



Department of Defense Office of Small Business Programs

Strategic Plan 2016-2018

Under Secretary of Defense (Acquisition, Technology, and Logistics)





DEPARTMENT OF DEFENSE OFFICE OF SMALL BUSINESS PROGRAMS STRATEGIC PLAN 2016-2018



Message from the Acting Director




I am pleased to present the Department of Defense (DoD) Office of Small Business Programs (OSBP) Strategic Plan for 2016 to 2018. This Strategic Plan reflects my priorities of customer service, cultivation of relationships, and the pursuit of excellence in all small business matters throughout the DoD.

A strong America demands a strong small business industrial base, and our vision is to "Cultivate and enhance the use of small business as an integral, agile, and responsive engine of innovation to create an economic and technological advantage, while maintaining a cost effective and competitive acquisition environment, for the DoD and the United States." A strong small business base provides value to every citizen by creating the innovation, jobs, and competition needed to support a vibrant economy that, in turn, enables the DoD to develop and field the military capability necessary to preserve our national interests in a globalized environment.

We can achieve this vision by properly implementing small business laws, giving small businesses maximum opportunities in DoD acquisitions, and developing a climate that consistently pursues small business solutions as a first course of action. Establishing contracting goals should not and cannot be the ultimate goal for any small business office. Such actions have their place as an element of an overall strategy, but only when combined with a comprehensive, robust, and intelligent set of initiatives. Our ultimate goal must be the fundamental pursuit of transforming our American small business industrial base into a world-class model that can support the needs of the Department.

How do we accomplish such a lofty goal? American small businesses have the capability, passion and drive to succeed. All we need to do is create an environment that can act as a catalyst for their growth and expansion by leveraging their strengths and facilitating activities that contribute to our vision. This means making it easy for them to find opportunities, get answers, collaborate and partner with government and industry, and deliver innovation. The initiatives in this document describe a well-defined, integrated, and visionary plan that the OSBP aims to implement. Small businesses are the key to America's future, and by working together, we can build our future today.



Kenyata L. Wesley

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SECTION 1: ALIGNMENT WITH DoD STRATEGIC INITIATIVES

An important outcome of the strategic planning process is alignment of an organization within a larger enterprise. The OSBP vision, mission and goals were developed with the DoD strategic framework as a baseline. Alignment with the ideas outlined in the National Security Strategy and the Quadrennial Defense Review, and reflected in the priorities of the Under Secretary of Defense (USD) for Acquisition, Technology, and Logistics (AT&L) will ensure that our actions support the achievement of DoD objectives. The USD(AT&L) priorities and other important success factors listed below were instrumental in the shaping of the OSBP goals and objectives outlined in this strategic plan.

1.1. USD(AT&L) PRIORITIES. The priorities of USD(AT&L), articulated in an October 2011 memorandum to the Acquisition workforce and in the subsequent Better Buying Power (BBP) initiatives, were critical in the development of the DoD OSBP strategic plan. The following priorities were delineated in the Honorable Frank Kendall's memorandum, "Initial Guidance from the USD(AT&L)," dated October 7, 2011:

Support Our Forces Engaged in Overseas Contingency Operations

The Department will continue to pursue the key missions of counterterrorism, stability, and building the capacity of partner states as it strives to preserve America's national interests in a globalized environment. The AT&L workforce must contribute whenever possible to meet the urgent demands of the warfighting mission, leveraging the unique capabilities of the small business sector to provide innovative, sustainable, and affordable solutions.

Achieving Affordable Programs

A key goal of the Department is to ensure the programs started have firm cost goals in place, appropriate priorities set, and the necessary trade-offs made to keep the programs within affordable limits. As a public organization, the Department is committed to responsibly spending taxpayer dollar to acquire affordable, sustainable, and cost-effective systems. The Small Business community will play a large role in achieving this goal. The involvement of DoD small business professionals in acquisition planning process will facilitate appropriate small business utilization in support of this goal.

Improving Efficiency

The Department is committed to controlling and reducing costs while acquiring products and services that provide the highest possible value to our Warfighters. This involves many aspects of acquisition process that includes how we buy supplies and services, and reliability and cost-effectiveness of the industrial base. Small businesses can help create efficiencies by becoming dependable, lower-tier suppliers to large prime contractors and system integrators to ensure adequate price competition now and in the future. Small businesses can often act as effective prime contractors when affordability, innovation, and agility are required to deliver a needed capability.

Strengthening the Industrial Base

The defense industrial base experienced significant consolidation over the past two decades, in response to various environmental factors such as the defense budget, overseas operations, and global economic conditions. The DoD must create and support the conditions needed for long-term innovation, efficiency, reasonable profitability, and productivity growth in

industry. The Department will rely on market forces to make adjustments and let competition drive efficiency and productivity. Continuous analysis of the industrial base will guide DoD leaders to ensure adequacy of competition at the prime contracting and subcontracting levels. The Department will continue to emphasize the need to seek innovations from small businesses that drive the economy, support a sustainable industrial base, and provide solutions that maintain the dominance and competitiveness of the United States military forces.

Strengthening the Workforce

The 2010 Quadrennial Defense Review has a goal of “taking care of our people.” The size and composition of the workforce has a direct bearing on its performance. Having a high performing, agile, and ethical workforce requires a balance between having the right quantity and the right type of knowledge, skills, and experience. Small business professionals are an important segment of the acquisition workforce, responsible for a spectrum of activities aimed at maximizing opportunities for American small businesses. The Department has an obligation to professionalize this workforce to attract, recruit, and retain the best possible candidates that can carry out the mission of the small business programs. To achieve organizational excellence, an effective workforce must be combined with streamlined governance and decision processes. Key acquisition processes and policies must be updated to reflect small business considerations if real change is to be achieved.

Protecting the Future

Although uncertain budgets force the DoD to seek more efficiency, the Department must remain vigilant in sustaining the core activities and investments that will shape the force of the future. Leaders must be prepared to mitigate the risks of a hollowed workforce as they overcome many challenges in balancing critical resources. The Department must continue to invest in key technologies, maintain critical and time-sensitive industrial expertise, and nurture small businesses to maintain the competition and innovation in our acquisition process and our military superiority in a global environment.

The USD(AT&L) is pursuing continuous improvements to the Defense Acquisition System through the Better Buying Power (BBP) initiatives. BBP 3.0 focuses on achieving military dominance through technical excellence and innovation and establishes the following priorities:

- Achieve affordable programs
- Achieve dominant capabilities while controlling lifecycle costs
- Incentivize productivity in industry and government
- Eliminate unproductive processes and bureaucracy
- Promote effective competition
- Improve tradecraft in acquisition of services
- Improve professionalism of the total acquisition workforce

Small business has an important role in all of the BBP initiatives, and the DoD OSBP goals and objectives will ensure that small businesses are given the maximum opportunity to participate in the fulfillment of these priorities.

1.2. SMALL BUSINESS ADMINISTRATION (SBA) FACTORS. In addition to USD(AT&L) priorities and initiatives, it is also important to address SBA performance measurements established for the DoD. The following factors are key focus areas for assessing DoD small business program performance:

1. Commitment to Small Business Utilization
2. Effective Engagement of Senior Level Management in Achieving Small Business Goals
3. Data Quality of Small Business contracting
4. Training of Acquisition Staff
5. Outreach to Small Businesses
6. Bundling Avoidance, Justification and Mitigation
7. OSBP Organization

Combined with the USD(AT&L) priorities, these factors are important and complementary considerations in the development and implementation of the DoD OSBP Strategic Plan for 2016-2018.





