8TH National Small Business Conference

"BACK TO THE FUTURE; GEARING UP FOR THE JOURNEY, HOW DO WE GET BACK TO THE FUTURE?"

SAN DIEGO, CA

7 – 8 June 2011

Agenda
TUESDAY, JUNE 7, 2011

KEYNOTE ADDRESS: SMALL BUSINESS INNOVATIONS AND CONTRIBUTIONS

- Ms. Esther Vassar, National Ombudsman, U.S. Small Business Administration

SIZE STANDARDS

- Dr. Khem Sharma, Chief, Office of Size Standards, U.S. Small Business Administration

SESSION B: MYTH AND REALITIES OF CREATING A COLLABORATIVE GOVERNMENT AND INDUSTRY CONTRACT ENVIRONMENT

- Ms. Ann Gladys, Board Member and Industry Chair, ACT-IAC Pacific Chapter

SESSION C: INTEGRATE AND OPERATE IN CYBERSPACE: SMALL BUSINESS CONCERNS RELATIVE TO THE EVOLVING THREAT LANDSCAPE

- Mr. Greg Abelar, IBM

SESSION D: SMALL BUSINESS OPPORTUNITIES WITH THE INTELLIGENCE ADVANCED RESEARCH PROJECTS ACTIVITY (IARPA)

- Dr. Lisa Porter, Director, IARPA

SESSION E: BID PROTESTS: SORE LOSER OR DEMANDING FAIR PLAY!

- Mr. Ron Perlman, Attorney, Holland & Knight LLP
- Mr. Will Pannier, Attorney, Holland & Knight LLP

SESSION F: "THE MOUSE THAT ROARED: HOW YOU, AS A SMALL BUSINESS, CAN OPEN DOORS IN CONGRESS AND MAKE YOUR VOICE HEARD"

- Lt Col John Ewrin, Vice President, CorpComm

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WEDNESDAY, JUNE 8, 2011

KEYNOTE ADDRESS: ACQUISITIONS EFFICIENCIES

- Mr. Andre Gudger, Director, U.S. Department of Defense, Small Business Programs

    Notes from Mr. Andre Gudger's Presentation

DHS SMALL BUSINESS CONCERNS

- Ms. Darlene Bullock, Procurement Analyst, Department of Homeland Security Small Business Program

SMALL BUSINESS ADMINISTRATION PROGRAM UPDATES

- Mr. Jim Gambardella, Area VI Director for Government Contracting, Small Business Administration

SMALL BUSINESS LEGISLATION UPDATE

- Mr. Pete Steffes, Vice President, Government Policy, NDIA

Contact Information

SESSION D: CONTRACTUAL AND COMPLIANCE PITFALLS: LEGAL AND REGULATORY REQUIREMENTS

- Ms. Tammy Sanchez, Department Head, SPAWAR Systems Center Pacific's Contracting Competency

NDIA
National Defense Industrial Association

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OUTATIME

The Golden State

CONFERENCE HIGHLIGHTS

▶ Representatives from the Small Business Administration

▶ Representative from the the DoD Small Business Programs Office

▶ Kathleen P. Sridhar Small Business Executive of the Year Award Presentation

▶ Presentation by Small Business Success Story Award Winner

HOSTED BY:
NDIA SAN DIEGO CHAPTER

8TH NATIONAL SMALL BUSINESS CONFERENCE

"BACK TO THE FUTURE: GEARING UP FOR THE JOURNEY. HOW DO WE GET BACK TO THE FUTURE?"

JUNE 7-8, 2011
WWW.NDIA.ORG/MEETINGS/1140

SAN DIEGO CONVENTION CENTER ▶ SAN DIEGO, CALIFORNIA

EVENT #1140

MONDAY, JUNE 6, 2011

12:00 pm - 5:00 pm	**EXHIBIT SETUP**
12:00 pm - 5:00 pm	**CONFERENCE REGISTRATION OPEN**
5:00 pm - 7:00 pm	**NDIA SAN DIEGO CHAPTER RECEPTION** *Proper Gastro Pub at PETCO Park*

TUESDAY, JUNE 7, 2011

7:00 am - 6:30 pm **REGISTRATION OPEN**

7:00 am - 8:00 am **NETWORKING BREAKFAST**
Located in the Exhibit Hall

7:00 am - 6:30 pm **EXHIBITS OPEN**

8:00 am - 8:30 am **WELCOME AND ADMINISTRATIVE REMARKS**
- Lt Gen Lawrence P. Farrell, Jr., USAF (Ret), *President and CEO, NDIA*
- Ms. Linda Hillmer, *NDIA Small Business Division Chair; President, CorpComm*
- Mr. Kurt Worden, *Conference Chair; Business Development Manager, Nova Power Solutions, Inc.*

8:30 am - 9:15 am **KEYNOTE ADDRESS: SMALL BUSINESS INNOVATIONS AND CONTRIBUTIONS**
- Ms. Esther Vassar, *National Ombudsman, U.S. Small Business Administration*

9:15 am - 10:00 am **KEYNOTE ADDRESS**
- The Honorable Brian Bilbray, *U.S. Congressman, 50th Congressional District of California*

10:00 am - 10:30 am **NETWORKING BREAK**
Located in the Exhibit Hall

10:30 am - 11:15 am **SIZE STANDARDS**
- Dr. Khem Sharma, *Chief, Office of Size Standards, U.S. Small Business Administration*

11:15 am - 12:00 pm **U.S. ARMY SMALL BUSINESS PERSPECTIVE**
- Ms. Cynthia Lee, *Program Manager, Office of Small Business Programs, U.S. Department of the Army*

12:00 pm - 1:30 pm **NETWORKING LUNCHEON**
- Presentation by Small Business Success Story Award Winner: Ms. Kimberly Chapman, *Vice President, Sales and Marketing, Morphix Technologies*

TUESDAY, JUNE 7, 2011 CONTINUED

1:30 pm - 3:15 pm	**BREAKOUT SESSIONS - SEE BREAKOUT DESCRIPTIONS AND LOCATIONS ON PAGE 6**
1:30 pm - 2:15 pm	**SESSION A: IMPACT OF MERGER AND ACQUISITION ON SMALL BUSINESSES**

- Mr. Bill VanDeWeghe, *Director, RA Capital Advisors, LLC*
- Mr. John Babala, *Partner, McKenna Long & Aldridge*
- Mr. Victor Ramsauer, *CPA, Levitzacks*

SESSION B: MYTH AND REALITIES OF CREATING A COLLABORATIVE GOVERNMENT AND INDUSTRY CONTRACT ENVIRONMENT

- Ms. Ann Gladys, *Board Member and Industry Chair, ACT-IAC Pacific Chapter*

2:30 pm - 3:15 pm   **SESSION C: INTEGRATE AND OPERATE IN CYBERSPACE: SMALL BUSINESS CONCERNS RELATIVE TO THE EVOLVING THREAT LANDSCAPE**

- Mr. Michael Montecillo, *Senior Threat Reseacher, IBM*

SESSION D: SMALL BUSINESS OPPORTUNITIES WITH THE INTELLIGENCE ADVANCED RESEARCH PROJECTS ACTIVITY (IARPA)

- Dr. Lisa Porter, *Director, IARPA*

3:15 pm - 3:45 pm   **NETWORKING BREAK**
Located in the Exhibit Hall

3:45 pm - 4:30 pm   **BREAKOUT SESSIONS - SEE BREAKOUT DESCRIPTIONS AND LOCATIONS ON PAGE 7**

3:45 pm - 4:30 pm   **SESSION E: BID PROTESTS: SORE LOSER OR DEMANDING FAIR PLAY!**

- Mr. Ron Perlman, *Attorney, Holland & Knight LLP*
- Mr. Will Pannier, *Attorney, Holland & Knight LLP*

SESSION F: "THE MOUSE THAT ROARED: HOW YOU, AS A SMALL BUSINESS, CAN OPEN DOORS IN CONGRESS AND MAKE YOUR VOICE HEARD"

- Lt Col John Erwin, USA (Ret), *Vice President, CorpComm*

4:30 pm - 6:30 pm   **NETWORKING RECEPTION**
Located in the Exhibit Hall

WEDNESDAY, JUNE 8, 2011

7:00 am - 4:30 pm	**REGISTRATION OPEN**
7:00 am - 2:45 pm	**EXHIBITS OPEN**
7:00 am - 8:00 am	**NETWORKING BREAKFAST** Located in the Exhibit Hall
8:00 am - 8:15 am	**WELCOMING REMARKS**

- Mr. Kurt Worden, *Conference Chair*; *Business Development Manager, Nova Power Solutions, Inc.*

WEDNESDAY, JUNE 8, 2011 CONTINUED

8:15 am - 9:00 am   **KEYNOTE ADDRESS: ACQUISITIONS EFFICIENCIES**
- ▸ Mr. Andre Gudger, *Director, U.S. Department of Defense, Small Business Programs*

9:00 am - 10:15 am   **DHS SMALL BUSINESS PROGRAM**
- ▸ Ms. Darlene Bullock, *Procurement Analyst, Department of Homeland Security Small Business Program*

10:15 am - 10:30 am   **NETWORKING BREAK**
Located in the Exhibit Hall

10:30 am - 11:15 am   **SMALL BUSINESS ADMINISTRATION PROGRAM UPDATES**
- ▸ Mr. Jim Gambardella, *Area VI Director for Government Contracting, Small Business Administration*

11:15 am - 12:00 pm   **SMALL BUSINESS LEGISLATION UPDATE**
- ▸ Mr. Pete Steffes, *Vice President, Government Policy, NDIA*

12:00 pm - 1:30 pm   **NETWORKING LUNCHEON**
- ▸ Presentation of the Kathleen P. Sridhar Small Business Leadership Award

1:30 pm - 2:15 pm   **BREAKOUT SESSIONS - SEE BREAKOUT DESCRIPTIONS AND LOCATIONS ON PAGE 7 & 8**

1:30 pm - 2:15 pm   **SESSION E: BID PROTESTS: SORE LOSER OR DEMANDING FAIR PLAY!**
- ▸ Mr. Ron Perlman, *Attorney, Holland & Knight LLP*
- ▸ Mr. Will Pannier, *Attorney, Holland & Knight LLP*

SESSION F: "THE MOUSE THAT ROARED: HOW YOU, AS A SMALL BUSINESS, CAN OPEN DOORS IN CONGRESS AND MAKE YOUR VOICE HEARD"
- ▸ Lt Col John Erwin, USA (Ret), *Vice President, CorpComm*

SESSION G: SMALL BUSINESS LIAISON OFFICES PANEL
- ▸ Moderator: Ms. Diane Dempsey, *Director, Socio Economic Programs, BAE Systems*
- ▸ Panelist: Ms. Rochelle Lowe, *Assistant Vice President, SAIC*
             Ms. Benita Fortner, *Director, Supplier Diversity Program, Raytheon*
             Ms. Joan Robinson-Berry, *Director, Strategic Work Placement, The Boeing Company*
             Ms. Gloria Pualani, *Corporate Director, SEBP, Northrop Grumman Corporation*

2:15 pm - 2:45 pm   **NETWORKING BREAK**
Located in the Exhibit Hall

WEDNESDAY, JUNE 8, 2011 CONTINUED

2:45 pm - 4:30 pm   **BREAKOUT SESSIONS - SEE BREAKOUT DESCRIPTIONS AND LOCATIONS ON PAGE 8**

2:45 pm - 3:30 pm   **SESSION A: IMPACT OF MERGER AND ACQUISITION ON SMALL BUSINESSES**
- Mr. Bill VanDeWeghe, *Director, RA Capital Advisors, LLC*
- Mr. John Babala, *Partner, McKenna Long & Aldridge*
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SESSION B: MYTH AND REALITIES OF CREATING A COLLABORATIVE GOVERNMENT AND INDUSTRY CONTRACT ENVIRONMENT
- Ms. Ann Gladys, *Board Member and Industry Chair, ACT-IAC Pacific Chapter*

3:45 pm - 4:30 pm   **SESSION C: INTEGRATE AND OPERATE IN CYBERSPACE: SMALL BUSINESS CONCERNS RELATIVE TO THE EVOLVING THREAT LANDSCAPE**
- Mr. Michael Montecillo, *Senior Threat Researcher, IBM*

SESSION D: CONTRACTUAL AND COMPLIANCE PITFALLS: LEGAL AND REGULATORY REQUIREMENTS
- Ms. Tammy Sanchez, *Department Head, SPAWAR Systems Center Pacific's Contracting Competency*

4:30 pm   **CONFERENCE ADJOURNS**

BREAKOUT DESCRIPTIONS

TUESDAY, JUNE 7, 2011

1:30 PM - 2:15 PM

Session A
Room 7A&B

IMPACT OF MERGERS & ACQUISITIONS ON SMALL BUSINESSES
Mr. Bill VanDeWeghe, Director, RA Capital Advisors, LLC
Mr. John Babala, Partner, McKenna Long & Aldridge
Mr. Victor Ramsauer, CPA, Levitzacks
Discussion will include the merger and acquisitions market, value drivers and detractors, various types of sales processes, legal issues businesses need to address, financial management, and other issues.

Session B
Room 6C

MYTH AND REALITIES OF CREATING A COLLABORATIVE GOVERNMENT AND INDUSTRY CONTRACT ENVIRONMENT
Ms. Ann Gladys, Board Member and Industry Chair, ACT-IAC Pacific Chapter
Meeting the challenge of finding best value solutions to government Information Technology (IT) issues is crucial. At the core of the solution is a level of communication that goes to communities of practice comprised of government and industry. While establishing communities of practice where government and industry work together collaboratively requires trust and open communication, a challenge exists to ensure a balance of trusted collegiality with appropriate relationship safeguards. This presentation offers a glimpse into the myths and realities of creating a collaborative project environment throughout the entire contract life-cycle. Join in a government and industry commentary and hear provocative insights into practices that ensure project success.

2:30 PM - 3:15 PM

Session C
Room 7A&B

INTEGRATE AND OPERATE IN CYBERSPACE: SMALL BUSINESS CONCERNS RELATIVE TO THE EVOLVING THREAT LANDSCAPE
Mr. Michael Montecillo, Senior Threat Researcher, IBM
The threats that IT security experts face in safeguarding their environments are constantly increasing in their frequency and complexity. This session will deliver the latest details on the current and future threat landscape from the world-renowned IBM X-Force research and development team, which culls data from their database of 45,000 computer vulnerabilities, 150 million daily intrusion attempts, 40 million spam and phishing attacks and 10 billion web pages and images to assemble a complete picture of the threat landscape. Real-world attack methods and mitigation techniques will be discussed.

Session D
Room 6C

SMALL BUSINESS OPPORTUNITIES WITH THE INTELLIGENCE ADVANCED RESEARCH PROJECTS ACTIVITY (IARPA)
Dr. Lisa Porter, Director, IARPA
The Director of IARPA will provide an overview of IARPA and how small business can engage with them.

BREAKOUT DESCRIPTIONS

TUESDAY, JUNE 7, 2011 CONTINUTED

3:45 PM - 4:30 PM

Session E
Room 7A&B

BID PROTESTS: SORE LOSER OR DEMANDING FAIR PLAY!
Mr. Ron Perlman, Attorney, Holland & Knight LLP
Mr. Will Pannier, Attorney, Holland & Knight LLP
Protests are an inherent part of the Federal Procurement process, whether you are a winner or a loser. In this session we will discuss when or whether to protest, the affect on customer relations, protests involving sole-source acquisitions, the costs involved in protests, the timing requirements for protests, the venues for protests, recent trends and some significant recent protests.

Session F
Room 6C

"THE MOUSE THAT ROARED: HOW YOU, AS A SMALL BUSINESS, CAN OPEN DOORS IN CONGRESS AND MAKE YOUR VOICE HEARD"
Lt Col John Erwin, USA (Ret), Vice President, CorpComm
America's nearly 30 million small businesses are the nation's engine of growth, pumping almost a trillion dollars into the economy each year, creating two-thirds of all new jobs annually and making up more than half the U.S. workforce. So why is it that after years of record defense spending small businesses are left wondering where all the money has gone? Small businesses need to understand how Congress works to better use proven techniques to help ensure innovative small business products and services are put to work in defense of our nation. How can small businesses level the defense purchasing playing field through better relationships with Congress?   Given the right tools for opening doors, small businesses can gain access to key decision makers and leverage the same techniques as the top government contractors. This session will discuss how small businesses can attain the same competitive advantage as large corporations through key relationships with Congress.

WEDNESDAY, JUNE 8, 2011

1:30 PM - 2:15 PM

Session E
Room 7A

BID PROTESTS: SORE LOSER OR DEMANDING FAIR PLAY!
Mr. Ron Perlman, Attorney, Holland & Knight LLP
Mr. Will Pannier, Attorney, Holland & Knight LLP
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BREAKOUT DESCRIPTIONS

WEDNESDAY, JUNE 8, 2011 CONTINUED

Session G
Room 6C

SMALL BUSINESS LIASON OFFICES PANEL
Moderator: Diane Dempsey, Director, Socio Economic Programs, BAE Systems
Panelist: Ms. Rochelle Lowe, Assistant Vice President, SAIC
Ms. Benita Fortner, Director, Supplier Diversity Program, Raytheon
Ms. Joan Robinson-Berry, Director, Strategic Work Placement, The Boeing Company
Ms. Gloria Pulain, Corporate Director, SEBP, Northrop Grumman
Panelists will address expectations, competitive advantage, value proposition, past performances and how to connect with their companies.

2:45 PM - 3:30 PM

Session A
Room 7A&B

IMPACT OF MERGERS & ACQUISITIONS ON SMALL BUSINESSES
Mr. Bill VanDeWeghe, Director, RA Capital Advisors, LLC
Mr. John Babala, Partner, McKenna Long & Aldridge
Mr. Victor Ramsauer, CPA, Levitzacks
Discussion will include the merger and acquisitions market, value drivers and detractors, various types of sales processes, legal issues businesses need to address, financial management, and other issues.

Session B
Room 6C

MYTH AND REALITIES OF CREATING A COLLABORATIVE GOVERNMENT AND INDUSTRY CONTRACT ENVIRONMENT
Ms. Ann Gladys, Board Member and Industry Chair, ACT-IAC Pacific Chapter
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BREAKOUT DESCRIPTIONS

WEDNESDAY, JUNE 8, 2011 CONTINUED

3:45 PM - 4:30 PM

Session C
Room 7A&B

INTEGRATE AND OPERATE IN CYBERSPACE: SMALL BUSINESS CONCERNS RELATIVE TO THE EVOLVING THREAT LANDSCAPE

Mr. Michael Montecillo, Senior Threat Researcher, IBM

The threats that IT security experts face in safeguarding their environments are constantly increasing in their frequency and complexity. This session will deliver the latest details on the current and future threat landscape from the world-renowned IBM X-Force research and development team, which culls data from their database of 45,000 computer vulnerabilities, 150 million daily intrusion attempts, 40 million spam and phishing attacks and 10 billion web pages and images to assemble a complete picture of the threat landscape. Real-world attack methods and mitigation techniques will be discussed.

Session D
Room 6C

CONTRACTUAL AND COMPLIANCE PITFALLS: LEGAL AND REGULATORY REQUIREMENT

Ms. Tammy Sanchez, Department Head, SPAWAR Systems Center Pacific's Contracting Competency

Overview of recent Department of Defense and Navy Contracting policies and initiatives focused on "Better Buying Practices"; increasing efficiency and transparency.

NORTHROP GRUMMAN

Northrop Grumman Corporation is a leading global security company providing innovative systems, products and solutions in aerospace, electronics, information systems, and technical services to government and commercial customers worldwide. Below is a listing and description of our four business sectors.

Aerospace Systems: A premier provider of manned and unmanned aircraft, space systems, missile systems and advanced technologies critical to the nation's security. Key products include: Global Hawk, Fire Scout and UCAS-D unmanned aircraft systems; B-2 bomber; James Webb Space Telescope; Defense Weather Satellite System; E-2 Hawkeye; Advanced EHF communications payload; Joint STARS targeting and battle management system; Space Tracking and Surveillance System; Airborne Laser Test Bed; and ICBM Prime Integration Contract.

Electronic Systems: A leader in airborne radar, navigation, electronic countermeasures, precision weapons, airspace management, space payloads, marine and naval systems, communications, biodefense, and government systems. Key products include: F-16, F-22 and F-35 active electronically scanned array sensors; airborne early warning and control radars; Ground/Air Task Oriented Radar system; LITENING targeting and sensor system; systems for digital electronic warfare, aircraft missile defense and air defense; integrated bridge systems; situational awareness and fiber-optic gyro-based navigation; and automated postal sorting equipment.

Information Systems: A global provider of advanced information solutions for defense, intelligence, civil agencies and commercial customers. Key products include: Force XXI Battle Command, Brigade and Below/Blue Force Tracker; Guardrail; cybersecurity solutions; Automated Biometric Identification System; Centers for Disease Control Information Technology Services; theater and operational command and control systems; networked communications products; intelligence, surveillance and reconnaissance systems; enterprise systems; next-generation networking solutions; unmanned ground systems; 911 public safety systems; and systems integration services.

Technical Services: A premier supplier of life cycle solutions and long-term technical services for customers globally. Key capabilities include: Systems support, training and simulation and life cycle optimization and engineering for programs such as KC-10 Extender refueling aircraft logistics support; Nevada National Security Site management and operations; U.S. Army Battle Combat Training Program; Hunter unmanned aerial vehicle life cycle support; and biometric capture services for the Department of Homeland Security.

BAE SYSTEMS

BAE Systems is the premier global defense, security and aerospace company delivering a full range of products and services for air, land and naval forces, as well as advanced electronics, security, information technology solutions and customer support services. With approximately 98,000 employees worldwide, BAE Systems' sales exceeded $34.6 billion (US) in 2010. BAE Systems has a proud heritage of innovation, state of the art engineering and technical excellence and continues that tradition by delivering distinct advantage to customers in over 100 countries.

BAE Systems plc operates across six home markets: Australia, Saudi Arabia, South Africa, Sweden, the UK and the U.S. engaged in the development, delivery and support of advanced defense and aerospace systems in the air, on land, at sea and in space. The company designs, manufactures and supports military aircraft, surface ships, submarines, fighting vehicles, radar, avionics, communications, electronics and guided weapon systems. It is a pioneer in technology with a heritage stretching back hundreds of years. It is at the forefront of innovation, working to develop the next generation of intelligent defense systems.

The U.S. subsidiary of BAE Systems is headquartered in Arlington, VA, and is responsible for developing BAE Systems' transatlantic business, relationships with the U.S. Government, administration of BAE Systems' Special Security Agreement, and managing its U.S. based operating groups. These groups provide support and service solutions for current and future defense, intelligence, and civilian systems; design, develop, and manufacture a wide range of electronic systems and subsystems for both military and commercial applications; produce specialized security and protection products for law enforcement and first responders; and design, develop, produce, and provide service support of armored combat vehicles, artillery systems and intelligent munitions.

Deltek Know more. Do more.™

Deltek (Nasdaq: PROJ) is the leading global provider of enterprise software and information solutions for government contractors, government agencies and professional services firms. For decades, we have delivered actionable insight that empowers our customers to unlock their business potential. Over 14,500 organizations and 1.8 million users in approximately 80 countries around the world rely on Deltek to research and identify opportunities, win new business, optimize resources, streamline operations, and deliver more profitable projects. Deltek – Know more. Do more.

Deltek, Inc. is proud to announce the availability Deltek First, a comprehensive SaaS offering that manages and streamlines the entire business lifecycle of small and mid-sized government contractors.

Built to exceed stringent government auditing standards, Deltek First is a compliance-ready solution that offers powerful financial accounting, project management, business development, and payroll capabilities. Deltek's new cloud-based solution portfolio includes multiple offerings to meet the needs of government contractors.

Delivered via the cloud, Deltek First delivers valuable capabilities that help government contractors win more business, increase project visibility, better manage cash flow, and reduce the cost of compliance. Specifically, Deltek First helps smaller government contractors reap these benefits quickly with:

- Low Initial Costs - Since Deltek First is subscription-based, there are no perpetual license fees, services costs or hardware purchases--meaning lower up-front costs. As result, cash-strapped start-up government contractors can afford to go live quickly.

- Easy Upgrades - Since Deltek manages all upgrades, patches, etc., there are essentially no IT requirements on the customer--so small govcons can focus on being successful rather than finding IT resources or making capital purchases.

- Global Access - Since Deltek First is delivered in the cloud users can access the application anywhere and at any time.

- Shorter Deployment Times - Customers can be up and running immediately with Deltek First, instead of waiting weeks to get the on-premise software set-up and deployed.

Find out more at www.deltek.com or call 703.885.9031.

MWH®

For more than 50 years, MWH has been a devoted partner to the National Defence Industrial Association, delivering projects worldwide for a broad range of US Federal clients. As a company we provide energy and sustainability consulting, program and project management, mission support, asset management, real estate consulting, environmental, engineering, design and construction services. By developing an intimate knowledge of our client's specific processes and issues, we help solve mission-specific challenges and enable them to improve operations.

Honoured for excellence by top industry institutions and publications such as Engineering News-Record (ENR), we are consistently ranked as a top firm, leading our industry in the wet infrastructure sectors we serve. Our team of professionals has proven expertise in a wide array of services for federal clients. Our federal-specific experience includes:

•	Environmental planning and compliance where we help ensure ongoing regulatory compliance or facilitate cost-effective closures

•	Water resources and geotechnical engineering, building upon more than 150 years of wet infrastructure experience

•	Water and wastewater technology, in which MWH is ranked number 1 in the world by ENR

•	Site closure and waste management, including environmental remediation and restoration services

•	Design-build construction, through our broad range of both engineering and heavy civil construction experience

•	Security/vulnerability assessments, bringing our worldwide experience to bear in helping clients reduce risk

•	Project management and training, using our skilled resources to help assist our clients in completing projects on time and within budgets

We are the partner of choice for a broad range of federal clients around the world, including: US Army, USACE, US Air Force, AFCEE, AFCESA. US Navy, NAVFAC, USMC, NGB, USAID, GSA, DHS, US Coast Guard, BIA, BOR, USF&W, USGS, IBWC, MCC, & DOE

Headquartered in Broomfield, Colorado, MWH is a global, full-service engineering, construction and strategic consulting company with more than 7,000 employees located in 38 countries worldwide. To learn more about MWH, visit www.mwhglobal.com or call Michael W. Carter, PE, at (303) 410-4121.

