



**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE SECRETARY OF THE ARMY**  
**OFFICE OF SMALL BUSINESS PROGRAMS**  
106 ARMY PENTAGON, ROOM 3B514  
WASHINGTON DC 20310-0106

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MEMORANDUM FOR SEE DISTRIBUTION

**SUBJECT: "Myth-Busting": Addressing Misconceptions to Improve Communication with Industry During the Acquisition Process**

1. Reference Office of Management and Budget memorandum, February 2, 2011, subject: "Myth-Busting": Addressing Misconceptions to Improve Communication with Industry during the Acquisition Process.
2. The purpose of this memorandum is to provide insight on comments and concerns expressed by small businesses during Office of Small Business Programs outreach engagements, as well as common observations from small business professionals in execution of their duties. The memorandum refreshes the referenced Office of Management and Budget (OMB) "myth busters" campaign that identifies common misconceptions about vendor engagement that may unnecessarily hinder the appropriate use of existing regulatory flexibilities. It also provides facts and strategies to help acquisition professionals benefit from industry's knowledge and insight. Much of the information provided in the original OMB memorandum remains current and can be used to guide common sense interactions with industry.
3. This memorandum does not alter or authorize violations of applicable ethics rules, procurement integrity requirements, or other statutes or regulations that govern communications and information sharing.
4. The Federal Acquisition Regulation (FAR) authorizes a broad range of opportunities for vendor communication. Agencies often do not take full advantage of existing flexibilities. Some agency officials are reluctant to engage in exchanges out of fear of protests or fear of binding the agency in an unauthorized manner. Similarly, industry may be concerned that talking with an agency may create a conflict of interest that will preclude them from competing on future requirements.
5. Although there are rules and requirements to ensure the integrity of Army procurements, it is also important to understand that communication with vendors is important to ensuring the Army understands the abilities of vendors to meet requirements. Early, frequent, and constructive engagement with industry is especially important for complex, high-risk procurements.
6. Small businesses have a history of providing innovative solutions to the Army and ensuring a strong and resilient industry base for the United States. However, over the last

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ten years there has been a significant decrease in the number of small businesses providing supplies and services to the Army. Engaging with small businesses can increase their participation in Army contracts and ensure a strong industrial base for the future.

7. Please ensure widest dissemination of this memorandum to your workforce.

8. The point of contact for this memorandum is Ms. Wendy Streeter, [wendy.a.streeter2.civ@army.mil](mailto:wendy.a.streeter2.civ@army.mil).

Encl

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