



**Naval Air Systems Command
Head of Contracting Activity and Program
Executive Officer Fiscal Years 2022-2023
Small Business Strategy**

Table of Contents

1.0 Introduction.....	1
2.0 Defining NAVAIR’s Direction.....	1
3.0 PEO Air ASW, Assault, & Special Mission Programs (PEO (A)).....	5
4.0 PEO Tactical Aircraft Programs (PEO(T)).....	22
5.0 PEO Unmanned Aviation & Strike Weapons (PEO(U&W)).....	37
6.0 PEO Common Systems (PEO (CS)).....	50
7.0 PEO Joint Strike Fighter (PEO (JSF)).....	60
8.0 Point of Contact.....	64
Addendum - 1	
Webster Outlying Field (WOLF).....	65

1.0 Introduction

The Naval Air Systems Head of Contracting Activity (HCA) and Program Executive Officer (PEO) Fiscal Years 2022-2023 Small Business Strategy encompasses a multifaceted Command. The purpose of this document is to outline the salient strategic elements from each organization and present the information under a single document. The 2018 National Defense Strategy (NDS) states, “Today, we are emerging from a period of strategic atrophy, aware that our competitive military advantage has been eroding. We are facing increased global disorder, characterized by decline in the long-standing rules-based international order—creating a security environment more complex and volatile than any we have experienced in recent memory. Inter-state strategic competition, not terrorism, is now the primary concern in U.S. national security.” In order to meet the NDS, NAVAIR will continue to include Small Businesses as part of the NAVAIR team. NAVAIR remains focused on adapting and integrating new and existing technologies to meet the Fleet’s needs, quickly and affordably. As we continue to take on more rapid prototyping, reverse engineering, and additive manufacturing for in-service products and weapons systems, we are reaping the benefits of increased Small Business participation. Small Businesses are creative, innovative, adaptive and agile; and they deliver great quality and customer service. We will continue to work with Small Businesses to benefit from their pioneering technological achievements in Cyber Security, Development and Operations (DevOps), Machine Learning, and Artificial Intelligence. A competitive, healthy Small Business industrial base is vital to the long-term success and affordability of Naval Aviation, as well as our national security.

As NAVAIR continues to adapt commercial practices for military use, we are interacting with additional tiers of the current and future defense industrial base. NAVAIR’s Commander’s Intent focuses NAVAIR’s workforce on increasing material readiness and increasing speed of capability delivery, initiatives that are increasing opportunities for Small Business participation in NAVAIR’s contracts as prime and subcontractors.

2.0 Defining NAVAIR’s Direction

This updated Small Business strategy aligns with existing guidance such as: NAVAIR Strategic Imperatives, and Assistant Secretary of the Navy (Research, Development & Acquisition) (ASN/RDA) Memorandum of 6 August 2018, “Small Business Utilization for a Strategic Advantage.” The strategy addresses goals at all stages of the NAVAIR HCA and the PEO acquisition process, in addition to other Office of Small Business Programs’ (OSBP) program management objectives, opportunities, and barriers as outlined below:

- Objectives:
 - Strategic Resource Alignment
 - Reduce Cost & Increase Speed of Products to the Fleet
 - Acquisition Planning, Award, and Post Award
 - Small Business Life Cycle Tool
 - Communication and Engagement with Industry

- Communication and Education for the Acquisition Workforce
- Communicating with Leadership and Internal Stakeholders
- Small Business Capabilities & Future Opportunities:
 - Cyber Security & Cyber Risk Assessment
 - Open Architecture
 - Additive Manufacturing
 - Business of Our Business
 - Big Data Analytics
 - Block Chain
 - Rapid Response
 - DevOps
 - Machine Learning
 - Artificial Intelligence
- Small Business Barriers:
 - Intellectual Property/Data Rights
 - Identifying Small Business Breakout Opportunities

This document is one composite HCA and PEO Small Business Strategy, consisting of the subsequent general section and sections specific to PEO Air ASW, Assault, & Special Mission Programs (PEO (A)), PEO Tactical Aircraft Programs (PEO(T)), PEO Unmanned Aviation & Strike Weapons (PEO(U&W)), PEO Common Systems (PEO (CS)) and PEO Joint Strike Fighter (PEO (JSF)). Additionally, Webster Outlying Field (WOLF) is included as Addendum A-1. The general HCA section covers efforts and specific actions that are common across the NAVAIR enterprise. Each specific PEO and WOLF sections address the following mandatory elements from the ASN/RDA Memorandum of 6 August 2018:

- 1) Specific efforts to increase small business participation in each socio-economic category including utilizing Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) and Mentor Protégé Program (MPP) if applicable.
- 2) Specific actions to identify new requirements suitable for small business participation as prime contractors.
- 3) Efforts taken to streamline the acquisition process.

- 4) Specific actions to increase small business subcontracting opportunities to include evaluation small business participation in competitive source selections and incentivizing small business subcontracting when appropriate.
- 5) Efforts to communicate with industry (industry days, debriefings, websites, social media, etc.).
- 6) Efforts to publish and frequently update an accurate Long Range Acquisition Forecast (LRAF).

When applicable, the PEOs and WOLF sections also address the following elements from the ASN/RDA Memorandum:

- 7) Plans to award direct Phase III SBIR/STTR awards.
- 8) Efforts to establish goals for applying SBIR and STTR technologies in programs of record and incentivize primes to meet those goals as required in 5 U.S.C. 638, Research and Development, Commerce and Trade, and Aid to Small Business.

General section:

- Below is a list of ongoing best practices performed by more than one PEO within the NAVAIR enterprise. Utilize to the maximum extent practicable the NAVAIR Small Business Strategic Vehicles such as, but not limited to the following:
 - Program Management Contractor Support Services (PMCSS) Multiple Award Contract (MAC)
 - Kits, Repair, Augmentations, Components, & Engines (KRACEn) MAC
 - Contracted Maintenance, Modification, Aircrew, and Related Services (CMMARS) MAC
 - Program and Systems Support Small Business (PASS-SB)
 - Prototype and Limited Production (PLP) MAC
 - NAVAIR Program Management Contractor Support Services (PM CSS) for PEO (U&W)
 - AirWorks Full Rate Production (Lot III – Small Business Set-Aside)
 - Logistics Analysis, Maintenance Planning & Sustainment (LAMPS)
 - PMA-201 Container MAC, which is a HUBZone Set Aside
- Assemble LRAF information directly via the Program Management Tool (PMT) used by the Command, thus supporting a quarterly publishing of the data to industry on the NAVAIR public website.
- Include a realistic SB subcontract goal in the RFP based on market research and the requirement to identify proposed percentage of SB subcontracts. Insert into solicitations and contracts FAR clause 52.219-10, “Incentive Subcontracting Program” to incentivize the prime contractor monetarily to increase subcontracting opportunities to SBs. Allow offerors to include reasons for an inability to

meet RFP SB goals with supporting documentation. Structure evaluation plans to include ratings based on SB subcontract participation. Throughout base and option performance periods, include SB participation level as Informal Performance Assessment Report (IPAR)/Contractor Performance Assessment Reporting System (CPARS) criteria. Include FAR clause 52.219-16, “Liquidated Damages – Subcontracting Plan” in the solicitation and contract to ensure the Government has the opportunity to have the prime contractor pay the Government liquidated damages in the amount stated.

- Participate in the annual Sea, Air, and Space Expo and the Navy Gold Coast Small Business Procurement Event.
- Participate in quarterly Naval Air Warfare Center Training Systems Division (NAWCTSD) Orlando Procurement Administrative Lead Time (PALT) meetings to give industry a status of ongoing acquisitions and to support small business participation. PALT industry meetings are formally announced on the SAM.gov website, Navy Electronic Commerce Online, and the NAWCTSD Business Opportunities website.
- Participate in the yearly Training & Simulation Industry Symposium (TSIS) with government, academic, and industry members. TSIS promotes coordination, collaboration, and public awareness of upcoming and ongoing acquisitions.
- Send acquisition professionals to Defense Acquisition University (DAU), NAVAIR University, and Office of Small Business Programs (OSBP) training events for core and continuous learning.
- Have SB professionals (SBP) shadow IPTs for training purposes for an agreed upon period of time.
- Include FAR, DFARS, and NMCARS clauses in contracts as part of the overarching SB strategy; use all appropriate SB clauses where applicable. Promote the use of small business participation in all socio-economic categories. Clauses include, but are not limited to:
 - FAR clause 52.219-8 (Utilization of Small Business Concerns)
 - FAR clause 52-219-9 (Small Business Subcontracting Plan)
 - DFAR clause 252.219-7003 (Small Business Subcontracting Plan (DoD Contracts))
- Utilize NAVAIR Program Management MAC for Program Management Contractor Support Services – estimated annual obligation of \$10M.
- Utilize the Sources Sought process and document responses via the Small Business Coordination Record (SBCR).
- Review, during the Procurement Planning Conference (PPC), each proposed action for potential small business opportunities to include Women-Owned Small Business (WOSB), Small Disadvantaged WOSB (SDWOSB), Service-Disabled Veteran-Owned Small Business (SDVOSB), Historically Underutilized Business Zone (HUBZone), and 8(a) Business Development Programs. When the program has to publish a Request for Information (RFI), special attention is paid to small business applicability.

- The Small Business Advocate designates a Small Business Action Officer that reviews planned acquisitions during the Procurement Planning phase to ensure all contracting strategies are evaluated to identify if SBs could conduct some or all of the requirement. The SB Action Officer is also responsible to ensure acquisitions with large companies consider SB subcontracting opportunities to the fullest extent.
- Incorporate the Federal Acquisition Regulation’s Subcontracting Plan requirements into NAVAIR contracts; the plan is evaluated as part of the source selection process.
- Post pre-solicitation and industry days’ information for NAVAIR Federal Business Opportunities in SAM.gov website and conduct procurements with industry, as appropriate. NAVAIR will also participate in the annual Sea, Air, and Space Expo.
- RFIs, sources sought announcements, and synopses of procurements are released to industry using SAM.gov website. When small business concerns respond, the requiring activity thoroughly reviews their capability and capacity to determine if the small businesses are capable of fulfilling the requirement.
- NAVAIR and NAWCAD continuously evaluate processes for optimization and efficiency. When feasible, the NAVAIR and NAWCAD Procurement Groups establish Basic Ordering Agreements (BOA) as well as indefinite delivery indefinite quantity (IDIQ) contracts with large and small businesses to eliminate administrative burden and inefficiencies realized when managing multiple contracts with a single prime contractor. Some product teams seek organic solutions when possible to avoid the traditional acquisition processes, but do evaluate and use SB with the capabilities to support the organic efforts.

3.0 PEO Air ASW, Assault, & Special Mission Programs (PEO (A))

PEO(A)’s small business efforts are a focus throughout the program offices. Production, Research and Development (R&D), and Science and Technology (S&T) contracts implement small business requirements including source selection considerations.

Communicating with small business is the key to successful small business technology transition. Primary communication tools include:

- Office of Naval Research (ONR) SBIR/STTR Broad Area Announcements published in SAM.gov website
- Providing the small business with SBIR focus areas.
- Soliciting ideas from small business to address technology gaps.
- Participation in the Navy’s SBIR/STTR Forum to discuss and solicit new topic ideas from industry/small businesses.
- AdHoc Industry/small business visits to the program offices to solicit topic ideas.

- Hosting Industry Days.

PEO(A) builds long-term partnerships with Small Businesses by:

- Ensuring SBIR topics align with capability gaps/fleet prioritized capability lists and providing realistic feedback on the SBIR Topics.
- Interaction with small businesses to ensure technical risks are well known and properly managed.
- Planning and executing SBIR transition into larger S&T efforts.
- Supporting small businesses efforts by conducting warfare assessments and demonstrating SBIR technology performance in at-sea experimentation venues on instrumented range with targets.
- Issuing BOAs to SBIR developers involved in S&T and program record for smooth transition to the fleet.

1. Specific efforts to increase small business participation in each socio-economic category including utilizing Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) and Mentor Protégé Program (MPP), if applicable.

PMA-207

- Contracts will include FAR, DFARS, and NMCARS clauses promoting the use of small business participation in all socio-economic categories, where applicable. Clauses will include:
 - FAR 52.219-8 (Utilization of Small Business Concerns)
 - 52-219-9 (Small Business Subcontracting Plan)
 - 52.219-7003 (Small, Small Disadvantaged and Women-Owned Small Business Subcontracting Plan (DoD Contracts))
- Small business participation will be encourage to the maximum extent practicable during procurement planning and contract performance.

PMA-261

- Utilize NAVAIR Program Management Multiple Award Contract (MAC) for Program Management Contractor Support Services – estimated average annual obligation of \$7M.
- Utilization of Small Business for H-53E Depot/Mods/Installs and Reset efforts to the maximum extent possible.
- Coordinate with Prime contractors to incorporate Small Business Subcontracting opportunities in accordance with Federal Acquisition Regulations (FAR) 19.706. Maintain communications with Prime contractor DCMA representatives to evaluate adherence to Comprehensive Subcontracting Plans to ensure maximum participation with Small Business. PMA-261 Prime contractors meet or exceed small business plans during annual assessments.

- Utilize the Sources Sought process and document responses via the Small Business Coordination Record.

FY21/FY22 Planned Procurements to Small Businesses				
Name	Acquisition Type	Planned Obligation	FY of Award	Contracting Activity
TLOG /Saddle Butte – OY4	Sole Source	\$ 250,494.00	FY21	N00421
ASI T64 RCM CSS	Sole Source	\$ 726,069.81	FY21	N00421
H-53E Depot/Mods/Installs	Competitive	\$ 624,000.00	FY21	W58RGZ
PM MAC CSS Support – OY1	Competitive	\$ 6,818,769.00	FY21	N00421
PM MAC CSS Support – OY2	Competitive	\$ 8,457,335.00	FY22	N00421
PM MAC CSS Support – OY3	Competitive	\$ 4,655,195.00	FY23	N00421

PMA-264

- Will continue to develop technologies for ASW Systems and Sensors through small business and the SBIR/STTR programs. PMA-264 will consider the small business socio-economic status as part of the evaluation of proposals. PMA-264 will increase small business participation by teaming with our partner PMAs including Maritime Patrol and Reconnaissance Aircraft Program Office (PMA-290) and H-60 Multi-Mission Helicopter Program (PMA-299) to maximize the number of SBIR/STTRs conducting ASW technology development. PMA-264 will increase small business participation in technology development by coordination with these program offices to maximize the transition of technologies developed by PMA-264 SBIR/STTRs.

PMA-274

- Within the Government work content, there are opportunities for small business such as the programs Government Software Support Activity (SSA). Much of the SSA’s current contracted support is provided by small business, and the program will coordinate with NAWC-AD and NAVAIR Office of Small Business Programs to ensure the NAWC future contracting strategy emphasizes an increased role for small business participation in this activity. In addition, PMA-274 provides opportunities for Small Business to compete for support services to the program office. The two most recent Contractor Support Services contracts were awarded to Service Disabled Veteran Owned Small Business (SDVOSB) companies. For future support services contracts, the program will continue to provide opportunities for Small Business participation through use of Small Business set-asides.

- Provides opportunities for small businesses through the programs Government Software Support Activity (SSA). Much of the SSAs contract support is provided by small business. The program will coordinate with NAWC-AD, and NAVAIR Office of Small Business Programs to ensure the NAWC future contracting strategy emphasizes an increased role for small business participation in this activity.
- Provides opportunities for small business to compete for program office support services. Recent Contractor Support Services contracts were awarded to Service Disabled Veteran Owned Small Business (SDVOSB) companies.
- Contracts will include FAR and DFARS clauses promoting the use of small business participation, where applicable. Maintain communications with Prime contractor DCMA representatives to evaluate adherence to Comprehensive Subcontracting Plans to ensure maximum participation with Small Business.
- Utilize the Sources Sought process and document responses via the Small Business Coordination Record.

PMA-275

- The program continues to pursue partnerships with organic capability organizations such as AIRWorks and Aircraft Prototyping Systems Division (APSD) whose workforce is comprised of a mix of competitive vendors (PLP/FRP MAC) and Contractor Support Services (CSS) small business support. Current efforts include CMV-22 Communications Upgrade, Garmin and the CV Nacelle Wire Reset. An IDIQ was established with Container Research Corporation who supplies MATS Tanks Containers in support of the CMV-22 variant. Orders are planned over the FY22 and FY23 reporting period. Kranze Technology Solutions (KTS) Broad Ordering Agreement was also established for Mesh Network Manager/Iridium Installs. In addition, the program continues to participate in SBIR technology maturation efforts, such as the Nacelle Heat Exchanger with Mezzotech, and Contamination Prevention Double Bearings with Triton Systems, Inc.