SECTION 2: OSBP VISION, MISSION AND GUIDING PRINCIPLES

2.1. VISION. Cultivate and enhance the use of small business as an integral, agile, and responsive engine of innovation to create an economic and technological advantage, while maintaining a cost effective and competitive acquisition environment, for the DoD and the United States.

2.2. MISSION. The OSBP advises the Secretary of Defense on all matters related to small business. The OSBP leads and collaborates with DoD Components and federal agencies to interpret legislation and establish policies. The office instills exemplary DoD customer service by training, mentoring, and providing guidance to the acquisition workforce and through outreach to industry. The OSBP focuses on maximizing the participation, contribution, and performance of small business in DoD acquisitions, while meeting the needs of the Nation's warfighters and national security in an efficient and cost-effective manner.

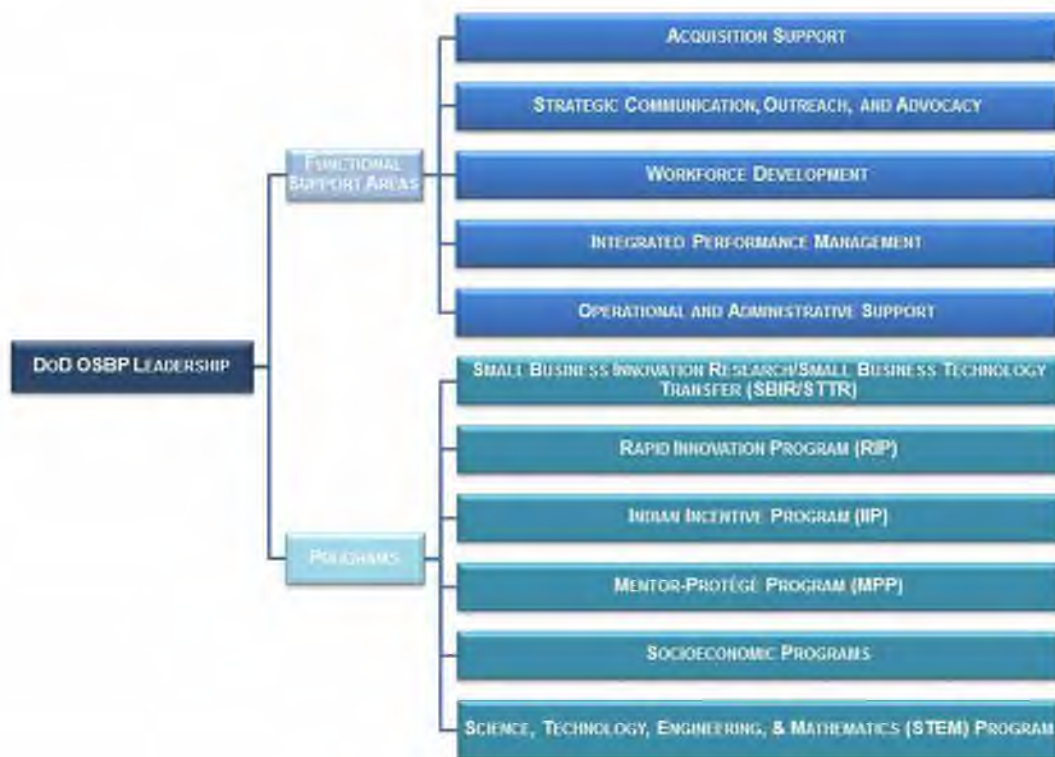
2.3. GUIDING PRINCIPLES. Guiding principles are those key tenets that underlie the culture of the OSBP and define "who we are." These principles describe how Small Business Professionals behave when dealing with customers, stakeholders, and each other. The guiding principles for the OSBP are:

- **Leadership:** Take ownership with accountability and integrity
- **Innovation:** Relentlessly pursue creative solutions to remove barriers
- **Responsiveness:** Provide timely, accurate, and results-oriented service
- **Professionalism:** Demonstrate expertise and competency in all aspects of our actions
- **Collaboration:** Develop partnerships and effective communication through comprehensive outreach and interagency collaboration

SECTION 3: ROLE OF THE OFFICE OF SMALL BUSINESS PROGRAMS

The primary responsibility of the DoD OSBP is to advise the Secretary of Defense on all matters related to small business. The office develops small business policy and provides oversight to ensure compliance by all Military Departments and Defense Agencies. The OSBP ensures that the DoD properly implements small business laws to maximize small business utilization, both in prime contracting and subcontracting, across all DoD acquisitions. The office manages programs and outreach efforts to support the development of a climate that consistently pursues small business solutions to the maximum extent practicable. The OSBP is an internal DoD advocate for the role of small business as an integral part of an innovative and technologically superior defense industrial base. Learn more at www.acq.osd.mil/osbp.

The DoD OSBP is organized to support the following key functional areas and programs:



3.1. FUNCTIONAL SUPPORT AREAS

Within the DoD OSBP, the functional support areas are instrumental in fulfilling the office responsibilities with respect to advocating, implementing, and supporting DoD small business policies and providing support for the DoD small business workforce, the acquisition workforce, and the small business industrial base. The functional support areas are as follows:

a. Acquisition Support. The DoD OSBP acquisition support functional area provides oversight, advice and guidance for small business matters related to prime contracting, subcontracting, acquisition planning, acquisition peer reviews, regulatory compliance, policy, and proposed legislation.

b. Strategic Communication, Outreach, and Advocacy. The purpose of this functional area is to provide a consistent message regarding maximizing DoD utilization of small business. This is accomplished through OSBP outreach efforts to the DoD industrial base and other key stakeholders. All members of the OSBP contribute to communication, outreach, and advocacy when engaging with stakeholders across the DoD, other federal agencies, industry, trade associations, academia, the media, and the general public.

c. Workforce Development. In April 2012, the USD(AT&L) established small business as a separate acquisition workforce functional area. The small business career field enables the OSBP to professionalize and shape the current and future small business workforce by developing cross-functional opportunities, career qualifications, education, and training that target small business professionals.

d. Integrated Performance Management. The integrated performance management team executes relevant research and analytic functions on DoD small business matters. The team provides high quality, reliable information to DoD leadership, small business offices, the acquisition community, and other stakeholders to support the OSBP position as the authority in small business information and analysis for the DoD. The expertise of this team in the areas of research, analysis, and communication ensures the development of efficient, integrated analytic tools and standardized processes that enable responsiveness to customer and stakeholders' needs.

e. Operational and Administrative Support. The primary responsibility of the operational and administrative support functional team is to develop internal controls and process management to support all aspects of the OSBP functions. This team provides contract, personnel, financial, and records management support to ensure office infrastructure is available, information is managed, and office personnel are equipped so each functional area has the resources and capabilities to fulfill their mission.