Raytheon

Our Vision: To be the most admired defense and aerospace systems supplier through world-class people and technology.

A Global Leader in Technology-Driven Solutions that provide Integrated Mission Systems for our customers Raytheon Company is a technology and innovation leader specializing in defense, homeland security and other government markets throughout the world.

Strategy
Focus on key strategic pursuits, Technology and Mission Assurance, to protect and grow our position in our four core defense markets:
•Sensing: Expand beyond traditional RF/EO to new growth focus areas;
•Effects: Expand beyond kinetic energy-based weapons;
•C3I: Grow market presence through our world-class solutions, technology and products; expand knowledge management;
•Mission Support: Expand beyond product support, engineering services and training.

Leverage our domain knowledge in these core defense markets, as well as in Homeland Security and Cybersecurity.Expand international business by broadening focus and expanding in growth markets.

Continue to be a Customer Focused company based on performance, relationships and solution.

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EXHIBIT HALL
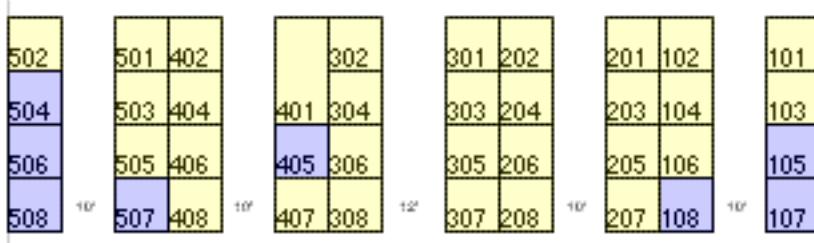
COMPANY NAME	BOOTH #	COMPANY NAME	BOOTH #
ADVANCED DEFENSE TECNOLOGIES, INC.	307	JIT MILITARY SALES	301
ADVANCED TEST EQUIPMENT RENTALS	501	KBR	106
AEG	204	MELTRIC CORPORATION	101
ARNCO	102	MISSILE DEFENSE AGENCY	207
BAE SYSTEMS	205	MWH	503
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ITT CORPORATION	305		

Conference Chairs:

▶ Mr. Kurt Worden, Business Development Manager, Nova Power Solutions, Inc.

Committee Members:

▶ Mr. Jim Lasswell, President & CEO, INDUS Technology, Inc.

▶ Ms. Jennifer Albers, President & CEO, Quantum Professional Services

▶ Ms. Carolina Davila, Program Manager, ORBIS, Inc.

▶ Mr. Will Nevilles, Senior Vice President, INDUS Technology, Inc.

▶ Mr. Jay Lustig, COO, Scientific Solutions, Inc.

Chair, NDIA Small Business Division

▶ Ms. Linda Hillmer, President & CEO, CorpComm, Inc.

Vice Chair, NDIA Small Business Division

▶ Mr. Ron Perlman, Attorney, Holland & Knight, LLP

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BAE SYSTEMS
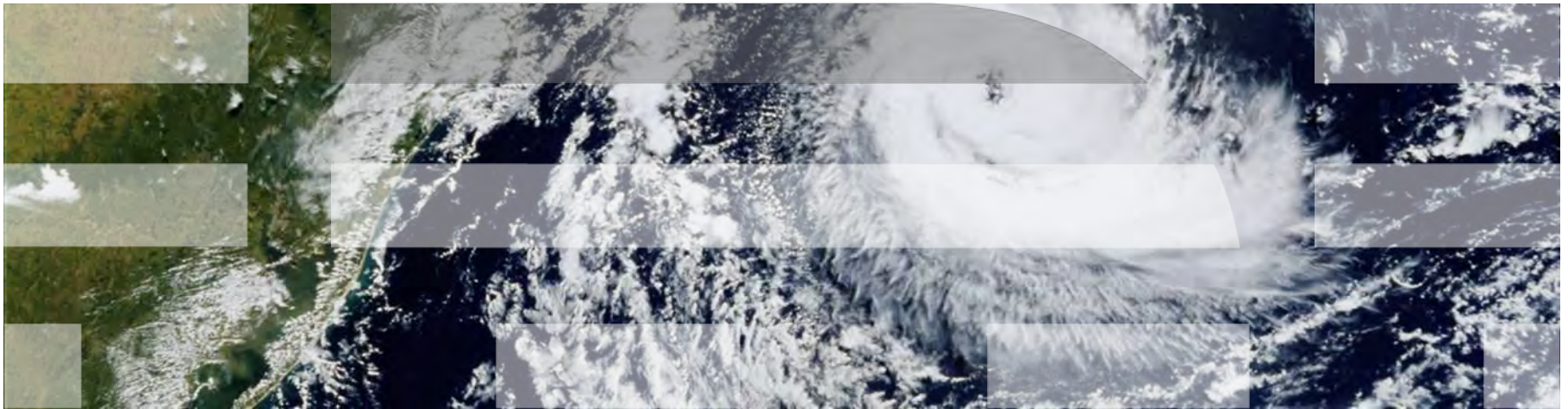
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Raytheon

EPSILON Systems Solutions, Inc.®

2010 IBM X-Force® Trend & Risk Report

X-Force R&D - Unmatched Security Leadership

**The mission of the
IBM X-Force® research and
development team is to:**

- **Research and evaluate threat and protection issues**

- **Deliver security protection for today's security problems**

- **Develop new technology for tomorrow's security challenges**

- **Educate the media and user communities**

X FORCE

X-Force Research

14B	analyzed Web pages & images
40M	spam & phishing attacks
54K	documented vulnerabilities

Billions of intrusion attempts daily
Millions of unique malware samples

Provides Specific Analysis of:

- Vulnerabilities & exploits
- Malicious/Unwanted websites
- Spam and phishing
- Malware
- Other emerging trends

New Layout Design

IBM X-Force 2010
Trend & Risk Report

(Threats, Secure Infrastructure, Emerging Trends, Secure Software)
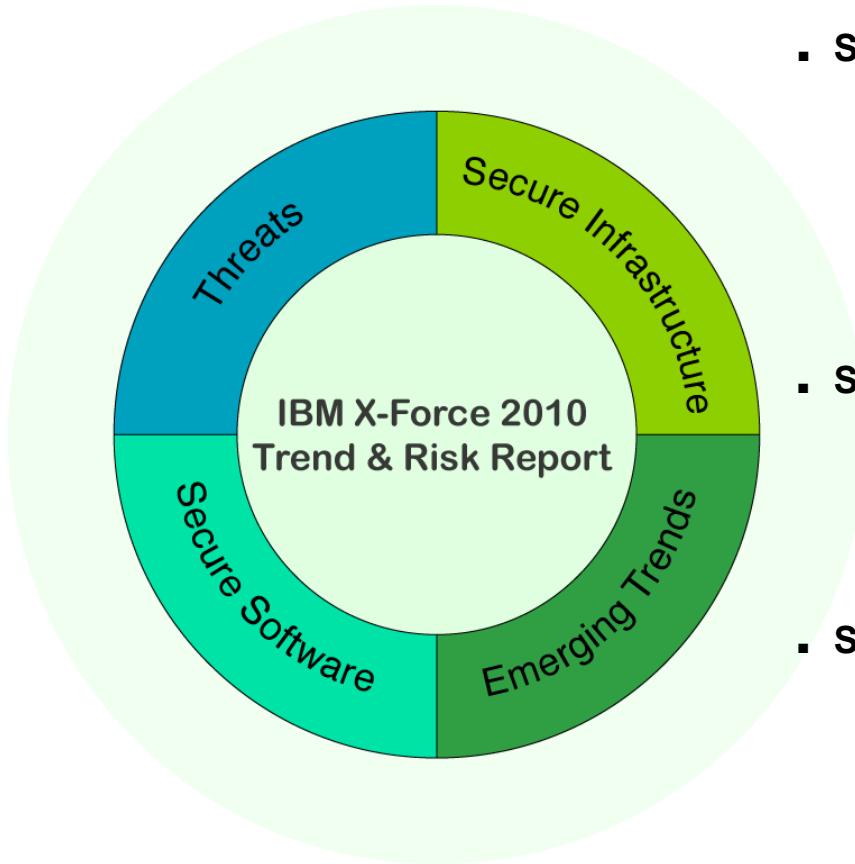
- **Section I–Threats**
  - Topics that comprise "Threats" and describe the attacks aimed at the enterprise that security specialists face.
  - Latest attack trends as identified by IBM.

- **Section II—Operating Secure Infrastructure**
  - Topics surrounding the weaknesses in process software, and infrastructure targeted by today's threats.
  - Security compliance best practices, operating cost reduction ideas, automation, lowered cost of ownership, and the consolidation of tasks, products, and roles.
  - Present data tracked across IBM during the process of managing or mitigating these problems.

- **Section III— Developing Secure Software**
  - Proven processes and techniques for developing secure software.
  - Discussion on how enterprises can find existing vulnerabilities and help prevent new ones from being introduced.
  - Static and dynamic security testing done by the Rational AppScan group in all stages of application development and share insights

- **Section IV—Emerging Trends in Security**
  - Developing technology that presses upon enterprises for future investments
  - Explaining where threats and exploits are being utilized in these early technology adoptions and how enterprises can stay focused.

# Vendors Reporting the Largest Number of Vulnerability Disclosures in History
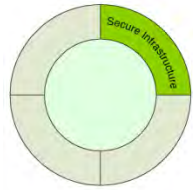
- Vulnerability disclosures up **27%.**
  - Web applications continue to be the largest category of disclosure.
- Significant increase across the board signifies efforts that are going on throughout the software industry to improve software quality and identify and patch vulnerabilities.

Cumulative Vulnerability Disclosures
1996-2010

Vulnerability Disclosures Growth by Year
1996-2010
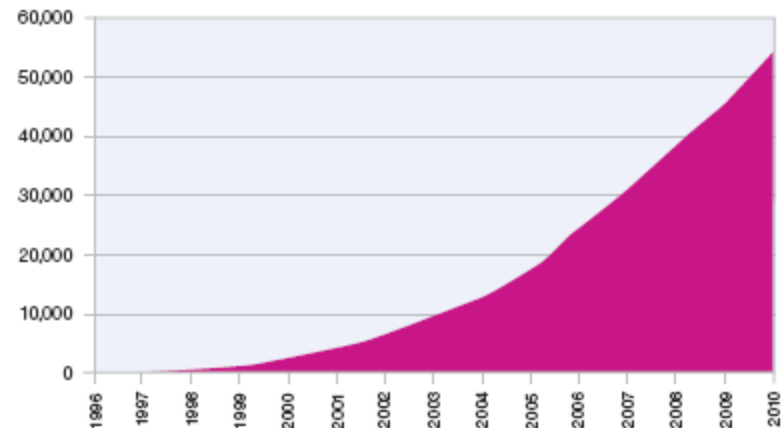
Patches Still Unavailable for Many Vulnerabilities

- **44%** of all vulnerabilities disclosed in 2010 had no vendor-supplied patches to remedy the vulnerability.
    - Most patches become available for most vulnerabilities at the same time that they are publicly disclosed.
    - However some vulnerabilities are publicly disclosed for many weeks before patches are released.

Patch Release Timing – First 8 Weeks of 2010

Patch Timeline	All	Top Vendors
Same Day	3400	1814
Week 1	192	34
Week 2	55	11
Week 3	57	12
Week 4	33	7
Week 5	27	7
Week 6	22	4
Week 7	17	3
Week 8	16	8

Public Exploit Exposures Up in 2010
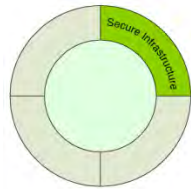
- Public exploit disclosures up **21%** in 2010 versus 2009
  - Approximately **14.9%** of the vulnerabilities disclosed in 2010 had public exploits, which is down slightly from the 15.7% last year
  - However more vulnerabilities were disclosed this year, so the total number of exploits increased.
  - The vast majority of public exploits are released the same day or in conjunction with public disclosure of the vulnerability.
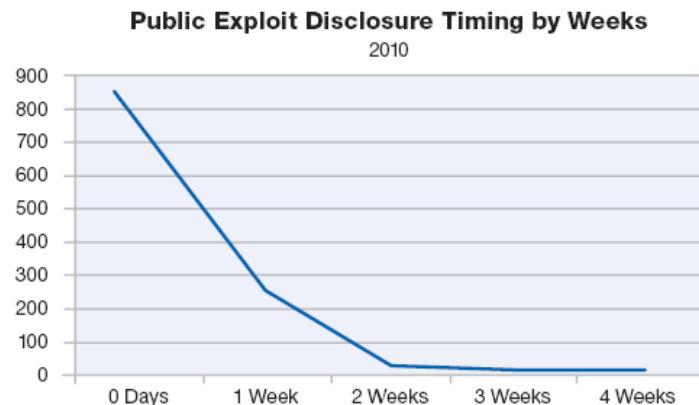
Public Exploit Disclosures
2006-2010

Legend: — Exploits — Power (Exploits)

Figure 53: Public Exploit Disclosures – 2006-2010

	2006	2007	2008	2009	2010
True Exploits	504	1078	1025	1059	1280
Percentage of Total	7.3%	16.5%	13.4%	15.7%	14.9%

Public Exploit Disclosure Timing by Weeks
2010

Figure 54: Public Exploit Disclosure Timing by Weeks – 2010

Exploit Timing	0 Days	1 Week	2 Weeks	3 Weeks	4 Weeks
0 Days	854	270	18	9	9

Exploit Effort vs. Potential Reward

- Economics continue to play heavily into the exploitation probability of a vulnerability

- All but one of the 25 vulnerabilities in the top right are vulnerabilities in the browser, the browser environment, or in email clients.

- The only vulnerability in this category that is not a browser or email client side issue is the LNK file vulnerability that the Stuxnet worm used to exploit computers via malicious USB keys.

Exploit Effort vs. Potential Reward

High

Sophisticated Attack
High value vulnerabilities
Harder to exploit

Widespread Exploitation
Inexpensive to exploit
Large opportunity

25

- cryptographic attack
  against cookies

7

- browser based
- email client
- SMB remote code
- LNK File/Stuxnet

Potential Reward

- Low impact DoS
  attacks

zero

2

Not Targeted Widely
Hard to exploit
Low reward

Occasional Exploitation
Inexpensive to exploit
Low potential reward

Low

Difficult   **Exploit Effort to Achieve**   Easy

Top Attacks seen by X-Force in 2010

- Automated SQL Injection attacks
- Lateral scanning of the entire Internet for services with weak passwords
- The SQL Slammer worm was responsible for a huge amount of malicious traffic in 2010 but traffic levels dropped off significantly in March, 2011. (For more info see the Frequency-X Blog.)

Rank	Event Name	Trend Line
1	SQL_SSRP_Slammer_Worm	Down
2	SQL_injection	Down
3	PsExec_Service_Accessed	Slightly Up
4	SSH_Brute_Force	Slightly Down
5	JScript_CollectGarbage	Up
6	HTTP_Unix_Passwords	Slightly Up
7	SMB_Mass_Login	Down
8	SMB_Empty_Password	No Change
9	SQL_Empty_Password	Up

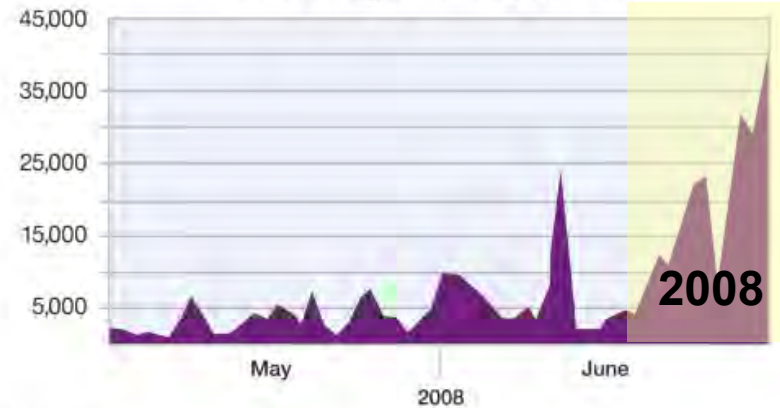Table 1: Top MSS high volume signatures and trend line
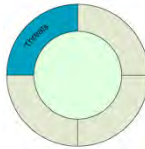
SQL Injection Attacks

- During each of the past three years, there has been a globally scaled SQL injection attack some time during the months of May through August.

- The anatomy of these attacks is generally the same: they target .ASP pages that are vulnerable to SQL injection.
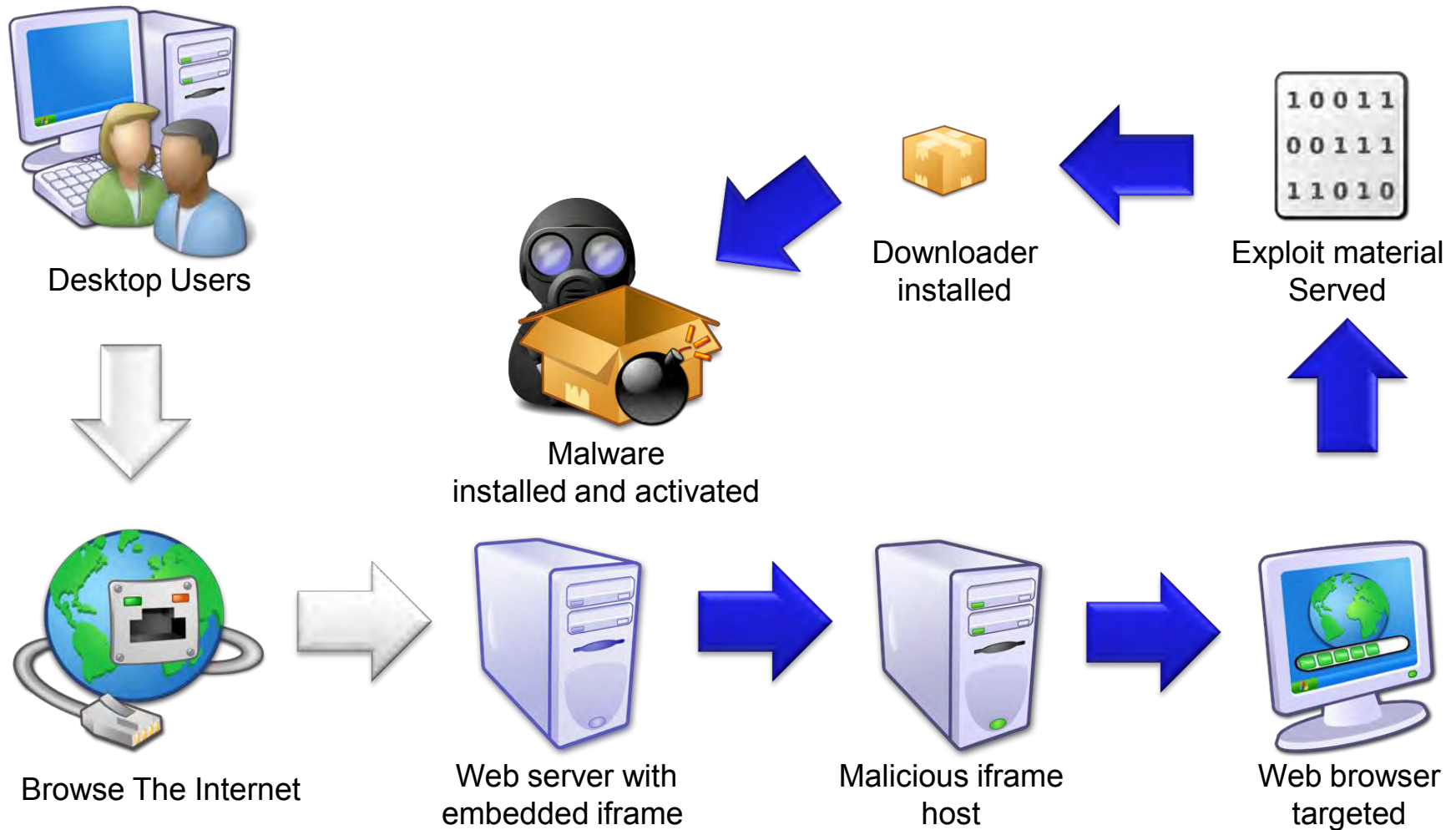
SQL_Injection_Declare_Exec Activity

Source: IBM X-Force®
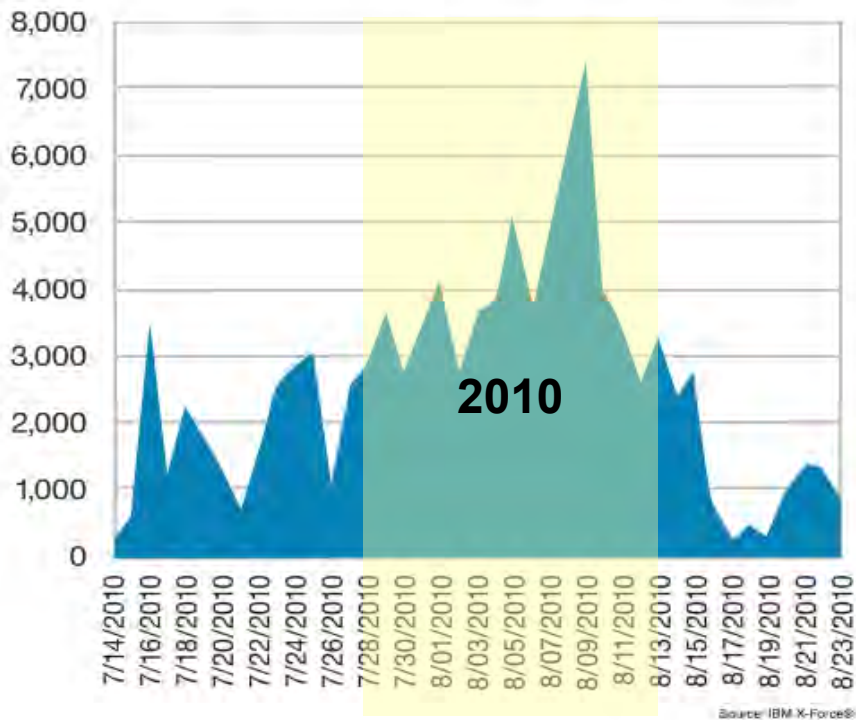
SQL Injection Attacks Monitored by IBM Managed Security Services

2008

2009

Source: IBM X-Force®

The drive-by-download process

Desktop Users

Malware
installed and activated

Downloader
installed

Exploit material
Served

Browse The Internet

Web server with
embedded iframe

Malicious iframe
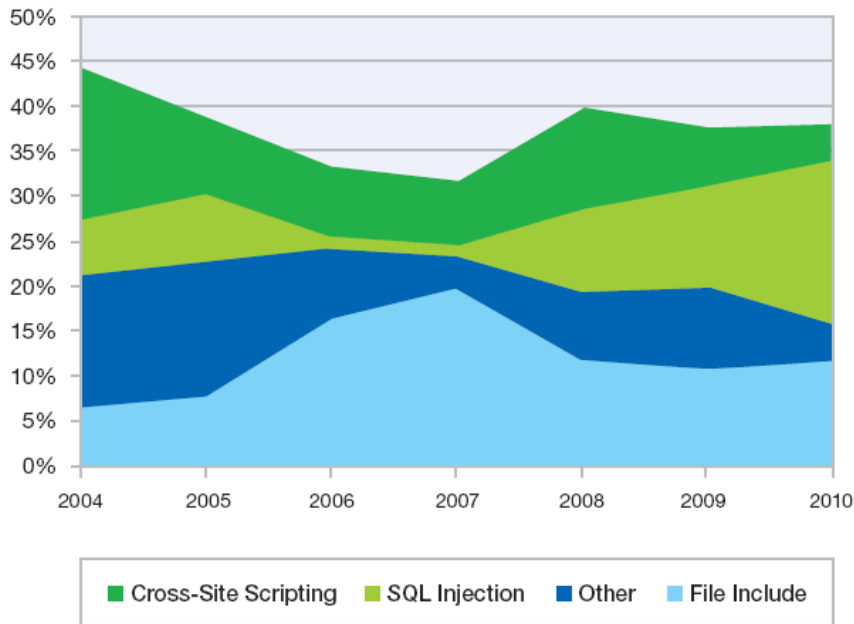host

Web browser
targeted
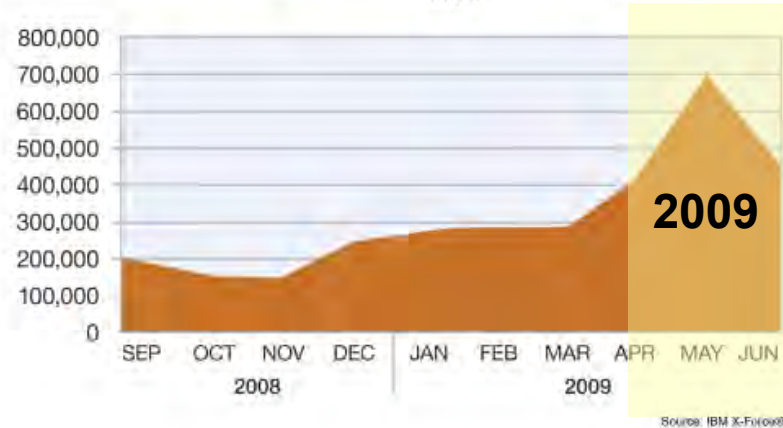
SQL Injection Attack Tools

* Automatic page-rank verification
* Search engine integration for finding "vulnerable" sites
* Prioritization of results based on probability for successful injection
* Reverse domain name resolution
* etc.

