCE

Modernizing the Force:
Recapitalizing, a Joint Issue

DoD Equipment Ages (years)		
Air Force	2005	FYDP
Fighter/Attack Aircraft	17	20+
Bomber	30	35
Airlifter	23	23
Tanker	42	45
Navy/Marine Corps		
Battle Force Ships	16	17
Fighter/Attack Aircraft	14	15
Marine Corps Helo/Tilt-Rotor	25	5
Ground Combat Vehicles	15	18
Army		
Ground Combat Vehicles	14	19
Helos	18	20

- Tankers are older than their crews and any other system in DoD inventory
- Air Force fighter fleet on average older than Navy's battle fleet ships
- Almost one-fifth the tactical airlift fleet is under restriction or grounded

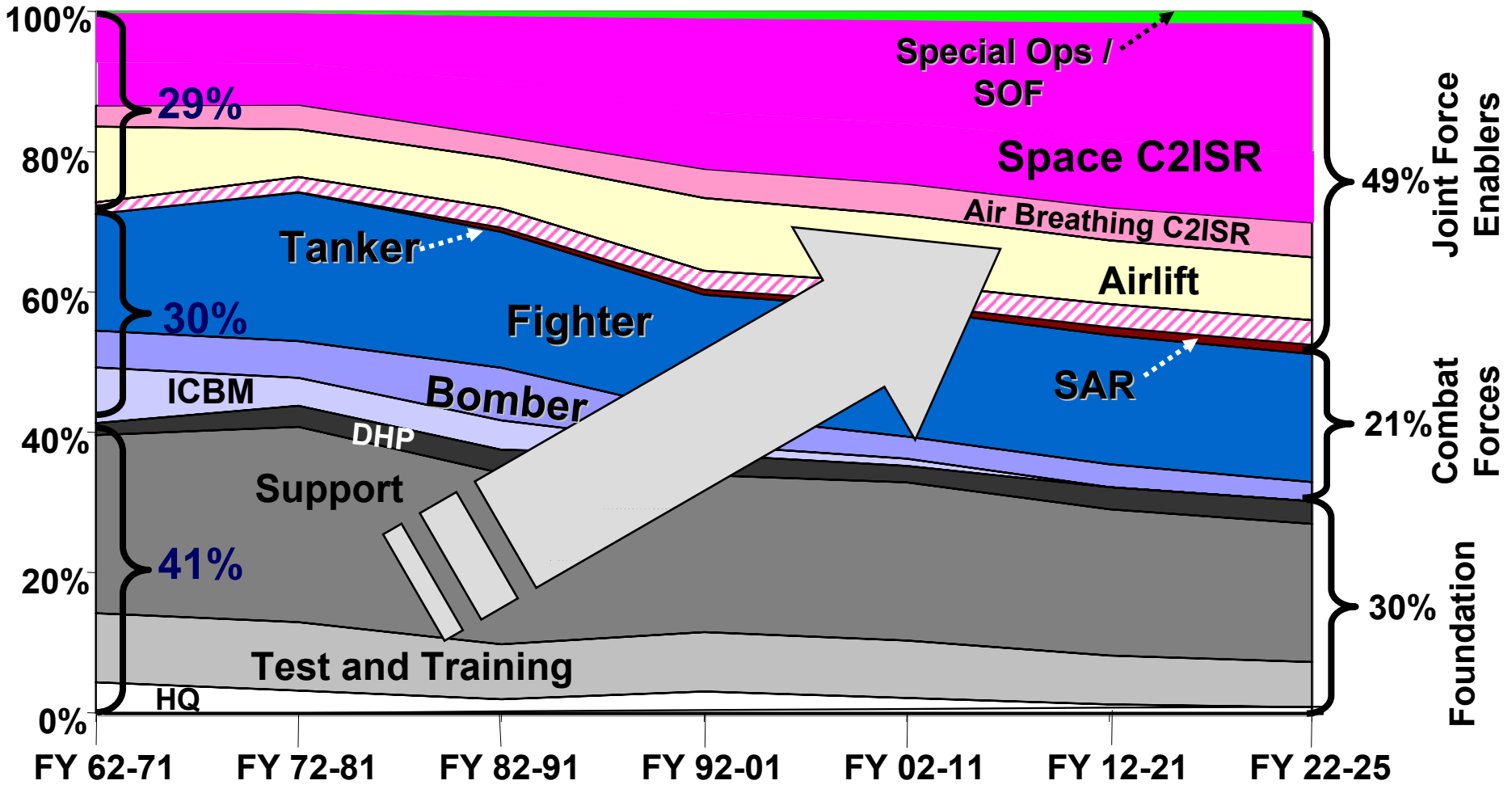


"The last KC-135 pilot has not yet been born."