3.2. FUNDED PROGRAMS

The DoD OSBP also oversees key DoD small business programs with dedicated funding. Within the office, dedicated staff are responsible for administering and providing subject matter expertise to the Department regarding the funded programs described below:

a. Small Business Innovation Research (SBIR)/Small Business Technology Transfer (STTR) and Commercialization. The SBIR and STTR programs afford small businesses opportunities to provide innovation and applied research for the DoD. The DoD sponsors the SBIR and STTR programs by providing funding each year to initiate research and development (R&D) projects at small technology companies -- projects that serve a DoD need and have commercial applications.



SBIR Program. The statutory purpose of the SBIR program is to strengthen the role of innovative small business concerns (SBCs) in federally-funded research or research and development (R/R&D). Specific program purposes are to: (1) Stimulate technological innovation; (2) use small business to meet federal R/R&D needs; (3) foster and encourage participation by socially and economically disadvantaged small businesses and by women-owned small businesses (WOSBs) in technological innovation; and (4) increase private sector commercialization of innovations derived from federally-funded R/R&D, thereby increasing competition, productivity, and economic growth.

STTR Program. The statutory purpose of the STTR program is to stimulate a partnership of ideas and technologies between innovative SBCs and research institutions through federally-funded R/R&D. By providing awards to SBCs for cooperative R/R&D efforts with research institutions, the STTR program assists the small business and research communities by commercializing innovative technologies.

Commercialization. Increasing the return on DoD investment in technology research and development is an important DoD priority, as expressed in BBP 3.0 and required by statute. Commercialization (Phase III) initiatives will increase the return on the Department's SBIR/STTR Phase I and II investments by facilitating the transfer of SBIR/STTR technologies into DoD programs of record (POR) and fielded systems. The DoD OSBP commercialization efforts are focused on researching initiatives to improve Phase II technology transfer and developing appropriate policy and guidance for the DoD workforce.

b. Rapid Innovation Program (RIP). The RIP program is statutorily authorized for the purpose of providing a competitive, merit-based program designed to accelerate the fielding of innovative technologies into DoD POR using SBIR Phase II technologies, technologies developed in DoD laboratories, and other innovative technologies. In conjunction with the Assistant Secretary of Defense for Research and Engineering, the DoD OSBP oversees the program on behalf of the Military Departments and Defense Agencies to support the transition of innovative technologies into DoD POR and others that meet specific defense critical needs. The OSBP accomplishes this by advising DoD leadership, monitoring performance, and participating in outreach efforts to small and non-traditional businesses.

c. Indian Incentive Program (IIP). The IIP encourages prime contractors to subcontract with Native American companies by providing a 5 percent incentive to the prime contractor on the total amount subcontracted to an indian-owned economic enterprise or indian organization. The OSBP is responsible for funding for the program, processes incentive requests, and distributes funds to contracting offices. The OSBP educates the Native American community and other stakeholders regarding the program and its benefits.

d. Mentor-Protégé Program (MPP). The DoD MPP provides incentives for DoD prime contractors serving as approved DoD mentors to assist eligible protégé firms in enhancing their capabilities under active DoD Mentor-Protégé Agreements (MPAs). The intent of the program is to increase participation of small businesses in Government and commercial contracts by increasing their capabilities to comply with contract requirements in areas such as accounting or cybersecurity.



3.3. ADDITIONAL PROGRAMS

In addition to the functional support areas and the funded programs described above, the DoD OSBP provides support and subject matter expertise to the Department regarding the following programs and initiatives:

a. Socioeconomic Programs. The DoD OSBP fosters a climate that promotes inclusion of the socioeconomic categories of small disadvantaged business (SDB), service-disabled veteran-owned small business (SDVOSB), veteran-owned small business (VOSB), Historically Underutilized Business Zone (HUBZone), and WOSB/economically disadvantaged women-owned small business (EDWOSB) utilization in DoD acquisitions. To help create this climate, the OSBP provides guidance, advice, and training and outreach to internal and external entities. The OSBP provides support to the DoD acquisition community in complying with small business statutes and the achievement of statutory goals for the various socioeconomic categories.

Small Disadvantaged Business (SDB), the 8(a) Program. The OSBP continues to serve as the principal advocate for the DoD to ensure that contract awards meet the Congressional mandates prescribed for these programs. The OSBP works with the SBA to administer and execute the program.

Women-Owned Small Business (WOSB/EDWOSB). With the establishment of set-aside authority beginning in FY2012, the DoD emphasizes and directs its efforts to achieve the goal for prime contract and subcontract awards to small business concerns owned and controlled by women.

Service-Disabled Veteran-Owned Small Business and Veteran-Owned Small Business (SDVOSB and VOSB). The DoD is continuing its efforts to develop and promote an aggressive outreach initiative to identify small business concerns owned and controlled by veterans and service-disabled veterans. The purpose of the outreach effort is to improve prime contracting and subcontracting opportunities for SDVOSB and VOSB concerns.

Historically Underutilized Business Zones (HUBZone) Program. The statutory HUBZone program stimulates economic development and creates jobs in urban and rural communities by providing Federal contracting preferences to small businesses. The DoD Small Business Professionals conduct market research and outreach to increase opportunities for HUBZone businesses to provide products and services for the DoD.

b. Science, Technology, Engineering, and Mathematics (STEM) Program. In October 2012, the DoD OSBP stood up the STEM Entrepreneurship Initiative aimed at bridging the gap between scientific innovation and business development. The initiative focuses on nurturing small businesses with a STEM mission. As a result of this initiative, the DoD OSBP is engaged for the first time with the White House Office of Science & Technology Policy to identify solutions that encourage talented scientists and engineers to become entrepreneurs, and to maximize commercialization of innovative technologies. Additionally, the DoD OSBP is making use of existing resources, such as the MPP, to re-focus on bringing innovative

technologies into the Department. The OSBP engages to provide information about programs such as RIP and SBIR on the Defense Innovation Marketplace, a site developed by the DoD to communicate technology-based opportunities to industry.





SECTION 4: CREATING VALUE

The primary strategic goal of the OSBP in the 2016-2018 timeframe is to create maximum practicable opportunity for small businesses in DoD acquisitions by cultivating relationships within the DoD and interaction with external stakeholders. The OSBP strives to create value for our customers in DoD through leadership in DoD efforts to achieve quantitative and qualitative small business goals. The ultimate customer is the warfighter. The soldiers, sailors, airmen, and Marines who protect and defend the US and the civil servants who support them are the end users of products and the recipients of services provided by the DoD industrial base. Key Focus areas include:

Small Businesses of the DoD Industrial Base



The OSBP provides value by creating and identifying small business opportunities and enabling participation in DoD acquisitions at the prime contractor and subcontractor levels. The OSBP works with U.S. small businesses to educate them on how to do business with the Department and with large businesses to create the conditions for subcontracting with and mentoring small businesses.

DoD Leadership and the Military Departments and Defense Agencies



One of the OSBP's primary functions is to provide advice, guidance and oversight. The leadership and workforce of the Military Departments and Defense Agencies are key internal customers. They have the primary responsibility for the day-to-day oversight and execution of the Defense budget, which includes the acquisition opportunities for small businesses. The OSBP creates value by providing governance and leadership to create unity of effort towards achieving small business goals within the DoD enterprise, and by ensuring that professional acquisition training across the Department contains information on providing maximum practicable opportunity for small businesses in DoD acquisitions.

