



Small Business Strategy

Strategic Systems Programs (SSP)

Overview

In January 2015, the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN (RD&A)) issued a memorandum entitled "Tapping into Small Business in a Big Way". The memo specifically states that "a strategy that includes Small Business creates more affordable outcomes and promotes innovation and technical advancement." The memo directed each Head of Contracts Activity (HCA) and Program Executive Offices (PEOs) to formulate small business strategies to clearly identify how their organizations will incorporate and promote small business participation as prime contractors and subcontractors across the breadth of contracts under their purview. Additionally, to support this effort, ASN (RDA) assigned all Deputy Program Managers as "Small Business Advocates" and encouraged greater use of Small Business innovative Research (SBIR) and Small Business Technology Transfer (STTR). In parallel, OUSD (AT&L) issued a new *DoD Instruction 5000.02 (January 2015)* and *Better Buying Power 3.0 (April 2015)* that also encouraged increased participation of small business.

Commitment to Small Business Utilization

To address these challenges and initiate a change in culture, SP1006 is the appointed Associate Director of Small Business Programs (ADSB) for Strategic Systems Programs (SSP) and in this capacity serves as chief advisor on small business matters to the Director of SSP. The ADSB assists the SSP Board of Directors (BOD), technical managers, contracting officers and other personnel in accomplishing responsibilities toward the Command's Small Business Program and establishes processes and procedures to effectively execute the Department of Navy (DON) policy regarding all small business programs as mandated by Executive orders, statutes and regulations.

To support the ASN (RD&A) Memorandum and SSP cultural shift, senior leadership's engagement is further evidenced by the Director of SSP (SP00) designating the Technical Director, SSP (SP20) as the SSP "Small Business Advocate". This tasked SP20 with the responsibility of identifying opportunities within the SSP Technical Program for small business participation; serving as a Technical Point of Contact (TPOC) for small businesses interested in pursuing these opportunities; and the management of SBIR and STTR within his cognizance.

This Small Business Strategy is the result of extensive dialogue throughout the Command, across the Leadership, and with leaders in the small business community. The process has resulted in four overarching goals for the next three years:

1. Strengthen Small Business Acquisition Planning
2. Improve Communication of Small Business Opportunities
3. Implement Small Business Strategies
4. Track Progress of Small Business Contracting

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Mission

The mission of the Strategic Systems Programs (SSP) Office of Small Business Programs (OSBP) is to maximize Small Business opportunities available in SSP to support our mission of life cycle support for the Submarine Launched Ballistic Missiles (SLBM) and associated systems that make up the Strategic Weapons System (SWS), installed on US and UK Ballistic Missile Submarines (SSBN); on time and on cost in support of the warfighter.

Vision

Increase Small Business inclusion in our efforts to maximize the small business industrial base.

Core Values

Outcomes Driven: Clearly define the outcomes we are targeting through early customer interaction, leading to better market research, an increased use of existing contracting vehicles and increased opportunities for small businesses.

Customer Focused: Utilize on-going efforts to match interested small businesses with source approved opportunities and review proposed acquisition strategies in sufficient time in order to break-out historically sole sourced contracts where it makes sense and is the right thing to do for our program and for small business.

Policy and Guidance: Develop collaborative Small Business-Contracting policy and guidance to establish acquisition community policies, responsibilities and procedures for effective implementation and administration of the SSP Small Business Program to include guidance to increase subcontracting opportunities.

SSP's Small Business Strategy Goals

SSP sincerely believes a healthy small business industrial base is vital to the long term success and affordability of the DoN as well as to our National Security. We understand that adopting a practical approach, where small businesses are considered the first option, supports DON's position to increase competition, reduce costs, and provide quality products, services, and solutions to our warfighter.

The SSP FY19 and FY21 Small Business Strategy is a four-part approach:

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Strategic Goal 1: Strengthen Small Business Acquisition Planning: Improved workforce training in Market Research and Small Business Acquisition Strategies, for the total acquisition workforce to strengthen SSP's ability to use contracting authorities in the most effective manner and to improve our Leaders' ability to understand and apply best practices to increase small business participating.

Strategies

- **Provide Robust Performance and Financial Management Information.** The SSP ADSB (SP1006), along with the BOD, emphasizes the utilization of socioeconomic programs for acquisitions. Prior to each SSP Budget Formulation Review (BFR), each Branch is provided guidance detailing SSP's Small Business Fiscal Year Targets. The annual targets are utilized in establishing the Branch budget formulations and planning factors, ensuring maximum practical opportunity for small business concerns, as prime contractors.
- **Educate Workforce in Market Research and Small Business Acquisition Strategies.** Pursue and provide strategies to make our small business training program more effective and more focused on meeting specific needs of our SSP customers. Work in conjunction with DoN OSBP and resource partners (i.e., Defense Acquisition University (DAU)) to update/develop/present small business courses and brown-bag training seminars. Encourage participation in the DoD Small Business Rotational Excellence Program and create opportunities within SSP for Acquisition Workforce Members to "Shadow" the SSP ADSB (SP1006). These opportunities will offer participants an opportunity to gain a broader perspective of the DoD, DoN and SSP Offices of Small Business Programs.