PMA-276

- During the Procurement Planning Conference (PPC), each proposed action will be reviewed for potential small business opportunities to include Women-Owned Small Business (WOSB), Small Disadvantaged WOSB (SDWOSB), Service-Disabled Veteran-Owned Small Business (SDVOSB), Historically Underutilized Business Zone (HUBZone), and 8(a) Business Development Programs. When the program has to publish a Request for Information (RFI), special attention will be paid to small business applicability.

PMA-290

- The Small Business Advocate has designated a Small Business Action Officer that reviews planned acquisitions during the Procurement Planning Conference phase to ensure all contracting strategies are evaluated to identify if Small Businesses could conduct some or all of the requirement. The Action Officer also is responsible to ensure that acquisitions with large companies consider SB subcontracting opportunities to the fullest extent.

- Currently has several fully funded SBIRs and is currently proposing future SBIRs, such as the Anti-Submarine Warfare (ASW) sonobuoy (MAC Battery Improvements), improved passive ASW sensor detection and classification capability artificial intelligence/machine learning for behavior patterns of life and fusion, and enhanced maritime radar classification aids. PMA-290 maintains an S&T capability roadmap for implementing agile insertions to address ASW Intelligence Surveillance and Reconnaissance, including the Minotaur Family of Services (MFoS). These roadmaps are shared with small businesses as part of on-going Market Research.
- Remains interested in assessing opportunities for Mentor Protégé Programs (MPP). P-8A has entered into the fifth and final year of the MPP with Raytheon to mentor Englander Enterprises, Inc., d.b.a. EEI Manufacturing Services.
- Recently determined that kits for unique modifications to the P-8A were identified as items that could be procured via Small Businesses, such as Vision MT. Examples such as these will continue as PMA-290 designs and modifies the P-8A aircraft, when data rights permit.
- Supports the Naval Air Systems Command's goals to contract with Small Businesses and the specific goals for socioeconomic categories. In particular, our Program Management support contracts, such as the Program Management Contractor Support Services MAC, and the SEAPORT follow-on engineering contract have been designated as Small Business set-asides and we are seeking organizational design and transition management support from a Service Disabled Veteran Owned Small Business under FAR Subpart 19.

PMA-299

- PMA-299 searches to identify and contract with SB and government entities for hardware, software, and training systems – not only to achieve the DON's SB objectives but to also aggressively reduce cost and schedule. PMA-299 will continue to evaluate potential technologies for SBIR applications that have relevance to the PMA requirements and to identify maturing technologies that are suitable for incorporation in future capabilities.

2. Specific actions to identify new requirements suitable for small business participation as prime contractors.

PMA-207

- Contractor Advisory and Assistance Services (CAAS) contracts are currently competed as small business set-asides and shall continue as such. Platform Contractor Logistics Support (CLS) requirements have historically been full and open competitions. PMA-207 will continue to encourage small business participation and monitor opportunities for small business set-asides for CLS contracts.
- Utilizes small business considerations checklists for DoD acquisition strategies with applicability scanning a variety of acquisition types.

PMA-261

- Pursue break out of severable portions of major weapons systems to include capability upgrades, open systems architecture, and open interfaces;
- Stay engaged with competencies and field activities to gain insight into possible Small Business utilizations;
- Continue current and future efforts with SBIR/STTR as a method for utilizing Small Business as part of research and development efforts;
- Participate in Industry Day(s) and encourage participation for Small Business to gain awareness of vendor capabilities and PEO(A) procurement activities;
- During Market Research ensure maximum usage of Small Business; and
- Provide Small Business opportunities in Contractor Support Services competitions by breaking out work that could be provided by Small Business.

PMA-264

- Identifying the most critical ASW warfighting gaps by leveraging N81-ASW Investment Strategy, Naval Air Systems Command (NAVAIR) ASW Mission Area Team, ASW Interoperability and Integration, and data driven analysis.
- Identifying potential requirements in the Undersea Warfare (USW) Development Center ASW Integrated Prioritized Capability List (IPCL), Maritime Patrol and Reconnaissance Group IPCL, and the Naval Helicopter Platform and Naval Aviation Requirements Group Priority List.
- Reviewing ONR S&T Capability Gaps, NAVAIR USW/ASW S&T Objectives and PMA-264, PMA-290, and PMA-299 Execution Plans.
- Once the warfighting gaps and capability requirements are identified, research is conducted for possible technologies that are then evaluated for their ability to fill the gaps and requirements. This may include technology capability studies by NAVAIR Data Mission Engineering and Analysis Division (formally AIR-4.0M).
- Researching existing applicable technology developments is conducted by studying SBIR investments and other technology investments across broad range of agencies (N89, ONR, ONI, DARPA, and other SYSCOMs).
- Comparing possible technology solutions on their ability to be tactically relevant warfighting capabilities.
- Holding discussions with small businesses to brainstorm technology solutions to aid in developing relevant SBIR topics.

PMA-271

- Small business is focused on Indefinite Delivery/Indefinite Quantity (IDIQ) Multiple Award Contracts (MAC) and will be pursued for future competitive program prime contract support services:
 - NAVAIR Program Management Services IDIQ MAC competition for future program office contract support services. This effort will replace the current program office contract support services small business prime contract to Technology Security Associates, Inc.
 - NAVAIR Logistics Management Integration Support Services IDIQ MAC for logistics team support services. Prime contract awardee is Vector CSP.
 - NAVAIR Industrial and Logistics Maintenance Planning/Sustainment Support Services IDIQ MAC at E-6B Fleet Support Team sites in Jacksonville, FL and Tinker AFB, OK.
 - NAVAIR Mod Kits, Aircraft Recovery, Augmentation, Components, & Engines (KRACEn) IDIQ MAC competition for future installing field modifications to aircraft and potentially O-level maintenance augmentation.

PMA-274

- The government developed and maintains control of the Mission Communications System (MCS) suite for the VH-92A. Since the government owns this design, as the MCS components face obsolescence issues or new requirements force capability growth, the program will coordinate with NAWC-AD and NAVAIR Office of Small Business Programs to ensure that any future contracted support gives due consideration and prioritization to the use of small business, especially for any new hardware procurements.
- The government developed and maintains control of the Mission Communications System (MCS) suite for the VH-92A. Since the government owns this design, as the MCS components face obsolescence issues or new requirements force capability growth, the program will coordinate with NAWC-AD and NAVAIR Office of Small Business Programs to ensure that any future contracted support gives due consideration and prioritization to the use of small business, especially for any new hardware procurements.

PMA-275

- The program continues to mature requirements of efforts up to System Requirements Review 1 (SRR-1) prior to releasing a request for proposal (RFP). This approach allows sufficient requirements definition to determine if a small business would be suitable to satisfy some, or all, of the requirements.
- The program assesses small business opportunities during the requirements development phase and as applicable establishes vehicles for direct award to small business.
- In addition, development contracts are now required to deliver Technical Directives (TDs) for aircraft installations vice Bell-Boeing specific Service Instructions so appropriate fleet aircraft modifications can be competed.

- The Procurement Group includes FAR and DFARS clauses as prescribed which promote and encourage participation in all socio-economic categories, where applicable.

PMA-276

- PMA is been involved with the KRACEn contracting effort. This contract will provide a small business contract vehicle to rapidly award contracts to provide aircraft maintenance and support worldwide to include mod kit build and installs, retrieval of downed aircraft, maintainer augmentation on Government maintenance and modification workforce, component level work, and aircraft engines maintenance. Now that the contract has been awarded, PMA-276 will evaluate all sustainment acquisition efforts going forward to see if it will fit under the requirements of KRACEn. Other small business vehicles, such as the US Army Prototype Integration Facility (PIF) and APSD MAC are also being researched.
- Encourages our Level II and III IPTs to attend the Market Research classes offered by NAVAIR U's College of Program Management.

PMA-290

- As part of a major engineering change program, PMA-290 will upgrade the P-8A Mission Systems Architecture, allowing for an even more open architecture than originally designed. This acquisition is known as P8A Increment 3, Block 2, aka "Engineering Change Proposal (ECP) 6". This will be accomplished using an Application Based Architecture (ABA) with capabilities and services and will allow the P-8A Program to acquire capabilities from both large and small business concerns without using the Original Equipment Manufacturer (OEM). ABA interacts with the legacy P-8 operational software (TOMS) through a Government controlled interface called the Baseline Architecture Interface (BAI) that is already part of the software in Fleet aircraft. This open nature of ABA and the deployed BAI have allowed to the Government to use small business partners such as Progeny Systems and American Systems to integrate software for the aircraft and P-8 training systems in ECP 6 development. The Government integration of software capabilities from small and large business partners, including unmodified Commercial Off-The-Shelf (COTS) products, demonstrate the long-term feasibility of leveraging small business partnerships for ECP 6 and future capability upgrades.
- Recently initiated an effort to reverse engineer components on the P-8 Reverse engineering is taking apart an object to see how it works in order to duplicate or enhance the object and would potentially be applicable to both hardware and software products. These could include items such as Generation of Technical Data Package (TDP) for Alternate Suppliers, 3D virtual models to map to produce CAD files, data collection from physical parts, Geometrical Drawings. Candidates for reverse engineering on the P-8A include Slat Assembly, Raked Wing Tips, OBIGGS Brackets, Weapons Bay Door, Wing Pylons, Nose Radome, Universal Aerial Refueling Receptacle Slipway Installation (UARRSI) Bucket, and the Sonobuoy Rotary Launcher.
- Researching small business capabilities to perform engineering analysis and functions that historically have been accomplished by the Original Equipment Manufacturer. For the Quick Reaction Capability (QRC) aircraft, small businesses have played a critical role in defining requirements, conducting non-recurring engineering, and supporting flight test to introduce new capabilities to the P-8A operators. Small businesses are also being explored to conduct post-test

analysis for the Wideband SATCOM (WBSC) Airworthiness (AW) and Long Range Anti-Ship Missile (LRAMS) programs for loads and strength validation and fleet certification.

- Recently PMA-290 has allowed small business participation in the development of key software modules in the MFoS product line. For example, through the SBIR Program, small businesses have developed and integrated part of the maritime radar classification aids. Additionally, PMA-290 is adopting the commercial software approach of DevOps (Development Operations) with an added layer of security DevSecOps and an open systems interface within MFoS to allow small businesses to develop software code.

PMA-299

- PMA-299 works closely with the NAVAIR Small Business Office to increase small business opportunities. Market Research is conducted early in the acquisition process to determine if small business participation is reasonable and SAM.gov website is used to post Sources Sought. PMA-299 routinely meets with small businesses regarding their capabilities and products to determine if they meet PMA-299 requirements.

3. Efforts taken to streamline the acquisition process.

PMA-207

- The program office will look for methods to reduce cycle times while ensuring sound investments, streamline documentation requirements and reviews, suggest tailoring throughout the program lifecycle, and remove unproductive or non-value add requirements. The program will ensure requirements are realistic and achievable, with early involvement of industry in risk reduction efforts. The program endorses acquisition reform policies and commercial best practices.

PMA-261

- Consolidation of contracting effort when applicable in order to reduce cycle time and oversight efforts in support of multiple contracting actions.
- Pursuing opportunities for use of Other Transactional Authority contracting processes.
 - Awarded OTA for CH-53K Wireless Upgrade to Consortium Management Group on 22 Jan 2020 for \$1.4M
- Use of the NAVAIR PM CSS Multiple Award Contract (MAC) (Small Business Set-Aside) and the NAVAIR CMMARS MAC), which offer a streamlined process for award of CSS support and Contractor Operations and Maintenance support:
 - PMA-261 PM CSS – Awarded Mar 2020 (\$45M total contract value/\$9M annual obligation)
 - CH-53E Reset Contract (CMMARS) – Awarded Jul 2020 (estimated amount \$47.5M)

PMA-264

- At the S&T level, the ability to streamline the pre-contract award process is limited by the SBIR/STTR schedule. There are 13 dates in the contract award process starting with a Call for Topics and ending 18 months later with a Phase I contract award.
- After contract award, PMA-264 utilizes a detailed execution schedule for each technology of interest that includes the execution of SBIRs through phase I, II, II.5 and III as well as transition to a Program of Record (POR) and ultimately the Fleet. Streamlining the SBIR/STTRs is done through coordinating financial support with the SBIR office while making source selection decisions and submitting required documents before the previous phases are complete. A similar approach is utilized by the POR R&D scheduling and funding which in many cases requires the approval of issue sheets to support the technology transition.

PMA-271

- Strong advocate of using IDIQ MACs to streamline the process for awarding competitive contracts and is pursuing multiple IDIQ MAC options as stated above. Additionally, the GSA Professional Engineering Services IDIQ MAC is being considered.

PMA-274

- Program office is investigating the use of GSA contracts.
- Utilize existing contract vehicles to assist small businesses in the acquisition process, when applicable.

PMA-275

- The Program continues to utilize contracts personnel expertise to increase competition while reducing acquisition timelines. Planning is underway for future CSS contracts, which will continue to utilize the NAVAIR Program Management Multiple Award Contract (MAC) as well as the CMMARS and/or KARCEN MACS for installations. Current estimated obligations include approximately \$5.5M for FY21, \$6M in FY22 and \$6.2M in FY23.

PMA-276

- During the PPC, each proposed action will be reviewed for potential small business opportunities. If a procurement is eligible, a small business justification and authorization (J&A) will be prepared supporting a sole source award to the appropriate small business. By incorporating this into the PPC, PMA-276 is not adding an additional step into the acquisition process.
- Other efforts PMA-276 is making to streamline the acquisition process include electronic routing of documents in SharePoint, awarding Indefinite Delivery/Indefinite Quantity (IDIQ) contracts for Government Furnished Equipment (GFE) in support of potential Foreign Military Sales (FMS) and to provide “shovel ready” contract vehicles in support of fielding new capabilities to the fleet if additional funds become available.

PMA-290

- In addition to enhancing our P-8A Mission Systems Architecture for openness, PMA-290 has executed the utilization of Innovation and Modernization Pax River (IMPAX) process for some of our software contracts. This resulted in a Prize Challenge via IMPAX to demonstrate and evaluate a Solid State Drive (SSD) health assessment and visualization tool. IMPAX is a PEO (U&W) initiative that leverages a partnership intermediary agreement (PIA) between NAWCAD and Georgia Tech Research Institute (GTRI). The SSD Prize Challenge was completed fourth quarter 2020. The initial phase of the prize challenge, which includes the market research/TechScan of candidate businesses, took approximately 2 months. PMA-290 will continue to use the Other Transaction Authority (OTA) to contract for additional requirements as appropriate. The Goal is to complete the capability within 12-18 Months from OTA award. This period will include PMA-290 Prototyping of the capability and maturing the software to TRL (6), followed by transitioning the software product to the PMA-290 Software Support Activity and maturing it to TRL (9) and fully integrated for use in P-8A and ready for inclusion in the upcoming Fleet Release.

PMA-299

- PMA-299 attempts to utilize existing contracts to reduce contracting delays that impact Small Business. Additionally, we make every effort to review and evaluate all processes and requirements to identify opportunities to streamline the acquisition process on a situational basis. Furthermore, PMA-299 has expanded the used of PSTARPs, and Class J&As and leveraged the power of the NAVAIR AMS tools for data visualization, and for program long-range resource planning and execution.

4. Specific actions to increase small business subcontracting opportunities to include evaluating small business participation in competitive source selections and incentivizing small business subcontracting when appropriate.

PMA-207

- Procurement Requests for Proposal (RFPs) will include one of the following three factors for small business participation for offeror's to identify in their proposal: 1) establish a separate small business participation evaluation factor; or 2) establish a small business participation sub-factor under the technical evaluation factor; or 3) consider the small business participation within the evaluation of one of the technical sub-factors.
- Evaluation plans will be structured to include small business subcontracting goals in the Source Selection Plan evaluation criteria as a weighted factor and provide ratings base on small business subcontract participation.
- In lieu of the above, evaluation plans may be structured to include a realistic small business subcontract goal in the RFP based on market research and the requirement to identify their proposed percentage of small business subcontracts. Solicitations and contracts may have FAR clause 52.219-10, "Incentive Subcontracting Program for Small and Small Disadvantaged Business Concerns" inserted to incentivize the prime contractor to increase subcontracting opportunities to small businesses.