Small Business Administration and other Federal Agencies



The OSBP works with the SBA and other Federal agencies to implement the small business regulations and programs requested in the President's budget and funded through Congressional appropriations. The OSBP works with the Office of Management and Budget as needed in support of the development of the President's budget. The OSBP also coordinates with the SBA to develop annual small business goals for the DoD to support achievement of the Federal small business participation goals established by Congress.

United States Congress



The U.S. Congress enacts laws, conducts oversight, and initiates studies that address the ability of small businesses to contract with the DoD. The OSBP provides value to Congress by providing timely and comprehensive information regarding DoD's activities with small business. This includes analysis, research, and development of responses to statutory requirements, and requests from members of Congress, Congressional committees, and their staffs.

Taxpayer



Like all government organizations, the OSBP is accountable to the American taxpayer to spend every tax dollar responsibly and effectively. We must ensure our decisions take the taxpayer into consideration, and provide transparency in our transactions so that we can continue to build the public trust. The OSBP provides value to the taxpayer by fostering an environment that supports cost effective, competitive, and transparent procurements.

SECTION 5: OSBP GOALS AND OBJECTIVES

Strategic planning requires the translation of the OSBP vision, mission, and guiding principles into operational goals and objectives. The OSBP will use the following goals and objectives to conduct planning, budgeting, and measurement activities and to guide behaviors of all members of the OSBP team. Below are the OSBP top operational goals for the 2016 – 2018 timeframe.

Goal 1. Advise, recommend, and advocate for policies and guidance promoting small business

- Objective 1. Develop policy and guidance
- Objective 2. Advocate for small business through recommendations to leadership
- Objective 3. Provide leadership and guidance on small business matters
- Objective 4. Participate in accordance with applicable rules in key advisory organizations promoting small business interests
- Objective 5. Ensure formal DoD acquisition training includes appropriate guidance on maximizing small business utilization in Department acquisitions.

Goal 2. Provide exemplary customer service, enhance communication, and encourage collaboration with internal DoD customers and external stakeholders to further the interests and impress the value of small business

- Objective 1. Improve collaboration within OSBP and with Military Departments, DoD agencies
- Objective 2. Enhance communication to DoD customers and external stakeholders, building value for OSBP and the small business industrial base
- Objective 3. Create OSBP communication plan and strategies, including enhancement of internet and social media presence
- Objective 4. Provide accessibility and availability to small businesses by establishing open lines of communication and supporting a strong outreach program
- Objective 5. Be responsive to internal and external needs and requirements

Goal 3. Ensure compliance and increase capabilities through awareness, process improvement, and technology development

- Objective 1. Develop and implement a compliance program that assesses DoD Component adherence to small business regulations and policies
- Objective 2. Identify, improve, standardize, and document OSBP processes for effective management and audit readiness, and establish processes for new office capabilities
- Objective 3. Implement internal OSBP processes to review accomplishments and evaluate metrics demonstrating progress toward goal attainment
- Objective 4. Develop tools to increase efficiency and effectiveness and implement new office capabilities, including support for cybersecurity
- Objective 5. Proactively maintain awareness of the small business environment and issues, implementing processes to support effective knowledge sharing within and external to the organization

Goal 4. Increase access to Small Business Research and Development and DoD return on investment through support for technology and capability development, commercialization, and technology transfer

- Objective 1. Develop initiatives to facilitate the development of an R&D portfolio that balances technology needs and capability needs.
- Objective 2. Emphasize technology insertion and refresh in program planning
- Objective 3. Develop initiatives to remove barriers to commercial technology utilization and increase technology transfer
- Objective 4. Enrich small business industrial base enhancement programs and build link between technology needs and capability development
- Objective 5. Develop recommendations to increase access to innovation within the national security environment through engagement of non-traditional suppliers, entrepreneurs, and inventors
- Objective 6. Develop initiatives to ensure formal DoD acquisition training includes appropriate guidance on providing maximum practicable opportunity in Department acquisitions for small businesses with appropriate technological solutions to DoD needs through the use of programs such as SBIR, STTR, and RIP.

Goal 5. Increase small business participation and competitive opportunities and enhance ability to identify and develop small businesses capable of fulfilling DoD needs

- Objective 1. Develop initiatives to increase participation in small business programs, including more effective use of market research
- Objective 2. Improve visibility into performance through effective research and data analytics
- Objective 3. Establish targeted improvement goals, focusing on increasing opportunities for small business
- Objective 4. Develop feedback capabilities to improve program assessment
- Objective 5. Support effective engagement of senior level management in achieving small business goals
- Objective 6. Focus on early engagement in acquisition strategy planning and peer reviews and promote opportunities for small business
- Objective 7. Support and develop initiatives to increase DoD support for STEM education
- Objective 8. Develop and deploy an improved suite of market research tools to empower the DoD workforce in market research execution, analysis, goal management, future needs forecasting, and industry engagement
- Objective 9. Educate small businesses about DoD cybersecurity issues and requirements



Goal 6. Enhance the quality, integrity, and reliability of information provided by OSBP

Objective 1. Establish processes that ensure consistent and accurate messaging

Objective 2. Ensure data security, quality, and reliability

Objective 3. Establish appropriate training and review processes, including coordination and transparency to ensure information accuracy and data quality

Objective 4. Implement and refine capabilities to communicate through electronic correspondence, websites, social media and traditional media

Goal 7. Support the professionalism of the DoD small business workforce and develop training and educational opportunities to advance the utilization of small business in DoD acquisitions

Objective 1. Provide targeted training for acquisition personnel on small business programs

Objective 2. Develop and implement small business career field training and certification requirements to create an adaptive and sustaining workforce to address future challenges

Objective 3. Recommend professional development opportunities to improve small business workforce proficiency and performance