Web App Vulnerabilities Continue to Dominate

- Nearly half (**49%**) of all vulnerabilities are Web application vulnerabilities.
- Cross-Site Scripting & SQL injection vulnerabilities continue to dominate.
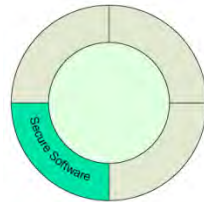
Web Application Vulnerabilities
as a Percentage of All Disclosures in 2010

Web Applications: 49% Others: 51%

Web Application Vulnerabilities by Attack Technique
2004-2010

Legend: Cross-Site Scripting, SQL Injection, Other, File Include
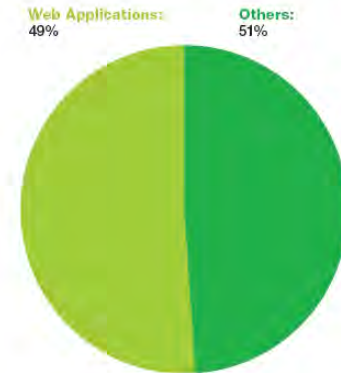
Cumulative Count of Web Application Vulnerability Disclosures
1998-2010
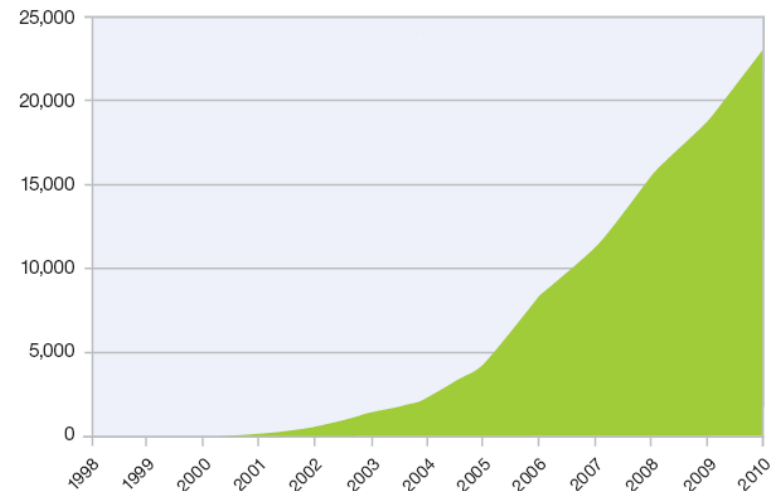
# Real World Conclusions from Web App Assessments

- In 2010, for the first time, we now find that Cross-Site Request Forgery (CRSF) vulnerabilities are more likely to be found in our testing than Cross-Site Scripting (XSS) vulnerabilities.

- XSS and SQL injection are both attributed directly to a lack of input control. The likelihood of finding it in 2010 is more than **60%**.

Cross-Site Request Forgery vs. Cross-Site Scripting Vulnerabilities
IBM® Rational® AppScan® OnDemand Premium Service
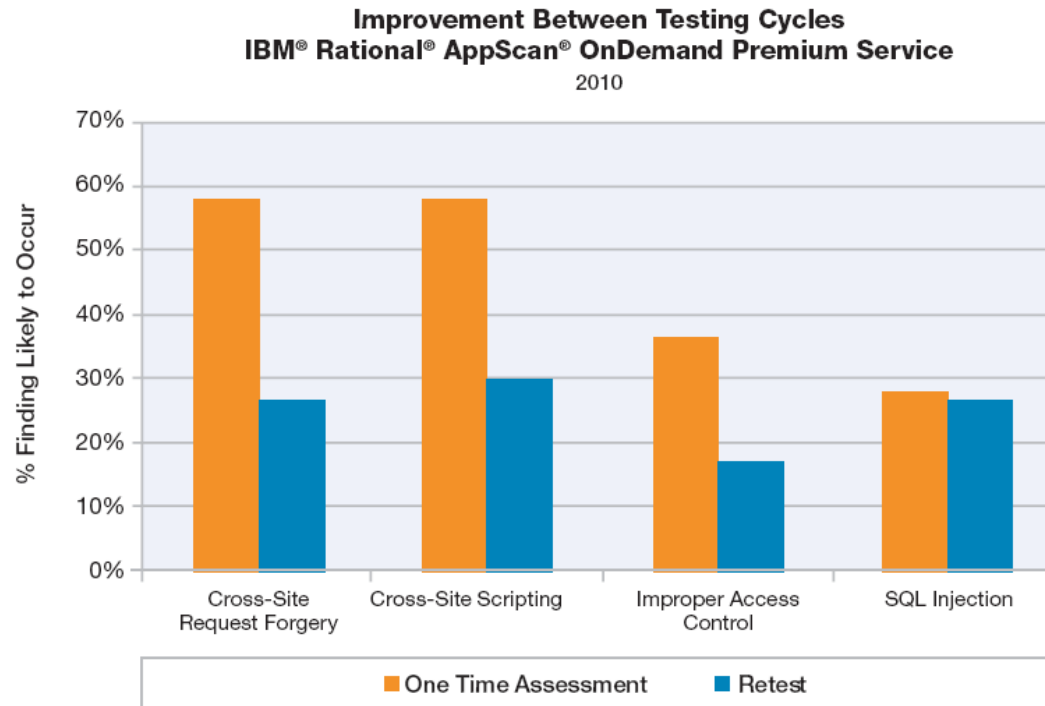2007-2010
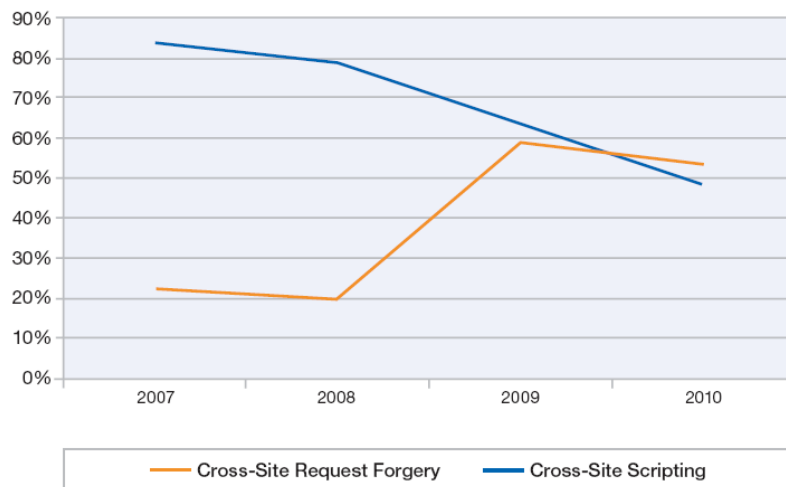
Annual Trends for Web Application Vulnerability Types
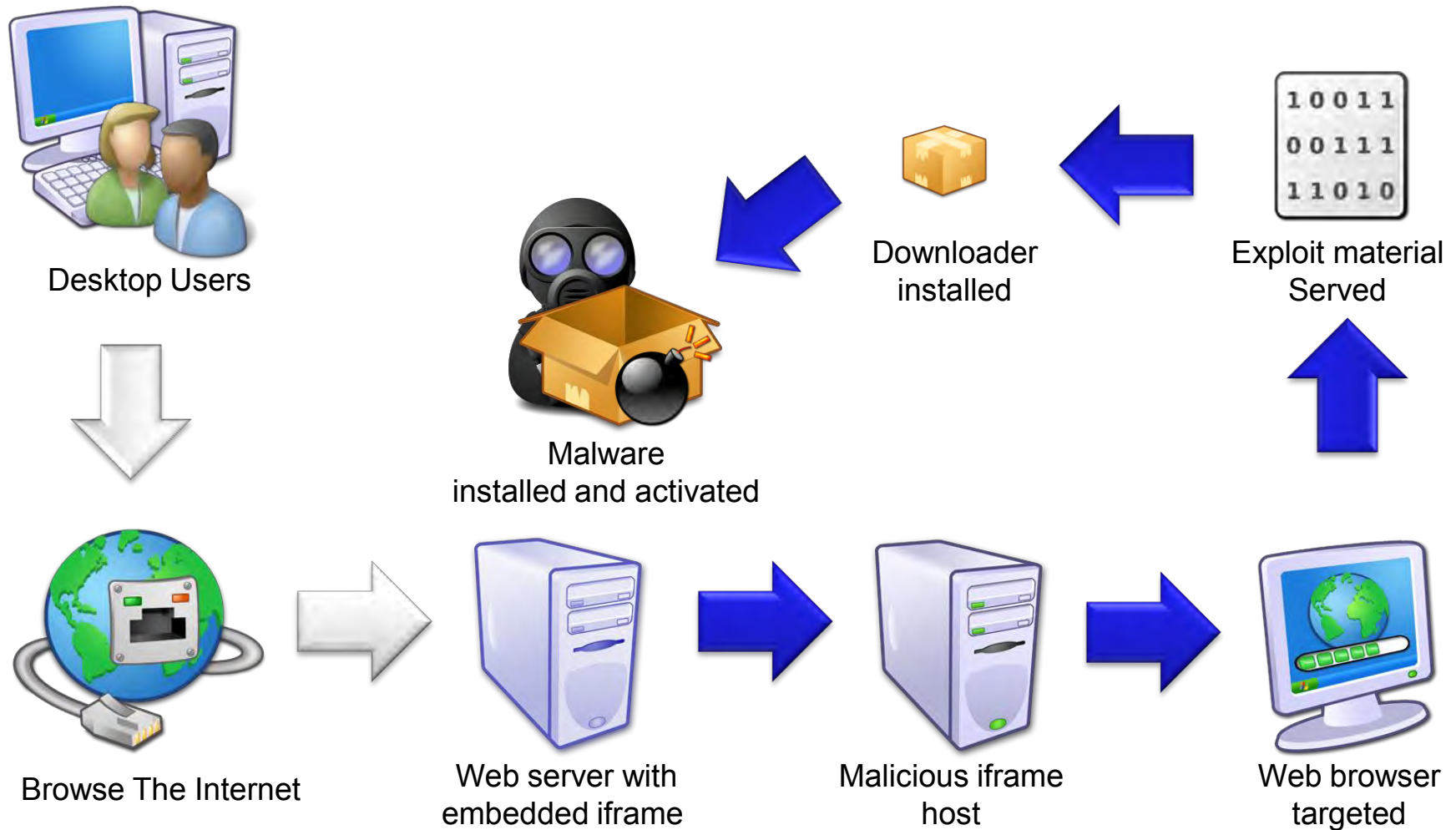**IBM® Rational® AppScan® OnDemand Premium Service**
2007-2010
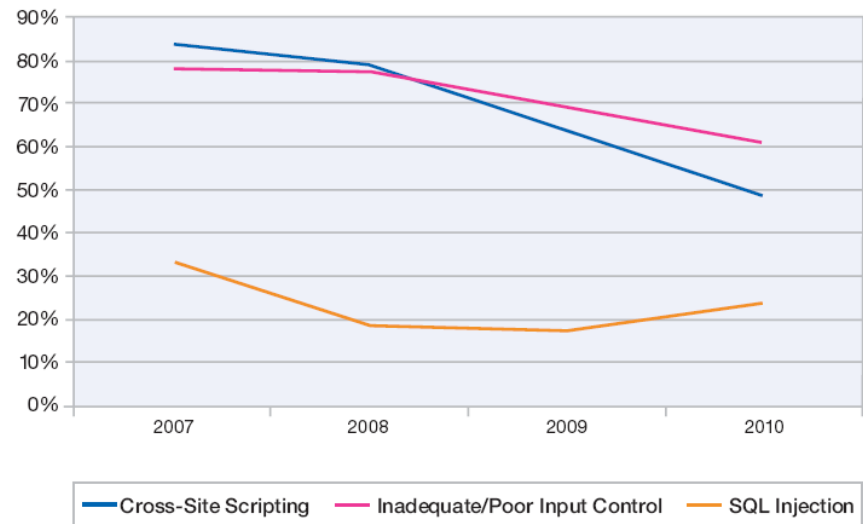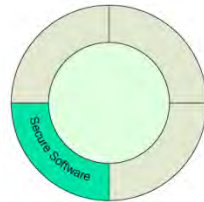
Improvement Between Application Testing Cycles

- There is a significant decline in the likelihood of finding application vulnerabilities in a retest.
- In many cases this reduction is more than half that of the original.
- Demonstrates the importance of testing applications but also follow up and mitigation.

Improvement Between Testing Cycles
IBM® Rational® AppScan® OnDemand Premium Service
2010

Chart: % Finding Likely to Occur (y-axis, 0% to 70%) by vulnerability type.

Vulnerability	One Time Assessment	Retest
Cross-Site Request Forgery	~58%	~27%
Cross-Site Scripting	~58%	~30%
Improper Access Control	~36%	~17%
SQL Injection	~28%	~27%

Legend: ■ One Time Assessment   ■ Retest

Note: Charts show which vulnerabilities were 50% or more likely to appear in a Web assessment for each industry

The drive-by-download process

Desktop Users

Malware
installed and activated

Downloader
installed

Exploit material
Served

Browse The Internet

Web server with
embedded iframe

Malicious iframe
host

Web browser
targeted

New exploit packs show up all the time

2 Weeks Ago #1

BleedingLife
Junior Member

Join Date: Mar 2011
Posts: 2
Reputation: 0

Bleeding Life v2: RELOADED **Exploit Pack**

INTRODUCTION:

BleedingLife Exploit Pack was looked down upon in the beginning of its start.
As time went on and users began to take a chance with this pack, they've eventually understood BL is no normal pack.
With less exploits and a higher rate than other packs, BL has really made a name for itself.
Now, BL has turned into a series. BL v1, BL v2, BL Mini-Java, BL Java Edition, BL Adobe Edition.
And... Here before us, BL v2 Reloaded.
If you want a low cost, high rate and great quality pack... Purchase BleedingLife v2 Reloaded!

EXPLOITS:

[x] CVE-2008-2992
[x] CVE-2010-0188
[x] CVE-2010-0842
[x] CVE-2010-1297
[x] CVE-2010-2884
[x] CVE-2010-3552
[x] JavaSignedApplet   (Requires user interaction but can be disabled.)
[x] All exploits bypass ASLR and DEP where needed.

AVERAGE RATE:

[x] BL v2 has an average rate between 30% - 40%
[x] SS/Proof coming soon ...

PAYMENT OPTIONS:

[x] BleedingLife v2 Reloaded - $400.00
[x] FUD Update - $50.00
[x] Domain Change - $50.00
[x] Liberty Reserve & WebMoney ONLY!
[x] Previous v2 Buyers - FREE Update!

Client-Side Vulnerabilities: Web Browser, Document Reader & Multimedia Player Vulnerabilities Continue to Impact End Users

- Web browsers and their plug-ins continue to be the largest category of client-side vulnerabilities.

- 2010 saw an increase in the volume of disclosures in document readers and editors as well as multimedia players.
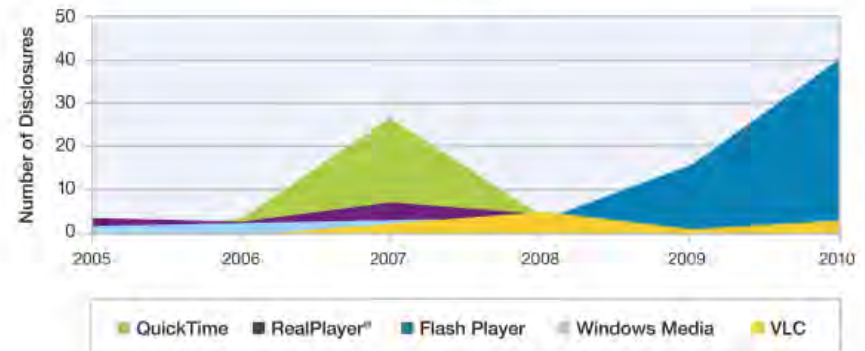
Top Client Categories
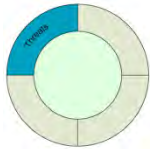Changes in Critical and High Client Software Vulnerabilities

Legend: Browsers, Operating Systems, Document, Multimedia
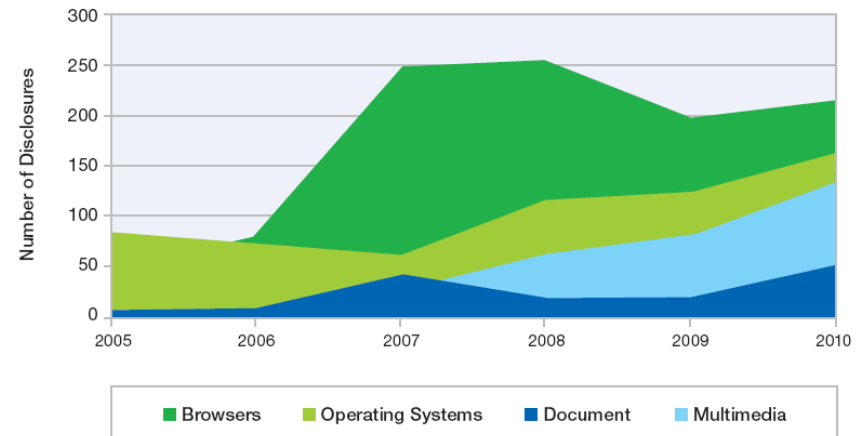
Vulnerability Disclosures Related to Critical and High Document Format Issues
2005-2010

Legend: Office Formats, Portable Document Formats (PDF)
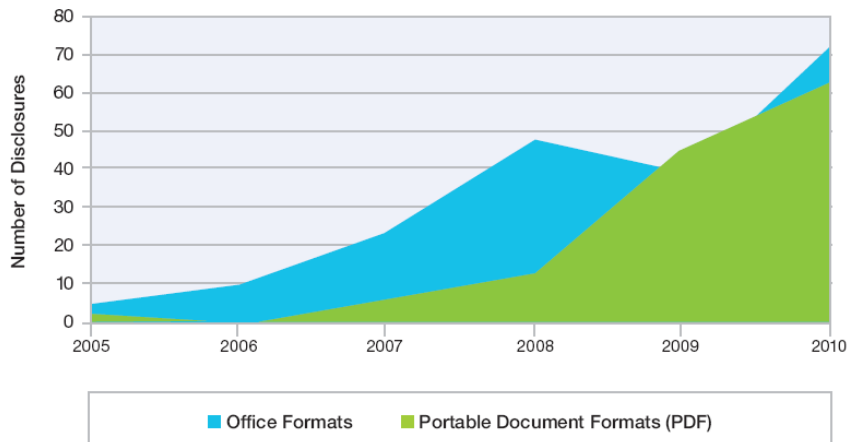
Critical and High Vulnerability Disclosures Affecting Multimedia Software
2005-2010

Legend: QuickTime, RealPlayer®, Flash Player, Windows Media, VLC
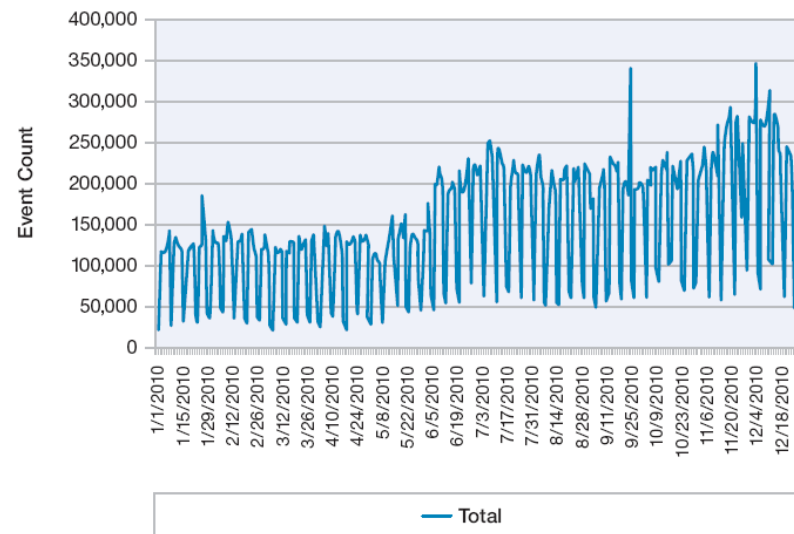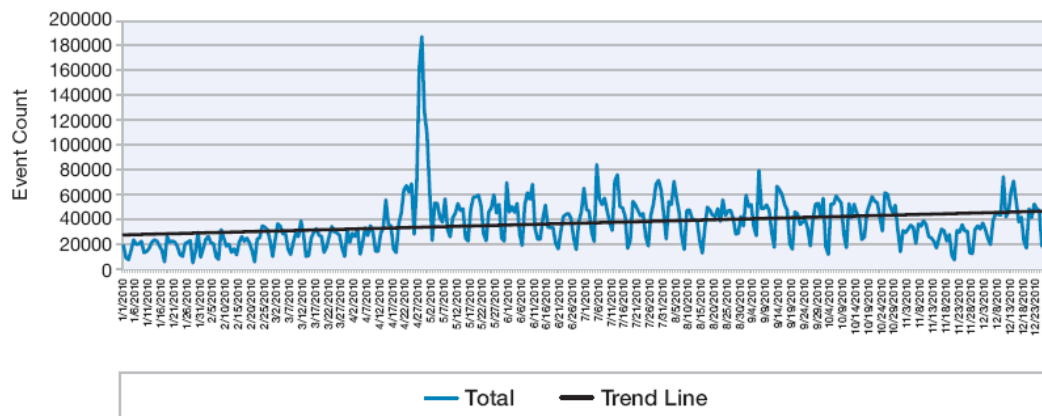
Source: IBM X-Force®

Suspicious Web Pages and Files Show No Sign of Waning

- **Obfuscation activity continued to increase during 2010.**

- **Attackers never cease to find new ways to disguise their malicious traffic via JavaScript and PDF obfuscation.**

  - Obfuscation is a technique used by software developers and attackers alike to hide or mask the code used to develop their applications.
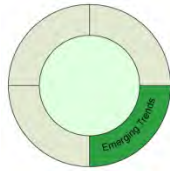
Obfuscation Activity

Y-axis (Event Count): 0; 50,000; 100,000; 150,000; 200,000; 250,000; 300,000; 350,000; 400,000

X-axis: 1/1/2010, 1/15/2010, 1/29/2010, 2/12/2010, 2/26/2010, 3/12/2010, 3/26/2010, 4/10/2010, 4/24/2010, 5/8/2010, 5/22/2010, 6/5/2010, 6/19/2010, 7/3/2010, 7/17/2010, 7/31/2010, 8/14/2010, 8/28/2010, 9/11/2010, 9/25/2010, 10/9/2010, 10/23/2010, 11/6/2010, 11/20/2010, 12/4/2010, 12/18/2010

— Total

PDF Activity

Y-axis (Event Count): 0; 20000; 40000; 60000; 80000; 100000; 120000; 140000; 160000; 180000; 200000

— Total   — Trend Line

# Proliferation of Mobile Devices Raises Security Concerns

- 2010 saw significant increases in the number of vulnerabilities disclosed for mobile devices as well as number of public exploits released for those vulnerabilities.

  - Motivations of these exploit writers is to "jailbreak" or "root" devices enabling various functionality not intended by manufacturers.

  - Malicious applications were distributed in the Android app market that used widely disseminated exploit code to obtain root access to devices and steal information.