PMA-261

- Negotiate and Incentivize Prime Contractor for Small Business utilization:
 - Sikorsky – 2020 Small Business Comprehensive Subcontracting Plan – 23%
 - General Electric – 2020 Small Business Comprehensive Subcontracting Plan – 34.7%
 - Raytheon – 2020 Small Business Comprehensive Subcontracting Plan – 32%

PMA-264

- NAVAIR contracts incorporate the Federal Acquisition Regulation’s Subcontracting Plan requirements, which are evaluated as part of the source selection process.
- Small businesses have the ability to develop technology solutions, but rarely have a production capability. PMA-264 works with small businesses, when they are the prime developing technology solutions, by placing a focus on the transition of the technology to production by identifying the path to production and encouraging the small businesses to team with production capable companies to smooth the transition to the production companies. The production companies help the small business identify and fix production issues during the technology development rather changing the design and doing additional technology development during production. This interaction encourages the production prime to team with the small business during production

PMA-271

- Will use Contractor Logistics Support contracts for repair and overhaul of E-6B parts, to include use of small business contracts.

PMA-274

- The VH-92A Acquisition Strategy depends on the continued use of an established production/customization process and established suppliers to maintain anonymous production and supply. Use of Small Business for much of the VH-92A effort could result in significant costs to the businesses for unique facilities and/or component handling due to the stringent security requirements associated with the Presidential Helicopter program. However, the program will continue to investigate ways to incentivize Sikorsky, A Lockheed Martin Company, prime contractor, to increase their overall use of small business participation across the entire aircraft production and customization process. Further, Sikorsky operates under an approved Comprehensive Subcontracting Plan and a special H-Clause for the Engineering Manufacturing and Development/Production contract that requires Sikorsky to provide small business subcontracting performance data on the contract twice per year.

PMA-275

- Acquisition Strategy Reviews (ASRs) are used as requirements are identified which require Integrated Product Team Leads to perform sufficient Market Research ensuring that Small Business opportunities are considered. The Leading Edge Angle redesign is an example of an effort whose ASR research drove a decision to continue market research and potentially use a combination of organic and small business solutions. In addition, the Request for Proposal for the recently awarded V-22 Helmet Mounted Display for Degraded Visual Environment contract included consideration for Small Business.

PMA-276

- Subcontracting plans have been required in the H-1 Production contracts, and are evaluated in CPARS inputs. Future competitive actions will evaluate the appropriateness of including small business as a rating criteria and/or incentivizing the use of small businesses.

PMA-290

- Completed two efforts utilizing the OTA contracting approach. Both OTA opportunities resulted in multiple small businesses responding with supporting white papers, which were then assessed via a decision selection process to down select the most technically capable solution. One of these OTAs resulted in a contract award to a small business to mature, integrate, and test an expendable sonochute-launched Unmanned Air Vehicle from a P-8 with the objective of searching for and tracking surface and sub-surface targets of interest. This effort is presently in Flight Testing with the P-8.

PMA-299

- PMA-299 works with Lockheed Martin and Sikorsky Aircraft Corporation to increase small business subcontracting. PMA-299 and the NAVAIR Small Business Office evaluate Subcontracting Plans for each major effort, as well as periodic updates to ensure that they are performing to their approved Subcontracting Plan.

5. Efforts to communicate with industry (industry days, debriefings, website, social media, etc.).

PMA-207

- Post pre-solicitation and industry days in Federal Business Opportunities (SAM.gov website) and will conduct procurements with industry, as appropriate. PMA-207 may also participate in the annual Sea, Air, and Space Expo.

PMA-261

- Participate in Industry Day(s) for competitive contracting actions, open to both large and small business. Recent Industry day events include: CH-53E Reset Contract – held Oct 2019.
- Monthly engagement with industry partners upon request.
- Participate in SBIR/STTR outreach events.

- Emphasizes the issuance of Requests for Information (RFI) and Sources Sought Notices via the Federal Business Opportunities, now SAM.gov website to ensure consideration of all sources, including small businesses.
- Coordination with the Small Business Office and support of open communications with prospective small business entities.

PMA-264

- Successfully leverages National Defense Industry Association, Department of the Navy Forum for SBIR/STTR Transition. In addition, the PMA-264 attends Sea Air and Space expositions to interface with small businesses and setup industry briefs to provide small business insight into PMA264 product lines, the opportunity to team and submit proposals.

PMA-274

- For each new competitive effort, the program office has hosted an industry day where small businesses have an opportunity to hear about the effort, ask questions and meet, and potentially partner with, larger companies for the work.
- Provide industry with requests for information, sources sought announcements, and synopses of procurements via SAM.gov website. All responses are thoroughly reviewed to determine if small businesses can fulfill the requirement.
- For each new competitive effort, PMA-274 will host an industry day where small businesses have an opportunity to hear about the effort, ask questions, and potentially partner with, larger companies for the work.

PMA-275

- Acquisition Plan (AP), Justifications & Approvals (J&As), Sources Sought (SS) and Requests for Information (RFIs) are submitted to the Office of Small Business for evaluation and comment prior to formal signature route for all efforts across the V-22 enterprise.

PMA-276

- Participates annually at the Navy League's Sea, Air, Space Exposition and the American Helicopter Society (AHS) annual conference and provides a program update and roadmap. The PM/DPM frequently meet with small business to review their capabilities and program needs.

PMA-290

To effectively communicate with industry PMA-290 leads or engages in multiple forums to share information regarding capability gaps and receive feedback on prospective small businesses' capabilities and capacity:

- Industry Days – These large forums are conducted semi-annually in Lexington Park, MD. An open invitation is issued for any large and small businesses that are interested in PMA-290, PMA-262, PMA-264 programs and future contracting opportunities.

- Match Making Events – PMA-290 actively engages in annual Small Business match-making events, such as the USN Gold Coast event and the NAVAIRSYSCOM hosted “SMALL BUSINESS RELEVANCE TO THE INDUSTRIAL BASE”.
- Requests for Information – Released via SAM.gov website, requests for information, sources sought announcements, and synopses of procurements are provided to industry. When small business concerns respond, PMA-290 thoroughly reviews capability and capacity of the small business to see if small businesses can fulfill the requirement.
- Sea Air Space/Small Business Events – PMA-290 attends/presents at these forums to provide information to industry on future acquisitions. Small Business booths are visited to see if small businesses can fulfill requirements.
- Meeting with Small Businesses – PMA-290 regularly accepts small business concerns requesting engagements with PMA-290 leadership and assigns the most appropriate government point of contact to meet with the small business representatives.
- Engaging with NAVAIR Office of Small Business Program (OSBPs) – PMA-290 has regular communication with the OSBP to identify methods to contract with Small Business concerns.
- Publicly Releasable Informational Pamphlets – PMA-290 has provided a publicly releasable pamphlet to small businesses to help these companies understand how they can engage in PMA-290’s Rapid Capability Integration (RCI) efforts.
- Other Transaction Authority (OTAs) - PMA-290 has solicited white paper responses in publicly accessible databases via SAM.gov website and OTA consortium to research and evaluate small business solutions that otherwise may have been overlooked if a traditional acquisition approach were executed through a Sources Sought notification.

PMA-299

- PMA-299 routinely participates in industry days to seek small business opportunities. During these events, we gather market research on the small business availability to perform the work, the potential companies for the services, and assisted in the decision making of the contract structure. Additionally, the program office regularly meets with industry at their request and has created a tool to ensure all industry partners are treated fairly in their interactions with the program office.

6. Efforts to publish and frequently update an accurate Long Range Acquisition Forecast.

PMA-207

- Populate all long range acquisition forecasts in the NAVAIR Command Procurement Management Tool (PMT) and will maintain the tool on a continual basis, whereby allowing Command leadership a view of upcoming procurements of at least two FYs in the future and in support of a quarterly publishing of the data to industry.

PMA-261

- PMT updated on a regular basis to include Planned Future Actions (PFA) through Fiscal Year 2024.

PMA-264

- Maintains a comprehensive Air ASW Systems and Sensors S&T Execution Plan that addresses the Air ASW Systems and sensors technology development portfolio. This plan is regularly briefed to industry partners at industry days, conferences, and one on one meetings to ensure full and open communication.

PMA-276

- Provides input to the Long Range Acquisition Forecast annually. If new opportunities are discovered during the above-mentioned PPC process, the PMA will provide the appropriate updates.

PMA-275

- Planned Future Actions are captured in the PMT and tracked to determine if an Acquisition Strategy change to support small business goals is feasible.

PMA-290

- Engaging with NAVAIR OSBPs – PMA-290 has regular communication with the OSBP to identify methods to contract with Small Business concerns. PMA-290 leadership closely monitors contracting actions to ensure our contracting actions are accurate when responding to Long Range Acquisition Forecast drills. In addition, PMA-290 actively inserts SBIR topics in the STAIRS tool for future solicitation for small businesses to meet needs.

PMA-299

- PMA-299 maintains and updates the PMT on a regular basis to include PFA through the FYDP. Additionally, PMA-299 maintains and updates the Long Range Acquisition Forecast annually and makes it available to small businesses.

7. Plans to award direct Phase III SBIR/STTR awards.

PMA-261

- Potential Phase III award to Response Tech (RT) for CH-53K Fuel Cell SBIR effort (Topic DLA182-001) in FY22. Ultimate goal is for RT to become a qualified second source for 53K fuel cells. Phase II.5 contract was awarded in March 2020 with an option year in FY21 if required.

PMA-264

- Identifies small businesses with both technology that is ready for final R&D and transition to fleet and the capability to transition that technology. PMA-264 has expressed interest in, endorsed or funded multiple SBIR Phase III contracts.

PMA-275

- The Contamination Prevention Double Bearing effort with Triton Systems, Inc. is planned for award in 2QFY22.
- The Program continues with efforts to refine possible Phase III with DIRAC for Ultra Wideband Wireless ICS development. Prototype demonstrations ongoing.
- JARVIS and Data Transfer System awards occurred over the course of FY21 in support of Phase III FDT&E to Physical Optics Corporation prior to being acquired by Mercury Systems, LLC.

PMA-290

- Has an existing SBIR phase III contract with CTI, and we exercised in FY19 and FY20 and plan to continue to exercise through the remaining option years through FY22. No immediate plan for STTR awards. PMA-290 has a history of supporting direct Phase III awards and will continue when the opportunity arises.

PMA-299

- FY21 Total: \$25,135,884.44
 - 1st Quarter Awards to Physical Optics Corporation (POC):
FY21 Advanced Data Transfer System (ADTS) Kits:
 - (QTY:31) ADTS WRA Kits for Sierra Aircraft: \$5,312,873.78
 - (QTY:56) ADTS WRA Kits for Romeo Aircraft: \$14,823,010.66
 - 1st Quarter Award India OMIA-ATS purchase \$850K to Stottler Henke
FY21 2n/3rd Quarter – System Configuration (SC) 20 update \$2.5 - \$3.5M
FY22 Total: \$24,864,468.43
 - 1st Quarter Awards to Physical Optics Corporation (POC)/Mercury:
FY 22 Advanced Data Transfer System (ADTS) Kits:
 - (QTY: 56) ADTS WRA Kits for Sierra Aircraft: \$9,771,948.48
 - (QTY: 56) ADTS WRA Kits for Romeo Aircraft: \$15,092,519.95

8. Efforts to establish goals for applying SBIR and STTR technologies in programs of record and incentivize primes to meet those goals as required in 5 U.S.C. 638, Research and Development, Commerce and Trade, and Aid to Small Business.

PMA-261

Our primes are the SBIR/STTR transition partners in all activities:

- Rapid Innovation Fund (RIF) on CH-53K Enhanced Health Usage and Monitoring Systems (HUMS) Capabilities, with SBIR firm Matis and Lockheed Martin.
- RIF on Composite Rapid Restraint System, with SBIR firm San Diego Composites.
- SBIR Phase II.5 on Integrated Hybrid Structural Management System, with a collection of 6 SBIR firms and Lockheed.
- Navy ManTech (Manufacturing Technology) program to transition the SBIR technology Ice Detection System to CH-53K, SBIR firm FBS.
- Navy ManTech project to transition Accudyne technology development efforts into Sikorsky production cell to automate the lay-up of the tail rotor flexbeam material plies.
- Navy ManTech project to transition the Flexible Robotic Composites Manufacturing Cell (FRCMC) to CH-53K Main Rotor Pylon and Nacelles rate production.

PMA-275

- The Program continues with efforts to refine possible Phase III with DIRAC for Ultra Wideband Wireless ICS development. Prototype demonstrations ongoing.

PMA-290

- Supports the PEO(A) Small Business Strategy and has a strong record of supporting and transitioning SBIR/STTR technologies into programs of record.

4.0 PEO Tactical Aircraft Programs (PEO(T))

1. Specific efforts to increase small business participation in each socio-economic category including utilizing SBIR, STTR, and Mentor Protégé Program (MPP).

PMA/PMW-101

- PMA/PMW-101 is supporting in excess of 12 different Phase I and Phase II SBIR contracts efforts on several Science & Technology (S&T) areas of interest such as Test & Evaluation modeling and simulation, Software Improvements, Size, Weight and Power Improvements, Position, Navigation, and Timing, Advanced Processing, Cyber/Information Assurance/Safety, etc. These efforts includes small businesses from different socio-economic categories.

PMA-213

- PMA-213 is currently endorsing two active SBIRs that are in Phase II.5, and one active Phase II STTR. An additional Phase II.5 SBIR initiative is being evaluated for potential hardware designs to productionize a Micro-Transponder that has the potential to transition to Phase III.
- PMA-213 prime contractors to include Raytheon, BAE, Moog and SAAB are encouraged to participate in the MPP to develop small business as appropriate. PMA-213 does not have direct influence over the contractor's implementation of this program.

PMA-231

- Prior MPP efforts for PMA-231 include Northrop Grumman Systems Corporation (NGSC) & MathTech.
- PMA-231 fosters an environment that enables Integrated Product Teams to affect a proactive approach to utilizing small business. Each team leverages from the following steps as a means towards meeting small business participation efforts:
 - Break out of severable portions of major weapons systems to include capability upgrades, open systems architecture, and open interfaces.
 - Where practicable, divide requirements into small lots or subcomponents.
 - Identify barriers which exist that may preclude small business participation.
 - Stay engaged in the contract post award to gain insight into competency contracting efforts and prime subcontracting efforts to better identify small business participation.
 - Encourage and support training offered by the Office of Small Business Programs to continue educating the acquisition workforce.
 - Continue current and future efforts with SBIR/STTR as a method to utilize small business as part of research and development efforts and transition those efforts to program of record.
 - Develop and promulgate a list of available multiple award contracts and indefinite delivery indefinite quantity contracts that teams could leverage for small business awards.
 - Provide opportunities for small businesses to compete for Contractor Support Services (CSS).
 - Include small business goals in source selection criteria for all contracts.
 - Encourage Prime contractors to participate in DoD Pilot MPPs.
 - Continue to consider Small Business for sustainment and obsolescence solutions.
 - Target market research to Small Business for new and emerging requirements.

- Ensure that the Business Units and Product Centers conduct sufficient market research for work performed.
- Publish contract actions via System for Award Management (SAM.gov website).
- For contracts currently awarded directly to NGSC, and other major suppliers, encourage participation in the DoD Pilot MPP thereby developing additional sources for future procurement opportunities.

PMA-234

- PMA-234 maintains an active and robust interaction with the NAVAIR S&T department. PMA reviews, analyzes and looks for opportunities for emergent technology insertion into our programs. The highly technical nature of requirements dictates that the best solution and at the proper Technical Readiness Levels rather than specific socio-economic categories.