– Chief of Staff of the Air Force John P. Jumper

U.S. AIR FORCE

Modernizing the Force:
Recapitalizing, AF Mission Funding Trends



Reductions in combat forces and overhead have paid for increased emphasis on joint force enablers

U.S. AIR FORCE

Modernizing the Force:
Our Future - F/A-22, C-17, KC-X, and E-10



F/A-22



C-17



KC-X



E-10

U.S. AIR FORCE

Effective partnership:
USAF and industry

- Downsizing—cost impacts
  - TOA concerns
  - High price per unit (B-2s, F/A-22?)
- Rapid, responsive acquisition
- Stay engaged with Battlelabs
  - Air Warfare, UAV, Info Warfare, C2, Air Mobility, Space, Force Protection
- Foreseeing and countering disruptive technologies
  - Anti-GPS, Anti-Stealth
- Robust system engineering—open architectures
- American industrial base with/vs. Europe
  - Conflict: A400M vs. C-130, F-15/16 vs. Eurofighter, tankers
  - Cooperation: JSF, Joint Ventures
- Integrating technical and non-technical
  - Decision support software, other tools
  - Effects-based assessment
    - F2T2EA

U.S. AIR FORCE

Joint Effects & CONOPS …
Drives All We Do

AEF 1
AEF 2
AEF 3
AEF 4
AEF 5
AEF 6
AEF 7
AEF 8
AEF 9
AEF 10







AIR & SPACE EXPEDITIONARY FORCES

- Global Strike CONOPS
- Global Persistent Attack CONOPS
- Nuclear Response CONOPS
- Homeland Security CONOPS
- Global Mobility CONOPS
- Space & C4ISR CONOPS

Agile Combat Support CONOPS


See First
Understand First
Act First
THE PENTAGON WASHINGTON, DC
AIR
AND
SPACE
OPERATIONS