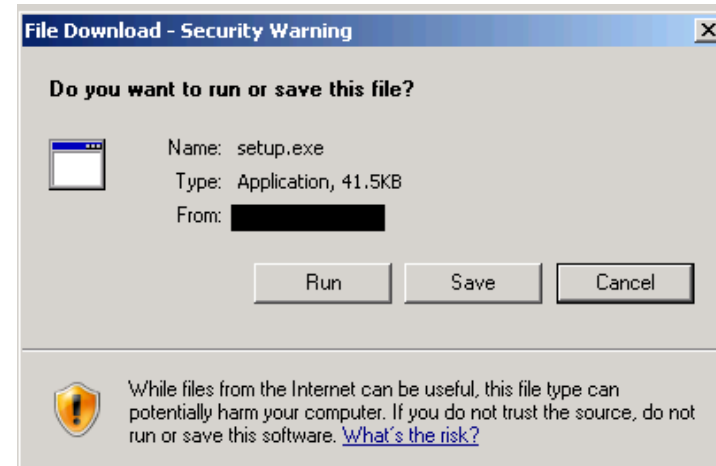**Total Mobile Operating System Vulnerabilities**
2006-2010

■ Mobile OS Vulnerabilities
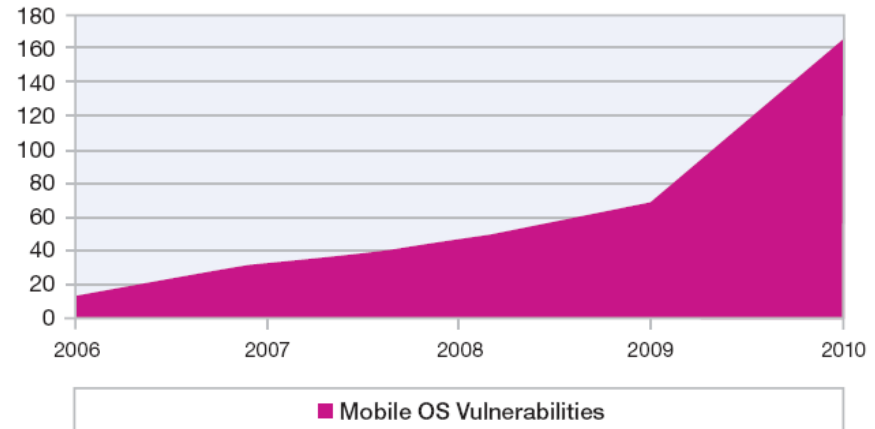
Total Mobile Operating System Exploits
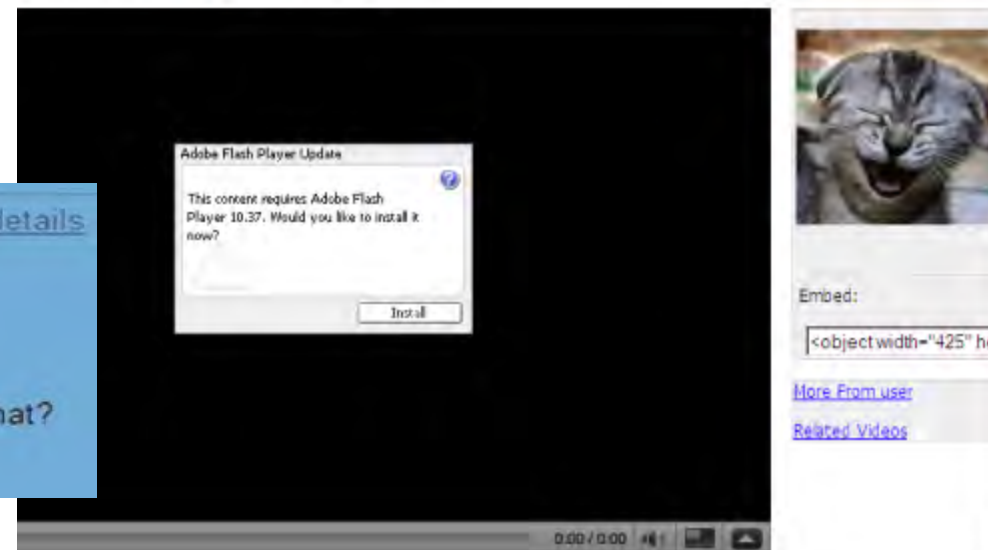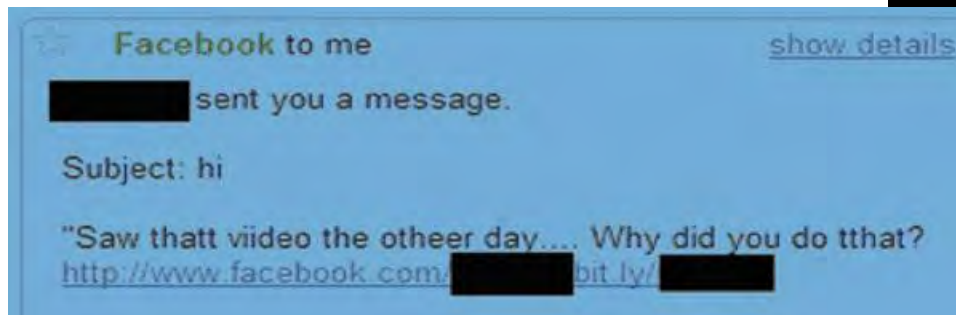2006-2010

■ Mobile OS Exploits
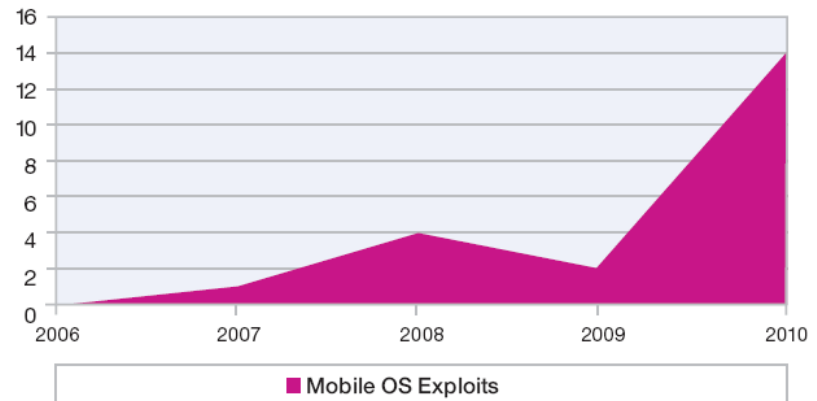
Spear Phishing and Social Engineering on the Rise

- Social networks represent a vehicle for malware authors to distribute their programs in ways that are not easily blocked. Examples include:

  - Antivirus 2009, which lures users into downloading a fake AV product.

  - The Koobface Worm which infiltrated Facebook, Myspace, and other social networking sites.

  - The Jahlav Trojan which used Twitter to infect Mac users.

- "There is no patch for stupid."

File Download - Security Warning

Do you want to run or save this file?

Name: setup.exe
Type: Application, 41.5KB
From:

Run   Save   Cancel

While files from the Internet can be useful, this file type can potentially harm your computer. If you do not trust the source, do not run or save this software. What's the risk?

posted by * Tiger *

Adobe Flash Player Update

This content requires Adobe Flash Player 10.37. Would you like to install it now?

Install

Embed:
<object width="425" he

More From user
Related Videos

0:00 / 0:00

Facebook to me   show details

sent you a message.

Subject: hi

"Saw thatt viideo the otheer day.... Why did you do tthat?
http://www.facebook.com/   bit.ly/

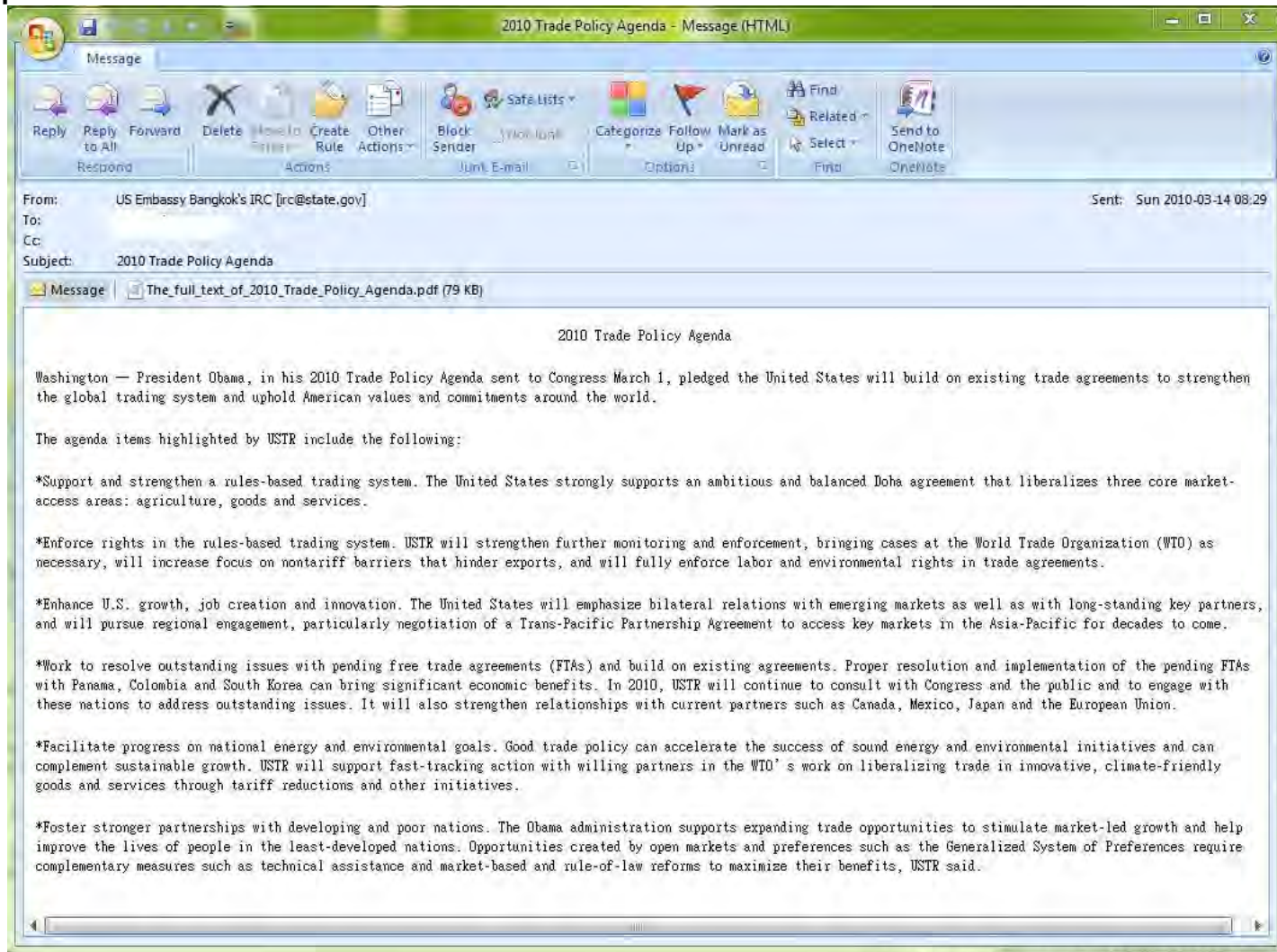# Advanced Persistent Threat

- Example of e-mail with malicious PDF

Stuxnet and Advanced Persistent Threats (APT)

- APT previously thought to be exploitation of cyber-defense systems for the purpose of economic, political or military gain -- now associated with any targeted, sophisticated or complex attack regardless of attacker motive.

- Often a high-value target is an end-user system such as one that belongs to person who has access to sensitive data.

- Stuxnet took advantage of Zero day exploits with no work around or patch

Harden

Detect

Remediate

Analyze
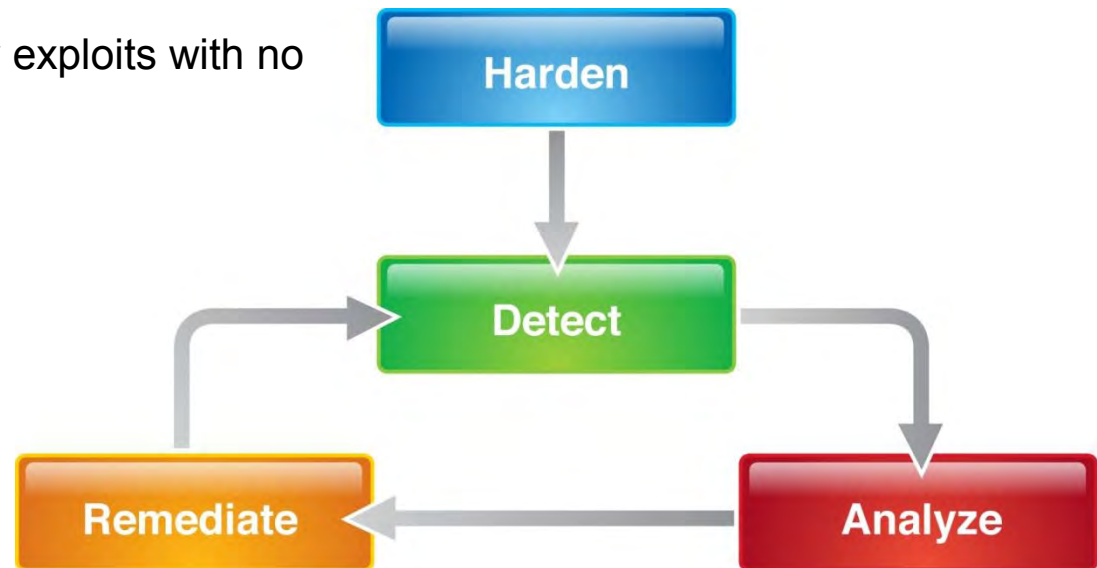
Bot Network Activity on the Rise in 2010

- Trojan Bot networks continued to evolve in 2010 by widespread usage and availability.

- Zeus (also known as Zbot and Kneber) continue to evolve through intrinsic and plugin advances.

- Various bot networks based on Zeus were responsible for millions of dollars in losses over the last few years.

- Microsoft led operation resulted in the takedown of a majority of Waldec botnet in late February.
  - Communication between Waledac's command and control centers and its thousands of zombie computers was cut off in a matter of days.

- Much of the other activity seen is Zeus.

Botnet Trojan Activity

Legend: ── Botnet Trojan Activity ── Linear (Botnet Trojan Activity)
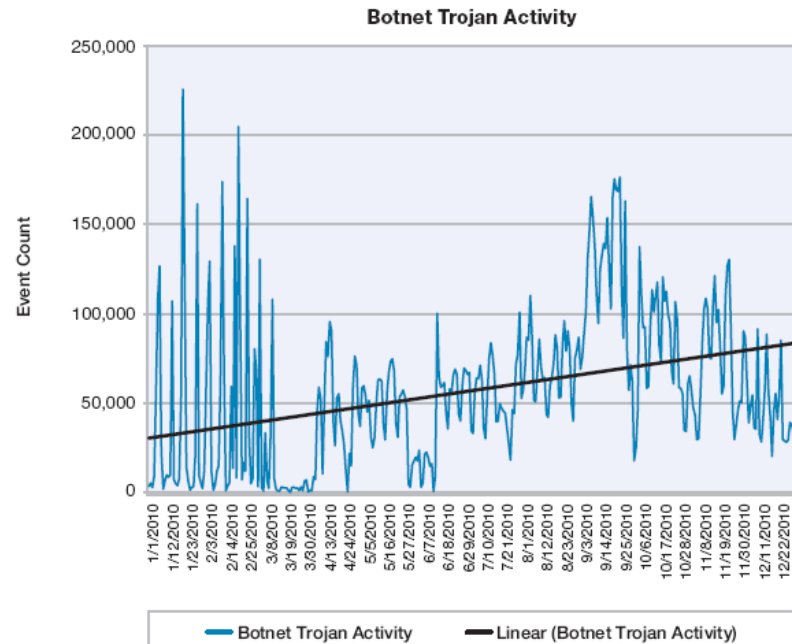
Zeus Crimeware Service

Member slots filled: 3 / 30

[Q] What is
[A]   is a mix between the ZeuS Trojan and MalKit, A browser attack t
computer and start logging all outgoing connections.

[Q] How much does it cost?
[A] Hosting for   costs $50 for 3 months. This includes the following:

- Fully set up ZeuS Trojan with configured FUD binary.
- Log all information via internet explorer
- Log all FTP connections
- Steal banking data
- Steal credit cards
- Phish US, UK and RU banks
- Host file override
- All other ZeuS Trojan features
- Fully set up MalKit with stats viewer inter graded.
- 10 IE 4/5/6/7 exploits
- 2 Firefox exploits
- 1 Opera exploit
- Admin area to view statistics

[Q] Can i see a demo?
[A] Yes you can, there is a demo set up here (Comming soon)

Methods of payment:
MassWankers.com
LibertyReserve.com
Westernunion
Moneygram

We also host
This includes

MassInfect
Internet Explorer, Firefox, Opera - 2008

	its	Infects
	3	0
	7	0
	3	0
	2	0
	1	0
	1	0
	1	0
	1	0
	8	0
	1	0
	0	0

ZeuS :: Logs search

Information:
Profile:
GMT date:
GMT time:

Statistics:
Summary

Botnet:
Online bots
Remote commands

Logs:
→ Search
Search with template
Uploaded files

Logout

Hosting for costs **$50 for 3 months.**
This includes the following:

Fully set up ZeuS Trojan with configured FUD binary.
Log all information via internet explorer
Log all FTP connections
Steal banking data
Steal credit cards
Phish US, UK and RU banks
Host file override
All other ZeuS Trojan features
Fully set up MalKit with stats viewer inter graded.
10 IE 4/5/6/7 exploits
2 Firefox exploits
1 Opera exploit"

We also host normal ZeuS clients for $10/month.
This includes a fully set up zeus panel/configured binary

POP3
Reset   Grabbed data   Search
Protected Storage
IE history
Other

Spammers Focus on Content Rather than Volume

- Spammers made a continuous effort in 2010 to regularly change technical contents of spam messages rather than increasing volume.

  - Moving from random text spam combined with random URLs, ZIP Attachments, HTML attachments, to significantly increasing the average byte size of spam.

  - The amount of URL spam using well-known and trusted domain names declined slightly in the 2nd half of 2010, for the first time in more than two years.
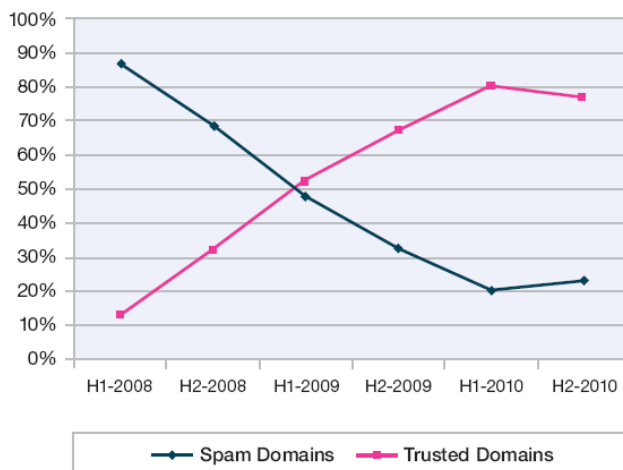
Major Content Trends in Spam
2010 per week

- Average byte size of spam
- Average number of URLs per spam
- Percentage ZIP spam
- Percentage HTML attachment spam

Top Ten Domains Used in Spam
Spam Domains vs. Trusted Domains
H1-2008 to H2-2010

- Spam Domains
- Trusted Domains
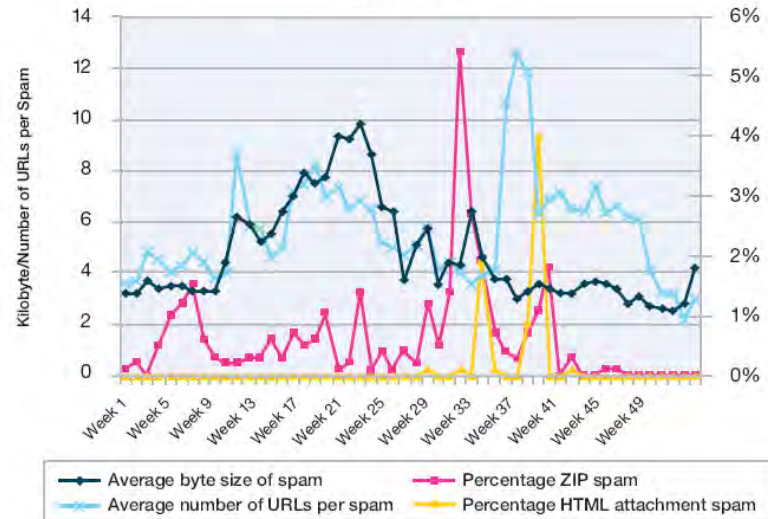
Changes in Spam Volume
April 2008 to December 2010
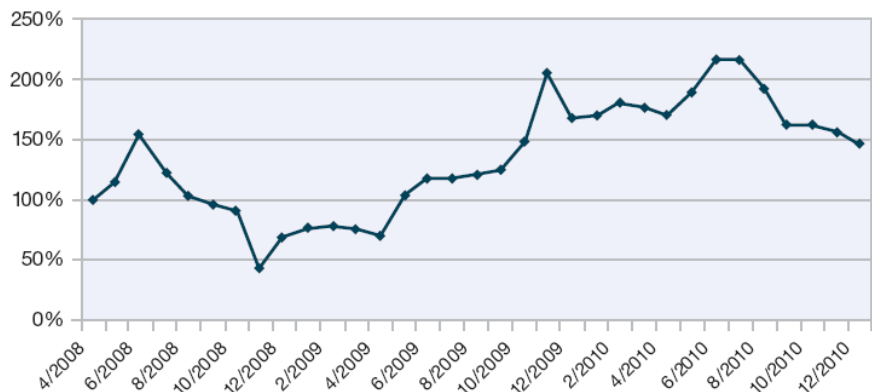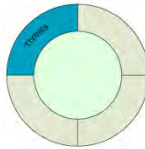
Spam Continues to Change to Avoid Detection

- **90%** of spam is classified as URL spam.

- Spammers continue to use "trusted" domains and "legitimate links" in spam messages to avoid anti-spam technologies.

- US, India, Brazil, and Vietnam were the top four spam-sending countries, accounting for nearly one-third of worldwide spam.
  - The US once again takes the top position for the first time since 2007.

Top Ten Domains Used in Spam
Spam Domains vs. Trusted Domains
H1-2008 to H2-2010
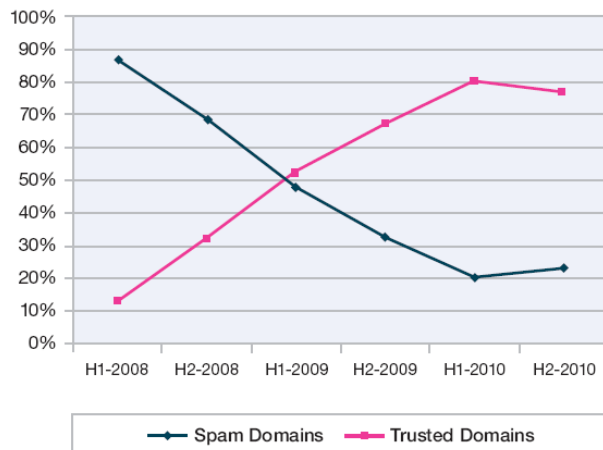
Rank	January 2010	February 2010	March 2010	April 2010	May 2010	June 2010
1.	flickr.com	radikal.ru	livefilestore.com	livefilestore.com	imageshack.us	imageshack.us
2.	imageshack.us	imageshack.us	imageboo.com	imageshack.us	imageshost.ru	imageshost.ru
3.	radikal.ru	livefilestore.com	radikal.ru	imageshost.ru	myimg.de	pikucha.ru
4.	livefilestore.com	flickr.com	imageshack.us	imgur.com	xs.to	imgur.com
5.	webmd.com	live.com	googlegroups.com	myimg.de	imgur.com	mytasvir.com
6.	picsochka.ru	imageboo.com	live.com	xs.to	tinypic.com	mojoimage.com
7.	live.com	capalola.biz	akamaitech.net	icontact.com	livefilestore.com	myimg.de
8.	superbshore.com	feetorder.ru	gonestory.com	tinypic.com	icontact.com	twimg.com
9.	tumblr.com	laughexcite.ru	bestanswer.ru	live.com	googlegroups.com	icontact.com
10.	fairgreat.com	hismouth.ru	wrotelike.ru	binkyou.net	images-amazon.com	twitter.com

Rank	July 2010	August 2010	September 2010	October 2010	November 2010	December 2010
1.	imageshack.us	yahoo.com	the.com	businessinsider.com	rolex.com	pfizer.com
2.	icontact.com	the.com	of.com	migre.me	msn.com	viagra.com
3.	the.com	icontact.com	msn.com	4freeimagehost.com	bit.ly	msn.com
4.	myimg.de	feetspicy.com	pfizerhelpfulanswers.com	bit.ly	pfizer.com	rolex.com
5.	of.com	of.com	and.com	postimage.org	co.cc	bit.ly
6.	imgur.com	ratherwent.com	bit.ly	imgur.com	royalfoote.com	product45h.com
7.	by.ru	and.com	in.com	pfizer.com	royalbelie.com	newpfizermed5k.com
8.	and.com	facebook.com	yahoo.com	viagra.com	royalreleasable.com	xmages.net
9.	in.com	in.com	a.com	uploadgeek.com	luxurystorewatch.com	cordfork.com
10.	tastymighty.com	a.com	x-misc.com	vipplayerq.com	basincook.com	onlinepfizersoft2.com

Table 3: Most common domains in URL spam, 2010

Country	% of Spam
USA	10.9%
India	8.2%
Brazil	8.1%
Vietnam	5.4%
Russia	5.2%

Country	% of Spam
United Kingdom	4.4%
Germany	3.7%
South Korea	3.3%
Ukraine	3.0%
Romania	2.9%

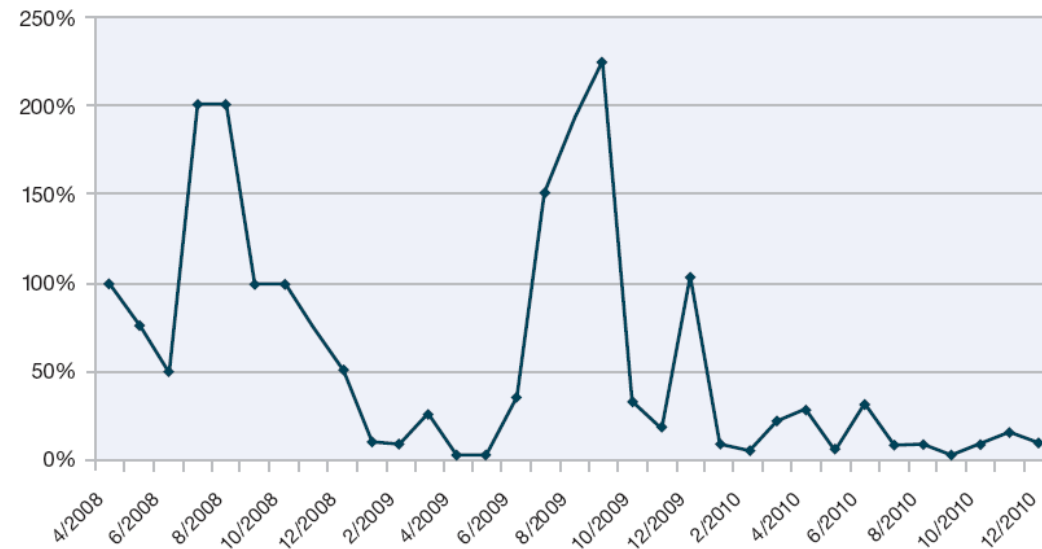Table 5: Geographical Distribution of Spam Senders – 2010

Phishing Attacks Continue to Decline

- In 2010, Phishing emails slowed and the volume did not reach the levels seen at the end of 2009.

- India is the top sender in terms of phishing volume, while Russia is in second place, and Brazil holds third place.
  - Newcomers in the top 10 are Ukraine, Taiwan, and Vietnam, while Argentina, Turkey, and Chile disappeared from this list.