PMA-251

- PMA-251 continues to engage small businesses from all socio-economic categories to satisfy requirements. The Information System product teams continue to use SBIR solutions, and Advanced Arresting Gear and Aviation Data Management and Control System (ADMCS) product teams are evaluating the technical maturity of SBIR Phase II efforts for possible implementation. If the technology solutions prove successful, then PMA-251 would consider funding these SBIR Phase III efforts.
- The PMA-251 S&T team partners with the New Jersey Innovation Institute, an organization focused on helping small businesses target their work toward DoD capability gaps. This effort consists of traditional DoD industry partners issuing technical challenges for small businesses to develop the best technology solutions for monetary awards as well as contract opportunities for further development of the proposed solution.
- In accordance with Federal Acquisition Regulation (FAR) Part 5, NAVAIR and Naval Air Warfare Center Aircraft Division (NAWCAD) Lakehurst Procurement Groups post synopses for all proposed contract actions not exempted under FAR 5.202 on SAM.gov website. The Procuring Contracting Officers (PCOs) evaluate any responses received prior to contract award. If interested parties present statements that indicate capabilities exist to satisfy some part of the contract requirements, the PCOs refer interested parties to prime contractor subcontracting managers. The large business prime contractors do not participate in the DoD MPP.

PMA-257

- PMA-257 identifies and removes barriers that may preclude small business participation and identifies small business participation by continued engagement in the contract post-award phase to gain insight into small business prime/subcontractor relationships. PMA-257 continuously

participates in available multiple award contracts and indefinite delivery indefinite quantity contracts that teams could leverage for small business awards and participates in opportunities for small businesses to compete for CSS contracts. PMA-257 incorporates small business goals in source selection criteria, encourages prime contractors to participate in the DoD Pilot MPP, targets market research to Small Business for sustainment and obsolescence solutions and collaborates with the NAVAIR Office of Small Business Programs.

PMA-259

- Raytheon Missile Systems (RMS) adheres to their Comprehensive Subcontracting Plan to ensure small business participation in subcontracting opportunities. In addition, RMS is encouraged to participate in the DoD Pilot Mentor-Protégé Program thereby developing additional sources for future procurement opportunities. While PMA-259 does not have a direct impact on the small business subcontracting efforts that RMS puts in place, the overarching Comprehensive Small Business Subcontracting plan is revised and reviewed with respect to overarching Department of Defense (DoD) small business goals on a regular basis. Any increase in Small Business performance by RMS and their subcontractor selections will be driven by these revisions and reviews and will be consistent with the DoD small business utilization objectives.
- For CSS contracts awarded by the Program Office, it is the priority of PMA-259 to continue with its strategy of awarding these contracts as small business set-asides. It is not expected that the level of contract support required will increase in the near term; however, should there become an emerging requirement, the Program Office position would be to continue its efforts to award these contracts as small business set-asides.

PMA-265

- Specific efforts, currently in the planning phase, identified are:
 - Demonstrate and qualify a new Generator Controlling Unit capable of 100 KVA DC Link currently being developed by General Electric
 - Maintenance Reset Activities
 - Short Batch Obsolescence Management Evaluation of Circuit Cards
 - Data Transfer Unit and High Definition Video Recorder for Avionics
 - NAVWAR A-Kits
 - Radio Frequency Blanking Unit

PMA-272

- The PMA-272 Program Management CSS contract is small business set-aside. PMA-272 supports approximately 27 SBIR/STTRs annually. Additionally, PMA-272 encourages and supports training offered by the Office of Small Business Programs to continue educating the acquisition workforce.

PMA-273

- PMA-273 conducted Market Research to identify suitable replacements for the obsolete T-45 Head Up Display (HUD), has identified multiple ongoing SBIR projects that led to the selection and award of a \$17.8 million SBIR Phase III contract in FY20 to Physical Optics Corporation for a T-45 HUD replacement. PMA-273 also identified tasks in Performance Work Statements that can be broken out and contracted directly to Small Businesses. Lastly, PMA-273 identified maintenance of aircraft shelters and performance of engine overhauls and Aircraft Condition Inspections (ACIs) for competitive award to small businesses on NAVAIR's Small Business Multiple Award Contract (MAC).

2. Specific actions to identify new requirements suitable for small business participation as prime contractors.

PMA/PMW-101

- PMA/PMW-101 has been pursuing relationships with several small businesses for potential integration of hardware and software solutions into tactical data link architectures for interference mitigation and cooling technologies. Preliminary data has shown very promising results. PMA/PMW-101 envisions potentially transitioning these small business products and is currently coordinating acquisition and procurement strategies that work cohesively with current PMA/PMW-101 prime vendors to target potential transition opportunities in the future.

PMA-213

- There are no specific actions identified at this time.
- PMA-213 programs are in Engineering, Manufacturing and Development (EMD), Production, or Sustainment. New follow on contracts, Option Exercises or Task/Delivery orders for existing contracts are awarded Sole Source to the Original Equipment Manufacturer (OEM).
- The current Program Management CSS contract was competitively awarded to a Women Owned Small Business as the Prime contractor with two small businesses as subcontractors. The Logistics CSS contract was competitively awarded to a Service-Disabled Veteran Owned Small Business.

PMA-231

- PMA-231 considers areas for small businesses to participate as prime contractors and provides opportunities for small businesses to compete for CSS. PMA-231, along with the Naval Supply Systems Command Weapon Systems Support and NAVAIR Lakehurst, routinely conduct in-depth analyses and studies to identify equipment/system candidates for breakout or second sourcing, with special emphasis on providing opportunities to small businesses while continuing to identify how the Program Office will incorporate and promote small business participation as prime contractors.

PMA-251

- The PMA-251 product teams encourage maximum participation by small businesses, as prime contractors and subcontractors. The Launcher and Visual Landing Aid product teams have established basic ordering agreements (BOAs) with small businesses for satisfying existing and new requirements. The ADMCS is an organically designed, developed, tested, installed, and sustained system; however, the product teams seeks small businesses for requisite contractor support services as well as current and future engineering change proposal support efforts. The Expeditionary Airfield team is currently conducting market research, including an examination of vendor capabilities and request for information responses, to determine if two or more small businesses can reasonably provide the end item or service that aligns with the program requirements.

PMA-257

- PMA-257 utilize Sources Sought to request industry feedback on Performance Work Statements in order to identify tasks that could be performed by small business.

PMA-259

- N/A – PMA-259 does not anticipate any new requirements.

PMA-265

- PMA-265 has identified the following specific actions to identify new requirements suitable for small business participation as prime contractors: Maintenance Resets Activities, Short Batch Obsolescence Management Evaluation of Circuit Cards, Data Transfer Unit and High Definition Video Recorder for Avionics, NAVWAR A-Kits and Radio Frequency Blanking Units.

PMA-272

- PMA-272 utilized Broad Agency Announcement (BAA) contracts to address readiness improvements, Speed to Fleet, integration and interoperability, and other technologies or capabilities.

PMA-273

- PMA-273 scrubbed the Performance Work Statements to identify tasks that can be broken out and contracted directly to Small Businesses. Identified maintenance of aircraft shelters and performance of engine overhauls and ACIs for competitive award to small businesses on NAVAIR's Small Business MAC.

3. Efforts taken to streamline the acquisition process.

PMA/PMW-101

- To streamline the acquisition process, PMA/PMW-101 early aligned technology solutions development and testing of SBIR-based thermal solutions with the component and product level testing for concurrent MIDS development efforts. In addition, PMA/PMW-101 has been encouraging small business vendors to partner with MIDS prime enabling faster cooperation, information exchange and leverage on MIDS technical information. PMA/PMW-101 also maintained flexible System Engineering Technical Reviews (SETR) activities to permit faster pacing and development, most recently recognized during a SBIR Phase II effort that successfully accomplished product integration and testing 3 months ahead of schedule. These SETR like activities have also provided a fast alignment with Program of Record Milestone enabling potential transition opportunities.

PMA-213

- The NAVAIR Procurement Group supporting PMA-213 is in the process of reducing the number of active contracts. New contracts now have a period of performance of 4 to 5 years. Reducing the number of active contracts also reduces the administrative burden and resources required for contract maintenance. Extensive use of Indefinite Delivery and Indefinite Quantity contracts with stepladder pricing maximizes ordering flexibility and price breaks. Previous contracts were of shorter duration driving increased technical and cost reviews as well as increased oversight and administration.

PMA-231

The following streamlining efforts have been fully embraced by PMA-231:

- Implementation of standard, proven acquisition practices, including Systems Engineering Integrated Master Schedule, Integrated Master Plan, Risk Management, Technical Performance Measures, Dual Use Technologies, and Commercial Off The Shelf/Non-Developmental Items.
- Leveraging off previous DoD and commercial investments that have matured critical technologies.

- Since 2006, NGSC/PMA-231 have used the Integrated Management Operating Model tool to manage affordability and stabilize cost performance.
- Employing a comprehensive Performance Based Logistics approach; its framework, in development with the Fleet and the Office of the Chief of Naval Operations (OPNAV) leadership, will detail sustainment levels and cost objectives required of the provider community to meet E-2D AHE readiness goals within existing financial resources.
- NGSC deployed teams to all supplier bases to manage the development phase to ensure the program and the suppliers would be successful and viable sources going forward.
- Use of a qualified prime contractor who is International Organization for Standardization 9001 Quality Standard compliant, uses Single Process Initiatives and provides electronic delivery of all program documentation.
- Use of a qualified prime contractor and major subcontractors who meet or exceed the Software Engineering Institute Capability Maturity Model Level 3.
- Use of competition by prime contractor (where practicable) on sub-systems to ensure innovation, quality, and affordability.
- Use of Cost as an Independent Variable in trade-offs against performance and schedule.
- Use of integrated Test & Evaluation strategy executed by a Government/Industry Integrated Test Team to develop and assess system performance.
- Integration of acquisition, engineering, and logistics to achieve integrated operational support focused on reducing total ownership cost through improved reliability and cost effective maintenance concepts.
- Use of performance-based acquisition with minimal use of Military Specifications or Military Standards, and maximum use of national and international commercial specifications and standards, in the performance specification.

PMA-251

- PMA-251 continues to evaluate processes for optimization and efficiency. When feasible, the NAVAIR and NAWCAD Procurement Groups establish BOAs as well as indefinite delivery, indefinite quantity contracts with large and small businesses to eliminate administrative burden and inefficiencies realized when managing multiple contracts with a single prime contractor. Some product teams seek organic solutions when possible to avoid the traditional acquisition processes but do evaluate and use small businesses with the capabilities to support the organic efforts.

PMA-257

- PMA-257 uses FAR Part 12 Commercial contracting procedures, FAR Part 13 Simplified Acquisition Procedures, and the NAVAIR Small Business MAC, when appropriate, implements standard, proven acquisition practices, including: Systems Engineering Integrated Master

Schedule, Integrated Master Plan, Risk Management, Technical Performance Measures, Dual Use Technologies, and Commercial Off The Shelf/Non-Developmental Items, leverage from previous DoD and commercial investments that have matured critical technologies and integrates acquisition, engineering, and logistics to achieve integrated operational support focused on reducing total ownership cost through improved reliability and cost effective maintenance concepts.

PMA-259

- PMA-259 will make every effort to review and evaluate all processes and requirements to identify opportunities to streamline the acquisition process on a situational basis.

PMA-265

- PMA-265 utilizes the Command MACs to include:
 - PM CSS MAC
 - Contract Maintenance, Modification, Aircrew, and Related Services
 - Mod Kits, Aircraft recover, Augmentation, Components & Engine
 - NASA Solutions for Enterprise-Wide Procurement
 - PMA265 also utilizes Multi Agency vehicles like DLA Captain of Industries and Other Transaction Authorities

PMA-272

- PMA-272 continually evaluates opportunities to leverage existing contract vehicles such as NAVAIR Small Business MAC when available.

PMA-273

- PMA-273 developed Commercial Item Descriptions for the T-34 aircraft and TH-57 engine to enable rapid award to Small Business for Landing Gear and Engine overhauls under streamlined, commercial Simplified Acquisition contracting procedures.

4. Specific actions to increase small business subcontracting opportunities to include evaluating small business participation in competitive source selections and incentivizing small business subcontracting when appropriate.

PMA/PMW-101

- When issuing a production contract for a typical lot buy, PMA/PMW-101 anticipates identifying small business requirements in conjunction with the applicable procurement requirements within

the Request for Proposal (RFP). This strategy will likely implement H clause provisions to protect SBIR rights associated with the requirement.

PMA-213

- The current JPALS EMD contract, awarded to Raytheon, includes a Small Business incentive. It identifies small business goals by type of small business and allocates the principal products and services procured from those specific small business types.
- The majority of PMA-213 contracts are awarded to the OEMs to include Raytheon, BAE, Moog and SAAB. The OEMs maintain Comprehensive Small Business Subcontracting plans in accordance with the contract. Performance to established Department of Defense goals are monitored by Defense Contractor Management Agency and contractor reported in CPARS. PMA-213 will monitor contractor progress via Electronic Subcontracting Reporting System reports.
- The remainder of the PMA-213 contracts are awarded through other Government agencies like Federal Aviation Administration or other Navy sites such as Naval Air Warfare Center, Naval Information Warfare Center and Naval Facilities Engineering Command. The majority of these actions are awarded utilizing existing MAC or task orders under existing sole source contracts specializing in site installations.

PMA-231

- PMA-231 uses CPARs to evaluate in the Series III competition which includes small business subcontracting efforts and encourage prime contractors to subcontract with small business via incentives.

PMA-234

- PMA-234 has participated with the Office of Naval Research (ONR) where small businesses participated in the development of software and algorithms. PMA has worked with the Air Force Research Laboratory exploring opportunities to engage with small business for payloads to the special capabilities pod.

PMA-251

- In accordance with FAR Subpart 19.702 requirements, NAVAIR and NAWCAD require large prime contractors to establish small business subcontracting plans for applicable contracts. The PCOs will monitor and evaluate the contractors' compliance using the semi-annual individual subcontracting reports, and take actions to enforce the plans if necessary. The product teams also evaluate the reports and rate the contractors' compliance with the respective subcontracting plans in the annual contractor performance-assessment reports.

PMA-257

- PMA-257 leverages existing contract vehicles such as General Services Administration Multiple Award Schedules, Army Logistics Support Facility MAC, and NAVAIR Small Business MAC when possible, maximizes use of draft documents/draft RFPs, incorporate Small Business Participation Commitment Documents into contracts and/or task orders issued to a prime contractor and evaluates prime contractors on their utilization of small business annually in their CPARS.

PMA-259

- The program coordinates with the NAVAIR Small Business Office to determine if any contract requirements, in whole or in part, can be directed to a small business concern and encourage small business participation to the maximum extent practicable during procurement planning and contract performance.

PMA-265

- PMA-265 conducts subcontracting plan reviews for adequacy of proposed goals during negotiation, requires mandatory subcontracting requirements vs goals in RFP, includes the H-clause for Program Level Reporting in RFP, incentivizes prime for Small Business Utilization, conducts reviews of Small Business Utilization during PMR, monitors Individual Subcontracting Reports and Summary Subcontracting Reports in electronic Subcontracting Reporting System and uses CPARS reviews of Small Business Utilization.

PMA-272

- The PMA-272 Program Management CSS contract is a small business set-aside and prime contractors are evaluated on their utilization of small business annually in their CPARS.

PMA-273

- PMA-273 requires offerors meet a minimum small business participation goal and list the planned small business participants in their Planned Small Business Participation document for all products and services provided during performance of competitively awarded task orders.

5. Efforts to communicate with industry (industry days, debriefings, websites, social media, etc.).

PMA/PMW-101

- PMA/PMW-101 participates in ONR sponsored Navy Forum for SBIR/STTR Transition, NDIA San Diego Industry Forum, etc. These type of events provide an opportunity to exchange ideas about technologies need, learn about new technologies and progress of vendors and seek

opportunities for collaboration on those technologies relevant to PMA/PMW-101 technology Roadmap. In addition, PMA/PMW-101 co-hosts an Interference Excision System (IES) Working Group with several other Navy, Air Force, and Army programs to understand state of IES solution maturity as well as outline government interests in this topic. Small business represents over 50% of the products represented during these working groups. These type of events provides an opportunity to both government and small business to learn about technology developments and status, user needs, opportunity for collaboration, guidance and potential transition opportunities on mature technologies.

PMA-213

- There are no efforts identified at this time.
- PMA-213 does not plan to procure existing or near future requirements via competitive procedures at this time. Procurement planning efforts for replacement contracts in the next 3-5 years will include discussions about alternate contracting strategies such as competition or break out as appropriate. All potential PMA-213 requirements are synopsisized on SAM.gov website and available to small business, in accordance with FAR Subpart 15.403-4. Any responses received are evaluated by the PCO prior to award.