Back ups

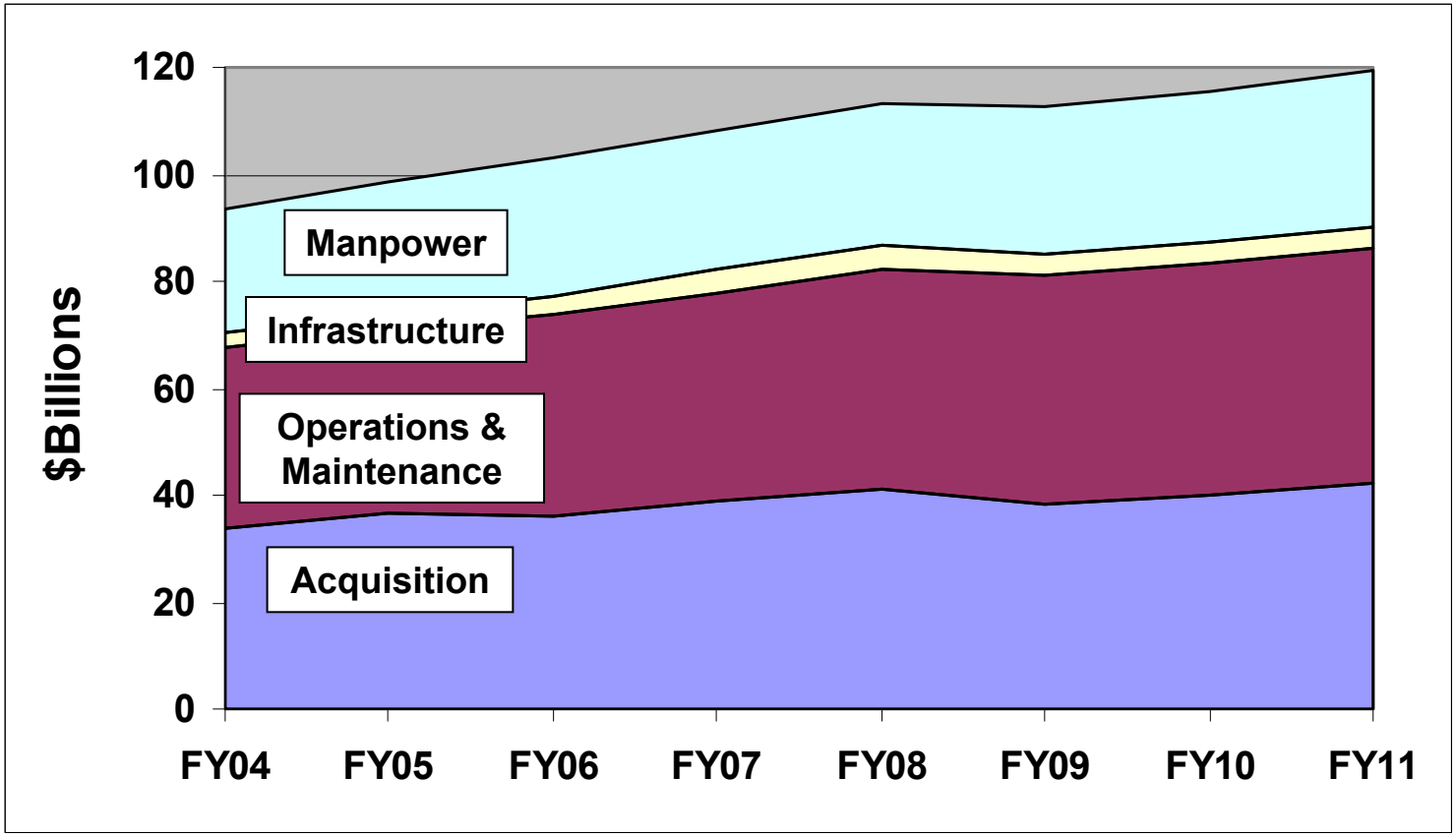


U.S. AIR FORCE

2 June 2005

U.S. AIR FORCE

USAF Fiscal Projections
FY 06-11



Change FY06-11

+ 3.7B

+ 0.4B

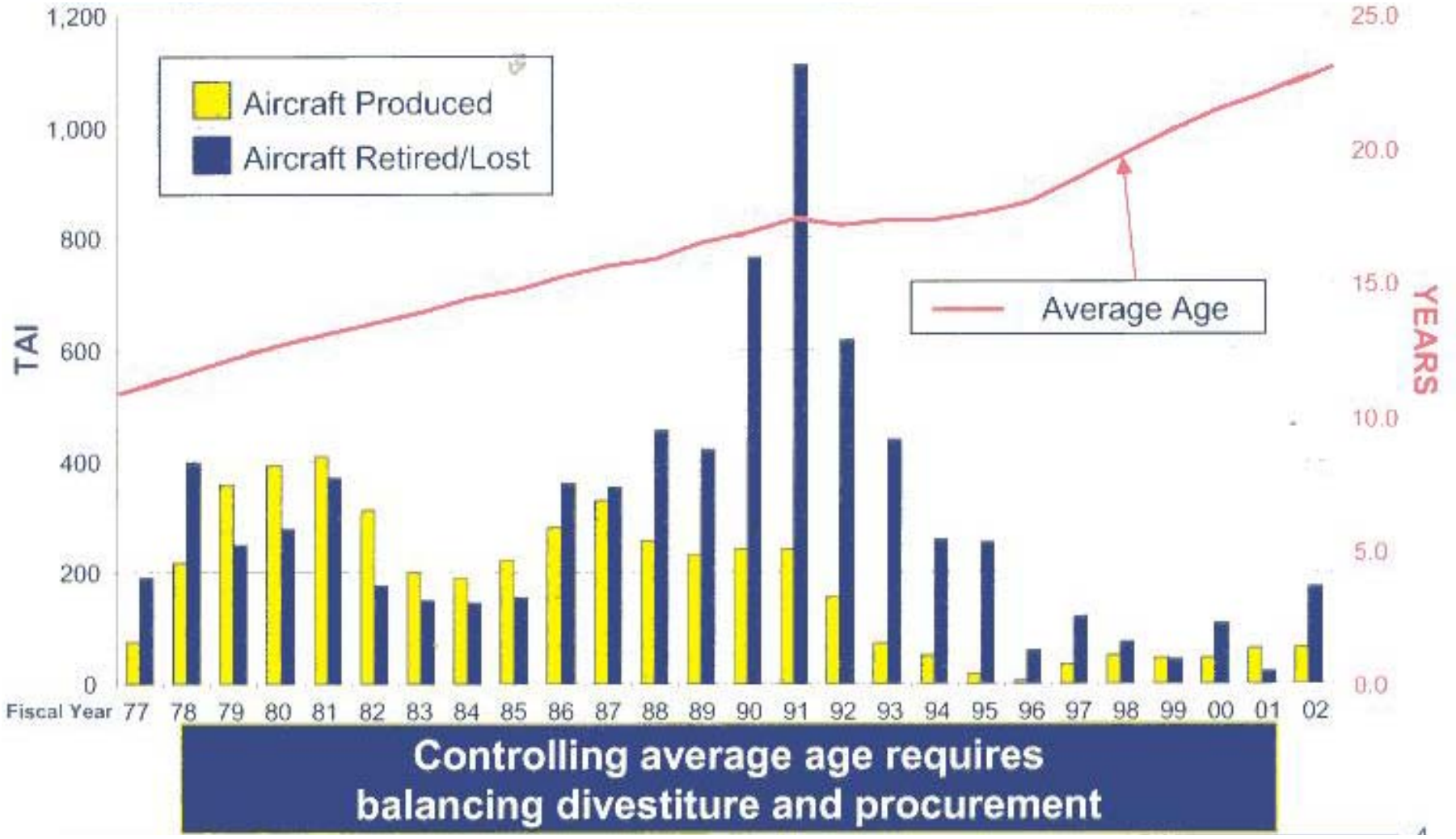
+ 6.3B

+ 6.0B

U.S. AIR FORCE

Recapitalize the Force