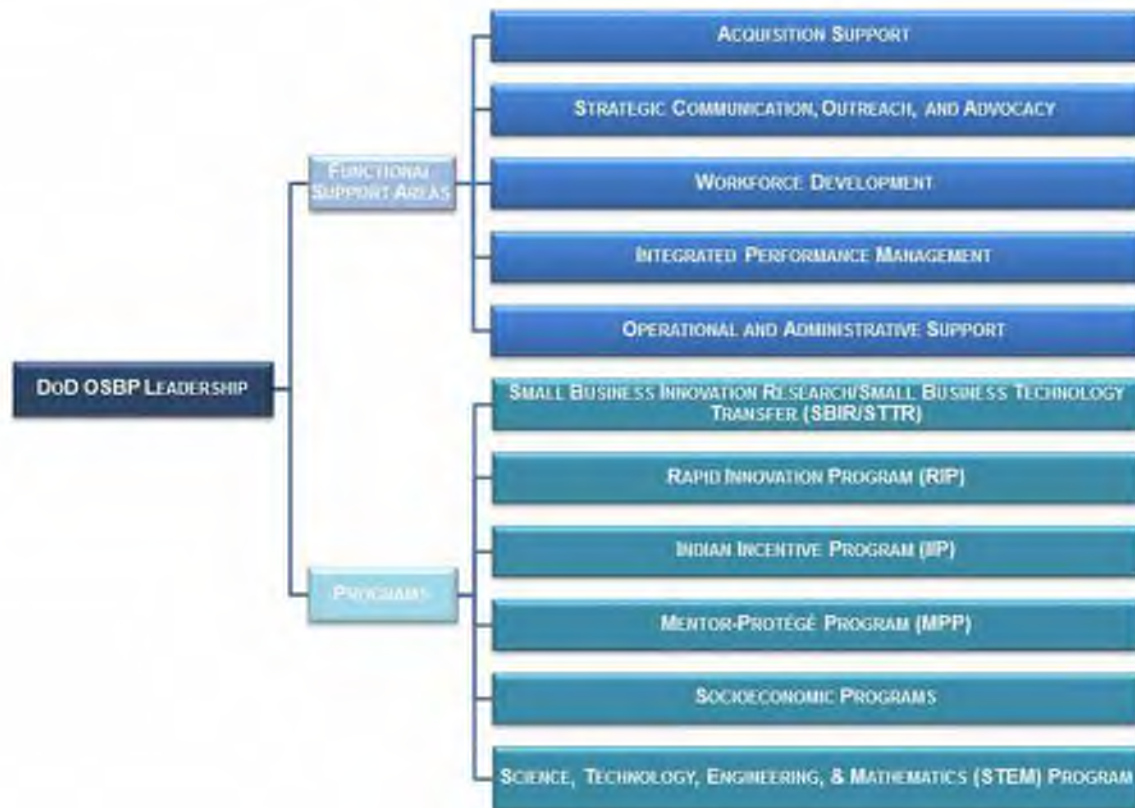
Objective 4. Enhance knowledge sharing to engage the small business workforce on career program requirements and opportunities and to ensure well rounded training material

Objective 5. Work with the Defense Acquisition University to develop or revise workforce curriculum for all career fields to understand their contribution to providing maximum practicable opportunity to small business as part of the DoD industrial base



SECTION 6: SUPPORTING PLANS

To advance the overarching OSBP vision, mission, goals, and objectives described in this strategic plan, the internal divisions of the DoD OSBP developed the following supporting plans. These plans provide more detailed internal goals and objectives for the office and align with the internal functional support areas, funded programs, and additional programs described in Section 3.



6.0. OSBP LEADERSHIP TEAM

Vision: Provide leadership and guidance to enable and motivate the DoD Small Business workforce to enhance the value of the small business industrial base in the DoD and increase opportunities for small business within DoD acquisitions.

Mission: Create an environment that enables OSBP staff and the DoD small business staff to achieve all strategic goals and promote the value of small businesses as competitive, cost effective, innovative, and efficient sources of DoD procurement. Serve as the representative for small business interests within the DoD and be key advocates of small business.

Goals and Objectives:

Goal 1. Provide guidance and leadership to DoD and Component OSBP staff

- Objective 1. Communicate priorities and expectations
- Objective 2. Set tone for the organization through interactions with OSBP staff
- Objective 3. Develop ways to receive feedback from OSBP staff and Component Small Business Directors
- Objective 4. Interpret the impacts of decisions, legislation, and policy directives to OSBP staff
- Objective 5. Communicate USD(AT&L) vision and priorities
- Objective 6. Establish processes and a rhythm of activities to enable OSBP personnel to contribute to the OSBP mission and vision
- Objective 7. Conduct a minimum of one meeting each quarter with Component OSBP Directors to facilitate exchange of information on policies, lessons learned, best practices, and other topics or concerns

Goal 2. Promote DoD workforce professionalism

- Objective 1. Mentor OSBP staff to support professional growth and development
- Objective 2. Support personnel and ensure appropriate resources are available to achieve mission
- Objective 3. Ensure accurate personnel placement
- Objective 4. Create opportunities for individual and collective OSBP staff educational training and individual rotational development experiences

Goal 3. Communicate the value of small business to all stakeholders

- Objective 1. Participate in strategic outreach events and provide strategic direction to facilitate OSBP outreach efforts
- Objective 2. Lead and guide the development of OSBP messaging
- Objective 3. Communicate within the DoD to strategically align small business outreach efforts across the DoD
- Objective 4. Implement a mechanism that monitors and assesses the impact of outreach



6.1. ACQUISITION SUPPORT

Vision: Create an environment that ensures that the Defense small business industrial base has maximum opportunity to participate successfully in DoD acquisitions as a prime contractor or subcontractor.

Mission: Advocate for small business utilization and oversight through advice, guidance, and policy provided to DoD leadership and small business professionals. Provide recommendations and superior customer service, promote effective communication, develop collaborative relationships with stakeholders, and provide effective program oversight that results in an environment that is ideal for small business participation as prime contractors or subcontractors.

Goals and Objectives:

Goal 1. Improve small business utilization through oversight and compliance

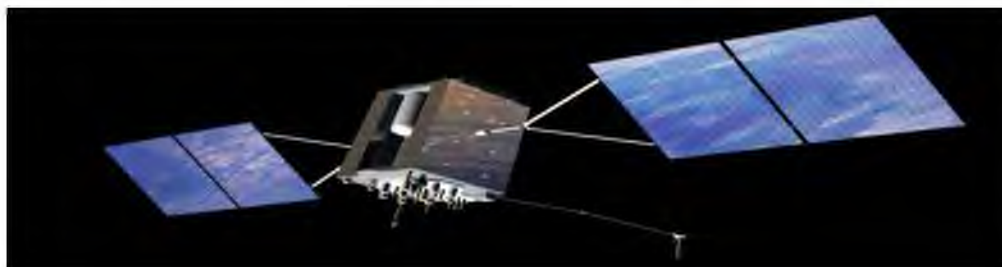
- Objective 1. Develop and implement a compliance program that assesses DoD Components' compliance with small business program related regulations and policies and assists OSBP offices throughout the DoD accomplish their mission
- Objective 2. Develop and implement a compliance program for subcontracting, including specific guidance outlining the enforcement of subcontracting surveillance

Goal 2. Improve affiliation with internal and external customers

- Objective 1. Implement procedures and guidance for participation in acquisition peer reviews for OSBP and for small business professionals in collaboration with the Defense Procurement and Acquisition Policy
- Objective 2. Implement guidance regarding small business professional's role in acquisition planning and acquisition strategy review process
- Objective 3. Improve timeliness and effectiveness of communication and reporting for subcontracting program management, including support for improving Electronic Subcontracting Reporting System (eSRS) functionality
- Objective 4. Advise and improve coordination between acquisition support team and other OSBP subject matter areas on policy issues

Goal 3. Advise and recommend policy and regulations for small business support

- Objective 1. Advise on small business policy and facilitate coordination with DoD and other Federal agencies
- Objective 2. Develop, update, and maintain consistent guidance, policy, and procedures regarding the DoD small business program



6.2. STRATEGIC COMMUNICATION, OUTREACH, AND ADVOCACY

Vision: Create an environment that fosters increased small business participation through education and advocacy.

Mission: Provide quality education and guidance to the DoD small business workforce regarding marketing to the DoD and navigating the federal acquisition process. Advocate for the continued development of the small business industrial base.