PMA-231

- PMA-231 continues to conduct Idea/Industry Days and encourages participation from small business to facilitate awareness of vendor capabilities. PMA-231 also attends industry and government sponsored conferences as a method of networking and information sharing.

PMA-234

- PMA-234 submits requirements to PEO(T) for inclusion in quarterly Industry Days as well as tracking emerging technologies through the STAIRS database. PMA receives briefing material from the S&T community and provide feedback about viability, insertion opportunities and share ideas across the various platforms.

PMA-251

- The PMA-251 product teams conduct extensive market research to identify the capabilities of small business and seek new entrants in the marketplace to meet the known and possible future requirements. The product and S&T teams participate in small business industry days, conferences, and S&T expos to learn about new technologies in development by small businesses that are applicable to the programs' needs. The S&T team uses this research to solicit funding venues for the small business technology developer as well as other small businesses in the same technology space that for funds to mature the technology.
- The S&T team recently participated in a Small Business Round Table for Ocean County, NJ, where the team presented NAWCAD capabilities and needs to small businesses. The event also

facilitated discussions with the small business to learn how to work and discuss possible opportunities for work with NAWCAD.

PMA-257

- PMA-257 conducts industry days and readiness recovery engagements whenever possible and attends the annual Sea, Air, and Space Expo and Navy Gold Coast Conference.

PMA-259

- Efforts to determine potential sources for procurements are accomplished by publishing a synopsis on the SAM.gov website.

PMA-265

- PMA-265 will attend Virtual Industry Days, virtual or in-person One-on-Ones with Industry and utilize the Government Website for Long Range Acquisition Forecasting.

PMA-272

- Multiple Requests For Information have been posted pertaining the PMA-272 products. PMA-272 participates in the PEO(T) Industry Collaboration Event. Additionally, PMA-272 hosts the Advanced Technology Electronic Defense Systems conference annually to share program goals and information with industry, academia and the fleet so as to garner collaboration, industry-held Research & Development investment, and academic research into future defense technologies.

PMA-273

- PMA-273 conducted pre-solicitation industry days and one-on-one events for competitive solicitations. PMA-273 also participated in bi-monthly conferences with industry to inform them of upcoming competitive events and the status of ongoing procurement opportunities for small business.

6. Efforts to publish and frequently update an accurate Long Range Acquisition Forecast.

- PMA teams post annual updates to the Long Range Acquisition Forecast (LRAF) on SAM.gov website in the 1st quarter of the Fiscal Year.
- Teams also provide monthly updates with PMT and export data to support LRAF.

7. Plans to award direct Phase III SBIR/STTR awards.

PMA/PMW-101

- PMA/PMW-101 plans to incorporate a contracting strategy to include provisions for SBIR Phase (PH) III focused on thermal cooling and communications congestion technologies. Subsequent procurement plan includes Small Business Initiative vendor as a supplier to PMA/PMW-101 primes and potentially awarding a direct PH III contract to support hardware maintenance requirements and relevant retrofits.

PMA-234

- Actively tracks and reviews the SBIR/STTR submissions through the Science and Technology Alignment and Investment Reporting System database. In the recent past, the PMA has co-sponsored a SBIR effort that is currently in Phase II of its development.

PMA-251

- The Aviation Data Management and Control System product team anticipates executing a PH III SBIR contract in fiscal year (FY) 22 to support an Aviation Weapons Information Management System engineering change proposal.

PMA-259

- Anticipates awarding a direct PH III SBIR contract to Physical Optics Corporation for the AIM-9X weapon systems simulator.

PMA-272

- Support multiple SBIR/STRR projects that move through the technology development phase. These projects may/may not reach a Phase III prior to transition occurring in other places (i.e., Original Equipment Manufacturer buy-out, commercialization, etc.) When a project is successful through all subordinate phases of the SBIR process, PH III awards are used by PMA-272 to complete full transition of the technology into the applicable Program of Record (POR).

8. Efforts to establish goals for applying SBIR and STTR technologies in programs of record and incentivize primes to meet those goals as required in 5 U.S.C. 638, Research and Development, Commerce and Trade, and Aid to Small Business.

PMA/PMW-101

- PMA/PMW-101 is actively involved in SBIR/STTR activities to assess, test, validate, qualify, integrate and transition relevant S&T into the MIDS Joint Tactical Radio System Terminal. SBIR/STTR efforts are used to address technical shortfalls on current and future threats, optimize

software through modeling and simulation enrichments, enhance processor capacity, and achieve logistical efficiencies through increased reliability and sustainment. PMA/PMW-101 engages with Federally Funded Research and Development Centers, including Massachusetts Institute of Technology/Lincoln Labs and MITRE, to assist with right sizing technical interests and domains. This engagement helps shape initial pursuit of SBIR/STTR opportunities, which ultimately leads to transition of novel capabilities into the MIDS terminals and platforms. PMA/PMW-101 participates with several DoD and non-DoD sponsored SBIR/STTR events to discover, assess, discuss and pursue potential vendor's technologies relevant to PMA/PMW-101 strategic objectives.

PMA-231

- Focused effort with Naval Air Warfare Center to generate and endorse topics that are directly addressing E-2 capability gaps. The PMA strongly encourages small businesses to leverage the option in SBIR contracts to include the prime and/or major suppliers as subs on their contract. This enables a teaming relationship to be developed between the small business and the prime which provides for an easier transition to full integration. In this arrangement, the prime will procure the components directly from the SBIR contractor or they will be provided as Government Furnished Equipment (GFE) to support retrofit kits and the production line.

PMA-234

- Looks for emerging technologies, which can be used to immediately support the warfighter. The size of the offerer is not a requirement in selection of technologies to pursue. The PMA has worked with major defense contractors as well as sole proprietorships to satisfy requirements.

PMA-257

- Utilization of FAR clause 52.219-10, "Incentive Subcontracting Program."
- Utilization of Multiple Award Contract for Total Small Business Set-Aside in accordance with FAR 19.502-2 with the ability to do Socio-Economic Set-Asides in accordance with FAR 19.502-4 for Infinite Delivery Infinity Quantity task orders.

PMA-265

- Plans to transition SBIR project AF093-172 technology with additional SBIR PH II sponsored NAVAIR SBIR program (SBIR fund: FY21 \$475K and FY22 \$600K), followed by the planned PH III qualification effort in FY23 (PMA265 direct support: \$1200K). Production contract award is planned in FY24.
- Actively participates in the SBIR/STTR program. The PMA continuously facilitates and coordinates collaborative efforts between small business innovators and platform OEMs.

5.0 PEO Unmanned Aviation & Strike Weapons (PEO(U&W))

1. Specific efforts to increase small business participation in each socio-economic category including utilizing Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) and Mentor Protégé Program (MPP), if applicable.

PMA-208

- PMA-208 will continue to evaluate potential technologies for SBIR applications that have relevance to the PMA requirements and to identify maturing technologies that are suitable for incorporation in future capabilities. PMA-208 will work-with government laboratories to assist in identifying opportunities with small businesses that have potential for enhanced capabilities. PMA-208 will continue to leverage existing IDIQ contracts at NAWC Weapons Division (NAWCWD) to award the majority of the Target Threat Simulation Program (TTSP) to Small Businesses. The Target Mission Support Systems team will continue to utilize the Small Business set-aside options under the Army's RS3 Government-Wide Acquisition Contracts in support of Contractor Support Service labor for engineering and logistics.

PMA-242

- PMA-242 will continue to utilize SBIR to enhance capability and readiness of Direct and Time Sensitive Strike weapons. PMA-242 will coordinate with Prime Contractors on opportunities for SBIR to enhance weapons capability and readiness. PMA-242 will evaluate transition of current Phase I SBIR contracts to Phase II/III. PMA-242 will develop new SBIR topics for solicitation in 2021 and 2022.

PMA-262

- Participate in Navy/NAVAIR SBIR Office-sponsored small business events such as Forum for SBIR/STTR Transition (FST) and Industry Days hosted by PEO(U&W) and PEO(A).
- Develop new SBIR topics with input from Prime Contractors.

PMA-263

- It is the priority of the PMA-263 to continue its strategy of awarding Contractor Support Services contracts as small business set-asides. The level of contract support required is not expected to increase significantly, but should this become a requirement, the program office's position would be to continue this increased support as a small business set-aside.
- As the program moves forward, PMA-263 is working to improve Small Business access and participation by taking steps to improve the opportunities and involvement of Small Business communities in the following areas:

- Increase small business participation utilizing SBIR and STTR.
- Streamline the acquisition process to assist with receiving quicker awards.
- Communicate small business opportunities with industry via “Industry Days”.
- Attend Modern Day Marine functions on both the East and West Coast and communicate small business opportunities.
- Speaker at Sea, Air, Space Symposiums and communicate small business opportunities.
- Incentivize prime contractors to engage small business as subcontractors.

PMA-268

- With the program moving forward, PMA-268 is working to improve small business access and participation by taking positive steps to improve opportunities and small business involvement in the areas below:
 - Increase small business participation through SBIR/STTR and MPP).
 - Identify new requirements suitable for small business participation as prime contractors.
 - Streamline the acquisition process.
 - Increase small business subcontracting opportunities.
 - Communicate with the industry through initiatives.
 - Publish and update an accurate Long Range Acquisition Conjecture.
- Increase small business participation through SBIR/STTR and MPP
 - PMA-268 will continue to evaluate potential SBIR technologies that have relevance to current UMCS requirements as well as identifying mature technologies that are suitable for future desired capabilities. In addition, PMA-268 will evaluate SBIR potential for rapid testing, verification and validation of UMCS command and control sub components and RF link(s) ashore and installed on CVN, via low cost per flight hour surrogate aircraft.
 - PMA-268 will develop SBIR topics and release them for solicitation.

PMA-280

- Raytheon Missile and Defense (RMD) owns the Technical Data Package for the Tactical Tomahawk (TACTOM) missile; however, whenever possible, PMA-280 Integrated Product Teams (IPTs) will hold or attend Industry Days to determine if a small business exists to fill the need for TACTOM missile sub-systems.

- Additionally, to further promote Small Business awareness and utilization, PMA-280 will:
 - Continue to leverage Naval Sea (NAVSEA) Command contracts for the TACTOM Weapons Control System (TTWCS) efforts and small businesses, Precise Systems, etc., for program office Contract Support Services.
 - Conduct thorough Market Research, pre-solicitation and Industry Days to ensure Small Businesses are considered.
 - Continue to establish and monitor Small Business Subcontracting Plans on prime contracts.
 - Aggressively resolve any payment delays to avoid stressing small business financial health.
 - Submit Small Business awards, when applicable.

PMA-281

- PMA-281 has a team specifically looking at acquiring new innovative technologies from the Small business sector via multiple different acquisition approaches. Most efforts begin with a SBIR and/or STTR topic which when matured is transitioned into a Program of Record either through a SBIR Phase II.5 or RIF effort. Most of these efforts will continue to evolve and will transition into the Next Generation Naval Mission Planning System (NGNMPS).

2. Specific actions to identify new requirements suitable for small business participation as prime contractors.

PMA-201

- The PMA-201 Aircraft Armament and Equipment (AAE) Repair and Upgrade Program (RUP) Effort is a competitive Small Business Set Aside under which multiple AAE RUP Basic Ordering Agreement (BOA) holders compete for orders. Any interested and Technically Acceptable Small Business (SB) can be issued during the life of the program under rolling admission. A competition was held to determine if a company could be a BOA holder. If they were deemed able to do all the work required, they were issued a BOA. For each order, there is a competition for which only those BOA holders can compete. Any company (if deemed technically acceptable) can be issued a BOA in order to compete in the future.
 - LAU 166 Delivery Order was awarded 24 February 2021 to Deval Lifecycle Support LLC for \$3.4M.
- The Program Office awarded two contracts in June 2020 through the PEO(U&W) Contractor Support Services Program Management Multiple Award Contracts. The two contracts were awarded to the Small Businesses that were eligible to compete for these efforts.

- PMA-201 is finalizing a SB HUBZone contract for the Miniature Air Launched Decoy-Navy (MALD-N) container effort.
 - The Team was endorsed by PEO(U&W) and received the NAVAIR Small Business Advocacy Award in the Individual category on 31 March 2021.

PMA-208

- PMA-208 will continue to share market research conducted to identify additional aerial target capabilities/improvements that are suitable for small business subcontracts to the prime contractors.

PMA-242

- PMA-242 will conduct reviews with Prime Contractors on opportunities for SBIR to enhance weapons capability and readiness. PMA-242 will develop new SBIR topics for solicitation in 2021 and 2022.
- The Program office awarded one contract in May 2020 through the PEO(U&W) Contractor Support Services Program Management Multiple Award Contracts. An option to that contract was awarded July 2021.

PMA-262

- S&T team to meet regularly with small businesses to discuss their technology focus and present our technology roadmap.
- Develop an open-architecture hosting environment on the platform to allow direct transition to both the DoD and commercial markets.
- Involve stakeholders early in the process (at strategy sessions).

PMA-263

- The PMA recognizes the need to ensure that small businesses have the ability to contribute to the success of NAVAIR and the war fighter. The PMA conducts technology scans to identify small businesses that can provide capabilities which can be integrated into our portfolio of ISR and RSTA products.

PMA-266

- PMA-266 is looking for specific efforts under the MUX program for small business. The PMA conducted a MUX Industry Day in Jun 2018 and encouraged small business attendance. Potential small business opportunities for MUX Family of Systems (FoS) in future FYs.

PMA-268

- PMA-268 continues to evaluate various avenues to increase SB utilization while UMCS is in development. PMA-268 is coordinating with the C4I Team out of NIWC Pacific, to place a seven year, \$49M Small Business Service-Disabled Veteran-Owned multiple award contract (MAC) for CSS support in FY 21. New task orders will start to be awarded in June 2021.

PMA-280

- PMA-280 established an Advanced Concepts and Technology IPT to identify and assist in transitioning SBIR and STTR technologies into their programs of record. Currently, RMD is the only producer of the missile telemetry subsystem. The cost of these Mid-Body Range Safety Subsystem (MRSS) kits are nearly equivalent to the missile cost. Therefore, PMA-280 has pursued developing the MRSS kits under an innovation program in hopes to procure them at a lower cost to the United States Navy.
- PMA-280 recently completed a technical evaluation of SBIR contract proposal N202-113-0421 (Miniaturized, Inexpensive, Automated Mid-body Range Safety Subsystem (METISS)) received from small business “Physical Optics Corporation,” Torrance, California, to address the Navy’s need for an innovative, automated, low-cost MRSS in order to meet range safety and platform engineering requirements for flight testing of the Tomahawk Weapons System launched from designated surface ships, submarines, and mobile ground launchers. The evaluators concluded the proposal had technical merit and recommended the small business for a Phase 1 SBIR contract, which has been approved by the SBIR/STTR Program Office. The SBIR contract award to the small business was awarded in September 2020, with a period of performance of 6 months.

PMA-281

- In March 2020, PMA-281 awarded an Indefinite-Delivery Indefinite-Quantity/Multi-Award Contracts (IDIQ/MAC) to 12 qualified contractors. The IDIQ/MAC contractor base is made up of six (6) Small-Businesses and six (6) Large Businesses. The IDIQ/MAC has a small business set-aside clause, which states that each Delivery Order that has an anticipated dollar value not exceeding \$5,000,000 or involves the procurement of Commercial Off-the-Shelf items will automatically be reserved exclusively for responsible IDIQ/MAC contract small business concerns.

3. Efforts taken to streamline the acquisition process.

PMA-201

- PMA-201 is using both the PEO(U&W) Contractor Support Services MAC for the Program Office and the AAE team is using their AAE RUP BOA to streamline the acquisition process. Both of these vehicles required a competition for this work. This streamlines the entire process with only

the awardees competing for efforts; thus, cutting down the number of proposals to be reviewed and the length of time required to award.

- The Program Office is currently in the process of awarding a prototyping effort utilizing the NAVAIR Other Transactional Authority (OTA) Consortium. The OTA process reduces the time required to award a contract.
 - This OTA was awarded on 31 August 2021 and the project is currently in execution.