- Over time popular subject lines continue to drop in importance.
  - By 2010, the top 10 most popular subject lines only represented about 26 percent of all phishing emails

Phishing Volume Over Time
April 2008 to December 2010

Country	% of Phishing
India	15.5%
Russia	10.4%
Brazil	7.6%
USA	7.5%
Ukraine	6.3%

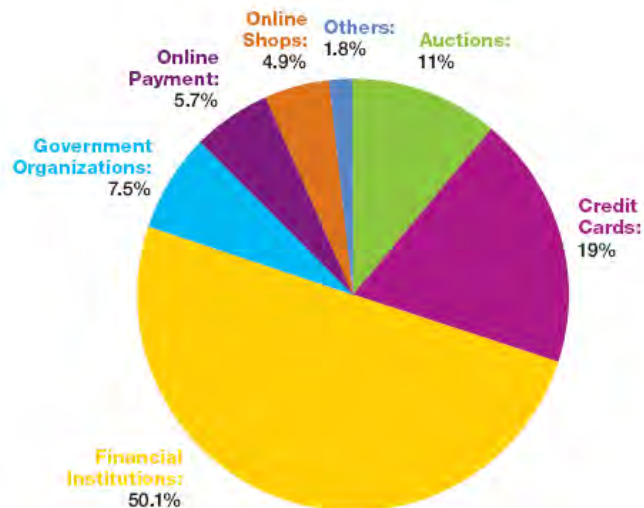| Country	% of Phishing
South Korea	4.7%
Colombia	3.0%
Taiwan	2.2%
Vietnam	2.2%
Poland	1.8%

Table 7: Geographical Distribution of Phishing Senders – 2010

Phishing Targets Financial & Credit Card Industries

- **50.1%** of phishing is targeted at the financial industry vs. **60.9%** in 2009.

- **77%** of all financial phishing targets in the 2010 are located in North America vs. **95%** in 2009.
    - **22%** of financial phishing targets are located in Europe
- **19%** of phishing emails were targeted at credit cards.

Phishing Targets by Industry
2010

- Online Shops: 4.9%
- Others: 1.8%
- Auctions: 11%
- Online Payment: 5.7%
- Government Organizations: 7.5%
- Credit Cards: 19%
- Financial Institutions: 50.1%

Financial Phishing by Geographical Location
2010

- Others: 1%
- Europe: 21.7%
- North America: 77.3%
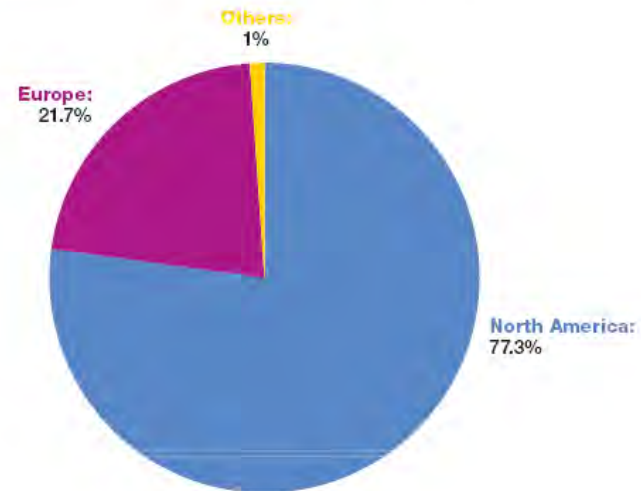
Phishing Tools

- Commercial phishing kits make it easy for a novice to start in the business

—Bad" Web Content Tries to Evade Filters

- Approximately **7%** of the Internet contains unwanted content such as pornographic or criminal Web sites.

- Anonymous proxies, which hide a target URL from a Web filter, have steadily increased more than quintupling in number since 2007.

Content Distribution of the Internet
2010

Other: 93.117%

Adult: 6.635%

0.248%

Criminal 0.245%

Social Deviance 0.003%
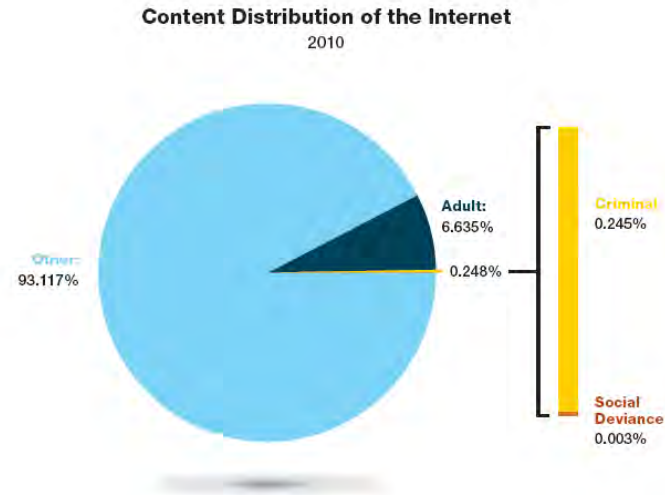
Volume Increases of Anonymous Proxy Websites
H2-2007 to H2-2010
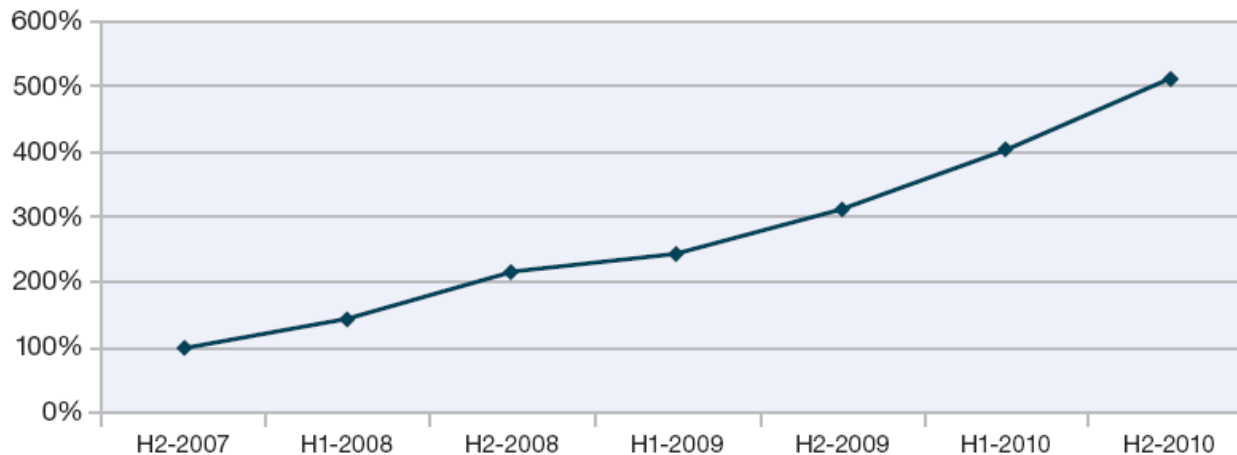
For More IBM X-Force Security Leadership

X-Force Trend Reports
The IBM X-Force Trend & Risk Reports provide statistical information about all aspects of threats that affect Internet security,. Find out more at
http://www-935.ibm.com/services/us/iss/xforce/trendreports/

X-Force Security Alerts and Advisories
Only IBM X-Force can deliver preemptive security due to our unwavering commitment to research and development and 24/7 global attack monitoring. Find out more at http://xforce.iss.net/

X-Force Blogs and Feeds
For a real-time update of Alerts, Advisories, and other security issues, subscribe to the X-Force RSS feeds. You can subscribe to the X-Force alerts and advisories feed at http://iss.net/rss.php or the Frequency X Blog at http://blogs.iss.net/rss.php

U.S. Department of Homeland Security

Office of Small and Disadvantaged Business Utilization

(OSDBU)

E. Darlene Bullock
Small Business Advocate/
Procurement Analyst
(202) 447-5543
darlene.bullock@dhs.gov

Homeland
Security

U.S. Department of Homeland Security (DHS)

- Department came into existence on March 1, 2003

- Mission: The Department's mission is to ensure a homeland that is safe, secure, and resilient against terrorism and other hazards.

Homeland Security

DHS

- **22 → 8**

- **8 Major Buying Activities:**
  - **DHS Headquarters (DHS HQ)****
  - **Citizenship and Immigration Service (CIS)****
  - **Customs and Border Protection (CBP)**
  - **Federal Emergency Management Agency (FEMA)**
  - **Federal Law Enforcement Training Center (FLETC)**
  - **Immigration and Customs Enforcement (ICE)**
  - **Transportation Security Administration (TSA)**
  - **U.S. Coast Guard (USCG)**
  - **U.S. Secret Service (USSS)**

Homeland Security

DHS Headquarters

Homeland
Security

Faye Jones
Small Business Specialist
Faye.Jones@dhs.gov

4

Citizenship Immigration Service (CIS)

Customs and Border Protection

www.cbp.gov
Clarence Abernathy
Small Business Specialist
Clarence.Abernathy@dhs.gov

Luz (Ivette) Jorge
Small Business Specialist
Luz.Jorge@dhs.gov

Homeland Security

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Federal Emergency Management Administration (FEMA)

www.fema.gov
Pamela McClam
Small Business Specialist
Pamela.Mcclam@dhs.gov

Federal Law Enforcement Training Center (FLETC)

Homeland Security

www.fletc.gov
Timothy.Strong@dhs.gov

Immigration & Customs Enforcement (ICE)

Homeland Security

www.ice.gov
Ayo Kimathi
Small Business Specialist
Ayo.Kimathi@dhs.gov

Transportation Security Administration (TSA)

Coast Guard

Homeland Security

www.uscg.mil
Nauman A. Ansari
Small Business Specialist
Nauman.Ansari@uscg.dhs.gov

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U. S. Secret Service

12

Three Major Types of Business Opportunities at Homeland Security

- Contracts and Subcontracts

- Research and Development

- Grants to State and Local Governments

Homeland Security

DHS

- **Key premises:**

  - **DHS supports ALL of the federal small business programs**

  - **DHS has small business prime contracting and subcontracting opportunities**

  - **DHS uses both pre-existing contract vehicles (such as the GSA schedule and DHS-wide IDIQs) and open market procedures (FedBizOpps, FedBid)**

Homeland Security Small Business Considerations

- 8(a)

- HUBZone

- Service Disabled Veteran Owned Small Business

- Woman-Owned Small Business

- Traditional Small Business Set-Asides

- Various MACS, DWACS, FSS (GSA Federal Supply Schedule, etc.)

- Small Business Teams or Joint Ventures

- Full and Open Competition (Subcontracting, Mentor-Protégé Program, etc.)

Homeland Security

Homeland Security Mentor-Protégé Program

- Mentor-Protégé Program was established in 2003 as a tool to support DHS's small business program

- Published in the Federal Register via the DHS FAR supplement on December 4, 2003

- Consider participating in the Homeland Security Mentor-Protégé Program

- Details and application format available on the DHS Open for Business Website (www.openforbusiness.gov)

Purpose of DHS Mentor-Protégé Program

- Motivate and encourage approved mentors to provide developmental assistance to protégés
- Improve the performance of DHS contracts and subcontracts
- Foster the establishment of long-term business relationships
- Strengthen subcontracting opportunities and accomplishments

Homeland Security

Assistance Provided by Mentors

- Technical and Management

- Financial - in the form of equity investments or loans

- Sub-contractual support

- Assist in performance of prime contracts. Mentor can provide subcontracting opportunities.

Homeland Security

Requirements to Be a Mentor

- Large business firm (in good standing in the federal marketplace)

- Demonstrated commitment and capability to assist in the development of small business protégés

- Not on the federal Debarred or Suspended List

Homeland
Security

Incentives for Mentor Participation

Mentors may:

- Receive additional evaluation points toward the award of contracts during evaluation of competitive offers.

- Receive credit toward attaining subcontracting goals contained in their DHS Subcontracting plan(s)

- Be eligible for an annual award presented to the Mentor providing the most effective developmental support to a protégé.

Homeland Security

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Requirements to Be a Protégé

- A small business concern that is independently owned and operated, not dominant in its field, and meets federal size standards in its primary NAICS code

- Not on the federal Debarred or Suspended List

- Must be registered in CCR – www.ccr.gov

Homeland
Security

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Incentive for Protégé Participation

In addition to the benefits available to mentors, protégés may:

- Gain opportunities to seek and perform government and commercial contracts

- Result in significant small business development

Homeland
Security

Mentor-Protégé Agreements Benefit DHS

The Mentor-Protégé Agreements help support DHS mission by:

- Strengthening subcontracting opportunities

- Achieving a potential increase in small business program goal accomplishments

- Establishing a relationship based on mutual agreement, trust, and meaningful business development.

Homeland Security

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Application and Agreement Process

- The mentor-protégé team jointly submits an agreement to the Mentor-Protégé Program Manager

- After e-mail receipt notification, the application is reviewed within 10 business days

- If there are any comments on original submittal, we will respond within 30 days via e-mail

- DHS POCs: Sharon Davis, Sharon.Davis@dhs.gov; Teneshia Alston, Taneshia.Alston@dhs.gov

Homeland Security

DHS Vendor Outreach Sessions

- Held in Washington, DC

- 15 Minute Appointments/SB Specialists

- Prime Contractors

- Regional Vendor Outreach (twice a year)

- www.dhs.gov/openforbusiness

Homeland
Security

Small Business Prime Contracting Accomplishments – FY 2009

Category	Goal (%)	Accomplishment ($)	Accomplishment (%)
Total Procurement Dollars	N/A	$14,439,866,558	N/A
SB Prime Contracts	31.9%	$4,675,972,262	32.4%
8(a) Contracts	4.0%	$861,096,882	6.0%
SDB Prime Contracts [other than 8(a)]	4.0%	$1,185,796,749	8.2%
SDB Prime Contracts [overall; including 8(a) contracts]	8.0%	$2,046,893,631	14.2%
HUBZone SB Prime Contracts	3.0%	$389,712,699	2.7%
SDVOSB Prime Contracts	3.0%	$275,704,170	1.9%
VOSB Prime Contracts	N/A	$624,947,667	4.3%
WOSB Prime Contracts	5.0%	$1,135,257,349	7.9%

Homeland Security

Small Business Prime Contracting Accomplishments – FY 2010 as of 5-9-11

Category	Govt. Goal (%)	DHS Goal (%)	Accomplishment ($)	Accomplishment (%)
Total Procurement Dollars	N/A	N/A	$13,873,249,285	N/A
SB Prime Contracts	23.0%	33.5%	$4,487,888,146	32.3%
8(a) Contracts	2.5%	2.5%	$665,541,068	4.8%
SDB Prime Contracts [other than 8(a)]	2.5%	2.5%	$1,085,849,132	7.8%
SDB Prime Contracts [overall; including 8(a) contracts]	5.0%	5.0%	$1,751,390,200	12.6%
HUBZone SB Prime Contracts	3.0%	3.0%	$368,573,891	2.7%
SDVOSB Prime Contracts	3.0%	3.0%	$444,406,181	3.2%
VOSB Prime Contracts	N/A	N/A	$759.192.125	5.2%
WOSB Prime Contracts	5.0%	5.0%	$974,474,859	7.0%

Homeland Security

Business Performance
Top Ten Federal Agencies for FY 2010

Rank/Agency	FY'10 Dollars
1. Department of Defense	$292,131,769,688
2. Department of Energy	$24,847,795,685
3. National Aeronautics and Space Administration	$18,432,252,173
4. Department of Veterans Affairs	$16,023,739,086
5. Department of Homeland Security	$15,557,990,497
6. Department of Health and Human Services	$13,853,012,558
7. Department of Justice	$8,108,647,209
8. Department of Agriculture	$6,134,177,103
9. General Services Administration	$6,064,466,264
10. Department of Interior	$4,456,742,132

Homeland
Security

Upcoming Opportunity

- FirstSource II
  - The Enterprise Acquisitions Division within the DHS HQ procurement office (Office of Procurement Operations (OPO) is responsible for the enterprise-wide contracts which OPO administers
  - FirstSource is DHS' enterprise-wide vehicle for a wide variety of information technology commodities, and will expire in 2012
  - Approximately 14,000 orders and over $1.7B have been issued under FirstSource, a small business set-aside
  - DHS currently plans on competing a similar requirement that will be called FirstSource II (NAICS code 541519, Footnote #18)
  - A Request for Information was posted to www.fbo.gov in March 2011
  - DHS is considering setting-aside the requirement in five categories
    - 8(a), HUBZone, SDVOSB, EDWOSB, and SB

Homeland Security

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Strategic Positioning

- Marketing tips from small businesses that have been successful in the Federal marketplace:

    – Review all background information

    – Understand the difference between use of pre-existing contract vehicles and open market buying and position your firm accordingly

    – Utilize the FOIA process

    – Participate in small business outreach/networking activities

    – Consider prime contracts, subcontracts, and teaming

Homeland Security

Homework

- Learn About the 8 Major Buying Activities at Homeland Security

- Learn what we buy

- Help us solve our problems

- ***Homework always comes before success in the dictionary & Small Business Procurement!***

Homeland Security

Helpful Websites

FEDBIZOpps
www.fedbizopps.gov

FEDBID
www.fedbid.com

SUBNET
web.sba.gov/subnet

Federal Acquisition Regulations (FAR)
www.arnet.gov/FAR

Ready.gov
www.ready.gov

Outreach Activities OSDBU Council
www.osdbu.gov

Forecast
www.dhs.gov/openforbusiness

Research & Development
www.hsarpabaa.com
www.sbir.dhs.gov/index.aspx

Grants
www.dhs.gov/openforbusiness

Federal Procurement Data System
https://www.fpds.gov/

Homeland
Security

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For further information concerning registering with the State Department, contact:

DIRECTORATE OF DEFENSE TRADE CONTROLS
DTAS-ONLINE

- **DDTC Home**

Contact Information

For Defense Trade inquiries related to basic process and status:

RESPONSE TEAM

Hours: 9am - 5pm Eastern U.S. time Phone: (202) 663-1282 E-mail: DDTCResponseTeam@state.gov
For Technical Issues:

HELP DESK

Hours: 9am - 5pm Eastern U.S. time Phone: (202) 663-2838 E-mail: DTradeHelpdesk@state.gov
Directorate of Defense Trade Controls | Office of Defense Trade Controls Compliance | Office of Defense Trade Controls Licensing |
Office of Defense Trade Controls Policy
The Office of Verification Operations, Bureau of Verification, Compliance, and Implementation, manages this site as a source of information from the Directorate of Defense Trade Controls, Bureau of Political-Military Affairs, U.S. Department of State. External links to other Internet sites should not be construed as an endorsement of the views or privacy policies contained therein.
Contact Information | Privacy Notice | Copyright Information

The Mouse that Roared

How You As a Small Business, Can Open Doors in Congress and Make Your Voice Heard

NDIA 8th National Small Business Conference

June 2011

Agenda

- Congressional Overview

- Key Committees and Stakeholders

- Legislation in Action

- The Congressional Cycle

- Proven Techniques to Persuade Congress

The 112ᵗʰ Congress: Overview (2011-2012)

- Largest influx of new members of Congress in the House in nearly 20 years

- Largest number of Republicans since 80ᵗʰ Congress (1947-49)

- November 2010 election sent 33 small business owners and entrepreneurs to Washington
  - All Republican - 2 Women
  - 14 never held elective office before

- The 112ᵗʰ Congress has placed a strong emphasis on reducing barriers and regulations to promote small business

LEGISLATIVE BREAKDOWN

SENATE	D: 51	R: 47	I: 2
HOUSE	D: 189	R: 241 — 85 NEWLY ELECTED	Vacant: 2
STATE GOVERNORS	D: 28	R: 21	I: 1

FY12 Budget Outlook

- Defense cuts could exceed $400 Billion

- Hard choices will be made on force structure, modernization programs and military benefits

- Areas of Opportunity: Special Operations Forces, Intelligence Surveillance and Reconnaissance, and Cybersecurity

Key House Members

Rep. John Boehner (R-OH)
Majority Leader

Rep. Eric Cantor (R-VA)
Majority Leader

Rep. Nancy Pelosi (D-CA)
Democratic Leader

Rep. Steny Hoyer (D-MD)
Democratic Whip

House Committee on Small Business

Chairman, Sam Graves (R-MO)

Rep. Nydia Velázquez (D-NY) Ranking Member

House Permanent Select Committee on Intel

Chairman, Mike Rogers (R-MI)

Rep. Dutch Ruppersberger (D-MD) Ranking Member

House Armed Services Committee

Chairman, Buck McKeon (R-CA)

Rep. Adam Smith Ranking Member (D-WA)

Key Senate Members

**Vice President
Joe Biden
(D-DE)
President of
the Senate**

**Dan Inouye
(D-HI)
President Pro
Tempore**

**Harry Reid
(D-NV)
Majority Leader**

**Mitch McConnell
(R-KY)
Minority Leader**

Senate Committee on Small Business and Entrepreneurship

**Chair,
Mary Landrieu
(D-LA)**

**Olympia Snowe,
Ranking Member
(R-ME)**

Senate Armed Services Committee

**Chairman,
Carl Levin
(D-MI)**
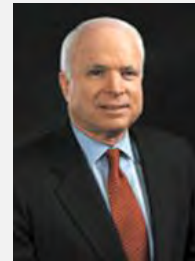
**John McCain,
Ranking Member
(R-AZ)**

Senate Select Committee on Intel

**Chair,
Dianne Feinstein
(D-CA)**

**Saxby Chambliss,
Vice Chairman
(R-GA)**

Power of the Purse

Highlights:

- 12 Annual Appropriations Bills
- Earmark Ban

Chairman Hal Rogers (R-KY)
House Committee on Appropriations

Rep. Norm Dicks, Ranking Member (D-WA)
House Committee on Appropriations

Chairman Dan Inouye, (D-HI)
Senate Committee on Appropriations
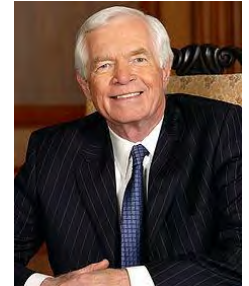
Sen. Thad Cochran, Vice Chairman (R-MS)
Senate Committee on Appropriations

Federal Spending for United States - FY 2012

- Defense 25%
- Education 3%
- Health Care 23%
- Welfare 12%
- Protection 2%
- Transportation 3%
- General Government 1%
- Interest 6%
- Pensions 22%

FY11 Enacted- $513B
FY12 Request- $538B
FY12 House- $530B
FY12 OCO- $118.7B
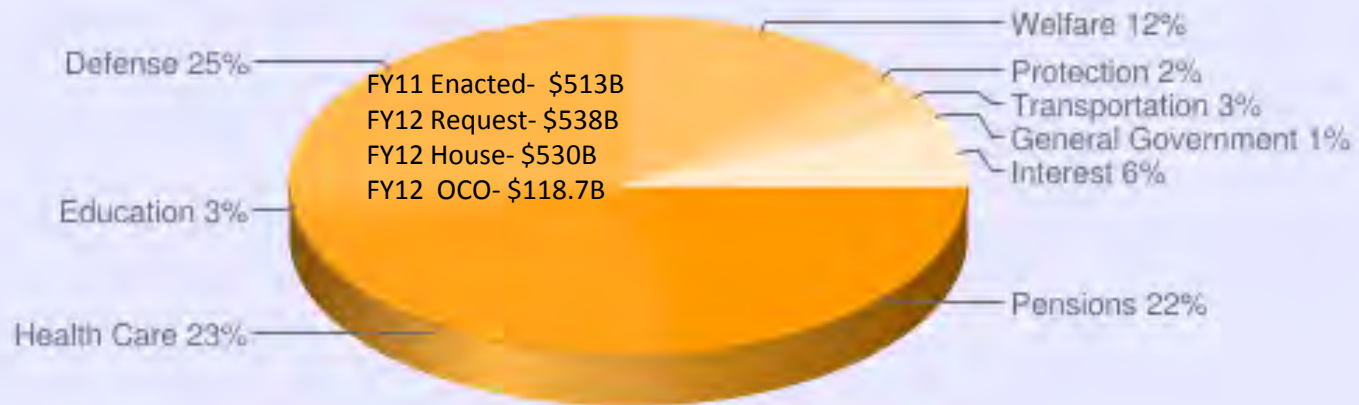
$3.7 Trillion FY12 Federal Budget Request

How a Bill Becomes Law

LAWMAKING AT A GLANCE
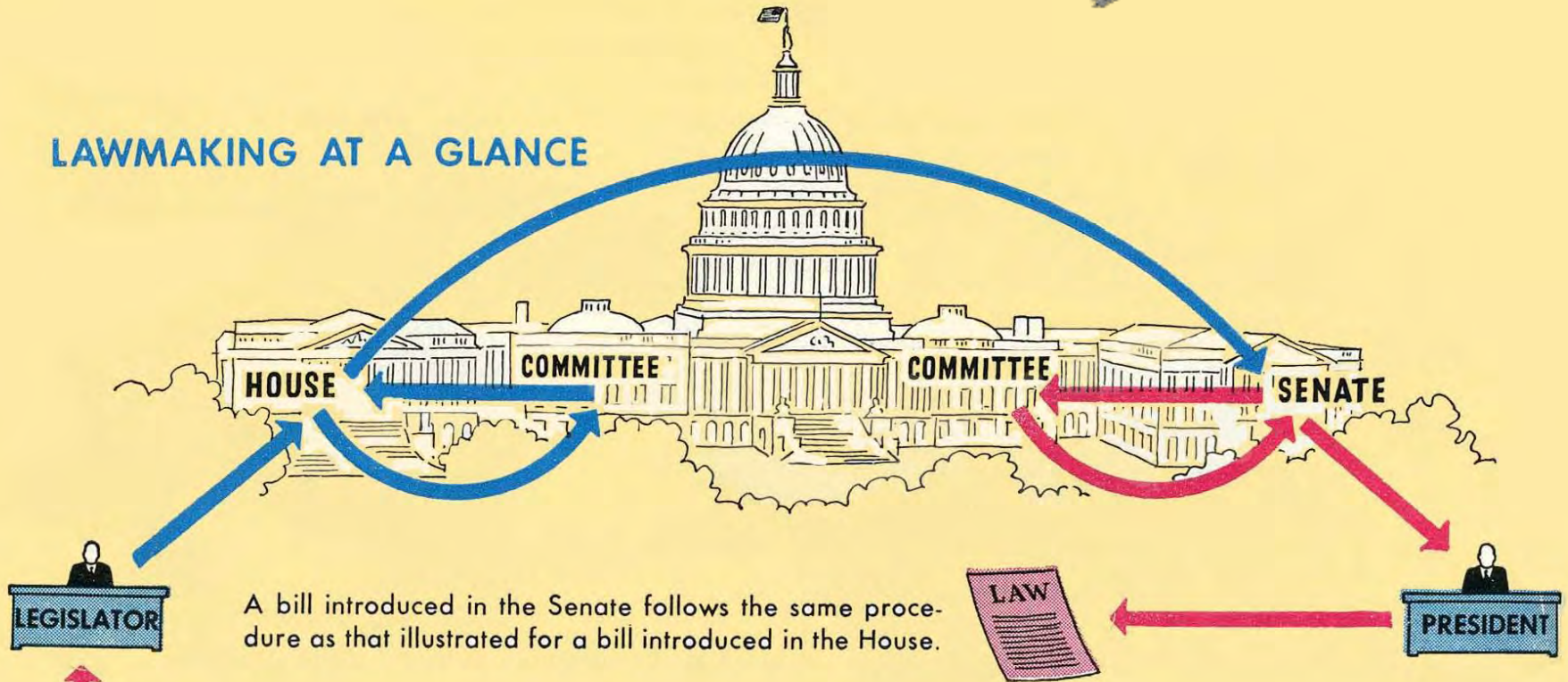
HOUSE   COMMITTEE   COMMITTEE   SENATE

LEGISLATOR

A bill introduced in the Senate follows the same procedure as that illustrated for a bill introduced in the House.