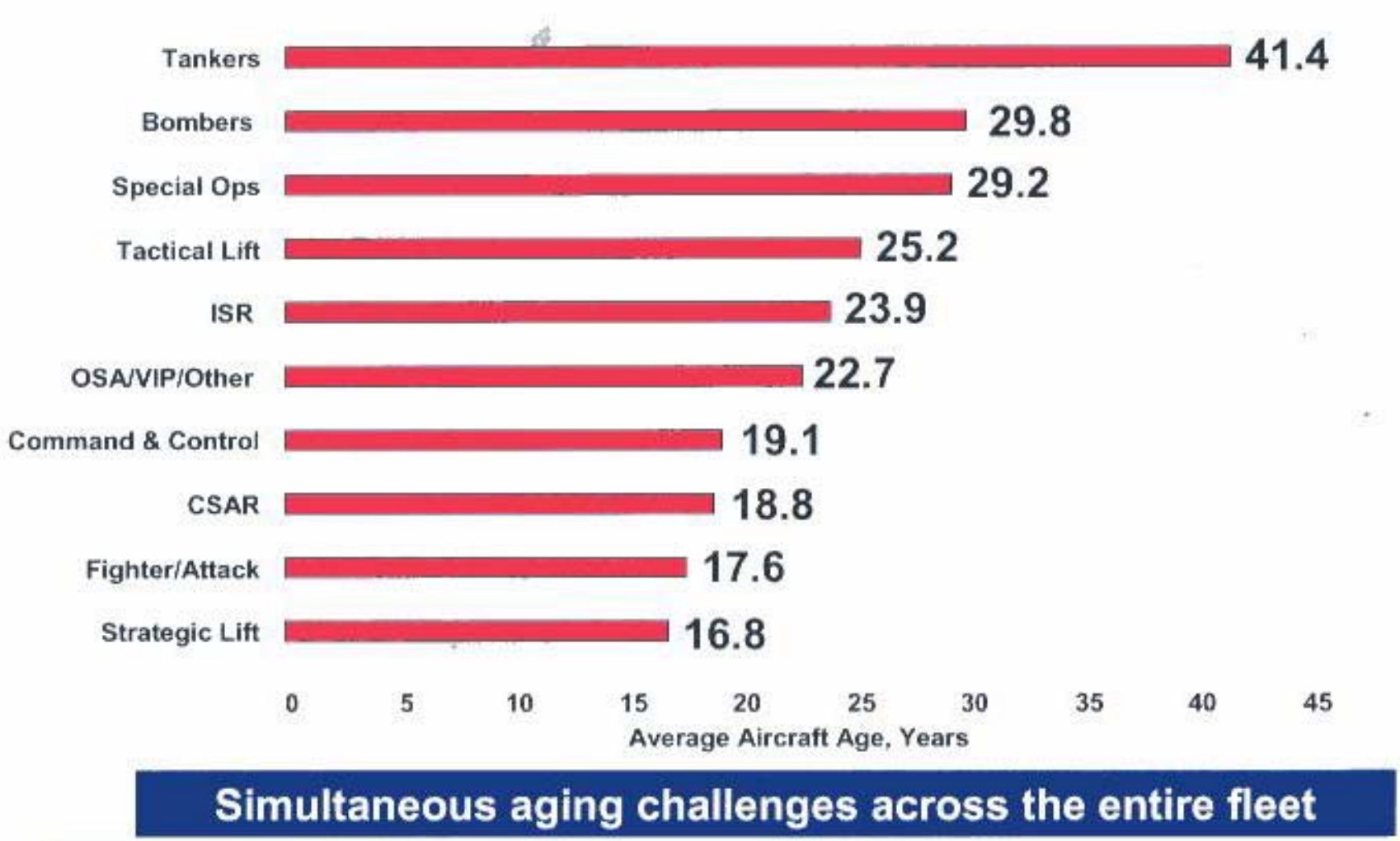
Production, Reduction drive AF Aircraft Age



U.S. AIR FORCE

Recapitalize the Force

Aging AF Aircraft



Simultaneous aging challenges across the entire fleet

Recapitalizing the Force:
Five Decades of Shaping the Future