PMA-208

- Leveraging the efficiencies gained by having the MDA delegated to the Program Manager for the SSAT BQM-177 ACAT-IV program.
- Leveraging the power of the NAVAIR AMS tools set for data visualization, and for program long-range resource planning and execution.
- Expanding the use of PSTRAPs, and Class J&As.

PMA-242

- Assess, and if applicable, award sole source contracts through available socioeconomic programs.

PMA-262

- Provide government-controlled open system frameworks and architectures. Small businesses are motivated, agile, and responsive; give them a common environment to innovate and compete.
- Route paperwork concurrently, work documents at the same time (Tech-Eval & Pre-BCM; Contractor CERT & Post-BCM).
- Send request for proposals (RFP) that only ask the contractor for exactly what you need proposed instead of using a template as a response; should reduce proposal turnaround time.

PMA-263

- PMA-263 will utilize Other Transaction Authorities and Mid-Tier Acquisition to reach small business in a timelier manner.

PMA-268

- PMA-268 will continue to work with PEO(U&W), NAVAIR and other Program Offices to identify and champion SBIRs/STTR efforts developing stand-alone or integrated technology for future transition.

PMA-280

- PMA-280 strives to utilize existing contracts to reduce contracting delays that impact Small Businesses. For example, the contract to Physical Optics Corporation will be awarded through the SBIR office, utilizing their current contract.
- PMA-280 will send team members to DAU, NAVAIRU and OSBP training events for continuous acquisition learning and specifically to emphasize Small Business utilization.

PMA-281

- PMA-281 has implemented an asynchronous release process to enable a more rapid release of new capabilities for the JMPS-M program. This initiative supports the program office's intent to be able to rapidly field a product developed under aggressive small business initiative timelines.
- PMA-281 has structured the future acquisition program approaches (e.g. Next Generation Naval Mission Planning System, Common Control System Increment II) around open systems architecture standards leveraging service-oriented architectures – with associated engineering and test process efficiencies – to provide a favorable environment for small business opportunities and permit rapid acquisition and fleet delivery of incrementally developed services.

4. Specific actions to increase small business subcontracting opportunities to include evaluating small business participation in competitive source selections and incentivizing small business subcontracting when appropriate.

PMA-201

- All PMA-201 contracts with large contracting firms are required to provide Small Business Subcontracting plans. These plans are used to incentivize via Contractor Performance Assessment Reports (CPARs) and ratings.
- OTA's that are awarded to a large company must involve participation of a non-traditional defense contractor or non-profit research institution to a significant extent.

PMA-208

- PMA-208: Kratos UAS (BQM-177A Subsonic Aerial Target System prime) and Northrup Grumman Space Systems (GQM-163A Supersonic Sea Skimming Target prime) are required to generate small business plans for their production contracts. PMA-208 will be monitoring how these prime contractors incorporate small businesses into their contracts.

PMA-242

- PMA-242 will review Prime Contractors' small business utilization plans and status of small business utilization during execution of prime contracts. PMA-242 will assess Small Business Utilization as part of the Contractor Performance Assessment Report. PMA-242 will conduct reviews with Prime Contractors on opportunities for SBIR to enhance weapons capability and readiness.

PMA-262

- Commit to small business participation goals, provide guidance to the source selection committee, and make it a measurable management objective to increase small business opportunities and participation.
- Review small business application with Prime Contractors. Review Prime Contractors' small business utilization plans and assess Small Business as part of the Contractor Performance Assessment Report. PMA-262 will conduct reviews with Prime Contractors regarding opportunities for SBIR to enhance unmanned capabilities and readiness.

PMA-263

- The Principal Deputy Program Manager will include market research and small business training and recommend all personnel to attend classes offered by NAVAIR University or DAU. PMA-263 continues to encourage small business participation as part of ongoing procurement planning for RQ-21A program of record and ISR Services IPTs. PMA-263 monitors the prime contractors' performance including their efforts to provide maximum opportunity to small business subcontractors and suppliers. PMA-263 addresses primes' small business utilization in annual and interim CPARS for all covered contracts and task orders.
- In FY20, we awarded new contracts via a rapid acquisition process for our newest program, TRUAS. The TRUAS project was a competitive prize challenge in which several companies demonstrated their products in a series of tests in order to win points towards an overall score. The down select has been made and the winning companies were all small businesses. In FY21, PMA-263 completed a Field User Capability Assessment (FUCA) with three small business to evaluate TRUAS systems awarded OTA contracts after the prize challenge. From the FUCA information, PMA-263 plans to conduct another round of Prototyping in FY22 with one small business to conduct extended user evaluations with fleet deployment. In FY23, there is the potential to award a production contract to complete the rapid fielding of TRUAS systems.

PMA-268

- PMA-268 plans to promote small businesses as subcontractors on the UMCS program. The PMA will continue to review small business use with the prime contractor and identify opportunities that would benefit both SB and UMCS.

PMA-280

- PMA-280 will continue to ensure that Small Business Subcontracting Plans are in place when planning and awarding contracts with RMD and will pursue small business contract awards for subsystems as appropriate. Additionally, PMA-280 leverages Naval Sea Systems Command (NAVSEA) contracts for the TACTOM Weapons Control System (TTWCS) efforts and small businesses, Precise Systems, Chugach, etc., for program office Contract Support Services.

PMA-281

- PMA281- In March 2020, PMA-281 awarded an Indefinite-Delivery Indefinite-Quantity/Multi-Award Contracts (IDIQ/MAC) to 12 qualified contractors. The IDIQ/MAC contractor base is made up of six (6) Small-Businesses and six (6) Large Businesses. The IDIQ/MAC has a small business set-aside clause, which states that each Delivery Order that has an anticipated dollar value not exceeding \$5,000,000 or involves the procurement of Commercial Off-the-Shelf items will automatically be reserved exclusively for responsible IDIQ/MAC contract small business concerns. The IDIQ/MAC contracts requires large businesses to conform to small business goals of: SB-23%, SDB-5%, SDVOSB-3%, HUBZone-3%, and WOSB-5%. Note that these small business goals are implemented at the individual delivery order level. Large businesses are required to develop and implement a small business master subcontracting plan twice a year (February and August).

5. Efforts to communicate with industry (industry days, debriefings, website, social media, etc.).

PMA-201

- The PMA participates in Industry Days through the PEO and PMA. The MALD-N team container SB HUBZone effort held an Industry Day in December 2019 as part of the contracting process with the intent to award this effort in August 2020.
- Program Office continues to have engagements with industry and will participate in future PEO(U&W) Industry Days.

PMA-208

- PMA-208 intends to continue to refine the Aerial Targets portfolio roadmap for release at PEO(U&W) Industry Day events to encourage future small business participation.

PMA-242

- Release SBIR topics for solicitation in 2021 and 2022.
- Conduct Industry Day events to address questions regarding SBIR topics.

PMA-262

- Participate in Navy and NAVAIR SBIR Office-sponsored small business events such as Forum for SBIR/STTR Transition (FST) and Industry Days hosted by PEO(U&W) and PEO(A).
- Engage with Industry at trade shows, technology conferences and symposia aligned with our technology roadmap.

PMA-263

- PMA-263 intends to conduct and participate in events to address questions regarding SBIR topics to gain insight into vendor's capabilities.

PMA-266

- PMA-266 Principal Deputy Program Manager is meeting with small businesses that support current requirements within the program office to identify other opportunities. We have also had office visits and conversations with potential small business partners concerning MUX about the possibility of utilizing them for autonomy systems architecture, component market research, business care analysis, and independent assessments.

PMA-268

- PMA-268 will participate in industry days to gain insight of vendor's capabilities and attend the annual Navy Sea Air and Space event. The PMA will promote training participation offered by the NAVAIR SBIR office.

PMA-280

- As prime contractor of the TACTOM, RMD owns the data rights. However, the PMA-280 AC&T IPT provides support to PEO(U&W)'s Industry Days and other initiatives emphasizing the need to team up with small businesses to identify technologies that can help resolve known weapon system gaps, issues and deficiencies. The PMA-280 AC&T Team supports initiatives such as market research, Sea, Air and Space Symposiums, as well as other marketing events, to search and identify businesses that can provide sub-systems components for the Tomahawk Weapons System.

PMA-281

- Continue to reserve program office CSS as small business set-aside competitions.
- Ingrain maximum SB contribution in all program acquisition strategies, market research, pre-solicitations, and Industry Day activities towards optimizing SB participation.
- Continue to establish and monitor Small Business Subcontracting Plans on prime contracts and renew CPAR focus on SB subcontracting and participation criteria.
- Aggressively resolve any payment delays to avoid stressing small business financial health.
- Send members of PMA-281 to DAU, NAVAIRU, and OSBP training events for continuous acquisition learning and specifically to emphasize SB utilization.
- Submit SB awards, when applicable.

6. Efforts to publish and frequently update an accurate Long Range Acquisition Forecast.

PMA-201

- Long Range Acquisition Forecast data is captured regularly throughout the year via the NAVAIR Procurement Management Tool with the Program Office capturing on-going and future efforts within the tool.

PMA-242

- Update the LRAF.
- Publish the LRAF.

PMA-262

- Publish Technology Roadmap aligned to community priorities of future capability enhancements.
- Publish SBIR/STTR topics.

PMA-263

- All actions for PFA's are included in PMT and reviewed weekly with Contracts and IPTLs. Additionally, we have monthly reviews with PEO Leadership that thoroughly review the status of all actions in PMT. PMA263 will collaborate with the Small Business Office to maintain an accurate LRAF.

PMA-268

- PMA-268 will ensure that any expected aircraft capability modifications and/or technology initiatives are included within our regularly updated LRAF.

PMA-280

- In the event that PMA-280 receives future requirements for TACTOM missile subsystem capabilities, PMA-280 will continue to seek opportunities to partner with small businesses to meet the requirements.

PMA-281

- PMA-281 continues to refine the program offices roadmaps on a yearly basis and they will be shared with the small business office as well as industry to encourage small business participation.

7. Plans to award direct Phase III SBIR/STTR awards.

PMA-208

- PMA-208 plans to award the second production lot of Radomes for the GQM-163A Supersonic Sea-Skimming Target as a Phase III SBIR award. PMA-208 will continue to award the annual options for the Advanced Processing Electronic Attack Digital Radio Frequency Memory (DRFM) Phase III SBIR.

PMA-242

- AARGM Full Rate Production contracts (FRP 8/9) are SBIR Phase III contracts. FRP 10 is planned to be awarded in August 2021.

PMA-280

- PMA-280 currently does not have any SBIRs/STTRs that are mature enough for a Phase III contract award. A Phase 1 contract was awarded for the MRSS SBIR on 1 Sep 2020, with a period of performance of approximately 6 months. If approved for a Phase 2 contract award, which normally is a 24-month period of performance, the effort would complete on or about 07 March 2023. The earliest a Phase 3 contract will be awarded for this MRSS SBIR is sometime after 07 March 2023.

8. Efforts to establish goals for applying SBIR and STTR technologies in programs of record and incentivize primes to meet those goals as required in 5 U.S.C. 638, Research and Development, Commerce and Trade, and Aid to Small Business.

PMA-201

- As a result of an SBIR and Rapid Innovation Fund effort, the quality of the LAU-116 Launcher used on the F-18 aircraft, corrosion efforts were addressed for the forward block and a plasma coating was developed by IBC. This effort provides a smooth, enamel coating giving more durability and helped to address sustainment issues. This coating has now been incorporated in the standard repair process as the launchers are processed on the AAE RUP contract, which will improve the launcher readiness.
- PMA-201 is utilizing a SBIR III effort to award a contract to Logis-Tech, Inc. for the preservation of facilities at Naval Air Station Oceana and Lemoore allowing the Fleet to store Ready For Issue (RFI) launchers for the next carrier load out. This effort will reduce and/or eliminate the preservation re-inspection requirement, which in turn, will reduce workload. Contract awarded in September 2020.
- The PMA-201 Advanced Development Team continues to participate in and track SBIR efforts. The intent is to award Phase III contracts once the technologies are sufficiently mature for transition to applicable programs applicable to the mission of PMA-201. There are currently approximately 20 initiatives that the Team is participating in at this time.

PMA-268

- PMA-268 is establishing a modular open systems architecture design approach, which will enable the program to query small business on their ability to create new capability or new services to modify existing capabilities. PMA-268 will use these architecture concepts to enable the identification of SBIR and STTR technologies, which could be incorporated into UMCS without significant impact to the existing system with the goal to continue to rapidly provide valuable capabilities to the warfighter.
- PMA-268 is implementing the standardization of key interfaces to enable small businesses to support the ability to create new capability or new services to modify existing capabilities. PMA-268 will use this standardization concept to enable the identification of SBIR and STTR technologies, which could be incorporated into UMCS without significant impact to the existing system with the goal to continue to rapidly provide valuable capabilities to the warfighter.

PMA-280

- The AC&T Team maintains coordination with the SBIR/STTR Program Office for the purpose of making this office aware of technical issues and concerns faced by PMA-280. This is an effort to identify businesses that are out front in the development and use of technologies that could help the program with resolving and managing weapon system relevance and component obsolescence challenges along with helping with long range planning.

- The NavMPS program includes Joint Mission Planning System – Maritime (JMPS-M), Joint Mission Planning System – Expeditionary (JMPS-E), Weaponing and Stores Planning (WASP), and Electronic Knee Board (EKB). Additionally, the NavMPS team has started acquisition planning for the Next Generation of Naval Mission Planning Systems (NGNMPS) as well as Standardized Tester of Reprogrammable Munitions (STORM). During FY21, the NavMPS team utilized small businesses for procurement of commercial laptop and table computers, automated test applications, and software development/sustainment activities. The NavMPS team has also successfully transitioned several Small Business Innovative Research end-products into established programs of record. In FY22 and beyond, the NavMPS team intends to continue with small business participation in these areas as well as expand small business participation in the areas of systems engineering, user experience/user interface design, and program/project management support services. The NavMPS team will leverage the PMA-281 IDIQ/MAC contract to continue and expand upon these program areas.

6.0 PEO Common Systems (PEO (CS))

PEO(CS) small business efforts are a focus throughout the program offices. Production, Research and Development (R&D) and Science and Technology (S&T) contracts implement small business requirements including source selection considerations.

Communicating with small business is the key to successful small business technology transition. Primary communication tools include:

- Use of MTA and OTAs to reach non-traditional industry partners.
- SBIR transitions from Phase I and II.
- Small Business set asides.
- Full and open competitions to enhance vendor base.
- Industry Days.
- PM-MAC utilization.

PEO(CS) builds long-term partnerships with Small Businesses by:

- Ensuring SBIR topics aligns with capability gaps/fleet prioritized capability lists and providing realistic feedback on the SBIR Topics.
- Interaction with small businesses to ensure technical risks are well known and properly managed.
- Planning and executing SBIR transition into larger S&T efforts.

- Facilitating Memorandum of Understanding/Memorandum of Agreements between large primes and SBIR companies.

1. Specific efforts to increase small business participation in each socio-economic category including utilizing Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) and Mentor Protégé Program (MPP), if applicable.

PMA-205

- Air Warfare Training Development (AWTD) - Continues to meet with small business on a regular basis to provide small businesses with the opportunity to brief their current capabilities and to see if those capabilities address any PMA-205 training capability gaps. Engagement with Small Business takes place via virtual meetings, site visits, and participation in tradeshow with high small business participation such as Sea, Air, Space and Interservice/Industry Training, Simulation and Education (I/ITSEC).
- General Training (GT) - Phase I SBIR for Cloud Based Air Traffic Control Training System; Naval Aviation Survival Training Program (NASTP) Phase III SBIR for On-Demand Hypoxia Trainer (ODHT); planning initiated for NASTP Phase III award for Parachute Descent Trainer (PDT).
- Undersea Warfare Training Range (USWTR) - USWTR Increment II/III effort will require contractors to submit an Individual Small Business Subcontracting Plan in response to the Request for Proposal for this requirement. In addition, Small Business Utilization Goals are incorporated into the RFP. An industry day will be conducted following FRP release.
- Portable Underwater Tracking Range (PUTR II) – awarded to a woman-owned small business and also includes capabilities matured under a separate SBIR that isn't currently available via other companies or Department of Defense agencies.
- Technical Training Ranges (TTR) - Naval Air Warfare Center-Weapons Division (NAWCWD) China Lake is working towards awarding three Multi-Agency Contracts (MAC) contracts for Tactical Combat Training Systems (TCTS) Increment I, Large Area Tactical Ranges (LATR) and Electronic Warfare (EW) System Support Activity (SSA)/Depot support and material buys. The Request for Proposal (RFP) approach enables more Small Businesses to compete with large businesses.
- AV-8B training systems has and continues to use SB set asides for its upgrade efforts based on continuous market research.
- Marine Corps Aircrew Training Systems (MC ATS) - Marine Corps Aviation Training Systems (MC ATS) programs for distributed mission training are currently pursuing a SBIR for a simulator database correlation tool (SBIR Phase II+). Additionally, seeking approval for two sole-source contracts to a small business for a subsystem of Aviation Distributed Virtual Training Environment (ADVTE), the Tactical Environment (TEn) system.

