



**Headquarters Marine Corps
Installations and Logistics
Head of Contracting Activity (HCA)
Small Business Strategy
Fiscal Years 2019 & 2020**

MISSION

The Department of the Navy's (DON) Small Business Enterprise fosters acquisition opportunities where small businesses can best support Sailors, Marines, and their families through policy, advocacy, counseling & training.

VISION

Headquarters Marine Corps, Installations & Logistics embraces a culture of shared responsibility that recognizes the critical role of small businesses in advancing our naval capability and the strength of our nation's economy and security by seeking qualified small businesses at the earliest stage of acquisition planning.

INTENT

The intent of our Small Business Strategy is to build upon our past success in using small business to promote a healthy and growing industrial base. To do this we rely upon our previous small business partners and conduct rigorous market research to identify new potential sources of supply and service providers. To this end, we promote training opportunities to the entire acquisition workforce that show the value added by having small businesses as prime contractors and subcontractors. Our Small Business Professionals play a leading role in advocating for small business participation in our acquisitions. Our team emphasizes the three focus areas of culture, process, and communication as a means of ensuring an increasingly successful Small Business Program.

a. FOCUS AREA 1: CULTURE - Foster a Small Business Friendly culture.

The HQMC I&L HCA performs historical trend analysis and uses the data to inform the Marine Corps Field Contracting System (MCFCS) via the Regional Contracting Offices (RCO) construct with respect to goals for competition, small business participation and other socio-economic requirements. MCFCS are field offices that provide contracting services to installation commanders and to Marine Air Ground Task Force (MAGTF) commanders as part of the Logistics Combat Element (LCE). This data is used by HQMC I&L's Small Business Program Office Director, the Assistant Deputy Commandant, I&L (Contracts) and senior officials to influence and focus MCFCS contracting officer behaviors in meeting Marine Corps, DON, and Department of Defense (DOD) organizational goals and objectives. The following lines of effort are critical to meet these objectives:

- Small Business Professionals are the first line of advocacy within each

Regional Contracting Office.

- Small Business Professionals brief commanders quarterly.
- Small Business Professionals conduct annual small business training to the acquisition staff.
- Acquisition staff use the DD 2579 online tool to ensure opportunities for small business participation are encouraged.

b. FOCUS AREA 2: PROCESS - Incorporating Small Business Program considerations into acquisition processes.

- OSBP performs thorough reviews of proposed acquisition strategies to ensure effective market research is developed. This includes the use of authorities available to Contracting Officers to make awards on a sole source basis in accordance with guidance issued by the Deputy Assistant Secretary of the Navy for Acquisition & Procurement.
- OSBP participates in Procurement Performance Management Assessment Program (PPMAP) reviews to identify any systemic problems negatively impacting opportunities for small business participation as well as identifying areas for future training. Small business findings from PPMAP reviews, although infrequent, are formulated as teaching tools and disseminated to each RCO via their respective Small Business professional.
- OSBP assists Contracting Officers in determining the acceptability of subcontracting plans submitted by other than small business offerors.
- The RCOs streamline the acquisition process by applying FAR Part 13 Simplified Acquisition Procedures to the maximum extent practicable and using small business set-asides in accordance with regulations.
- OSBP and the RCO Small Business professionals ensure acquisition staff is kept current and up-to-date on small business legislation and regulatory changes.

| FY 19 Locations for PPMAP reviews | |
|-----------------------------------|--------------------|
| RCO -West | Camp Pendleton, CA |
| RCO- National Capital Region | Quantico, VA |
| RCO-Marine Forces Reserve | New Orleans, LA |
| RCO-Marine Corps Recruit Depot | Parris Island, SC |
| Marine Corps Logistics Command | Albany, GA |

| | |
|-----------------------------------|------------------|
| FY 20 Locations for PPMAP reviews | |
| RCO-East | Camp Lejeune, NC |

c. FOCUS AREA 3: COMMUNICATIONS – Enhance communications to leverage the Marine Corps brand as a Small Business partner of choice

The HQMC, I&L Head of Contracting Activity clearly and consistently implements FAR Subpart 19.2 responsibility “for effectively implementing the small business programs within their activities, including achieving program goals.” The vast majority of MCFCS contract actions are below the simplified acquisition threshold. As a result, almost all MCFCS contract actions are appropriately screened for small business and socioeconomic program participation as direct prime contractors/suppliers.

In guidance issued by the Assistant Secretary of the Navy for Research, Development & Acquisition for developing this strategy, several focus areas were identified to help improve small business participation and actions. The below addresses the HQMC I&L HCA actions and plans to support these focus areas.

