

**DEPARTMENT OF THE ARMY
OFFICE OF SMALL BUSINESS PROGRAMS**

**STRATEGIC PLAN
FISCAL YEAR 2024-2028**



September 2023

INTRODUCTION

This document sets forth a framework for the Department of the Army Office of Small Business Programs (OSBP) to provide the maximum practicable opportunity for small businesses to participate in Army programs and support the Army's mission. The Army OSBP Strategic Plan establishes a clear path into the future to execute the small business mission in support of the warfighter. It describes the Army OSBP long-range small business program objectives and lays out strategies that support the Department of Defense and Army objectives. As such, this Small Business Strategic Plan aligns Army small business programs and goals with the strategy and goals set forth in guiding documents:

The National Security Strategy (2022):

- The National Security Strategy (NSS) is a document prepared by the executive branch for Congress, as mandated by the Goldwater-Nichols Act. It outlines major national security concerns and communicates how the administration plans to address them.
- The NSS identifies priorities that inform this small business strategy, including investing in our national power to maintain a competitive edge, implementing a modern industrial and innovation strategy, and modernizing and strengthening our military.

The National Defense Strategy (2022):

- The NDS outlines four top-level defense priorities that the Department must pursue to strengthen deterrence. First, defend the homeland. Second, deter strategic attacks against the United States, our Allies, and our partners. Third, deter aggression and be prepared to prevail in conflict when necessary. Fourth, to ensure our future military advantage, build a resilient Joint Force and defense ecosystem.

Department of Defense Small Business Strategy, January 2023.

- The Small Business Strategy aims at promoting a strong, dynamic, and robust small business industrial base by reducing barriers to entry, increasing small business set-aside competitions, and leveraging small business programs to grow the small business industrial base. This strategy will help the Department harness the full potential of small businesses through three objectives:
 - Strategic Objective 1: Implement a Unified Management Approach for Small Business Programs and Activities.
 - Strategic Objective 2: Ensure the Department's Small Business Activities Align with National Security Priorities.
 - Strategic Objective 3: Strengthen the Department's Engagement and Support of Small Businesses.

Army Strategic Plan lines of effort: People, Modernization and Readiness.

- **People:** Our greatest strength is our people. We build cohesive teams that are highly trained, disciplined, and fit and are ready to fight and win. We are an all-volunteer force and members of a profession. We develop leaders who are high character, competent, and committed and we care for the Soldiers, Civilians, and Families that make us the best Army in the world.
- **Readiness:** The Army exists to fight and win our Nation's Wars. We provide combatant commanders with trained and ready forces capable of dominating in the land domain as part of the Joint Force and with Allies and Partners.
- **Modernization:** The Army is executing the largest transformation in 40 years to ensure we maintain the capability to deter adversaries, campaign effectively, respond to crisis, and if required win decisively in combat.

In addition to the Army Strategies, we align with three (3) of the Secretary of Army's six (6) objectives that build on the foundational priorities of people, modernization, and readiness:

- **#1: Putting the Army on a Sustainable Strategic Path:** This objective focuses on transforming the Army from a focus on counterterrorism missions to the Army of 2030, with the structure and capabilities needed to meet the requirements of the 2022 National Defense Strategy. This includes addressing the pacing challenge of China and the acute threat of Russian aggression. This can be achieved through investment in people and talent management, next-generation warfighting capabilities and formations.
- **#2: Ensuring the Army becomes more Data Centric and can Operate in Contested Environments:** This objective recognizes that as capabilities become more interconnected and software focused, the Army's success depends upon defining data standards and architectures, and the ability to operate and defend secure and reliable networks. Interoperability will bridge the gap between data used across the Army. The Army must continue to promote a culture of data-driven decision making, using digital tools to facilitate transformation.
- **#6: Adapting the way that we Recruit and Retain Talent:** This objective identifies competition for talent combined with a declining propensity to serve as a critical challenge facing the Army to sustain the all-volunteer force. Success requires the Army to broaden its search and revise methods for identifying and recruiting talent to address the needs of this generation.

OUR VISION

To be the premier advocacy organization committed to maximizing Small Business utilization in support of the Army.

We support the Army's ability to build readiness for high-intensity conflict and modernize our doctrine, equipment, and formations. Our focus is not only on helping to enhance the industrial base but also taking care of our people and living the Army Values. We support the Army's ability to sustain long-term success in wartime and peace to ensure our Army remains the most lethal ground combat force in history, capable of dominating any adversary on any battlefield.

OUR MISSION STATEMENT

Advise the Secretary of the Army and the Army leadership on small business matters.

Maximize opportunities for innovative initiatives that contribute to expanding the small business industrial base relevant to the Army mission priorities.

Leverage Small Businesses to ensure expansion and/or sustainment of the industrial base and provide opportunities to obtain innovative technologies, supplies and services for our soldiers.

Strategic Goals

In accordance with 15 U.S.C. § 644(k), Department of Defense Instruction (DoDI) 4205.01, Revision 2, and Army General Order #01, the Army OSBP provides oversight and overall management of the Army Small Business Program. This includes providing applicable policy and guidance to the Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU) to support maximum practicable contracting opportunities for small businesses.