PMA-209

- Capitalizing on PMA-209’s annual “road show” where we meet with every platform PMA at NAVAIR – specific sections of the 90 minute plus briefings are dedicated to S&T developments, SBIR/STTR efforts – highlighting both the research performed by our program – but also needs / opportunities for each platform. This outreach solidifies the connection both to raise the visibility of small business participants – but also helps identify new topics
- Actively endorsing and supporting multiple “common avionics” solutions as pathways for future transition into as-yet unidentified programs of record. This strategy has produced investment into key future technologies such as cyber security, FACE/HOST management and evaluation tools and significant research into Fiber Optics channels – resulting in the first ever 10 GB/s plus aircraft flight worthy fiber channel for avionics.

Logistics Information Technology (LOG-IT)

- Actively supporting and transitioning SBIR/STTR technologies into programs of record through integration with the PEO (CS) LOG-IT portfolio of enterprise IT solutions. These activities are in coordination and collaboration with the NAWCAD and COMFRC Advanced Technology & Innovation Groups.

2. Specific actions to identify new requirements suitable for small business participation as prime contractors.

PMA-202

- Publish annual Aircrew Systems Master Plan (ACSMP) with roadmap to increase small business awareness.
- Brief ACSMP plan and roadmap semi-annually at the SAFE Symposium (an annual symposium which provides an internationally attended event for the exchange of technical information, product and service exhibitions, and the show casing of industry capabilities for meeting challenges in personnel-worn safety equipment).
- Pursued a Prize Challenge event for the Joint Helmet Mounting Cueing System (JHMCS) Replacement effort, encouraging small business that might not respond to typical NAVAIR RFPs.
- Increased opportunities for sole source to 8(a) companies through identification of prime opportunity for technical publication updates and formatting to new standard (e.g., Kapili Services, LLC).

PMA-205

- AWTD - Over the past three years, the AWTD IPT, on average, has submitted more than two SBIR/STTR topics per topic call. AWTD works with its IPT and the Navy SBIR office every SBIR/STTR topic call to ensure the team is developing and submitting SBIR/STTR topics that are suitable for small business execution. Currently, PMA-205 AWTD IPT has over 40 active SBIR/STTR projects for a total of over \$35M in funding. The SBIR/STTR program provides PMA-205 a vehicle for developing new technology to address Fleet training capability requirements and a path for transitioning successful projects to a program of record.

- Air Traffic Control (ATC) - Utilized market research for USMC Air Space Courseware that determined there was an adequate number of small disadvantaged businesses available to participate in the 8(a) Business Development program.
- The NASTP program plans to utilize the SBIR office for most future devices through FY27. These devices include the On Demand Hypoxia Trainer (ODHT), Parachute Descent Trainer (PDT), and the reconfigurable cockpit.
- PUTR II - Task Order 1 was awarded to a woman-owned small business.
- TTR - The MAC Request for Proposal (RFP) will include small business clauses that describe subcontracting requirements. When a business submits a proposal it will include their subcontracting plan that describes how they intend to meet the required goals.
- H-53 training systems - The team critically analyzes the opportunity for small business participation when outlining the acquisition strategy for emerging requirements. Actions between Program Management and the contracting team take place prior to the release of the request for proposal in order to identify applicability for small business to operate as the prime contractor.
- MC ATS – In coordination with the Small Business Office, each new requirement for MC ATS is examined for suitability as a SB set-aside, potentially as part of the NAWCTSD Multiple Award Contract (MAC) or via a sole source, where suitable.

PMA-209

- Extended four small business based service contracts out to FY24.
- Transition a legacy SBIR product – Advanced Data Transfer System (ADTS) – from another program to PMA-209 control and management across the NAVAIR Enterprise. Taking over and management of this program solidified the small business as a prime contractor and established a baseline “common” avionics solution, upon which future S&T advancements can be developed and integrated.
- Developed the PROTEUS System – Government Owned Hardware / Software, Cyber Secure, and built upon commercial industry standards – as part of the Mission Computer Alternative “family of systems” – to support hosting third party applications and hardware virtualization – as a “home” to small business applications for aircraft integration. Currently researching neural networking, health and usage maintenance, and ultra wide band wireless intercom systems – ALL developed via SBIRs from multiple companies – potentially to be hosted within the PROTEUS environment.
- PMA-209 supports integration of common highly proprietary, closed systems for navigation – such as Embedded GPS/Inertial Navigation Systems (EGI) developed and maintained by a small community of Large Prime contractors. Program Office recently developed, endorsed and continues to support SBIR research into Micro Electro-Mechanical Systems (MEMS) Grade accelerometers that have shown EXTREMELY promising linear output for inertial navigation purposes. If successful, PMA-209 intends to exert Government SBIR Data Rights to integrate their successful research into government owned PROTEUS hardware to support a collaboration using open architecture – developing a Government Owned / SBIR supported common EGI that can be

transitioned to a build-to-print government managed solution that is more adaptable and non proprietary.

PMA-226

- Plan to award a contract to a small business via a small business set-aside for the following:
 - Program Office Support Services
 - Contracted Air Services (CAS) BQM-34 AIR LAUNCH
 - J-85 Engine Test Cell under the KRACEn Multiple Award Contract (MAC)
- Plan to award a contract to a small business via Other Than Full and Open Competition for the following:
 - F-5N/F+ Avionics Reconfiguration and Tactical Enhancement/Modernization for Inventory Standardization (ARTEMIS) program
 - RedNET Engineering and Sustainment support

PMA-260

- Data Bus Network Tester: Small Business Set Aside, Best Value Competition (IDIQ), estimated ceiling \$16.7M.
- Support Equipment/ALRE Install Multiple Award Contract (MAC): Small Business Set Aside, MAC Fair Opportunity Competitions, estimated ceiling \$30M.
- Aviation Maintenance Advancement Solutions (8(a)) procurement, estimated ceiling \$6.5M.
- Follow-on buy of MHU-230 Munition Trailers.
- Common RF Avionics Flightline Tester (CRAFT) ECP.

Logistics Information Technology (LOG-IT)

- Awarding direct award multi-year contracts up to \$20M to provide agile development and testing support of targeted applications (WMS/DMWF). This strategy allows us to leverage expertise and innovation of small businesses (Spalding) through the NAVAIR Business Office to provide specialized services.

3. Efforts taken to streamline the acquisition process.

PMA-202

- Streamlined acquisition processes by utilizing Other Transactional Authority (OTA) contracting for small business (Intelligent Optical Systems, Inc., NIRSense and Spotlight Labs, LLC) in support of the Physiological Monitoring Program. OTA process allowed the Program Office to decrease cycle time from request for proposal release (RFP) to contract award to 6-months.

PMA-205

- NASTP - Involved early in phase II and II.5 by ensuring the logistical and engineering tails are built into the design phase. The team meets with the SBIR office and fleet to help determine requirements and define the Technology Transition Agreement. We are able to utilize phase II.5 for engineering documentation that is usually purchased during phase III. We are also able to streamline testing with the fleet with in phase II.5 before the government agrees to purchase the devices.
- TTR - The MAC Request for Proposal (RFP) will include small business clauses that describes subcontracting requirements. When a business submits a proposal it will include their subcontracting plan that describes how they intend to meet the required goals.
- MC ATS - Leverage IDIQ MACs via NAWCTSD or NAVAIR whenever possible in our effort to streamline the process for awarding contracts for MC ATS requirements.

PMA-209

- Integration with the FACE and HOST common standards consortiums – MANY prime contractors – large and small – are developing products that they claim meet the community standards. Our AAT team is developing/monitoring at LEAST six SBIR Phase III BOA contracts with various small businesses to develop FACE/HOST analytical tools to validate software safety, security, and conformance to community developed hardware and software standards. Adoption of these tools and commercialization of their products will not only speed up integration of their technology into naval platforms – but will support further dissemination and development of the common standards.
- Marine Air Ground Task Force (MAGTF) Agile Network Gateway Link (MANGL) OTA awarded in May 2021 with work continuing into FY22 and FY23. MANGL is a multiplatform (MV22, CH53K, KC130J) communications payload and related family of systems (MQ9 Skytower, AH1Z, UH1Y) that bridges multiple tactical data links to provide timely, tactically relevant information, to Marines at the tactical edge. With capabilities like MANGL, the stand-in force will have access to agile software development, common hardware, and software defined radios tailored for a broad range of information operations that will enable MAGTF contributions to Joint All Domain Command and Control (JADC2) through the Naval Tactical Grid (NTG). The MANGL Other Transaction Authority (OTA) was awarded on May 20, 2021 to Kranze Technology Solutions, Inc.
- PMA-209's CMCD OTA for E2D will provide for a COTS designed adjunct processor to be integrated into the E2D platform that will enable the platform to quickly integrate third party applications into the mission systems software. It will also provide for removable recording capabilities and precision source timing in a GPS denied environment.

- PMA-209's CMCD T45 OTA will provide for other COTS hardware and software adaptations within the MCA configuration thereby reducing time for integrations of new capabilities and reducing regression testing and cost for hardware and software upgrades.
- Partnership and collaboration with non-traditional business partners – including government research labs (Draper, Lawrence Livermore National Laboratory) and 501(c)3 non-profit research entities (Battelle Inc), to develop technologies with Government Owned Intellectual Property as well as Government Data Rights – which than can be used to compete in the open market as Full and Open Competition Opportunities, Small Business Set Asides, as well as SBIR / STTR follow on research opportunities.

4. Specific actions to increase small business subcontracting opportunities to include evaluating small business participation in competitive source selections and incentivizing small business subcontracting when appropriate.

PMA-205

- GT - Most efforts within GT that will be competitive awards would fall under small business contracting. No large business awards planned.
- USWTR -In the forthcoming USWTR Increment II/III effort contractors will be required to submit an Individual Small Business Subcontracting Plan in response to the Request for Proposal for this requirement. In addition, Small Business Utilization Goals are incorporated into to the RFP.
- PUTR II - PUTR II is a SBIR Phase III sole-source. Core capability resulted in SBIR transition.
- C-130 training systems – The NP-2000 contract was awarded to a Non-traditional Defense Contractor and Business status certification was part of the required proposal submittal process required by the NASC OTA.
- MC ATS - Every MC ATS procurement that is competed has a small business participation goal of 15%, and our upcoming ADVTE Next IDIQ has set that as its goal.

PMA-260

- In Source Selection Criteria, Small Business Opportunities evaluated via the Small Business Utilization Strategy and Small Business Subcontracting Plan(s).
- Includes “Small Business Subcontracting” as one of the areas rated on the CPAR

5. Efforts to communicate with industry (industry days, debriefings, website, social media, etc.).

PMA-202

- Conduct bi-annual Aircrew Systems industry reviews to introduce Aircrew Systems Master Plan portfolio and roadmap to small business. Coordinated industry review efforts with Small Business office to maximize participation.

PMA-205

- Annual I/ITSEC conference, with over 14,000 participants and hundreds of vendors displaying simulation capabilities.
- AWTD – Is an active participant in NAWCTSD and Team Orlando's Industry Days. In addition, AWTD attends several small business capability demonstrations on a yearly basis while also personally meeting with over 20 small businesses during each I/ITSEC.
- GT - Industry days as appropriate prior to release of RFI/RFP. Anticipate for East and West Coast ATC Trainer FY22.
- USWTR - SAM.gov website is being utilized for postings related to USWTR Inc. II/III and an Industry Day is planned.
- MC ATS - Employs Industry Days for all major contracts for upgrades to ADVTE, as well as one-on-one sessions with interested offerors for that procurement. We are involved in the bi-monthly PALT, the Training and Simulation Industry Symposium (TSIS), and various National Training and Simulation Association events.

PMA-226

- Pacific Missile Range Facility (PMRF) CAS Industry Day

PMA-260

- Presents such upcoming new and emerging requirement opportunities at the annual LKE hosted Small Industry Day.
- Leadership holds individualized industry days for all small businesses initiating interest in Common Support Equipment.

6. Efforts to publish and frequently update an accurate Long Range Acquisition Forecast.

PMA-202

- Conduct annual review and update of the Aircrew Systems Master Plan (ACSMP).

PMA-205

- The Small Business Office uses efforts PMA-205 populates in a Government tool to generate their small business forecast.
- H-53 training systems - The team works with PMA-205 and PMA-261 to refine roadmaps on a semi-annual basis and they are shared with industry to encourage small business participation. The team also attends industry days in order to liaison with small businesses and understand capability to meet emergent needs from the fleet.

PMA-209

- Conduct annual review of the PMA-209 Core Avionics Master Plan (CAMP). The plan is updated annually with inputs from PMW-101, PMW/A-170, PMA-202, PMA-213, PMA-272, PMA-281 and NAWC AD's Cyber Warfare department.
- PMA-209 hosted Enabler Naval Aviation Requirements Group (ENARG) – held virtually now for two years per COVID requirements – is an annual meeting of all fleet avionics maintainers and squadron commanding officers to discuss avionics challenges, requirements and needs. Program office uses this input to fuel changes to the CAMP, S&T developmental requirements and program office POM submissions annually.

7. Plans to award direct Phase III SBIR/STTR awards.

PMA-202

Performs semi-annual review of SBIR/STTR portfolio to identify current efforts ready to transition and technology gaps that could be filled by SB. Review portfolio progress on a monthly basis.

- Phase I - Software Framework for Integrated Human Modeling
- Phase I - Minimization of Chronic Neck Pain in Military Aircrew and Vehicle Occupants
- Phase I - Modernization of Laser Event Recorder
- Phase II - Enhancing Seated Aircrew Endurance
- Phase II - Extreme Cold Weather Aviation Systems Boots
- Phase II.5 - Aircrew Bladder Relief Capability
- Phase III - Triple Hearing Protection (THP) Maintainer Helmet (Sole Source to Creare, LLC)
- OTA - Physiological Monitoring Program
 - Spyder Ear Cup Carbon Dioxide Monitor and Alerting System (Spotlight Labs)
 - MASES in Mask Carbon Dioxide Sensor (Intelligent Optical Systems)
 - fNIRS Forehead Cerebral Oximetry Sensor (NIRSense)

- Holistic Modular Aircrew Physiologic Status (HMAPS)

PMA-205

- GT - On Demand Hypoxia Trainer (ODHT) is a trainer developed in response to SBIR Topic “Mask-on Hypoxia Training Device”. ODHT will replace the ROBD (Reduced Oxygen Breathing Device) in the Mask On Breathing Devices (MOBDs), which are used at the eight Aviation Survival Training Centers (ASTCs) to train more than 5,000 TACAIR (tactical aircraft) students annually to meet Chief of Naval Operations mandated training requirements.
- GT - Parachute Descent Trainer (PDT). A Technology Transition Agreement (TTA) is in work for SBIR Phase II.5 for Soar Tech’s new Parachute Descent Trainer that will replace the Parachute Descent Virtual Reality Trainer (PDVRT) designed to provide hands-on training in simulated parachute canopy steering and correction of malfunctions.
- MC ATS - Long-range goal for a Phase III SBIR for a database correlation tool, working with the Navy Aviation Warfare Training IPT that oversees RDTE funding and SBIR activities.