Goals and Objectives:

Goal 1. Provide timely, accurate, and relevant information to DoD workforce and, as appropriate, small business

- Objective 1. Establish and maintain OSBP social media accounts (i.e. Facebook and Twitter) to enhance communication
- Objective 2. Ensure all responses to small business requests are tailored to needs
- Objective 3. Coordinate with OSBP staff and leadership to ensure all public communications are relevant and accurate
- Objective 4. Increase the visibility and accessibility of the DoD OSBP as a key resource for assisting with resolving small business issues
- Objective 5. Develop and maintain a DoD-wide small business outreach calendar
- Objective 6. Continue to build on the OSBP contact list to facilitate communications
- Objective 7. Develop an outreach newsletter to support communication with small business

Goal 2. Utilize a customer service approach in all outreach and advocacy activities

- Objective 1. Ensure all qualified small businesses have an opportunity to interact with a person via phone or meeting if requested
- Objective 2. Utilize technologies to enhance and maintain tools to track small business requests

Goal 3. Facilitate responsiveness to outreach inquiries received through official channels (e.g., SBA Ombudsman, Congress, DoD leadership)

- Objective 1. Further enhance processes to maximize producing a quality response efficiently (e.g., responses in the Correspondence and Task Management System, documenting phone calls, etc.)
- Objective 2. Evaluate existing processes for areas that can be streamlined and develop and implement improvements

Goal 4. Facilitate responsiveness to Congressional requests with respect to small business issues and concerns

- Objective 1. Enhance processes for tracking and managing Congressional requirements and materials generated in support of responses
- Objective 2. Facilitate preparation of OSBP leadership and staff for Congressional interactions, including coordination of appropriate staff and materials
- Objective 3. Facilitate preparation of legislative proposals

Objective 4. Monitor and brief OSBP leadership and staff regarding all legislation that addresses or impacts the small business industrial base, coordinating OSBP response when necessary

Goal 5. Ensure consistency in DoD OSBP messaging

Objective 1. Develop mechanisms and processes to make talking points and briefings, including Congressional briefings and testimonies, accessible to all staff as appropriate

Objective 2. Cross train frontline OSBP office staff to be responsive to general outreach requests

Objective 3. Ensure all OSBP staff have baseline knowledge and training on outreach messaging for all aspects of the OSBP

Goal 6. Proactively maintain awareness of the small business environment and issues

Objective 1. Monitor Congressional developments and issues related to small business

Objective 2. Monitor small business issues in the media

Objective 3. Increase awareness of small business industry groups and their agendas

Goal 7. Develop and maintain relationships with key small business stakeholders across the Federal government

Objective 1. Support the establishment and maintenance of relationships with key Congressional liaisons within DoD (Legislative Affairs, Acquisition Resources and Analysis/External Customer Support)

Objective 2. Continue to build productive relationships with SBA and other Federal agencies and their respective small business offices



6.3. WORKFORCE DEVELOPMENT

Vision: To develop and sustain a DoD small business workforce with superior talent and skills and a small business knowledgeable acquisition workforce that will maximize the contributions of small businesses in DoD acquisitions.

Mission: Develop a small business training program for the DoD acquisition workforce that implements a cross-functional small business acquisition career field, which enables the development of in-depth, enterprise-wide, small business experience through training and certification. Implement small business training relevant for other acquisition workforce career fields.

Goals and Objectives:

Goal 1. Improve workforce proficiency and performance

- Objective 1. Develop and implement small business career field training and certification requirements
- Objective 2. Create professional development opportunities

Goal 2. Create an adaptive and sustaining workforce to address future challenges

- Objective 1. Maintain small business workforce policy and career guide to support workforce initiatives and program infrastructure
- Objective 2. Update other small business policies as necessary to ensure they support and facilitate small business professional workforce objectives
- Objective 3. Develop and implement a communication plan to engage the small business workforce on career program requirements and opportunities

Goal 3. Incorporate small business knowledge into the broader acquisition workforce

- Objective 1. Engage other acquisition workforce career field functional leaders to review, revise, and develop small business training relative to their functional areas
- Objective 2. Identify and develop additional or modified training necessary for the acquisition workforce on the SBIR program and other small business research and development programs
- Objective 3. Provide support for the DoD Regional Councils to ensure appropriate regional training of DoD small business and acquisition professionals

6.4. INTEGRATED PERFORMANCE MANAGEMENT (IPM)

Vision: Influence DoD decisions, policies and procedures by providing rigorous, insightful, and reliable research and analysis on small business matters.

Mission: Use OSBP knowledge, access to data, and expertise on small business matters to package and deliver relevant information for DoD leadership, small business offices, the DoD acquisition community, and other DoD stakeholders. Provide valid data to develop new and

innovative perspectives of small business performance by embracing integration, responsiveness, efficiency, standardization, and relevancy. Enhance DoD small business achievements with performance and goal management processes that impact the development of a robust, secure, innovative, affordable, and technologically superior small business defense industrial base readily available to meet all warfighter needs.

Goals and Objectives:

Goal 1. Enhance value and ensure relevancy through cultivating collaboration and communication

- Objective 1. Strengthen partnerships with internal and appropriation interaction with external stakeholders
- Objective 2. Share information through effective communication and access to analysis and research
- Objective 3. Assess impact of research and analysis through engagement and feedback
- Objective 4. Anticipate needs through investigation and engagement to develop proactively relevant areas of research and analysis (including the feasibility of a small business superior supplier program and the feasibility of regionalized or matrix approach to providing market research capability)

Goal 2. Increase IPM capabilities through knowledge advancement and innovation

- Objective 1. Develop tools to broaden analysis capabilities and perform predictive analysis
- Objective 2. Promote continuous learning and team growth within the IPM team to enhance flexibility, agility, and versatility
- Objective 3. Search for and gain access to new and relevant data sources

Goal 3. Enhance DoD small business achievements through targeted and consistent performance and goal management

- Objective 1. Finalize and implement the System for Acquisition Forecasting Input, Retrieval, and Engagement (SAFIRE) development and establishment of the DoD procurement forecasting process
- Objective 2. Develop tools to enhance management of performance and support development of realistic and achievable goals
- Objective 3. Standardize the small business goaling methodology and processes
- Objective 4. Ensure timely and responsive inputs for all IPM reporting requirements
- Objective 5. Provide support for constructive performance feedback and recognition

Goal 4. Ensure reliability and integrity of research and analysis through contextual awareness, efficiency, and standardization

- Objective 1. Monitor and address data quality
- Objective 2. Standardize processes for consistent results
- Objective 3. Standardize products for efficiency and accuracy
- Objective 4. Ensure proper contextual awareness for data analysis and research

6.5. OPERATIONAL AND ADMINISTRATIVE SUPPORT

Vision: Establish the internal controls and infrastructure for an audit ready office environment, providing exemplary support to enable OSBP personnel better to perform their missions.

Mission: Provide support to OSBP internal DoD customers and facilitate responsiveness to organizations outside DoD by ensuring infrastructure and processes are established to aid in office management and readiness. Organize and facilitate office, personnel, financial, and records management, and proper contract support and oversight, as well as maintenance of contract records, while ensuring that these areas are governed with effective information management, financial integrity, internal controls, and policy and process compliance. Strive to be responsive to all DoD customer and personnel needs through exemplary service, collaboration, communication, and strong relationships.