LAW

PRESIDENT

H.R. 808

How Our Laws are Made
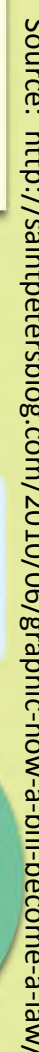
Congressional Legislative Cycle
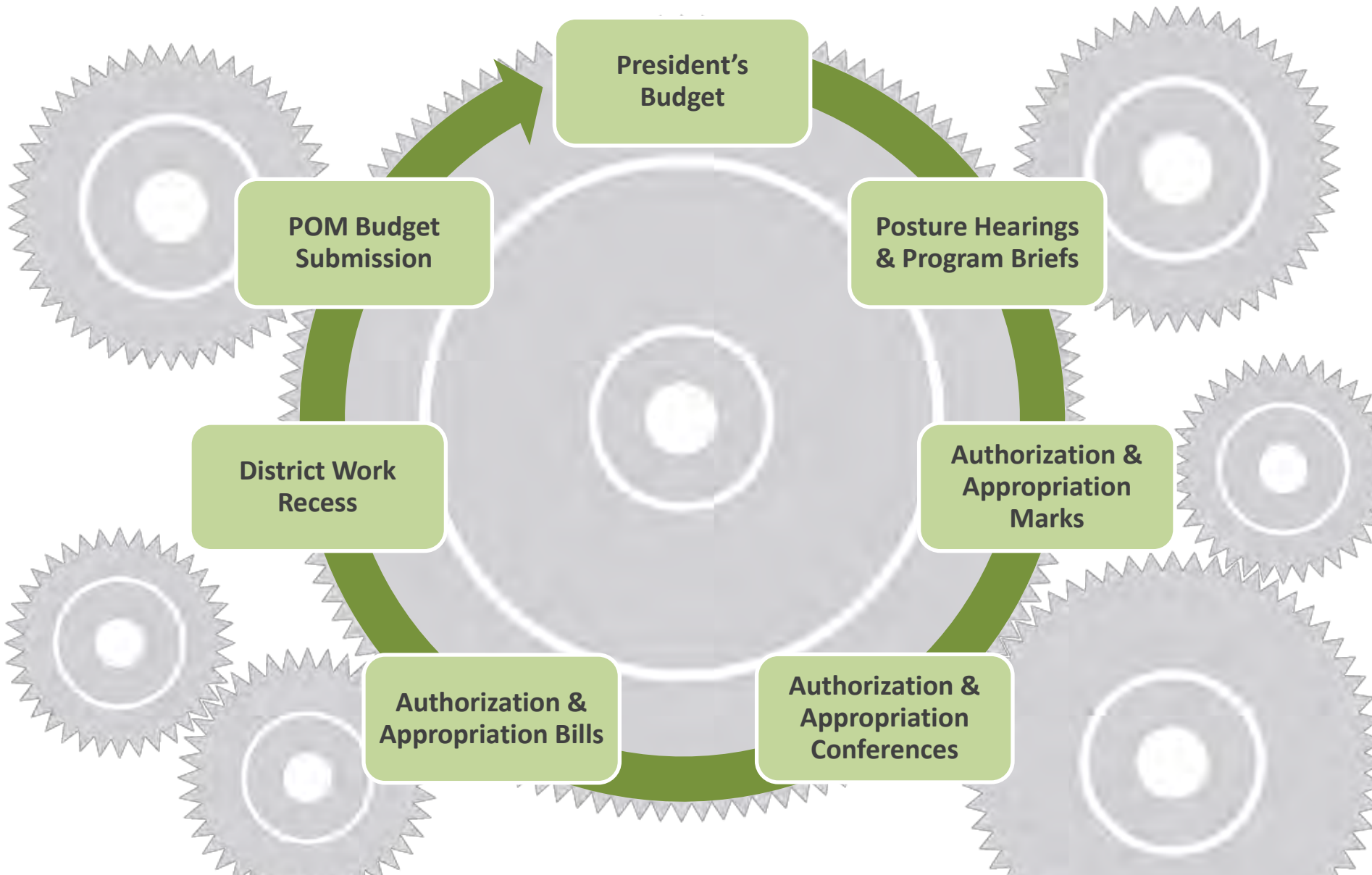
- Evaluate the Environment : Politics is the Art of the Possible
  - Identify Member, Committee and PSM's who have authority to make it happen
  - Identify the most effective messengers to deliver the message
  - Timing / inertia is everything
  - Understand Member office protocol and procedures
  - Understand the nuisances between the Legislative Branches
- The Strategic Communications / Legislative Plan
  - Develop short / long term objectives
  - Measures of success (what do you want to achieve?)
  - Develop multiple courses of action
- Presentation Materials (briefings, white paper, fact sheet etc.)

Step 2: Evaluate the Plan

- Stand vs. Sit Evaluation (alternative analysis)

- Consider Partnering Opportunities (industry, coalition or grass roots organizations)

- Other Methods to Gain Access
  - Social Media
  - Networking / Face to Face Interaction

Step 3: Execute the Plan

Ensuring Success

- What to expect when you arrive

- Making the pitch- effective communication

    1. Prepare multiple messages for the Member, Staff, and Constituents

    2. What messages will motivate legislators to act?

    3. Consistency and simplicity

- Making the "Ask"- what do you want them to do for you?

- Leave-behind materials are essential

Step 4: Follow-up / Re-Assessment

- Manage Expectations
- Success in Congress Depends on Long-Term Relationships
- Consistent and Timely Communications
- Beware of the Political Winds of Change

Useful Reference Sites

- *Senate: www.senate.gov*

- *House: www.house.gov*

- *Current Legislation: www.thomas.gov*

- *Congressional Budget Office: www.cbo.gov*

- *Government Printing Office: www.gpo.gov*

- *Politico: www.politico.com*

- *The Hill: www.thehill.com*

- *OpenSecrets.Org: www.opensecrets.org*

Questions??

The floor of the U.S. House of Representatives during a joint session of Congress

The Mouse that Roared

How You As a Small Business, Can Open Doors in Congress and Make Your Voice Heard

NDIA 8th National Small Business Conference

June 2011

Regulatory Update on
2010 Small Business Jobs Act
& Women-Owned Small Business Program

Presented by:
Jim Gambardella – Area VI Director
SBA Office of Government Contracting
San Francisco, CA

NDIA Small Business Conference 2011

Small Business Jobs Act of 2010

◆ On September 27, 2010, President Obama signed Small Business Jobs Act of 2010 (Public Law 111-240; Sections 1312 thru 1347)

Small Business Jobs Act of 2010

➢   The Act is intended to benefit small businesses by providing them with <u>tax incentives</u> and <u>better access to capital.</u>

➢   The Act also contains a number of provisions that will help small business contractor who are pursuing prime and/or and subcontracting opportunities with the federal government or currently performing on government contracts or subcontracts.
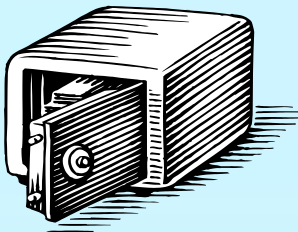
◆ 1. Parity

❖ Section 1347 – Amends the SB Act by deleting "shall" in FAR Part 19.1305(a) and replacing with "may" for contract actions that have a reasonable expectation that two or more HUBZone small business concerns will submit offers (so called "rule of two").
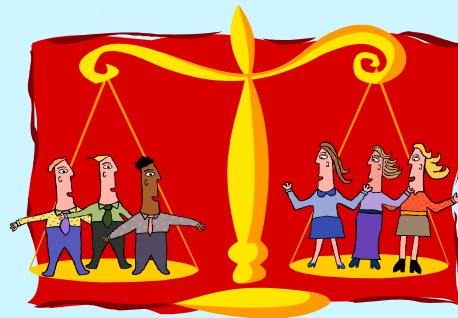
◆ 1. Parity (Continued)

❖ FAR 19.1305 is affected by the change in

the statutory language re-establishing "equality" between HUBZone small businesses and

other set-aside programs including those for 8(a),

SDVOSB, and EDWOSB/WOSB.
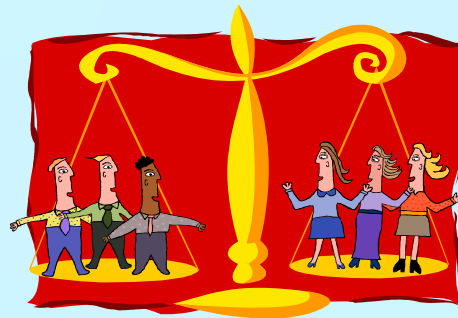
◆ 2. Repeals the Comp Demo Program

Originally, Congress established the Small Business Competiveness-Demonstration Program in 1988 to test the effectiveness of small business" ability to compete in those industry categories where they were dominate by eliminating small business set-asides in those industries.

◆ **2. Repeals the Comp Demo Program (Continued)**

The Act restores the ability of contracting officers to conduct Small Business Set-Asides (in addition to 8(a), HUBZone, SDVOSB- and now WOSB/EDWOSB set-asides) in the former Comp-Demo designated industry groups (FAR Part 19.1005).

As a Result of the SBJA, FAR Part 19.10 is <u>deleted</u> in its entirety.
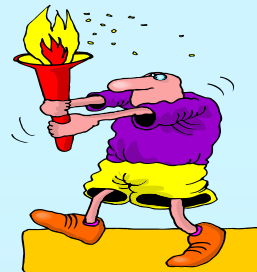
◆ **3. Set Asides for Multiple Award Schedules**

❖ 15 U.S.C. 644 under Section 15 as amended requires that FAR be amended to establish guidance under which agencies "**may, at their discretion"**

- ◆ (i) set aside part or parts of a multiple award contract for small business;

- ◆ (ii) set aside orders placed against multiple award contracts for small businesses; and

- ◆ (iii) reserve one or more contract award(s) for small businesses under full and open competition multiple award procurements.
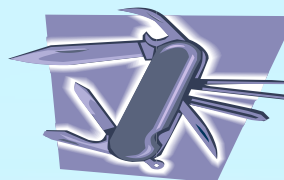
◆ **4. Presumption of Loss for Misrepresentation by a firm**

❖ Government may recoup the costs for the total amount expended when a concern that is <u>other than small</u> knowingly and willfully sought and received a contract intended for small business.

❖ Misrepresentation includes:

- ◆ Submission of a proposal or bid intended for or encouraging to be classified as a small business set-aside.

- ◆ Improper status in CCR or ORCA registration

◆ **5. Requires Annual Certifications of Status**

❖ **Current Regs** - In contracts lasting up to 5 years, the bidder or offeror certifies its size at the time of submission of proposal or bid. In long term contracts, the contractor is required to certify its size on the 5th year of the performance period and every option year, thereafter.

❖ The Act requires certifications of Size Status to be performed **annually** using the Online Reps & Certs Application (ORCA) database .

◆ **6. Section 1343 - Establish Government-Wide Policy for Prosecution of Size and Status Fraud**

❖ No later than 1 year after the date of enactment, the SBA Administrator, in consultation with the Attorney General, will issue the policy for prosecution of size and status fraud.

◆ **7. Section 1314 - Establishes SB Teaming Pilot Program**

❖ SBA will issue grants for up to $5 million to organizations that will consult with small business concerns and help establish teaming and joint ventures seeking to compete for larger prime contracts and subcontracting opportunities.

◆ **7. Establish SB Teams Pilot Program - Cont'd**

❖ The eligible organizations for an award of a grant will recommend contracting opportunities for teaming arrangements and joint ventures for small business concerns.

❖ Program expires in 5 years, unless extended.

◆ **8. Section 1347 – Establishment of Mentor Protégé Programs in HUBZone, SDVOSB, and WOSB**

❖ The Administrator **may expand** and establish official programs for small business set-aside programs in HubZone, SDVOSB, and WOSB modeled on the SBA‟s existing 8(a) Mentor Protégé Program.

◆ **9. Section 1321 - Subcontracting Misrepresentations**

❖ Requires that, by September 27, 2011, the FAR be amended to <u>establish a policy on subcontracting compliance</u> relating to small businesses, including assignment of compliance responsibilities between contracting offices, small business offices, and program offices performing periodic oversight and review activities.

◆ **10.** **Section 1322 - Holding Large Prime Contractors Accountable to Their Subcontracting Plans**

❖ To the extent the prime contractor is unable to make a good faith effort to utilize its small business subcontractors, the contractor must explain in writing to the Contracting Officer reasons why it is unable to do so.
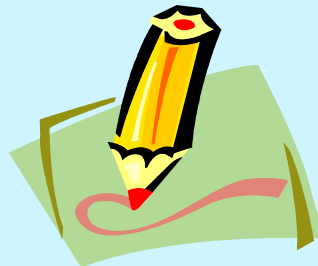
◆ 11. Section 1334 – Payment to Subcontractors

❖ Prime contractor shall notify the Contracting Officer in writing if:

- ◆ Subcontractor payments are less than the „agreed to" price
- ◆ Timeliness of payments – cannot pay within 90 days

❖ Contracting Officer must consider unjustified payment as a factor as part of past performance evaluation and reporting

◆ **12. Section 1313 – Limitation on the Use of Acquisitions Involving Consolidation**

❖ The act provides that before agency bundles contract requirements with a total value of more than $2 million:

- ◆ Conduct Market Research and
- ◆ Identify alternative contract approaches involving less consolidation
- ◆ Make written determination if consolidation is necessary
- ◆ Certify steps will be taken to include small business concerns in the acquisition plan/strategy

◆ **13. Section 1312 - Bundling Accountability Measures & Oversight**

❖ Teaming requirements – Agencies are to solicit MAS proposals (above substantial bundling threshold) from any responsible source, including small business concerns and teams or joint ventures of small business concerns.

❖ By September 27, 2011, amend the FAR to establish government-wide policy on contract bundling.

❖ Reduction of contract bundling through publication -

◆ agencies required to post a list of rationale of any bundled contracts the agency has solicited or awarded.

◆ **14. electronic PCR (ePCR)– 3 Year Pilot Program**

❖ Within 1 year of enactment, implement a 3-year pilot program for ePCR.

❖ This will allow the PCR to cover more contracting activities and procurement reviews resulting in more SB awards.

◆ **15. Update Size Standards Cycle**

❖ Act provides every 18 months, the SBA must conduct <u>a rolling review of at least 1/3 </u>of the existing size standards, and the SBA must conduct a <u>complete review </u>of all size standards at least <u>every 5 years</u>.

❖ These reviews allow proper adjustment of industry sectors for more participation in small business set-asides.

◆ **16. Establishes an Official HUBZone Subcontracting Goal**

❖ Amends the calculation of the government-wide procurement goal of 3% participation by HUBZone small businesses to cover subcontracts (<u>the previous goal of "3 percent of the total value of all prime contracts" now reads "3 percent of the total value of all prime contracts and subcontracts"</u>).
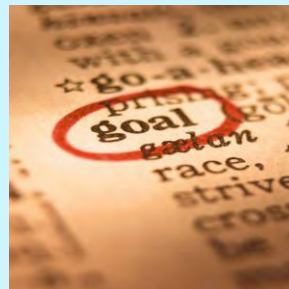
◆ 17. Micro-Purchase Guidelines

❖ <u>Not later than 1 year after enactment</u>, OMB & GSA Administrator to create guidelines for analysis of purchase card expenditures to identify opportunities for achieving and accurately measuring fair participation of small businesses in purchases not exceeding micro-purchase thresholds.

❖ This effort will help measure SB Participation in ways to increase small business goals and awards.

◆ 18. Section 1333 - Agency Accountability

❖ Agency goal communications at all levels - Senior Procurement Executives, senior Program Managers, and OSDBU Directors shall communicate to the subordinates the importance of achieving small business goals.

◆ 19. SB Contracting Training

❖ FAI in consultation with OFPP, DAU and the SBA shall develop courses for acquisition personnel (GS-1102s, requirements personnel, and management) concerning proper classification of business concerns and small business size and status for purposes of Federal contract vehicles.

◆ **For More Info on Contacts for Jobs Act**

Go To Website at:
http://www.sba.gov/content/small-business-jobs-act-2010

To Submit Comments, Send an e-mail to:

richard.miller@sba.gov

Women-Owned Small Business Contracting Program

◆ Federal Contracting Officers can now set-aside certain contract requirements for WOSB/EDWOSB firms

❖ FAR Coverage Effective April 1, 2011 (FAC 51)

❖ Limited to 83 four digit NAICS (327 six digit NAICs)

❖ "Documented" self-certification (Upload Docs. Into Data Repository)

❖ Dollar Thresholds for Competition ($6.5M mfg/$4M all others)

❖ No sole source contracts

❖ CO must verify WOSB/EDWOSB status prior to award

Women-Owned Small Business Contracting Program

◆ For More Info on the WOSB/EDWOSB Program

Go to the Website at:

www.sba.sba.gov/wosb

Myths and Realities of Creating a Collaborative Government and Industry Contract Environment

Presented by: Ann Gladys

GWAC Center of Excellence Director, CSC

NDIA National Small Business Conference

6/7-8/2011

Primary Points

- Commonly held myths and realities within government about industry
- Commonly held myths and realities within industry about government
- Best-practice realities of a strong government/industry working relationship

Commonly held myths and realities within government about industry

➢ Myth: B and P money is infinite and industry wants to bid on every RFP! Reality: industry works to a budget and bid decisions are made based on availability of budget $$$ along with the probability of a "win".

➢ Myth: Industry has deep pockets for posh offices, unlimited travel, the best hotels, unlimited expense accounts, and exorbitant salaries and bonuses! Reality: Simply not true! Industry is metrics driven and works to a tight budget defined well in advance of the current fiscal year.

➢ Myth: Industry would rather deal with relatively inexperienced and untrained contracting officers. Reality: industry wants to work with the "best and brightest" of contracting officers. The better the contracting officer the better the chances of a successful project and a sound working relationship.

Commonly held myths and realities within government about industry

- ➢ Myth: Large businesses can "turn on a dime" and are not beset by bureaucracy. Reality: the checks and balances for accuracy that exist in large businesses add time and complexity to business processes.

- ➢ Myth: Since corporations are in competition with each other, they do not get along. Reality: today's competitor is tomorrow's teaming partner!

The top commonly held myths and realities within industry

➤ Myth: Government debriefs are unnecessary when you win a contract.   Reality: this is where industry learns about what really made their proposal shine!

➤ Myth: Only industry has "sandboxes" and "swim lanes". Reality: all organizations have some degree of stove piping.

➤ Myth: Government contract evaluators don't make mistakes. Reality: people author the proposals; people evaluate the proposals; and people can make mistakes.

➤ Myth: Government just wants the lowest price. Reality: Government wants <u>successful contract</u> performance at a reasonable price.

Best Practice Reality #1
The best partnership starts with a strong COP!

- The importance of Communities of Practice to leverage communication
- How COPs Work
- Building Relationships
- Establishing Common Ground
- Sharing Insights
- Listening

COPs at Work
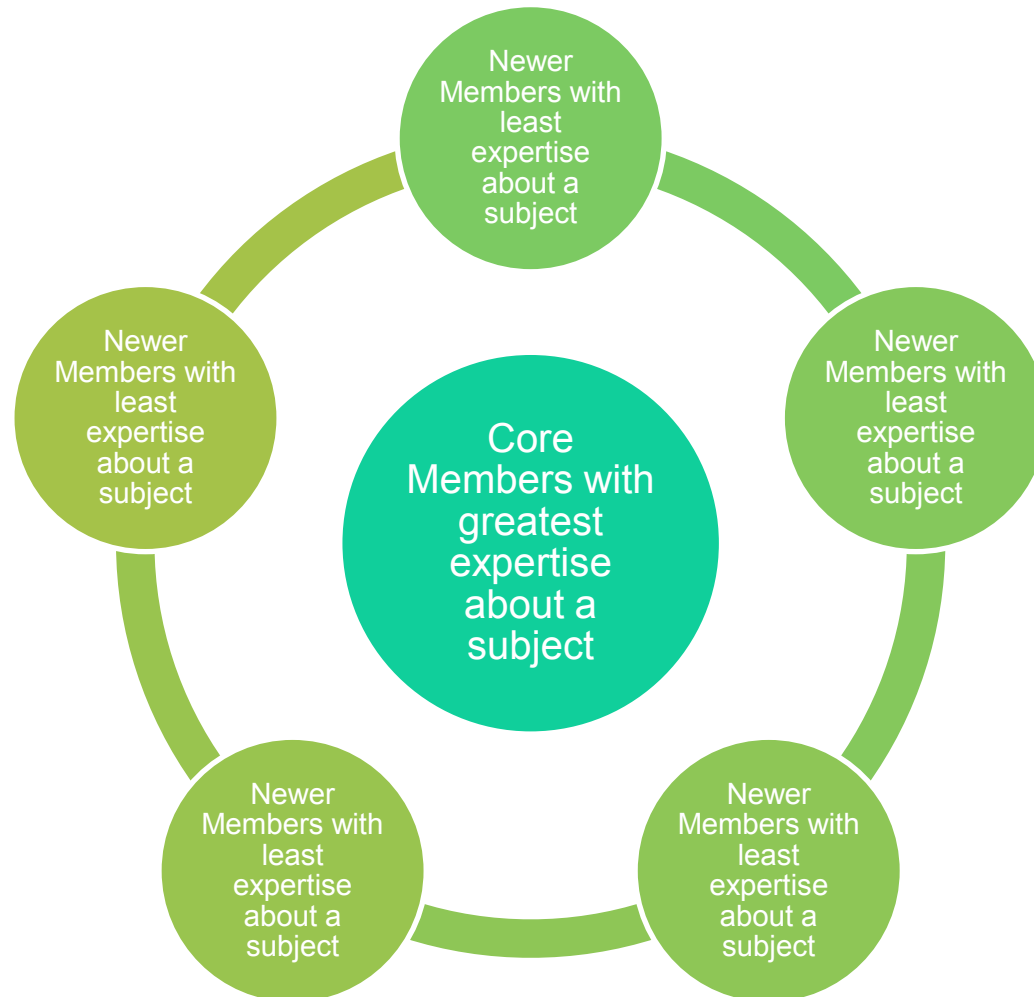
Best Practice Reality #2
Understand and respect the differences of roles of government / industry partners

- Builds trust
- Anchors relationships
- Enhances collaboration
- Drives problem resolution
- Drives project success

Best Practice Reality #3
Maintain communication

- Government and Industry need to raise issues early
- Working together Government and Industry need to brainstorm possible and plausible solutions
- Both Government and Industry need to do pulse checks; don't communicate only when
  ◦ There is a problem
  ◦ It's time for recompete
  ◦ It's contract performance evaluation time

Best Practice Reality #4
Be interested and engaged

- Respect the professional passion of your government and industry partners

- Offer creative ideas

- …and most importantly, take time to listen!

Best Practice Reality #5
Lose the defensive posture

- Defensiveness can cause others to shutdown – a "let's work together" attitude can make all the difference in resolving issues and problems

- Try to understand the position of the other party – this brings a new dimension to the situation and may preclude inappropriate statements

- Carefully phrase statements to be non-argumentative – take a positive approach to problem resolution

Thank You!

Questions?

Notes from OSD SB Director's Keynote

- Accelerated Payments – big policy change has extended accelerated payments clause to ALL small businesses (not just SDBs) and is scheduled to be implemented in Q4; accelerated payments is setting an example for all of federal government and a change to the FAR is being considered to apply this government wide.
- By the end of FY2012, increases are expected in the amount of dollars flowing to Small Businesses through DoD
- Working with Defense Acquisition University to train contracting officers, program managers and program executive officers on how to get contracts out faster to small businesses
- DoD OSBP is working closely with the Defense Contract Management Agency and the Defense Contract Audit Agency to ensure fair treatment of small businesses and relief from unnecessary regulations/requirements
- All acquisition policy is being reviewed – going back 20 years – OSBP hopes to rewrite policy wherever and whenever needed. Goal is to get the more than 300 policies down to below 100.
- Going to enact change through IT whenever possible
- SBIR and Mentor Protégé are on the agenda, have been working with Congress – want a longer-term program, with more funding, and the ability for successful small businesses the opportunity to serve as mentors (not just protégés)
- New Program: Rapid Innovation Fund – will create significant opportunities for small business, will put millions of dollars into small business, SBIR awardees will be eligible, it is new work, new contracts, there will be several topic areas
- OSD SB Director now sitting in on every procurement that is over $1B – to influence acquisition strategy
- Wants more insight and influence in general into the entire acquisition process across the services and agencies, working closely with Service Acquisition Executives to increase their support for small business use
- Rolling out an automated market research tool to acquisition workforce; tool will allow searching of small businesses who have past performance in particular NAICS codes
- Analyzing where small businesses have successfully performed in NAICS codes and applying across Dept. For example, if Army has successfully used small business in a particular NAICS code, this tool will give the opportunity to Air Force and Navy and other components to look into their contracts for small business opportunities within the same NAICS
- Historically Black Colleges and Universities (HBCU) program no longer reports to OSD SB
- Increasing engagement efforts for SDVOSB, serious about reaching 3% goal

BID PROTESTS:
BEING A SORE LOSER OR DEMANDING FAIR PLAY!?
NDIA Small Business Division
National Conference
June 2011

Ron Perlman and Will Pannier
Holland & Knight
Washington, DC and Los Angeles, CA

Bid Protests: What?