Performance Indicators

- **Robust Performance and Financial Management.** Through early intervention, at the time of budget submittal, money for the procurement of commercial items, competitive efforts and small business obligations are highlighted at the Branch level and reported to the SSP BOD. As a member of the BOD, the SSP Small Business Advocate (SP20) reviews and challenges (when necessary) each submittal to ensure compliance. The ADSB (SP1006) shall also participate in the review of all acquisition strategy meetings and budget formation reviews, ensuring compliance. The ADSB (SB1006) utilizes the Small Business Coordination Record (SBCR) and Federal Procurement Data System–Next Generation (FPDS-NG) applications, to track and measure SSP's small business participation; providing regular updates such as presenting to Leadership during SSP's Monday Morning Meetings (MMM's).
- **Educate Workforce.** Track the number of employees who participate in Small Business training as well as the evaluations from the training sessions. Review the employee evaluations of such training for insight into potential small business questions/issues as well as to assess the effectiveness of the training. Document and report "lessons-learned" from participants engaged in Rotational and/or Shadowing opportunities to ensure our SSP workforce is aware of the benefits of contracting with small businesses and to improve the dissemination of "best practices".

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Strategic Goal 2: Improve Communication of Small Business Opportunities: Prepare Long Range Acquisition Forecast (LRAF) Tool and Post/Modify the Tool as informed by Small Business Advocate (SP20) and SSP Directorates. Increase access to innovation within the Command through engaging non-traditional suppliers, entrepreneurs and inventors; leading to successful transition of small business Research and Development (R&D) technologies into fielded systems and programs of record.

Strategies

- **Prepare LRAF.** Submit LRAF's and collaborate with the SSP ADSB (SB1006) early in the acquisition planning cycle to develop acquisition planning and participate in Procurement Planning Strategy Meetings (PPSM's) to identify small business opportunities.
- **Conduct Small Business Forums/Outreach.** The SSP ADSB (SP1006) is responsible for developing and presenting informational forums to Branch Heads addressing the unique Small Business opportunities available. Additionally, SSP has developed and continues to mature an outreach program where presentations are made by small businesses, providing them the opportunity to communicate their capabilities to satisfy SSP requirements.
- **Improve the Public Experience through Online Tools and Resources.** Continue to improve SSP's Small Business Public Website to ensure user-centric, streamlined experience for Small Businesses interested in doing business with SSP. Provide a small business gateway that enables small businesses to connect with needed resources and answers in a way that continues to save them time.

Performance Indicators

- **LRAF.** The Director of SSP's Contracting Division (SPN) is the appointed forecasting point of contact (POC). The SSP Forecasting POC is responsible for briefing the SSP BOD and Program Managers; annually at the BFR Kick-off Meeting, to ensure current and accurate data to facilitate the consolidation of a final list of opportunities provided by all SSP Components. An annual SSP LRAF Data Call will be conducted to identify expected contract opportunities for the succeeding three fiscal years and the data obtained will be compiled by the SSP Forecasting POC. An edited version that does not include procurement sensitive or proprietary information will be placed on the SSP OSBP public facing website to foster communication between SSP and industry and increase competition.
- **Small Business Forums/Outreach.** The SSP ADSB (SP1006) shall organize and host Small Business Opportunity Forums annually. The forum's goals are to improve SSP's outreach to industry on acquisition opportunities and facilitate market research feedback from small businesses. The SSP ADSB (SP1006) shall lead resolution of small business questions raised during Small Business Opportunity Forums and post resolution information on SSP public website; as well as, collect, track and distribute feedback from these forums to SSP Senior Leaders.
- **Online Tools and Resources.** Establish Customer Satisfaction Ratings of SSP's Online Applications and Resources. Track innovative research to capitalize on potential small business opportunities.

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Strategic Goal 3: Implement Small Business Strategies: Ensure and encourage; Small Business Set-aside opportunities and Small Business participation in competitions, both at the Prime and Subcontractor levels. Promote programs that support high-tech small business firms through SBIR and STTR awards, Commercialization, and Rapid Innovation Fund (RIF) Programs'. Continuously seek Command engagement with Small Businesses.

Strategies

- **Ensure and Encourage Competitions.** The SSP Acquisition Team shall collaborate with the SSP ADSB (SP1006) early in the acquisition planning cycle to develop acquisition planning and promote small business participation. SSP Program Managers should identify small business opportunities and develop execution plans, annually, within their programs. The SSP ADSB (SP1006) shall participate in key acquisition meetings and events to ensure small business base is considered in mission requirements.
- **Facilitated SBIR/STTR Initiatives.** Use improved metrics and reporting to enable more systematic monitoring of SSP's SBIR/STTR Program. Continue to expand outreach and launch targeted initiatives to ensure procurement processes are as lean as possible, and do not create unnecessary barriers which deter the SSP Technical Customers from participating in the SBIR/STTR acquisition process while sharing best practices across Command and build partnerships with other Commands (i.e., Office of Naval Research) to identify and replicate best practices.
- **Subcontract Plan Reviews.** To increase opportunities for SBs to participate at the subcontract level, to identify poorly performing prime and future subcontracting opportunities for SBs. Prime Contractors presenting at a SSP MMM shall be required to include a slide entitled "Small Business Subcontracting Participation Status".