Goals and Objectives:

Goal 1. Enhance efficiency, security, accessibility, and accuracy of information and data through the development and enhancement of tools

- Objective 1. Initiate next phases of automated processes to support electronic document access and records management
- Objective 2. Develop an electronic system to track, monitor, report and retain financial data (e.g. contract awards, financial documents, tri-annual reports)
- Objective 3. Enhance the SharePoint tool for tracking and management of tasks
- Objective 4. Ensure appropriate access to shared resources and ensure data security
- Objective 5. Develop tools to facilitate personnel management

Goal 2. Develop, maintain, document, monitor, and train DoD in-house customers on internal control processes to ensure compliance and audit readiness

- Objective 1. Establish and maintain concise standard operating procedures (SOPs) that will support accuracy and efficiency of operations and establish guiding principles that inform team actions
- Objective 2. Develop monitoring procedures in support of reporting compliance in the annual Statement of Assurance
- Objective 3. Establish a strong financial framework to support financial improvement, compliance, and audit readiness
- Objective 4. Update and maintain records management procedures and file plans
- Objective 5. Ensure OSBP staff understanding of appropriate operational and administrative policies and processes
- Objective 6. Ensure understanding of the budget management process and promote responsible stewardship of resources

Goal 3. Increase team capabilities through knowledge advancement and innovation

- Objective 1. Develop tools and references to facilitate easy access to resources in support of operations (e.g. desktop references and URL lists)
- Objective 2. Establish efficient management processes for operational and administrative functions
- Objective 3. Enhance understanding and involvement with other OSBP functions to facilitate team growth and development
- Objective 4. Commit to continuous process improvement through feedback

Goal 4. Encourage information exchange and provide steadfast infrastructure support

- Objective 1. Build strong internal and appropriate external relationships
- Objective 2. Streamline and enhance external responsiveness
- Objective 3. Increase collaboration and enhance internal DoD customer service fostering two-way communication
- Objective 4. Create a welcoming environment for new staff by establishing a consistent and timely onboarding process



6.6. SMALL BUSINESS INNOVATION RESEARCH/SMALL BUSINESS TECHNOLOGY TRANSFER (SBIR/STTR) AND COMMERCIALIZATION

Vision: To make SBIR/STTR the best innovation programs in the world.

Mission: The OSBP mission to implement the SBIR/STTR programs in the DoD is that these programs help SBIR/STTR companies quickly create and deliver cost-effective innovations that will sustain America's technological superiority over adversaries. Upholding this mission requires the OSBP to be the staunchest SBIR/STTR advocate and voice within the Department; conduct and attend outreach in a fiscally responsible manner; provide assistance, to the extent allowed by law; be the Department's subject matter expert and single voice to internal DoD customers and outside stakeholders; and provide leadership and oversight to ensure the program operates in the most cost-effective manner.

Goals and Objectives:

Goal 1. Transform the DoD acquisition workforce to become SBIR/STTR advocates, proactively seeking and promoting SBIR/STTR solutions

- Objective 1. Develop key policies
- Objective 2. Collaborate with DoD Components to make real changes
- Objective 3. Develop training guides and materials
- Objective 4. Conduct outreach and advocacy

Goal 2. Improve participation demographics by increasing the diversity and number of new entrants participating in the SBIR/STTR programs

- Objective 1. Conduct analysis regarding participation demographics
- Objective 2. Perform focused outreach
- Objective 3. Develop training and guidance materials, including fraud, waste, and abuse

Goal 3. Make program participation and access simple and easy by identifying ways to simplify and streamline the SBIR/STTR contracting process

- Objective 1. Conduct analysis regarding simplifying and streamlining the SBIR/STTR contracting process
- Objective 2. Apply LEAN principles to improve agility/responsiveness/speed to market
- Objective 3. Develop implementation plan
- Objective 4. Assess feasibility for contracting centers of excellence

Goal 4. Make the programs agile and responsive to DoD needs by seeking new business model innovations that make the SBIR/STTR program more agile and responsive to needs

- Objective 1. Conduct analysis to identify characteristics of agility and responsiveness and related issues
- Objective 2. Identify options for improving agility and responsiveness
- Objective 3. Develop criteria for evaluation of new ideas and conduct assessments
- Objective 4. Select ideas for implementation and develop implementation plan
- Objective 5. Complete “Direct to Phase II” pilot and make recommendations on extending and expanding this initiative
- Objective 6. Improve topic generation, including balancing of investment profile between S&T/R&D topics

Goal 5. Optimize Phase III results for each DoD organization through improving transition/commercialization performance

- Objective 1. Develop goals and incentives for transition of small business R&D into DoD POR and fielded systems
- Objective 2. Develop processes, procedures and system requirements to track SBIR/STTR transition into DoD POR and fielded systems
- Objective 3. Establish appropriate policies, guides, and training (to include intellectual property rights and guidance to improve accuracy in SBIR reporting and database utilization)
- Objective 4. Develop robust matchmaking capability (Primes, Acquisition Offices, search capability, technology showcases)
- Objective 5. Support development of leading indicators, tracking, and assessment for probability of transition at the Military Departments and DoD Agency levels

Goal 6. Improve financial management

- Objective 1. Improve SBIR/STTR budget calculations
- Objective 2. Improve timeliness of funding release
- Objective 3. Improve tracking of obligations and expenditures
- Objective 4. Conduct compliance reviews for budgeting and expenditures
- Objective 5. Develop policy, guidance, and training

Goal 7. Decisions driven by data analytics capability, including improving SBIR/STTR program data quality and data analytics

- Objective 1. Establish a data team
- Objective 2. Develop a process for identifying and analyzing data requirements
- Objective 3. Conduct a review of current data requirements
- Objective 4. Conduct a review of SBIR/STTR IT infrastructure requirements
- Objective 5. Develop a concept of operations for DoD-wide data discovery, analytics, and sharing
- Objective 6. Evaluate open source business intelligence/analytics platforms for use in the public data environment
- Objective 7. Establish a metrics program

6.7. RAPID INNOVATION PROGRAM (RIP)

Vision: Create an environment that fosters the rapid insertion of innovative technologies into DoD acquisition programs in support of the warfighter.

Mission: Provide leadership and guidance to the Military Departments and Defense Agencies to meet the needs of the nation's warfighters, supporting opportunities to provide rapid insertion of innovative technologies from predominantly small business in DoD acquisition programs through the management of the funding for the RIP.

Goals and Objectives:

Goal 1. Conduct outreach to small businesses and other nontraditional suppliers with innovative technologies to facilitate entry into DoD acquisitions

- Objective 1. Increase RIP point of contact participation in outreach
- Objective 2. Enrich RIP website content and improve access

Goal 2. Increase awareness and educate program management and contracting personnel regarding RIP

- Objective 1. Work together with other OSBP offices to collaborate with training sources to educate Program Managers and Contracting Officers
- Objective 2. Explore other avenues for opportunities to educate Program Managers and Contracting Officers

Goal 3. Work collaboratively with DoD Components on program improvements

- Objective 1. Improve accessibility to the program by industry through streamlining
- Objective 2. In collaboration with the DoD leads for other technology based programs and DoD Components, develop a baseline definition for technology transition
- Objective 3. Enhance program performance assessment
- Objective 4. Facilitate OSBP responsiveness to Congressional inquiries and reporting requirements

6.8. INDIAN INCENTIVE PROGRAM (IIP)

Vision: Create an environment that increases opportunities for Native American owned small business participation in DoD acquisitions.