- **Written objection by an interested party re:**

  - **Terms of a Solicitation** (<u>pre-award only</u>)
    - Examples: Illegal or vague solicitation provisions, unduly restrictive requirements, set-aside requirements

  - **Agency's Decision to:**
    - **Cancel a Solicitation**
    - **Eliminate the protester from the competition**
    - **Award the contract to another offeror**
      - Examples: Failure to evaluate IAW the solicitation, unreasonable evaluation of proposals, failure to conduct meaningful discussions, unequal treatment of offerors
    - **Expand contract scope post-award (cardinal change)**

  - **An offeror's size or socio-economic status (SBA)**

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Bid Protests: Who?

- **Protester must be an "interested party"**
  - An actual or prospective offeror
  - Whose direct economic interests would be affected by the award of a contract or by the failure to award a contract

- **Not an interested party:**
  - Subcontractors
  - Unsuccessful offeror **if not "in line for award"**

- **Protester must be able to show "prejudice"**
  - But for the agency's actions, the protestor would have a substantial chance of receiving the award

    - No harm, no foul

Bid Protests: Where and When?

1. GAO (FAR 33.104)(See GAO.GOV)
- Solicitation terms: <u>before</u> proposal due date
- Post-award protests where debriefing <u>required</u>: within 10 calendar days after debriefing (5 days to trigger CICA stay)
- All other protests: within 10 calendar days after basis of protest is known or should have been known

2. U.S. Court of Federal Claims
- Solicitation terms: <u>before</u> proposal due date
- Post-award protests: no hard deadlines, but protester must show that it acted with reasonable diligence

3. Contracting Agency (FAR 33.103)
- Same time limits as GAO, but no exception for debriefing
- Can appeal to GAO within 10 calendar days after agency denies protest or acts in a manner adverse to protest

4. SBA (SBA 121.1004; see also FAR 19.3)
- Within 5 bus. days after notice of apparent successful offeror
- File protest with CO, who forwards it to SBA [FAR 19.302]

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Forum Characteristics

- **GAO**
  - Publicly noted
  - Somewhat Burdensome on the Agency "Customer"
  - Less formal than COFC
  - Triggers Automatic Suspension of Work just by filing
  - Decision within 100 days
  - Review by one of 32 "independent" GAO staff attorneys
  - Attorneys can review the full evaluation record under Protective Order
  - Can be settled or withdrawn at various points
- **COFC**
  - No "Automatic" Stay
  - Must persuade Court to issue a Preliminary Injunction:
    - "balance of hardships" and "public interest"
  - Protective Order not guaranteed
  - Opportunity for discovery
  - No strict filing deadlines after award
  - No time-limit to issue a decision
  - DOJ attorneys versus Procuring Agency attorneys

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Forum Characteristics

- **Agency Protest**
  - Less public
  - Less formal
  - Supposed to be faster
    - Agency shall make "best efforts" to resolve agency protests within 35 days.
  - Less objective / review not independent
  - Less risk for the Agency
  - A way to escalate a dispute <u>within</u> the Agency

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Debriefings

- **Required only in negotiated procurements**

- **Must be requested within 3 days of receiving notice of award**

- **Can be a meeting, teleconference, or in writing**

- **Required Disclosures:**
  - Significant weaknesses and deficiencies in the debriefed offeror's proposal
  - Overall evaluated cost and technical rating of the awardee and the debriefed offeror
  - Overall ranking of all offers
  - Summary of the rationale for the award
  - Reasonable responses to relevant question
- **Strategy -- Probe the agency's:**
  - Consideration of evaluation factors
  - Evaluation of the proposal

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Bid Protests: How?

1. GAO
- Submit a letter stating the factual and legal basis for the protest with copies of supporting documentation
- GAO assigns case to a staff attorney
- Agency responds to the protest within 30 days (Agency Report)
- **All parties file briefs responding to the agency's report**
- GAO may hold an evidentiary hearing
- GAO must issue decision within 100 calendar days

2. U.S. Court of Federal Claims
- File a Complaint and request for injunction
- Case is assigned to a federal judge
- Briefs / hearings / possibly some discovery or depositions
- No deadline for decision

3. Contracting Agency
- Submit a letter stating basis of protest (basically same as GAO)
- Can request decision by CO or higher level authority
- Agency supposed to rule on protest within 35 calendar days

4. SBA
- Submit a letter stating basis of protest to CO; must have specifics
- CO promptly forwards protest to SBA Govt Contracting Area Office

Protest Remedies

- **Pre-Award Protests**
  - Agency corrective action
  - Agency directed to follow procurement laws and regulations
    - Examples: revise solicitation provisions, amend solicitation to open competition, cancel improper set-aside
- **Post-Award Protests**
  - Agency corrective action
    - Reopen discussions
    - Terminate the award
    - Re-compete the contract
    - Reevaluate proposals
    - New award
- **Monetary Recovery**
  - Costs of filing and pursuing protest, including reasonable attorneys, consultant, and expert witness fees
  - Bid and proposal costs (GAO)
  - No lost profits

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During Protest: Suspension of Award / Performance Stay

1. **GAO**
   - If debriefing is <u>required</u>, must file protest within 5 days after the first offered date for the debriefing
   - If no debriefing, or debriefing is <u>not required</u>, must file protest within 10 days of award
   - Head of agency can override suspension if "urgent and compelling" circumstances exist

2. **U.S. Court of Federal Claims**
   - Must convince Judge to issue TRO/preliminary injunction

3. **Contracting Agency**
   - Award must be suspended until protest resolved

4. **SBA**
   - Award must be suspended for 10 days

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GAO Standard of Review

- **Generally:**

    – GAO will make sure Agencies follow the proper procedure and adequately document the procurement process

    – On substantive issues, GAO will defer to the Procuring Agency as long as its evaluation
    was "reasonable."

    – If reasonable people can disagree with the Agency's evaluation (and the Agency's rationale was documented), GAO will not substitute its judgment for that of the Agency

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GAO Standard of Review

- **Technical Evaluation**
  - Agencies have considerable discretion
  - Protester's mere disagreement with an agency's judgment is insufficient to establish that the agency acted unreasonably

- **Best Value Determination**
  - Agency has discretion to award to offeror with a higher technical rating and higher price where it reasonably determines the price premium is justified and the result is consistent with the stated evaluation criteria

- **Past Performance Evaluation**
  - Evaluation must be
    - Conducted fairly, reasonably, and IAW the solicitation's evaluation scheme
    - Based on relevant info sufficient to make a reasonable determination of the offerors' past performance
  - GAO will not substitute its judgment for reasonably based past performance ratings
    - GAO will question agency's conclusions if unreasonable or undocumented

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GAO Standard of Review

- **<u>Agency's Post-Protest Explanations</u>**

  - Agencies have discretion in conducting procurements, but have an obligation to document their work.

  - If the Agency cannot show with *contemporary* documentation why it took a particular action, GAO is not required to defer to **an Agency's explanation developed after a protest is filed.**

    - Documentation prepared after the fact is given less weight.

      - **"The lesser weight that we accord post**-protest documents reflects the concern that, because they [are] prepared in the heat of an adversarial process, they may not represent the fair and considered judgment of the agency, which is a prerequisite of a rational evaluation **and source selection process."**

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Legal Counsel

- **Required in U.S. Court of Federal Claims**

- **Not required for GAO, Contracting Agency, or SBA, <u>but</u> only an outside attorney or consultant may obtain access to bid and proposal or source selection information under a Protective Order (PO).**

  - Protestor can request the entire evaluation record and other relevant documents

  - Agency must produce all *relevant* documents re: protest grounds

  - Attorneys can review the full record subject to PO

  - Clients can only see redacted versions of documents and pleadings

  - Attorneys cannot communicate with clients about the details of the protest

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Protest Considerations

- **Pre-Award**
  - Results of attempt to resolve through RFP questions
  - Impact of the RFP Defect on:
    - Your ability to compete
    - Your competitors
- **Post-Award**
  - **Importance of the contract to your company**
    - Percentage of overall revenue
    - Your company's broader strategic goals
      - Trying to keep a competitor out of an agency?
      - Trying to get into an agency?
- **Universal**
  - Strength of potential protest grounds
  - Nature of the Procuring Agency's conduct -- Reasonable?
  - Expense
  - Divert management attention from other matters
  - Customer relationship / your reputation

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Recent Developments

- **Small Business Compliance with Subcontracting Limitations**

  - Increased focus on compliance with the Limitations on Subcontracting clause (aka the 50% rule) as a result of GTSI suspensions (small businesses having little or no contract involvement and acting as a front for large business GTSI)

- **Small Business Set Aside Protests**

  - Parity among the small business categories (e.g., Hub-Zone, 8A, SDVOSB) established by 2010 Small Business Jobs Act, as "may" replaced "shall"

    - Result: Harder to protest that a procurement should have been set aside for a particular category of small businesses

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Recent Developments

- **Small Business Set Aside Protests**

  - **"Rule of Two"**: Set aside where 2 or more small businesses are capable of performing the work and are likely to bid.

  - **Task Order Competitions:** Under _Delex_, GAO _required_ agencies to consider the Rule of Two for task orders under multiple-award contracts.

  - Under the **SBJA of 2010** Congress has directed OFPP to issue guidance that gives agencies _discretion_ whether to apply the Rule of Two

    - Result: Harder to protest that a task order procurement should be set aside for small businesses

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Questions?

Ronald S. Perlman
Partner
Holland & Knight LLP
2099 Pennsylvania Ave., Suite 100
Washington, DC 20006
(202) 419-2420
ronald.perlman@hklaw.com

William M. Pannier
Associate
Holland & Knight LLP
400 S. Hope St., 8th Floor
Los Angeles, CA 90071
(213) 896-2435
william.pannier@hklaw.com

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Overview

IARPA's mission is to invest in high-risk/high-payoff research programs that have the potential to provide the U.S. with an overwhelming intelligence advantage over our future adversaries

- This is about taking real risk.
  - This is NOT about "quick wins", "low-hanging fruit", "sure things", etc.
- CAVEAT: HIGH-RISK/HIGH-PAYOFF IS NOT A FREE PASS FOR STUPIDITY.
- Bring the best minds to bear on our problems.
  - World-class Program Managers (PMs).
    - IARPA will not start a program without a good idea <u>and</u> an exceptional person to lead its execution.
  - Full and open competition to the greatest possible extent.
- Cross-community focus.
  - Address cross-community challenges & leverage community expertise
  - Work transition strategies and plans

The "Heilmeier Questions"

1. What are you trying to do?

2. How does this get done at present? Who does it? What are the limitations of the present approaches?

   – Are you aware of the state-of-the-art and have you thoroughly thought through all the options?

3. What is new about your approach? Why do you think you can be successful at this time?

   – Given that you've provided clear answers to 1 & 2, have you created a compelling option?

   – What does first-order analysis of your approach reveal?

4. If you succeed, what difference will it make?

   – Why should we care?

5. How long will it take? How much will it cost? What are your mid-term and final exams?

   – What is your program plan? How will you measure progress? What are your milestones/metrics? What is your transition strategy?

The "P" in IARPA is very important

- Technical <u>and</u> programmatic excellence are required

- Each Program will have a clearly defined and measurable end-goal, typically 3-5 years out.

    – Intermediate milestones to measure progress are also required

    – Every Program has a beginning and an end

    – A new program may be started that builds upon what has been accomplished in a previous program, but that new program must compete against all other new programs

- This approach, coupled with rotational PM positions, ensures that…

    – IARPA does not "institutionalize" programs

    – Fresh ideas and perspectives are always coming in

    – Status quo is always questioned

    – Only the best ideas are pursued, and only the best performers are funded.

The Three Strategic Thrusts (Offices)

- **Smart Collection**: dramatically improve the value of collected data
  - Innovative modeling and analysis approaches to identify where to look and what to collect.
  - Novel approaches to access.
  - Innovative methods to ensure the veracity of data collected from a variety of sources.
- **Incisive Analysis**: maximizing insight from the information we collect, in a timely fashion
  - Advanced tools and techniques that will enable effective use of large volumes of multiple and disparate sources of information.
  - Innovative approaches that dramatically enhance insight and productivity.
  - Methods that incorporate socio-cultural and linguistic factors into the analytic process.
  - Estimation and communication of uncertainty and risk.
- **Safe and Secure Operations**: countering new capabilities of our adversaries that could threaten our ability to operate effectively in a networked world
  - "Cybersecurity"
  - Quantum information science & technology

LOW VOLUME · HIGH VALUE

KNOWLEDGE (INTERPRETATIONS AND RULES)

INFORMATION (RICH IN RELATIONSHIPS)

PURPOSEFUL DATA (ORGANIZED)

LOW LEVEL DATA (UNORGANIZED)

HIGH VOLUME · LOW VALUE
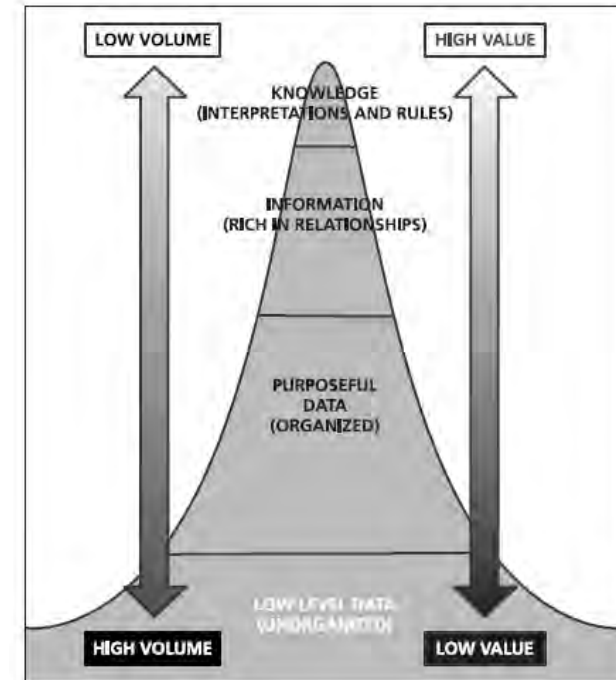
How to engage with IARPA?

- **Website: www.iarpa.gov**
  - Reach out to a PM or an Office Director (OD). Contact information is on the website.
  - Schedule a visit if you are in the DC area, or invite us to visit you.

- **Opportunities to Engage**:
  - Program BAAs.
    - Proposers Days are a great opportunity to learn in advance what is coming, and to influence the BAA.
    - Proposals are typically due 45-60 days after the BAA is published in order to be considered for the first round of evaluation, but most are open for a year.
    - Read carefully. Follow instructions. Read posted Q&As and send Qs if you don't understand something. Watch for amendments.
  - Office-Wide BAAs for "Seedlings"
    - "Seedlings" are typically 9-12 months in duration. Intended to flesh out an idea to determine if a full program is warranted.
    - Each Office has one. Open year round. New topics get added periodically.
    - Contact a PM or OD before submitting an abstract or proposal.
  - Requests for Information (RFIs)
    - Often lead to workshops and ultimately programs; opportunity to provide input as a PM is thinking about a new program.

Concluding Thoughts

- Our problems are complex and truly multidisciplinary.

- Technical Excellence & Technical Truth

  – Scientific Method

  – Peer/independent review

  – Full and open competition

- We are looking for outstanding PMs.

- How to find out more about IARPA:

  www.iarpa.gov

Contracting Overview of Recent DoD and Navy Policies and Initiatives

Tammy Sanchez

Head, SPAWAR Systems Center Pacific's Contracting Competency
June 2011

Recent Policies and Initiatives

▼ **Legal and Regulatory Requirements**
 - Increased Oversight
 - Transparency

▼ **Policies**
 - Efficiency

▼ **Summary**

Legal and Regulatory Requirements
Increased Oversight

▼ **Peer Reviews:**

- Promote quality and consistency in DoD contracting
- Share best practices and lessons learned across DoD
  - Emphasis on Acquisition Strategy – Source Selection; Competition; Contract Type
  - DoD Source Selection Guide

- >$100M DASN ACQ; Pre RFP Release
- > $250M ASN RDA; Pre RFP Release
- >$1B OSD
  - Pre RFP Release
  - Pre Best and Final (FPR)
  - Pre Award
  - Post-award Peer Reviews will be conducted for all contracts for services valued at $1 billion or more (including options).
- <$100M Local Peer Review Process

Legal and Regulatory Requirements
Increased Scrutiny

▼ **Use and Administration of Incentive Fee Contracts**,

- Determination and Findings required prior to use of all Incentive and Award Fee type contracts

- Award fees must be linked to acquisition objectives in the areas of cost, schedule, and technical performance

- Narrative ratings prescribed that will be utilized in award fee evaluations

- Prohibits award fees if contractor's overall performance is not satisfactory

- Prohibits the "rollover" of unearned award fees from one evaluation period to another

▼ **Comptroller General Study on DoD Procurement; Non-cost Evaluation Factors More Important that Cost/Price**

- National Defense Authorization Act of 2010 (Oct 28, 2009)

- Study must consider:
  - The frequency of such procurements
  - The types of contracts associated with this strategy
  - The reasons for DoD's use of such factors
  - The extent to which the use of such factors is, or is not, in the best interest of the DoD

Legal and Regulatory Requirements
Transparency

▼ **Federal Funding Accountability & Transparency Act of 2006 (FFATA); Published 8 July 2010**

- Requires contractors to report first-tier subcontract awards of $25,000 or more

- Contractors & first-tier subcontractors must disclose compensation of their top five executives

- Rule amends the Federal Acquisition Regulation to implement the FFATA of 2006
  - Implementation: 1 October – 28 February 2011, reporting required for prime contracts   > $550,000
  - Effective 1 March 2011, reporting required > $25,000

▼ **Publicizing J&As for noncompetitive contracts**

- FY08 DoD Authorization Act.

- Requires that documents be made available on the federal business opportunities website and contracting agency's website within 14 days of award.

- J&A's must remain posted for a minimum of 30 days.

Legal and Regulatory Requirements Transparency

▼ Earmarks

- DoD contracts associated with congressional earmarks must comply with the FAR and DFARS.
- DoD must comply with a June 7, 2010 memo requiring personnel to identify certain earmarks in the FY10 defense appropriations act, to ensure those earmarks are subject to full and open competition.
- The Aug. 10, 2010 memo asked DoD entities to "ensure that individual and organizational procurement procedures relating to earmark contract awards are consistent with governing law and regulation."
- House Earmark – Requires full and open competition.
- Senate Earmarks Senate Rules (no "new" non-competitive).

▼ 2010 Small Business Jobs Act

- Old language gave an unambiguous preference for HUBZone firms.
- New act will place all small business program and HUBZone companies on the same level.

Policies - Efficiency

▼ **OUSD Memo 14 September 2010; Better Buying Power**

- **From Contracts Perspective - Major Focus:**

  - Establish a Senior Manager for the acquisition of services
  - Adopt a uniform taxonomy for services, including "Knowledge-based services"
  - Extend Navy's Preferred Supplier Pilot Program to all DoD (we've volunteered and submitted some ideas)
  - Increased scrutiny on the use of T&M; Cost; and Award Fees
  - Small Business incentives through weighting evaluation criteria and past performance
  - Promote "real" competition
    - Encouraged to conduct cost/price based negotiations when a single offer/bid is received.
    - Enhance competition via more frequent "re-competes"
    - Competition Advocates required to develop plans to improve overall competition AND the rate of "effective/real" competition.
    - Contracting Officers required to "re-advertise" (for a min of additional 30 days) any solicitation that receives only 1 bid/offer and was open to industry for less than 30 days.

Policies – Efficiency

▼ **Strategic Sourcing**

- November 2008, ASN (RD&A) formally established the DON Strategic Sourcing Governance Structure and Charter
- NAVSUP Navy's Executive Agent - Strategic Sourcing Program Office
- Focus Now on Services
  - Information Technology (Hardware, Software, Services); Project Management; Logistics
  - Next - ???????

▼ **Goals:**
- Optimize performance
- Streamline and standardize processes
- Minimize price
- Increase socio-economic acquisition goals
- Evaluate total life cycle management costs
- Improve vendor access to business opportunities

Summary

▼ **Increased Oversight, Scrutiny, Focus on Efficiency for the Purpose of Cost Effectiveness**

- Deliberate Speed; It Takes Time to Do Things Right

▼ **Will Not Lose Sight of What's Important for the Sake of What's "Perceived as Urgent"**

- The Standard for "Urgency" is Stringent

SBA's Size Standards Analysis:
An Overview on Methodology and Comprehensive Size Standards Review

Khem R. Sharma, Ph.D.
Office of Size Standards
Email: khem.sharma@sba.gov

Presented at:
National Small Business Conference, San Diego
June 7th, 2011

Presentation Outline

- Overview of SBA's size standards

- SBA's size standards methodology

- Comprehensive size standards review schedule and update

- Challenges

- Policy issues/questions

- Conclusion

What Is A Small Business?

- A business concern operated for profit

- Independently owned and operated

- Not dominant in field of its operation

- U.S. based and makes significant contribution to the U.S. economy

- Meets *small business size standard* for its industry

What Are Size Standards?

- Numerical definitions of what constitutes "small"

- A business concern is small if it is at or below a size standard

- Size standards are established by industry, as defined under the North American Industry Classification System (NAICS)

- Table of Size Standards is available on www.sba.gov/size

How Business Size Is Measured?

- Average annual revenue - retail trade and most service industries

- Average number of employees - manufacturing, wholesale & some mining/transportation industries

- Assets (financial institutions)

- Electric output – electric generation, distribution and transmission

- Daily refining capacity – petroleum refiners

Some Size Standards Trivia

- 1,141 industries (6-digit NAICS)

- 18 sub-industries ("exceptions")

- 42 different size standards

  - 31 receipts based

  - 8 employee based

  - 3 others

- Lows and highs

  - Receipts based – $0.75M to $35.5M

  - Employee based – 50 to 1,500 employees

Common Size Standards

- $0.75 million for most agricultural industries (set by statute)

- $33.5 million for heavy construction industries

- $14.0 million for specialty trade contractors

- 500 employees for most manufacturing and mining industries (accounts for 75% of employee based standards)

- 100 employees for all wholesale trade industries

- $7.0 million for most retail and service industries (accounts for 58% of receipts based standards)

- 500 employees for nonmanufacturers (non-manufacturer's rule)

% Small Under Current Standards

Sector	NAICS Title	%
21	Mining	95
22	Utilities	96
23	Construction	99
31-33	Manufacturing	96
42	Wholesale Trade	96
44-45	Retail Trade	96
48-49	Transportation	96
51	Information	96
52	Finance & Insurance	95
53	Real Estate Rental & Leasing	96
54	Professional, Scientific & Technical Services	97
56	Admin. Support & Waste Management Services	97
61	Educational Services	98
62	Health Care &Social Assistance	96
71	Arts, Entertainment & Recreation	97
72	Accommodation & Food Services	98
81	Other Services	99

Use of Size Standards

- Federal small business procurement programs

- SBA loans

  - Industry standards or

  - Alternative size standards for 7(a) and 504 Loan Programs

- All other Federal programs

What Triggers A Size Standards Review?