PMA-209

- Ultra-Wideband Wireless ICS – Phase III BOA established 2019 – pursuing funding from multiple sources including SBIR Phase II Commercialization Readiness Plan, OSD Transitions SBIR/STTR Technologies (OTST) Pilot Program to develop UWB WICS into a form that can support Phase III funding to transition the technology to a system on a chip / ASIC.
 - Multiple Architecture Assessment Tools for use with FACE/HOST development for companies supporting AAT – as described earlier – to support community standards evaluations and commercialize the hardware / software that can help industry partners evaluate their HOST/FACE technology readiness.
 - PROTEUS Government Owned Open Architecture Adjunct Processor as part of the Mission Computer Alternative “Family of Systems” – allows for near seamless integration of new technology and low barriers to entry for small business – to develop third party applications in a Naval Aviation Enterprise environment. Rather than forcing small business into a high bar of integrating an application or hardware into a specific proprietary platform – PROTEUS allows anyone using common commercial standards to develop hardware / software that can be integrated and tested into a government owned architecture – and puts the onus on aircraft integration on the Program Office – not on small business.
 - Advanced Data Transfer System common maintenance and operational data transport capability.
- 8. Efforts to establish goals for applying SBIR and STTR technologies in programs of record and incentivize primes to meet those goals as required in 5 U.S.C. 638, Research and Development, Commerce and Trade, and Aid to Small Business.**

PEO(CS) initiated SBIR/STTR initiatives across all PMA's (16 - Phase I, 11 - Phase II, 2 - Phase II.5). Typically, PEO(CS) receives 4-6% of the SBIR/STTR topic allocations annually, but leverages approximately 18% of the NAVAIR SBIR/STTR budget. PEO(CS) will continue to lead efforts working with Vendors (both prime, and sub vendors) to develop and transition technologies into Programs of Record and advance development efforts by identifying technology areas that can be addressed by SBIR and STTR technologies, endorsing SBIR/STTR topic submissions and by identifying transition opportunities such as ECPs, block or spiral upgrades. PEO(CS) PMAs will also continue to perform annual portfolio reviews of all SBIR and STTR endorsed efforts to identify cross-Command synergies and platform enablers.

7.0 PEO Joint Strike Fighter (PEO (JSF))

PEO(JSF) small business efforts are a focus throughout the program offices. Production, Research and Development (R&D) and Science and Technology (S&T) contracts implement small business requirements including source selection considerations.

Communicating with small business is the key to successful small business technology transition. Primary communication tools include:

- Office of Naval Research (ONR) SBIR/STTR Broad Area Announcements published in SAM.gov website.
- Providing the small business with SBIR focus areas.
- Soliciting ideas from small business to address technology gaps.
- Participation in the Navy's SBIR/STTR Forum to discuss and solicit new topic ideas from industry/small businesses.
- AdHoc Industry/small business visits to the program offices to solicit topic ideas.
- Hosting Industry Days.

PEO(JSF) builds long-term partnerships with Small Businesses by:

- Ensuring SBIR topics aligns with capability gaps/fleet prioritized capability lists and providing realistic feedback on the SBIR Topics.
- Interaction with small businesses to ensure technical risks are well known and properly managed.
- Planning and executing SBIR transition into larger S&T efforts.
- Supporting small businesses efforts by conducting warfare assessments and demonstrating SBIR technology performance in at-sea experimentation venues on instrumented range with targets.

- Issuing Basic Ordering Agreement contracts to SBIR developers involved in S&T and program record for smooth transition to the fleet.
- Facilitating Memorandum of Understanding/Memorandum of Agreements between large primes and SBIR companies.

1. Specific efforts to increase small business participation in each socio-economic category including utilizing Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) and Mentor Protégé Program (MPP), if applicable.

- Contracts include FAR, DFARS, AFFARS, and NMCARS clauses promoting the use of small business participation.
 - FAR 52.219-8 (Utilization of Small Business Concerns)
 - 52-219-9 (Small Business Subcontracting Plan)
 - 52.219-7003 (Small, Small Disadvantaged and Women-Owned Small Business Subcontracting Plan (DoD Contracts))
 - AFFARS 5319.7-8 and NMCARS 5219.7-8 (Small Business Subcontracting Program)
- Small business participation is encouraged to the maximum extent practicable during procurement planning and contract performance.
- In FY20, PEO (JSF) has planned to obligate \$10.2M on 16 SBIR proposal with an addition \$2.25M on three proposals approved by Dr. Roper.

2. Specific actions to identify new requirements suitable for small business participation as prime contractors.

- PEO (JSF) is building a Multi-Award IDIQ that allow us to conduct technology development and early systems engineering. We are encouraging Small Business to participate in the IDIQ, which will allow the PEO (JSF) to place contracts with these businesses that would normally go to the prime contractor. This will give the PEO (JSF) flexibility to contract with a variety of vendors while meeting the needs of the overall program.
- Provide Small Business opportunities in Contractor Support Services competitions by breaking out work that could be provided by Small Business.
- Continue current and future efforts with SBIR/STTR as a method for utilizing Small Business as part of research and development efforts.

3. Efforts taken to streamline the acquisition process.

- Authored Strategic Sourcing Playbook to help assist PEO (JSF) Program Management Offices' in future small business acquisitions. Playbook highlights best practices for selecting best contract vehicles for services and products.

4. Specific actions to increase small business subcontracting opportunities to include evaluating small business participation in competitive source selections and incentivizing small business subcontracting when appropriate.

- Future Tech Demo Team- Demonstrating advanced technologies to inform S&T investments.
- Research and Technologies Studies Contract - Allow competition within a multi award IDIQ for Trade studies and technology development.
- SBIR Initiatives - Participation in the F-35 Pitch Day and the Air AFWERX and NAVAIR open calls for Small Business ideas and technologies.
- F-35 Store Front - Develop an authoritative single point of entry for technology solutions into the program. Government, industry, and academia users empowered to pitch solutions to advertised program needs, initiatives and capability gaps.
- DON Tech Shelf - Single proactive, coordinated, aligned, and prioritize list of technologies that can be readily mapped to the available funding pathways.
- The Services Acquisition Team (SAT) will continue to pursue and support small business involvement in F-35 CSS subcontracts through their use of evaluation criteria for small business utilization in source selection and contracts, ensuring mandatory subcontracting goals are met on each contract, and incorporating incentives for small business utilization into contracts. The SAT will also continue to look for creative ways to re-compete CSS contracts in ways that foster small business participation.

5. Efforts to communicate with industry (industry days, debriefings, website, social media, etc.).

- F-35 Store Front - Develop an authoritative single point of entry for technology solutions into the program. Government, industry, and academia users empowered to pitch solutions to advertised program needs, initiatives and capability gaps.
- DON Tech Shelf - Single proactive, coordinated, aligned, and prioritize list of technologies that can be readily mapped to the available funding pathways.

6. Efforts to publish and frequently update an accurate Long Range Acquisition Forecast.

- In cooperation with the F-35 Primes, U.S. services and foreign partners, a long-range flight plan is in development. The flight plan will provide year-by-year capability forecasts so small business opportunities can be identified.
- Research and Technology as well as Air Systems Requirement teams utilize new software developed specially for the F-35 to roadmap the Air System. These roadmaps list emerging technology and declared requirements for future years. With this, interdependencies can be identified so that funding and schedule permits deployment to the weapon system.
- Procurement Management Tool (PMT) updated on a regular basis to include Planned Future Actions (PFA) through Fiscal Year 2025.

7. Plans to award direct Phase III SBIR/STTR awards.

- None.

8. Efforts to establish goals for applying SBIR and STTR technologies in programs of record and incentivize primes to meet those goals as required in 5 U.S.C. 638, Research and Development, Commerce and Trade, and Aid to Small Business.

- The F-35 Joint Program Office (JPO) is committed to providing opportunities for small businesses to participate in the development, production, sustainment, and management of the F-35 Air System via subcontracting and prime contracting. Lockheed Martin Aeronautics (LM Aero), a division of Lockheed Martin Corporation, and Pratt & Whitney (P&W) are the two, major, prime contractors for the F-35 Program. Both use DoD approved Comprehensive Small Business Subcontracting Plans that cover many DoD Programs. As compliant participants in the DoD Comprehensive Subcontracting Plan Test Program, both set and track subcontracting goals and objectives for utilizing small business at the corporate level.

8.0 Point of Contact

The NAVAIR point of contact for this HCA Small Business Strategy is Mr. Shelby Butler, Director NAVAIR OSBP: shelby.butler@navy.mil.

VADM Carl Chebi
COMMANDER, NAVAIR

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ADDENDUM - 1
Webster Outlying Field (WOLF)



SMALL BUSINESS STRATEGY

Owner:

Tim Hickey

Director of Business Operations
Naval Air Warfare Center Aircraft Division
Webster Outlying Field



03 September 2020

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TABLE OF CONTENTS

<u>1.0</u>	<u>INTRODUCTION</u>	<u>3</u>
<u>2.0</u>	<u>PURPOSE</u>	<u>3</u>
<u>3.0</u>	<u>NAWCAD WOLF SB STRATEGY</u>	<u>3</u>
<u>4.0</u>	<u>ONGOING STEPS TO IMPROVE SB ACCESS AND PARTICIPATION.....</u>	<u>4</u>
<u>5.0</u>	<u>SUMMARY.....</u>	<u>5</u>

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1.0 Introduction

The Naval Air Warfare Center Aircraft Division (NAWCAD) Webster Outlying Field (WOLF) Command provides engineering, integration, and mission support services to numerous Navy, Joint, and coalition forces worldwide utilizing numerous platforms and integrated capabilities. These capabilities typically require integration and coordination with existing infrastructure as well as the addition of new capabilities as mission requirements dictate. NAWCAD WOLF provides engineering design, tailored Systems Engineering (SE), and product acquisition in the development, integration, and fielding of solutions for warfighting capability gaps. Duties include the application of rapid development and prototyping as well as Systems Integration in the development of product-based solutions in the areas of Airborne Systems Integration (ASI), Combat Integration & Identification Systems (CI&IDS), Ship & Air Integrated Warfare (SAIW) systems, Special Communications Mission Solutions (SCMS), Integrated Command and Control (C2) and Intelligence (IC2&I), and Air Traffic Control & Landing Systems (ATC&LS). Due to the rapid nature of the work performed by NAWCAD WOLF, all phases of the acquisition life cycle are present to provide products and services from concept through fielding. Training, operational support, and life cycle sustainment support are also required for limited durations to promote emerging operational needs.

NAWCAD WOLF provides the personnel, facilities, and processes required to design, prototype, develop, integrate, install, modernize, and provide engineering lifecycle support for airborne, shipboard, expeditionary small craft (land and sea), and shore-based systems for Command, Control, Communications, Computers, Combat Systems, Intelligence, Surveillance, and Reconnaissance (C5ISR) systems, sensors, command/operation centers, intelligence management, and identification for Navy, Department of Defense (DoD), and other Government agencies. As an integral part of this process, NAWCAD WOLF is committed to providing opportunities for Small Business (SB) participation in every aspect of their organic Lead Systems Integrator (oLSI) model.

2.0 Purpose

Maximizing the use of SB activities improves innovation, flexibility, and affordability in Government acquisition. This document addresses the fiscal year (FY) 2020 – 2025 SB Strategy for services contracts within NAWCAD WOLF in response to a Request for Information (RFI) received from the Naval Air Systems Command (NAVAIR) Office of Small Programs (OSBP).

3.0 NAWCAD WOLF SB Strategy

Focusing on the delivery of rapid capability, integrating new and existing technologies to quickly meet the needs of the fleet, and maintaining affordably is critical. As NAWCAD WOLF continually increases rapid product delivery to the warfighter, it is necessary to continually utilize SBs to successfully execute the mission. SBs are creative, innovative, adaptive, and agile and they focus on quality and customer service. NAWCAD WOLF intends to continue identify requirements that are well-suited for SB

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participation. A competitive, healthy SB industrial base is vital to the long-term success and affordability of NAWCAD WOLF's mission.

NAWCAD WOLF is committed to providing opportunities for SB participation to assist in successful mission execution; this includes identifying requirements in which the SB industrial base has proven capability offering and involves working closely with the NAWCAD Procurement Group to ensure that unrestricted competitions include appropriate SB subcontracting goals.

NAWCAD WOLF values its positive relationship with the SB community and has made a concerted effort over the past five (5) years to increase SB participation. Due to these initiatives, NAWCAD WOLF has experienced increased SB set-asides as it relates to the total services contract portfolio as follows:

- FY 2015: \$67M set-aside for SB
- FY 2019: \$440M set-aside for SB

4.0 Ongoing Steps to Improve SB Access and Participation

With a strong commitment to increasing SB access and participation, NAWCAD WOLF continues to take positive steps to improve the opportunities and involvement of the SB industrial base in the following areas:

- Identifying new requirements suitable for SB participation as prime contractors.
- Streamlining the acquisition process.
- Communicating regularly with Industry.
- Publishing and updating an accurate NAWCAD Long Range Acquisition Forecast (LRAF) on a quarterly basis.

4.1 Identifying new requirements suitable for SB participation as prime contractors

NAWCAD WOLF takes a proactive approach in determining opportunities that are well-suited for SB set-asides. As a part of acquisition planning, NAWCAD WOLF engages both the NAWCAD Procurement Group and NAVAIR OSBP early in the requirements definition process. In full collaboration with NAWCAD WOLF Technical Points of Contact (TPOCs) and project leads, the Procuring Contracting Officer (PCO) and NAVAIR OSBP representative review each requirement and decide the viability of SB set-aside determination based on completed market research and known SB capability offerings. As the acquisition process progresses, additional market research is conducted in conjunction with a release of a sources sought notice via beta.SAM.gov. Since FY 2015, NAWCAD WOLF has continued to increase the number of services requirements set-aside for SB competition and they continue to do so with FY 2020 – 2025 SB set aside projections valued over \$800M.

Additionally, NAWCAD WOLF supports the Small Business Innovative Research (SBIR) Program. As of August 2020, this support has resulted in three (3) active SBIR-related contracts.

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4.2 Streamlining the acquisition process

Due to the fact that the SB industrial base does not have the same resources available that large businesses have, NAWCAD WOLF has taken steps to increase the visibility of SB solicitations in order to promote SB participation. Upon receiving feedback from the SB community, NAWCAD WOLF began modifying the naming convention of solicitations in beta.SAM.gov to ensure that solicitations were easy to locate.

In conjunction with the NAWCAD Procurement Group, NAWCAD WOLF has made it a best practice to provide a copy of a draft RFP to allow all companies (both large and small) more time to prepare quality proposal responses. This best practice assists SBs by ensuring enough time to adequately respond, an act which may not otherwise be possible due to the limited resources of SBs. Furthermore, when the schedule permits, the NAWCAD Procurement Group provides more time (on average forty-five (45) vice thirty (30) days) for proposal submission.

4.3 Communicating regularly with Industry

NAWCAD WOLF encourages input and participation to increase awareness of SB capabilities. In addition to welcoming capability discussions among TPOCs throughout the organization, NAWCAD WOLF routinely performs the following:

- Teams with the NAWCAD Strategic Acquisition Team (SAT) to gain awareness of vendor capabilities across NAWCAD.
- Collaborates across the NAWCAD WOLF Divisions to leverage existing sources of SB market research to ensure maximum SB opportunities, awareness of SB capability offerings, and SB performance on existing requirements.
- Encourages training participation by the NAVAIR OSBP.
- Engages the NAVAIR OSBP upfront and frequently throughout the acquisition process.
- Attends NAVAIR SB Roundtable meetings.
- Attends NAWCAD bi-annual Industry Days.
- Conducts requirement-specific Industry Days as needed.

4.4 Publishing and updating a NAWCAD WOLF LRAF quarterly

On a quarterly basis, NAWCAD WOLF provides inputs to the NAWCAD LRAF. The document provides the most up-to-date information regarding all NAWCAD WOLF requirements to include proposed and final acquisition strategy, planned RFP release, planned contract award, and SB determination. The LRAF is posted quarterly to beta.SAM.gov and serves as advanced notice and an effective communication tool of NAWCAD WOLF requirements.

5.0 Summary

NAWCAD WOLF is committed to providing opportunities for SB participation in every aspect of the oLSI model. Continual efforts are underway to increase SB participation and additional opportunities will NAVAIR Public Release 2020-665. Distribution Statement A – “Approved for public release; distribution is unlimited”

be explored to incorporate SBs into the NAWCAD WOLF contracting portfolio. NAWCAD WOLF values its strong relationship with the SB community and the innovation, adaptability, and creativeness that SBs bring to the successful execution of the NAWCAD WOLF mission and dedicated support to the warfighter.