Operational Objectives and Implementation:

Objective # 1: Readiness: Maximize the Use of Small Business in Support of Army Mission Readiness and Put the Army on a Sustainable Strategic Path through Data-Centric Analysis. The Army exists to fight and win our Nation's Wars (remain ready to fight and win now while building the Army of 2030 and 2040). OSBP will seek opportunities to promote and increase a more technically qualified small business industrial base with the capabilities to support and sustain mission readiness.

Implementation:

1. Manage an effective and value added internal and external outreach program to identify small businesses that can meet Army requirements across the spectrum of operations, including next-generation warfighting capabilities, at competitive prices and within required timeframes.
2. Increase utilization of Small Business (SB), Women Owned Small Businesses (WOSB), Economically Disadvantaged Women Owned Small Businesses (EDWOSB), Small Disadvantaged Businesses (SDB), 8(a) Development Program, Veteran Owned Small Businesses (VOSB), Service-Disabled Veteran Owned Small Business (SDVOSB), and Historically Underutilized Business Zone (HUBZone) firms and non-traditional small businesses.
3. Increase the number of small businesses participating in Army prime contracts and advocate for equitable treatment of small firms in support of subcontracting opportunities.
4. Increase Army Senior Leader awareness of small business capabilities and their potential for supporting the Warfighter; identify requirements to breakout for small business competition.
5. Develop and maintain policies, procedures, and programs to strengthen the small business program.
6. Ensure Major Command acquisition processes and oversight efforts promote small business opportunities.
7. Promote cyber preparedness and resiliency of small business through training and advocacy.
8. Support education on intellectual property in outreach and communications efforts to small businesses seeking to do business with the Army.

Objective #2: Build Army Modernization Capabilities to Gain Enduring Warfighting Advantage and Achieve Overmatch Against Pacing Threats and Aggressive Competitors. The Army is deep into delivering the Army of 2030 and designing the Army of 2040 along six

modernization priorities: long range precision fires, next generation combat vehicle, future vertical lift, air and missile defense, network and Soldier lethality. Army OSBP is committed to utilizing program authorities that advance small business firms that support experimentation, product development and delivery to meet current and future warfighting requirements.

Implementation:

1. Use rapid, iterative approaches to capability development to reduce costs, technological obsolescence, and acquisition risk as well as increase the speed of delivery. OSBP will promote technology transfer through the Mentor-Protégé Program as well as Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs to increase innovative technology.
2. Secure a healthy national security innovation base that includes both traditional and non-traditional defense partners. OSBP will seek opportunities to streamline acquisition processes and implement new tools and process that attract new small business and non-traditional small business firms to do business with the Army.
3. Conduct regular industry engagement by partnering within the DoD and across the federal government to extend outreach and communication to small business. OSBP will continue to support the growth of a procurement ready industrial base through targeted, strategic engagements with companies driving technological innovation, especially dual-use technologies.

Objective #3: Align with the Army on the Importance of People and Transform the Way We Recruit and Retain People. People are the Army's most important asset. Building on the Small Business Professional Talent Management Guide, HQDA OSBP will collaborate across the Army Enterprise to recruit, develop, deploy, and retain a professionally credentialed and diverse workforce that best supports the Army.

Implementation:

1. Participate in efforts to continually improve the formal education of small business and acquisition professionals at the Defense Acquisition University (DAU) courses, including small business credentialing.
2. Execute the Army OSBP Talent Management program. The objective of Talent Management is to ensure the workforce is staffed with the right people, at the right places, doing the right things to foster the growth and development of contract opportunities for small businesses. HQDA OSBP published Talent Management guidance in FY22. Full implementation is required to generate improvements in workforce recruiting, training, and development.

3. Sponsor informal training of the small business and acquisition workforce to augment DAU training and support skills through on-the-job training (OJT). Utilize Defense Acquisition Workforce Development Account (DAWDA) to sponsor developmental assignments that will increase the breadth and depth of knowledge of Small Business Programs across acquisition professionals as well as allow for succession planning. Participate in professional association and training events such as National Contract Management Association World Congress and DoD OSBP's annual "Small Business Training Week" for collaborative learning opportunities.
4. Maintain the Army small business awards program.

Summary

A dynamic, robust, and modernized small business participation in the industrial base is critical to the United States' efforts to maintain its technological superiority, military readiness, and lethality. The Department of Army believes in the ability of small businesses to provide innovative solutions to meet manufacturing and industrial base gaps and lead the way in the modernization of the defense industrial base. The importance of increasing small business participation within defense procurements is more than just meeting statutory requirements, it is critical to our national security, the protection of the warfighter and the resilience of our nation's economy. Through implementing this Strategy, the Army will embed best practices that spur maximum small business innovation, increase entry points for small businesses into defense markets and streamline regulation and policy to ease the process of our nation's innovators to contribute to mission requirements.

This plan will be updated and revised to reflect changes in Army priorities, statutory requirements, regulations, and policies.