The I&L HCA and the MCFCS have undertaken several specific actions to identify new requirements suitable for small business participation as prime contractors. The MCFCS is committed to using market research to identify requirements suitable for small business participation. PPMAP reviews at the Regional Contracting Offices evaluate whether small businesses have been afforded the opportunity to meet Marine Corps requirements. Information relating to market research is maintained on the HQMC I&L Contracts Directorate (Code LB) Contracting Knowledge Portal. For example, the June 2017 Monthly Policy Recap contained a “Tip of the Month” that highlighted the importance of market research, communications with industry, and posting draft requests for proposal (RFPs)/draft work statements. Market research to determine if commercial items are available, to what extent competition can be expected, and if small businesses are capable of performing as prime contractors is an integral part of the I&L contracting process.

The following sources are used to conduct market research:

- Interview knowledgeable individuals in industry/Government
- Participate/attend tradeshow and industry conferences

- Review professional journals, catalog, and/or product literature
- Review existing DoD Multiple-Award Contract Vehicles and Other Government-Wide Acquisition Contracts (GWACs)
- Search the System for Award Management (SAM)
- Search the Small Business Administration (SBA) Dynamic Small Business Database
- Review the Federal Prison Industries website
- Review the Procurement List maintained by the Committee for Purchase for People who are Blind or Severely Disabled (AbilityOne)

Subcontracting plans are required as appropriate. I&L acquisitions are expected to conform to DFARS PGI 215 and DoD Source Selection Procedures, as required. HQMC I&L LB disseminated the DASN (A&P) Memorandum of 10 May 2017 concerning sole source awards to socioeconomic programs to the I&L contracting workforce via its May 2017 Monthly Policy Recap and will review the implementation of this direction during each PPMAP review.

HQMC I&L HCA continues to initiate 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. One example of how we increase small business subcontracting opportunities is the enterprise acquisition for the Regional Garrison Food Services. Subcontracting for that effort is based on percentage of total contract value versus percentage of total subcontracting. Offerors are required to subcontract a prescribed percentage for each category of small business. Additionally, an incentive award fee is used for successful achievement of small business goals for each fiscal year.

MCFCS and Marine Corps Logistics Command host industry days on a routine basis. Industry days are publicized on the Federal Business Operations (FEDBIZOPPS) website (<https://www.fbo.gov/>). There were (10) industry days in FY-17. There are 8 planned for FY-19 and 7 for FY-20. Debriefings are conducted when requested. The Marine Corps Office of Small Business Programs conducts an aggressive outreach campaign throughout the country. Small Business Professionals participate on panel discussions and conduct Government to Business matchmaking sessions at these events.

National outreach events:

- Department of the Navy Gold Coast Small Business Procurement Event
- Sea-Air-Space Global Maritime Exposition
- Women’s Business Enterprise National Council (WBENC) National Conference and Business Fair
- Veteran Entrepreneur Training Symposiums

Regional outreach events:

- Modern Day Marine-Marine Corps Base, Quantico, VA
- Marine South - Camp Lejeune, NC
- Georgia Procurement Technical Assistance Center Small Business Forum - Albany, GA
- Southeast Region Construction Summit- Wilmington, NC
- Small Business Development Center’s “Meet the Buyers” monthly forums supported by Camp Pendleton, CA.

HQMC I&L maintains an accurate Long Range Forecast located at:

<https://www.iandl.marines.mil/Divisions/Small-Business-Programs-LK/>

The forecast is formally reviewed annually for updates.

The table below illustrates the FY 17 performance:

| Category | Target | Achieved |
|--|--------|----------|
| Small Business | 32.0% | 34.4% |
| Small Disadvantaged Business (SDB) | 11.5% | 14.4% |
| Service-Disabled Veteran-Owned Small Business | 7.5% | 12.0% |
| Women-Owned Small Business (WOSB) | 6.5% | 6.5% |
| Historically Underutilized Business Zone Small Business (HUBZone SB) | 1.1% | 1.3% |

The table below illustrates the FY 18 performance as of August 22, 2018.

| Category | Target | Achieved |
|--|--------|----------|
| Small Business | 33.1% | 34.1% |
| Small Disadvantaged Business (SDB) | 12.2% | 15.6% |
| Service-Disabled Veteran-Owned Small Business | 10.0%% | 11.3% |
| Women-Owned Small Business (WOSB) | 6.2% | 10.0% |
| Historically Underutilized Business Zone Small Business (HUBZone SB) | 1.1% | 0.8% |

The table below projects FY 19 and FY 20 performance goals. These goals are subject to negotiation with DoN OSBP.

| Category | FY 19 | FY 20 |
|--|--------|-------|
| Small Business | 34.0% | 34.2% |
| Small Disadvantaged Business (SDB) | 15.0% | 15.2% |
| Service-Disabled Veteran-Owned Small Business | 11.0%% | 11.3% |
| Women-Owned Small Business (WOSB) | 10.0% | 10.5% |
| Historically Underutilized Business Zone Small Business (HUBZone SB) | 0.8% | 1.0% |

For any questions, please contact the HQMC I&L Small Business Executive, Mr. Stanley Daise, at (703) 604-3656 or via e-mail at stanley.daise@usmc.mil



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