Performance Indicators

- **Small Business Contracting Share.** Publish SSP's yearly Small Business targets. Meet and/or exceed the assigned DoN Small Business Targets. Provide small business performance impact "Good News" stories to SSP Leadership and to the DoN OSBP weekly, via a Situational Summary (SITCOM) input from the SSP ADSB (SP1006).
- **SSP SBIR/STTR Instruction 4380.3D.** Establishes the SBIR Program, including a Future Capabilities Program Manager (SP2024) and a Head Technical Plans Staff Office (SP202) to review all SBIR/STTR needs and topics. The SSP SBIR/STTR Program Manager shall:
 - Work to establish a common tracking system for all on-going SBIR/STTR initiatives and investments, to include prime contracts or subcontracts.
 - Assess the transition of SBIR/STTR developed technologies, products and services to Phase III and into acquisition, working to communicate with the SSP OSBP.
- **Subcontracting Plan Review.** Comparing individual subcontracting plans against reported performance data in the Electronic Subcontracting Reporting System (eSRS) and reporting to the Procuring Contracting Officer, Contracting Officer's Representative, and the Administrative Contracting Officer.

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Strategic Goal 4: Track Progress of Small Business Contracting: Document progress of intended SBIR and STTR initiatives through to receipt by warfighters. Report to ASN and SSP Small Business contracting and plans. Disseminate information about SSP Small Business Programs.

Strategies

- **Document Progress of Intended SBIR/STTR Initiatives through to receipt by warfighters.** The focus of this initiative will ensure SSP makes it as easy as possible for small businesses with creative and innovative technologies to transition from development (SBIR – Phase I) to production work (SBIR – Phase II) and have their technologies included in the products that SSP acquires. In accordance with SSPINST 4380.3D, this will include the development of an internal SSP reporting system (and/or utilization of current common tracking system) for documenting successful transition of small business R&D technologies into fielded systems and programs of record.
- **Report to ASN and SSP Small Business Contracting Strategies and Plans.** Conduct quarterly analysis and provide semi-annual assessments of the SSP OSBP performance. Be accountable and responsible for the successful execution of the SSP Small Business Program.
- **Disseminate Information about SSP Small Business Programs.** Provide Small Business information that is useful, relevant, timely and accurate and which assists the SSP Workforce in maximizing program performance and accountability. Collect, track and distribute feedback to Senior Leaders, including resolution of barriers preventing small business opportunities.

Performance Indicators

- **SBIR/STTR.** Increased return on and access to small business research and development. Specific performance metrics will be added after we complete building a performance management system that establishes the current baseline of commercialization levels. The targets will focus on a meaningful increase in the rate of commercialization above the baseline.
- **Reporting.** Transparent reporting on Command's high priority goals. The SSP ADSB (SP1006) shall document small business awards, SBIR/STTR technologies and outreach initiatives and provide to the SSPDIR as part of the quarterly briefs to ASN (RDA). Provide SBIR/STTR Phase III data to support common tracking systems for all on-going SBIR/STTR initiatives and investments, to include prime contracts and subcontracts. Provide planned SBIR/STTR developed technologies, products and services, annually, to SBIR Program Manager. (Phase III awards or subcontracts applications of the technology must be identified.)
- **Information Dissemination.** A consolidated annual small business report and re-occurring MMM updates to the Director of SSP and to Senior Leadership presented by the SSP ADSB (SP1006), to include but not limited to SBIR/STTR and OSBP efforts and achievements and resolution of barriers preventing small business opportunities.

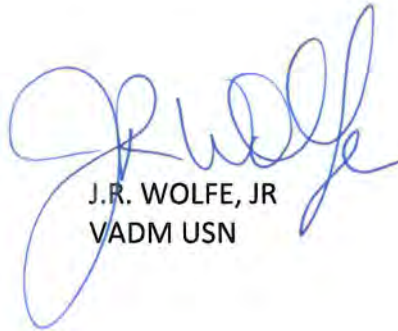
Results: Small Business Opportunities throughout SSP

This Strategy was written to serve as a guide to aid, counsel, assist and promote, insofar as is possible, the interests of small business concerns within Strategic Systems Programs Small Business Program. The Small Business Program within SSP through this Strategy shall be aware of the focus of the Program resulting in opportunities for:

Clearer, stronger small business policies within the Command;

An environment that promotes a well-trained Small Business Professional that is able to better inform small businesses; and, enhances a user-friendly environment through the use of current technologies.

This Strategy will be updated and revised on an annual basis to reflect changes in policies and regulations governing the Strategic Systems Programs Small Business Program and to assess its impact on small business base viability. Primary measure would be actual small business contracting achievements against forecast opportunities. The effect will be a close correlation between planned opportunities and achievements.



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