- Changes in industry structure

- Inflation

- Changes in the industry classification system

- Changes in Federal contracting marketplace and other small business assistance programs

- Requests/concerns/suggestions from industry groups and other Federal agencies

- Congressional mandates (e.g., Small Business Jobs Act of 2010)

- Economic events and disasters

Current Issues and Concerns

- Size standards have not kept up with changes in

  - Industry structure

  - Federal contracting marketplace

  - Economic conditions

- Current size standards are too complex

- Current size standards are too low or too high for some industries

- Needs separate standards for Federal contracting

- Needs tiered standards – small, medium & large

Comprehensive Size Standards Review

- Last done in 80s (SBA attempted to simplify size standards in 1992 and 2004)

- Since then, *ad hoc* adjustments – individual industries or groups of industries – and periodic inflation adjustments

- Began current comprehensive review in 2007

- Issued a "Size Standards Methodology" White Paper

- The methodology is available on the SBA website at www.sba.gov/size for public review and comments

- **Submit comments through www.regulations.gov (Docket # SBA-2009-0008)**

Objectives of Comprehensive Review

- Review all size standards on a sector by sector basis

- Address current issues and concerns

- Ensure that size standards

  - Reflect current market conditions and industry structure

  - More effectively target Federal assistance to intended beneficiaries

  - Are fewer, simpler and easier to use

Basic Premises to Establishing Size Standards

- Size standards should vary by industry, but not by program

- Help small and new businesses become competitive in their industries

- Ensure that small businesses get a fair share of Federal government purchases and sales

- Expand access to credit for small businesses

An Overview of Size Standards Methodology

Legislative definitions/requirements (15 U.S.C. 632)
- Independently owned & operated
- Not dominant in field of operation
- U.S. based – make significant contributions to the economy
- "Smallness" shall vary by industry to reflect differing industry characteristics

Adjustment of monetary size standards for inflation

Industry structure and Federal procurement trends

Primary factors
1. Industry structure
   1.1. Average firm size
   1.2. Average assets size
   1.3. Industry concentration
   1.4. Size distribution of firms
2. Federal procurement - small business share in federal contracts

Secondary factors
1. Technological change
2. Competing products from other industries
3. Industry growth trends
4. History of activity in the industry
5. Impacts on SBA programs

Weighting method

Proposed size standards

Final size standards

Public input
- Input from industry groups
- Public comments on proposed rule
- Input from other Federal agencies

Primary Factors

- Average firm size (simple and weighted average)
  - Receipts
  - Number of employees
- Average assets size (startup costs and entry barriers)
- Industry concentration
  - 4-firm concentration ratio (≥ 40% - high concentration)
- Distribution of firms' market share by size
  - Gini coefficient
- Federal procurement
  - Small business share of Federal contract dollars

Secondary Factors

- Technological change

- Industry growth

- Inter-industry competition

- Impacts on eligibility for SBA and other Federal programs

- Other industry specific factors, if any

Public Input and Other Factors

- Suggestions from industries

- Suggestions from Federal agencies

- Public comments to the proposed rules

- Administration's (and SBA's) priorities and policy objectives

- Current economic conditions

Size Standards Based on Industry Factors

- Establish comparison industry groups

    - "Anchor" size standard group

    - "Higher" size standard group

- Compare each industry factor of each industry with those of the comparison industry groups

    - If a specific industry's factor is similar to that of the anchor group, the anchor standard is adopted for that factor

    - Significant differences from the anchor group would support a size standard above or below the anchor

- Establish a set of fixed size standard levels

Comparison Groups

Receipts-based size standards

Anchor group
    Industries with $7 million size
    standard

Higher-level size standards group
    Industries with size standards of
    $23 million or higher (group
    average $29 million)

Employee-based size standards

Anchor group
    Industries with 500-employee size
    standard

Higher-level size standards group
    Industries with size standards of
    1,000 employees

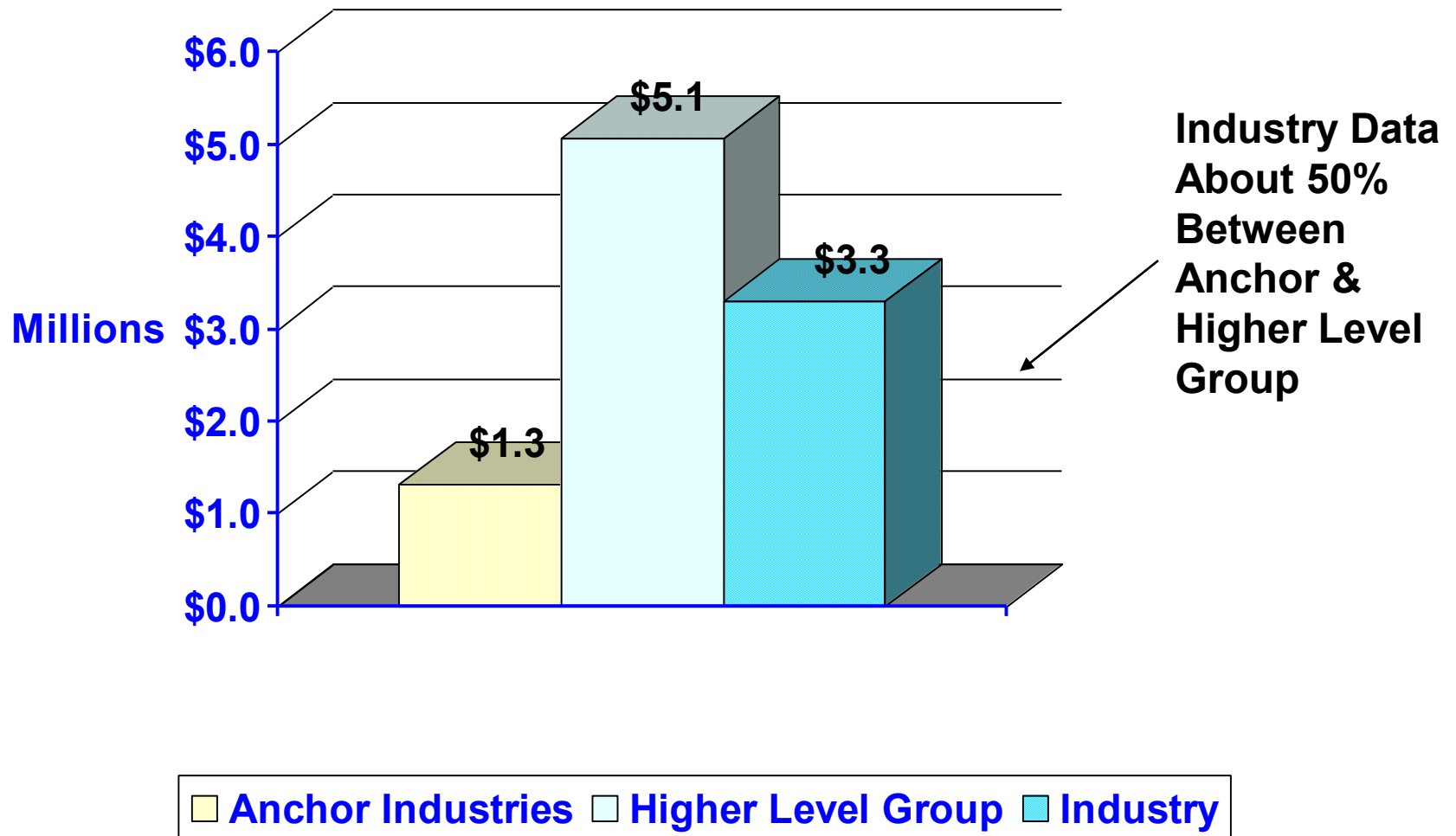# Size Standards - 8 Fixed Levels

Receipts-based fixed levels

- $5.0 million

- $7.0 million (anchor)

- $10.0 million

- $14.0 million

- $19.0 million

- $25.5 million

- $30.0 million

- $35.5 million

Employee-based fixed levels

- 50 employees

- 100 employees (wholesale anchor)

- 150 employees

- 200 employees

- 250 employees

- 500 employees (mfg anchor)

- 750 employees

- 1,000 employees
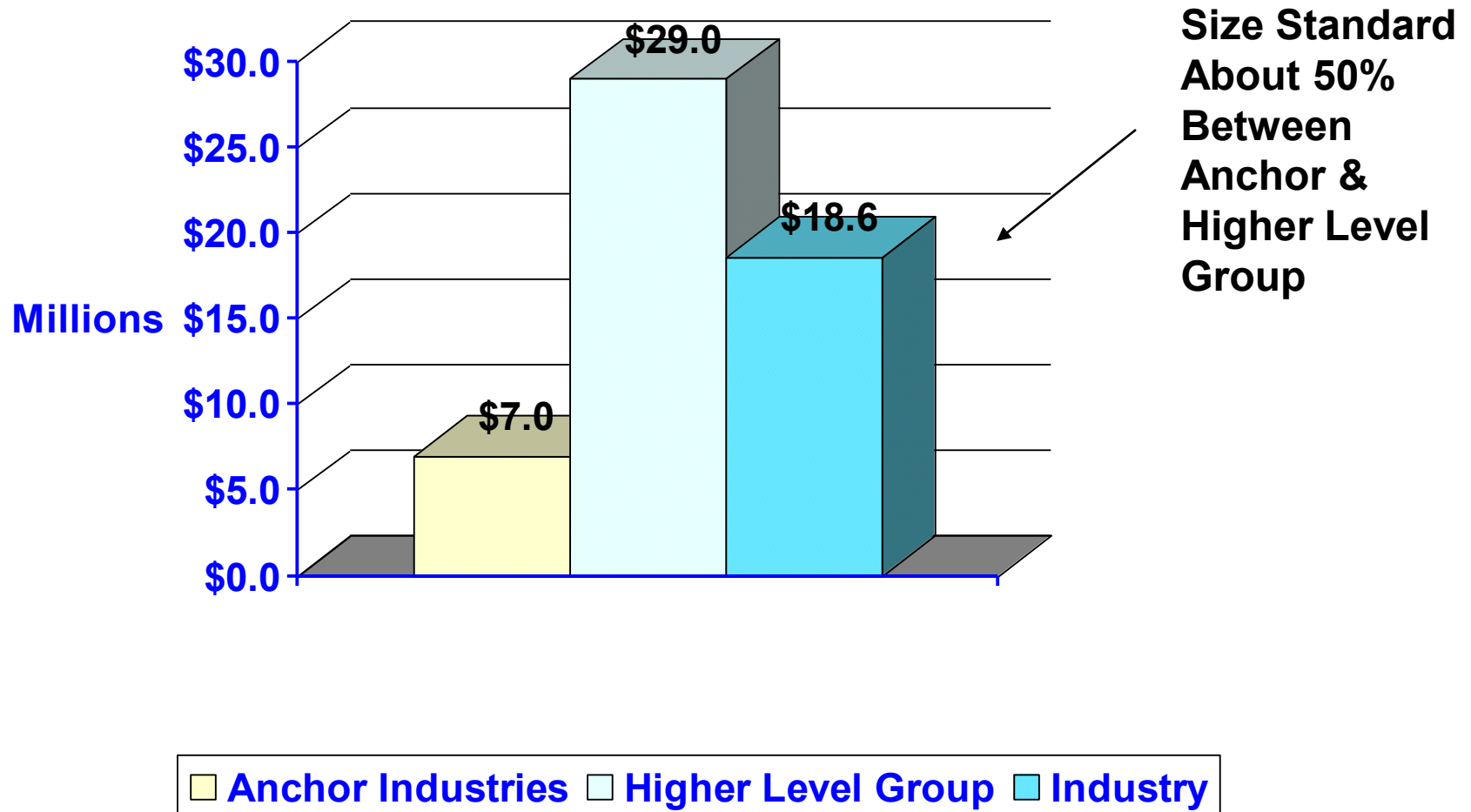
Example:
Size Standard Based on Average Firm Size

Industry Data About 50% Between Anchor & Higher Level Group

Legend: Anchor Industries ▢ Higher Level Group ▢ Industry

Example – Contd.
Size Standard Based on Average Firm Size

Size Standards
Based on Federal Contracting Factor

- Apply to industries with ≥ $100 million in Federal contracts annually

- Compare small business share of Federal contract dollars to small business share of industry's total sales

- If the difference between the industry and contract shares is

    - 10% to 30% , use one fixed size level above the current standard

    - > 30% , use two fixed size levels above the current standard

Average Size Standard - Example

Factor	Value
Average firm size	$19 million (Rounded from $18.6 million)
Average assets size	$10.0 million
Industry concentration	$35.5 million
Size distribution	$35.5 million
Federal contracting	$25.5 million
Average of factors	$25.5 million (Rounded from $25.1 million)

Rulemaking Process

1. Analysis and preparation of a proposed rule

2. Internal clearance of the proposed rule in SBA

3. Review of the proposed rule by OMB

4. Publication of the proposed rule in *Federal Register* for comments

5. Analysis of public comments and preparation of a final rule

6. Repeat (1) and (2) above and publish the final rule in *Federal Register*

Anticipated Sequence of Sectors

NAICS	Name
44-45	Retail Trade
72	Accommodation & Food Services
81	Other Services
54	Professional, Scientific & Technical Services
48-49	Transportation and Warehousing
22	Utilities
56	Administrative Support & Waste Management
51	Information
53	Real Estate, Rental & Leasing
61	Educational Services
62	Health Care & Social Assistance
71	Arts, Entertainment & recreation
23	Construction
42	Wholesale Trade
52	Finance & Investment
55	Management of Companies
21	Mining
11	Agriculture, Forestry, Fishing & Hunting
31-33	Manufacturing

Update on Comprehensive Size Standards Review

- **Final rules published** (Oct 6, 2010)
  - NAICS 44-45: Retail Trade
  - NAICS 72: Accommodation and Food Services
  - NAICS 81: Other Services
- **Proposed rules published in *Federal Register* for comments**
  - NAICS 54: Professional, Scientific &Technical Services
    - Published on March 16, 2011
    - Provide comments by June 15, 2011
    - *Submit comments through www.regulations.gov (RIN 3245-AG07)*
  - NAICS 48-49: Transportation and Warehousing
    - Published on May 13, 2011
    - Provide comments by July 12, 2011
    - *Submit comments through www.regulations.gov (RIN 3245-AG08)*

Update on Comprehensive Size Standards Review – Contd.

- **Proposed rules under review**
  - NAICS 51: Information
  - NAICS 56: Admin Support and Waste Mgmt Services
- **Proposed rules in progress**
  - NAICS 22: Utilities
  - NAICS 53: Real Estate, Rental and Leasing
  - NAICS 61:Education Services
  - NAICS 62: Health Care and Social Assistance Services
- **For latest updates**, please check on "**What's New**" on SBA website at www.sba.gov/size

Challenges

- Lack of historical information on some size standards

- Lack of up-to-date data on industry structure, especially at a sub-industry level ("exceptions")

- Economic Census (industry data)- 4 to 5 years old

- Risk Management Association (average assets data) – some industries are not covered

- FPDS (Federal procurement data system) – lacks specific size of individual contractors

- Rulemaking process (takes about two years to publish a final rule)

Challenges – Contd.

- Enabling businesses that are about to exceed or have just exceeded size standards to continue participating in Federal government programs without causing unfair competitive disadvantage to those small businesses that need Federal assistance the most

- Meeting Federal procurement needs without breaching the public perception of "what is small" and without adding complexity to size standards

Policy Questions

- What should be the largest size to be considered small?

- Should SBA consider using a single measure of business size for all industries, such as receipts, employees, or some other measure?

- Should size standards be lowered for some industries, either based on data or public perception?

- Should SBA consider establishing separate size standards for procurement and non-procurement programs, even if it would mean more complexity?

Policy Questions – Contd.

- How can SBA best simplify size standards without breaching the requirement that size definitions should vary by industry?

- Should SBA adjust (lower) employee based standards for labor productivity growth as it adjusts (increases) receipts based size standards for inflation?

- Should SBA consider establishing tiered size standards?

- If yes, how can SBA enforce/monitor small government contracting goals under tiered standards?

Conclusion

- SBA is committed to completing the ongoing comprehensive size standards review

- Jobs Act of 2010 has further reinforced this effort

- SBA is committed to improving its size standards methodology and making size standards more relevant and simple

- SBA highly encourages you to participate in this process by providing feedback, suggestions, or relevant data for your industry

Our Contact Information

Mail: Small Business Administration
Office of Size Standards
409 3rd Street, SW., 8th Floor
Washington, DC 20416

Email: SizeStandards@sba.gov

Website: http://www.sba.gov/size

Phone: 202-205-6618

U.S. Small Business Administration

Questions?

8th Annual National Small Business Conference
Small Business Legislation Introduced 2011

Small Business Legislation Introduced in 2011

House Provisions

- S.1082 Temporary extension of SBA programs

- H.R. 4 1099 Taxpayer Protection

- H.R. 25 Fair Tax Act of 2011

- H.R. 105 Empowering Patients First Act

- H.R. 117 HELP Veterans Act of 2011

- H.R. 132 Create Jobs by Expanding the R&D Tax Credit

- H.R. 133 Creating Jobs From Innovative Small Businesses H.R. 144 & S128 Small Business Paperwork Elimination H.R. 240 Promote jobs for veterans

- H.R. 244 Protecting Jobs in Your State Act of 2011

Small Business Legislation Introduced in 2011Continued

- H.R. 417 Small Business Tax Relief Act of 2011

- H.R. 447 SBIR Enhancement Act of 2011

- H.R. 448 Small Business Innovation Enhancement Act
  H.R. 449 STTR Enhancement Act of 2011

- H.R. 502 Clean Energy Technology and Export Assistance
  H.R. 527 Regulatory Flexibility Improvements Act of 2011
  H.R. 585 Small Business Size Standard Flexibility Act

- H.R. 598 & S.236 Eliminate preferences a for Alaska
  Native Corporations

- H.R. 743 & S.367 Hire a Hero Act of 2011

- H.R. 744 Women's Business Ownership

- H.R. 924 Jobs for Veterans Act of 2011

Small Business Legislation Introduced in 2011Continued

- H.R. 1050 Small Business Health Fairness Act of 2011
- H.R. 1070 Small Company Capital Formation Act of
- H.R. 1082 Small Business Capital Access and Job Preservation Act
- H.R. 1137 Small Business Credit Card Act of 2011
- H.R. 1180 Small Business Start-Up Savings Account Act
- H.R. 1244 Private Employee Ownership Act of 2011
- H.R. 1249 America Invents Act
- H.R. 1304 Small Business Jobs Act Technical Corrections Act of 2011

Small Business Legislation Introduced in 2011Continued

- H.R. 1425 Improve STTR and SBIR programs
- H.R. 1657 Penalties for misrepresentation of a small business
- H.R. 1661 Small Business Tax Relief
- H.R. 1663 Work opportunity tax credit for small businesses
- H.R. 1730 Small Business Start-up Savings Accounts Act
- H.R 1732 Innovative Technologies Incentive Act
- H.R. 1770 Small Business Paperwork Relief Act
- H.R. 1812 Small Business Growth Act
- H.R.1984 Small Business Banking Improvement Act

Small Business Legislation Introduced in 2011 Continued
Senate Provisions

- S. 239 Innovate America Act
- S. 256 American Opportunity Act of 2011
- S. 361 Seven Point Plan for Growing Jobs Act
- S. 364 Establish a new Small Business Savings Account
  S. 370 Notify small business included in offers
- S. 474 Small Business Regulatory Freedom Act of 2011
  S. 493 SBIR/STTR Reautorization Act of 2011
- S. 633 Small Business Fraud Prevention Act of 2011
  S.532 Patriot Express Authorization Act of 2011'
- S.825 Job Creation Through Innovation Act
- S.1110 Counting contracts toward contracting goals.

- For a more complete description of each proposed bill, go to: **http://www.dtic.mil/ndia/2011smallbusiness/2011smallbusiness.html**

  (This link will be active in about a week)

- For a summary, current status, and/or the full text of each bill, go to: **http://thomas.loc.gov/home/thomas.php**

  – Click on "Bill Number", enter the bill you are looking for and click on search.

- Any questions/comments contact me at: **psteffes@ndia.org**

7/29/2011

Permanent Reauthorization of SBIR

- Current program expires 31 September 2011.
    - 14th extension since last reauthorization

- Last December, Senate passed long-term reauthorization that included agreement by all sides of contentious issues. House declined to consider prior to the end of the 111th Congress. Senate passed bill died.

- This year, Senate re-introduced agreed to bill. Failed in the Senate due to imposition of non-germane amendments.

- Senate passed one year extension – sent to the House

- House approved a four month extension for SBIR and a one month extension for all other expiring SBA programs

- Senate agreed to House version, passed and sent to the President for signature on June 1st, 2011

Impact of Regulatory Costs on Small Businesses

- US Small Businesses Represent:
  - 99% of all employers
  - 44% of the total US private sector payroll
  - 40% of high-tech workers
  - 97.3% of all identified exporters, 30.2% of known export value
  - 33.3% of federal prime and subcontract dollars

- US Small Businesses (20 or fewer employees) pay an average of $10,585 per employee for regulatory costs, which is 36% higher than large firms (500 employees or more)

- Environmental regulation costs 364% more for small firms and 206% more for tax compliance.

Impact of Regulatory Costs on Small Businesses Continued

Annual Cost Per Employee of Federal Regulations by Firm Size

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Type of Regulation	Cost All Firms	Fewer than 20 Employees	20-499 Employees Employees	500 + Employees
All Federal Regulation	$8,086	$10,585	$7,454	$7,755
Economic	5,153	4,120	4,750	5,835
Environmental	1,523	4,101	1.294	883
Tax Compliance	800	1,584	760	517
Occupational Safety and Health Homeland Security	600	781	650	520

- Source: *The Impact of Regulatory Costs on Small Firms,* by Nicole Crain and Mark Crain, 2010. U.S. Small Business
- Administration, Office of Advocacy

7/29/2011

Proposed Executive Order (EO) on Disclosure of Contractor Contributions

- A proposed EO would direct federal agencies to require contractors to disclose political expenditures and contributions made within two years of all proposal submissions in an official contracting certification.

- The proposed EO would require contractors to certify their acknowledgment that full disclosure of this information has been made as a precondition for the contract award.

- Failure to make a full disclosure in the certification process could result in criminal prosecution.

Proposed Executive Order (EO) on Disclosure of Contractor Contributions - Continued

- Joint hearing held May 12th by House Oversight & Government Reform and Small Business Committees
  - NDIA testified strongly against the proposed EO
  - Video of the hearing can be found at:

- http://oversight.house.gov/index.php?option=com_content&view=article&id=1284%3A5-12-11-qpoliticizing-procurement-would-president-obamas-proposal-curb-free-speech-and-hurt-small-businessq&catid=12&Itemid=20

Proposed Executive Order (EO) on Disclosure of Contractor Contributions - Continued

- H.R. 1906 filed May 13th that would prohibit executive agencies from requiring the disclosure of political contributions by an entity submitting an offer for a Federal contract.

- H.R. 1540 (NDAA for FY-12) included an amendment that would prohibit executive agencies from requiring the disclosure of political contributions by an entity submitting an offer for a Federal contract.

Export Control Requirements

- **International Traffic in Arms Regulations** (**ITAR**) is a set of United States government regulations that control the export and import of defense-related articles and services. **ITAR 122.1** requires registration.

- ***Purpose.*** Registration is primarily a means to provide the U.S. Government with necessary information on who is involved in certain manufacturing and exporting activities. Registration does not confer any export rights or privileges. It is generally a precondition to the issuance of any license or other approval under this subchapter.

Export Control Requirements - Continued

ITAR 122.1 Registration requirements.

- Any person who engages in the United States in the business of either manufacturing or exporting defense articles or furnishing defense services is required to register with the Directorate of Defense Trade Controls. For the purpose of this subchapter, engaging in the business of manufacturing or exporting defense articles or furnishing defense services requires only one occasion of manufacturing or exporting a defense article or furnishing a defense service.

Export Control Requirements - Continued

- **Exemptions**. Registration is not required for:

  (1) Officers and employees of the United States Government acting in an official capacity.

  (2) Persons whose pertinent business activity is confined to the production of unclassified technical data only.

  (3) Persons all of whose manufacturing and export activities are licensed under the Atomic Energy Act of 1954, as amended.

  (4) Persons who engage only in the fabrication of articles for experimental or scientific purpose, including research and development.

Department of State Contacts for Further Information

- **DDTC Home**

- **Contact Information**

- *For Defense Trade inquiries related to basic process and status:*

- **RESPONSE TEAM**

- Hours: 9am - 5pm Eastern U.S. time Phone: (202) 663-1282 E-mail: DDTCResponseTeam@state.gov

- *For Technical Issues:*

- **HELP DESK**

- Hours: 9am - 5pm Eastern U.S. time Phone: (202) 663-2838 E-mail: DTradeHelpdesk@state.gov

Questions – Comments

Pete Steffes   (703) 247 9470
psteffes@ndia.org

Office of the National Ombudsman
U.S Small Business Administration

The National Defense Industrial Association
Is hosting
The 8th National Small Business Conference
San Diego Convention Center
June 7- 8, 2011

Office of the National Ombudsman:

Your Small Business Troubleshooter

Protecting Small Business

National Leadership

We can rebuild this economy on a new, strong foundation that leads to more jobs and greater prosperity. I believe a key part of that foundation is America's small businesses – the places where most new jobs begin. These companies represent the essence of the American spirit – the promise that anyone can succeed in this country if you have a good idea and the determination to see it through.

Weekly Address, February 6, 2010

President Barack Obama

SBA

Office of the National Ombudsman:

Your Small Business Troubleshooter

Small Business Champion

The SBA provides small businesses with the tools they need to grow and create jobs. SBA programs are focused on providing small businesses with access to capital, opportunities in government contracting, and counseling and entrepreneurial education, or the "Three C's": Capital, Contracting, Counseling. We also help with low-interest loans for business owners, homeowners and renters affected by disasters. (More than half of all working Americans own or work for a small business, and small businesses lead the way in economic recovery, innovation, and global competitiveness.)

SBA Administrator Karen G. Mills

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Office of the National Ombudsman:

Your Small Business Troubleshooter

Committed to Small Business Regulatory Fairness

One of the biggest concerns small business owners face is unfair enforcement of federal regulations. They also worry about telling their stories because they fear retaliation by federal agencies. Small business owners want to play by the rules and comply with federal regulations, and we want federal regulators to assist business owners with compliance rather than go straight to the penalty stage.

National Ombudsman Esther H. Vassar

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Office of the National Ombudsman:

Your Small Business Troubleshooter

How We Can Help

The Office of the National Ombudsman:

◆ Acts as a "troubleshooter" between small businesses and Federal agencies

◆ Conducts public hearings and roundtables to hear concerns and comments from small businesses regarding federal regulatory enforcement or compliance assistance

◆ Rates Federal agencies on their responsiveness to small businesses and reports its findings to Congress

◆ Ensures that federal regulatory enforcement is effective, and not excessive

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What to Do

◆ Submit a Comment Form (At a Regulatory Fairness Hearing, online, fax, or mail-in)

◆ Provide short, written explanation of your situation

◆ Cite specifics

(Provide copies of any citation, letter, order, fine, penalty, correspondence or other details)

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Tips to Submitting a Comment with the National Ombudsman

◆ File a written comment by filling out the Federal Agency Comment Form either online at www.sba.gov/ombudsman or by fax

◆ Provide specific details: names, dates, locations, correspondence, etc.

◆ Allow full disclosure of your comment to receive a faster, better response

◆ Share what results you are seeking

◆ Avoid sending legal briefs or court papers

◆ Consult your attorney before contacting the National Ombudsman if your case is in litigation

Office of the National Ombudsman:

Your Small Business Troubleshooter

Useful Websites

❖ **U.S. Small Business Administration (SBA)**

  ◆ www.sba.gov

❖ **SBA Office of the National Ombudsman**

  ◆ www.sba.gov/ombudsman

❖ **SBA Office of Advocacy**

  ◆ www.sba.gov/advo

❖ **Business.gov Resources for Businesses**

  ◆ www.business.gov

❖ **Federal Forms**

  ◆ www.forms.gov

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Here to Serve You

Office of the National Ombudsman

- ◆ Toll Free: (888) 734-3247 (REG-FAIR)
- ◆ Fax: (202) 481-5719
- ◆ E-mail: Ombudsman@sba.gov
- ◆ Website: www.sba.gov/ombudsman
- ◆ Mail: Office of National Ombudsman

   409 Third Street, SW, Suite 7125

   Washington, DC 20416

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