Mission: Oversee the DoD IIP program to promote Native American owned small business inclusion in DoD subcontracting opportunities. Develop supporting material for budget submissions for the program and efficiently process incentive requests. Provide information to Contracting Officers, Native American organizations, and other stakeholders regarding the IIP process and benefits.

Goals and Objectives:

Goal 1. Increase IIP participation

- Objective 1. Provide information to DoD Contracting Officers on how properly to utilize the program
- Objective 2. Provide information to the DoD Components on why IIP is important to the DoD
- Objective 3. Continue to provide information to Native American communities and organizations about the program

Goal 2. Create tools to administer more efficiently the IIP program

- Objective 1. Develop a database to track incentive request details and status
- Objective 2. Implement automated processes for submitting rebate submission documentation by Contracting Officers
- Objective 3. Develop a tool or process for capturing and managing IIP success stories
- Objective 4. Review and update program documentation as necessary to reflect changes in processes

Goal 3. Support responses to Congressional inquiries regarding the IIP program

- Objective 1. Use studies and other resources to document the value of the program
- Objective 2. Closely monitor legislation to track the status of the program

6.9. MENTOR-PROTÉGÉ PROGRAM (MPP)

Vision: Create a world-class small business industrial base of DoD mentors and protégés able to deliver rapidly dominant capabilities to U.S. Warfighters through technical excellence and innovation.

Mission: Oversee the DoD MPP to promote mentor-protégé arrangements among large and small businesses that strengthen the DoD industrial base. Provide the rationale for the program. Provide information to Contracting Officers and other DoD stakeholders regarding the MPP process and benefits.

Goals and Objectives:

Goal 1. Increase taxpayers' and Warfighters' return on investment

Objective 1. Identify high-priority and immediate needs for U.S. Warfighters

Objective 2. Increase supply-chain efficiencies and DoD MPP value proposition

Goal 2. Increase MPP interoperability and collaboration across all programs within the OSBP's portfolio.

Objective 1. Develop innovative ways to increase DoD MPAs with small businesses with SBIR/STTR Phase I or Phase II Awards, RIP awards, or IIP partnerships

Objective 2. Develop ways to increase DoD MPAs to sustain organic DoD MPP growth within the Department's budget levels

Objective 3. Increase cross functional interoperability among Federal agencies

Goal 3. Cultivate stronger communication across Public Sector, and Private Sector, including Academia.

Objective 1. Define long term DoD MPP marketing framework

Objective 2. Bridge communications gaps with Private Sector

Objective 3. Increase DoD MPP brand awareness



6.10. SOCIOECONOMIC PROGRAMS

Vision: Create an environment that ensures that small businesses in all socioeconomic categories have maximum opportunities to participate in DoD acquisitions as both prime contractors and subcontractors.

Mission: Advocate for the consideration and inclusion of SDB, SDVOSB and VOSB, HUBZone, WOSB/EDWOSB, and other small businesses to include socioeconomic categories identified by statute or Executive order in all DoD acquisitions, support programs, and guidance. Provide leadership, planning and subject matter expertise to the DoD on socio-economic performance, policies, issues and concerns. Initiate actions to ensure that socioeconomic considerations are addressed in all appropriate guidance, policy, training, programs and strategies. Promote targeted outreach and performance monitoring and reporting. Provide recommendations to DoD leadership on socioeconomic matters.

Goals and Objectives:

Goal 1. Effectively use research and analysis to encourage socioeconomic category utilization

Objective 1. Support the Market Research Center of Excellence (MRCOE) 1.0 development effort (market research support, performance dashboard for visualization of all categories)

Objective 2. Evaluate how socioeconomic categories are used in other OSBP small business programs

Objective 3. Provide feedback and use reporting to drive accountability

Goal 2. Increase awareness and enhance communication internal and external

Objective 1. Enhance web portals and ensure accurate information on the website

Objective 2. Collaborate with DoD training sources to include socio-economic content as a part of all appropriate training

Objective 3. Understand challenges and issues of socioeconomic concerns

Goal 3. Be a resource for socioeconomic subject matter expertise

Objective 1. Provide recommendations, advice, and guidance

Objective 2. Support acquisition strategy/peer reviews

Objective 3. Provide insight on socioeconomic issues and concerns

Goal 4. Support consistent messaging regarding socioeconomic matters and responses.

Objective 1. Work hand in hand with the OSBP communications group

Objective 2. Participate in the development of policy and guidance

Objective 3. Participate in outreach for specific programs

Objective 4. Interface with other Federal agencies

6.11. SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS (STEM) PROGRAM

Vision: A modernized industrial base with a healthy pool of new entrants able to support DoD's mission to deter threats and dominate adversaries.

Mission: Identify initiatives that encourage talented scientists and engineers to become entrepreneurs and to maximize commercialization of innovative technologies in support of the DoD industrial base.

Goals and Objectives:

Goal 1. Expand the use of existing SBP capabilities to promote STEM

- Objective 1. Encourage appropriate initiatives in the MPP to aid in the development of STEM-based small businesses
- Objective 2. Make use of SBIR to encourage development of STEM-based educational technologies

Goal 2. Interact with existing successful DoD STEM programs

- Objective 1. Identify potential opportunities for students from existing DoD STEM programs
- Objective 2. Develop a challenge competition that supports STEM initiatives

Goal 3. Engage academia

- Objective 1. Interact with post-secondary academic institutions to identify potential tracks for STEM majors



SECTION 7: CLOSING

The DoD OSBP is a recognized leader in the small business community, with responsibility for shaping and influencing the expenditures of the largest military budget in the world. Yet, when viewed in context, the OSBP is an extremely small part of the overall initiatives with respect to the military-industrial complex. The true value of the OSBP work is reflected in the small steps taken each day to facilitate opportunities for small businesses while supplying affordable, reliable, and innovative capabilities to US Soldiers, Sailors, Airmen, and Marines. By working together as a team towards a common vision, the OSBP and the entire DoD small business professional community can continue to make a substantial impact on the security of the nation. This document establishes our way ahead to cultivate relationships, provide great DoD customer service, and implement excellence in all that we do to accomplish our mission.



ACRONYMS

AT&L	Acquisition, Technology, and Logistics
BBP	Better Buying Power
DoD	Department of Defense
DoD/IC	DoD and Intelligence Community
EDWOSB	economically disadvantaged women-owned small businesses
HUBZone	Historically Underutilized Business Zone
IIP	Indian Incentive Program
IPM	Integrated Performance Management
MPAs	DoD Mentor-Protégé Agreements
MPP	Mentor-Protégé Program
OSBP	Office of Small Business Programs
POR	programs of record
R&D	research and development
R/R&D	research or research and development
RIP	Rapid Innovation Program
SBA	Small Business Administration
SBCs	small business concerns
SBIR	Small Business Innovation Research
SDVOSB	service-disabled veteran-owned small business
SOPs	standard operating procedures
STEM	Science, Technology, Engineering, and Mathematics
STTR	Small Business Technology Transfer
USD	Under Secretary of Defense
VOSB	veteran-owned small business
WOSB	women-owned small businesses