



Fall TRIAD 2025 Meeting

September 17, 2025

1:00 – 5:00 PM ET

Diane Dempsey, TRIAD Co-Chair
BAE Systems, Inc.

Amber Hanlon, TRIAD Co-Chair
Collins Aerospace

Agenda

1:00 pm ET **Welcome** – [Amber Hanlon](#) TRIAD Co-Chair

1:05 pm **Pledge of Allegiance & TRIAD Co-Chair Introduction**
– [Diane Dempsey](#) TRIAD Co-Chair

1:15 pm **SBA Legislative Update** – [Christopher Clarke](#) Attorney
Advisor, Office of General Counsel

2:00 pm **DoD OSBP Update** – [Kasey Diaz](#) Acting Director,
Department of Defense Office Small Business
Programs

2:20 pm **The FAR Overhaul** – [Sam Le](#) Sam Le Law

3:00 pm **Break**

3:10 pm **Customer Panel**

- [Shawn Ralston](#) Moderator
- [Kimberly Buehler](#) Director, OSBP U.S. Army
- [Sharon Morrow](#) Director, OSBP Defense Threat
Reduction Agency
- [Tim Cole](#) Director, OSBP Missile Defense Agency

4:00 pm **Veteran Institute for Procurement** – [Barbara Ashe](#) National
Director, VIP

4:15 pm **SBLO Center of Excellence Report Out** - [April Fisher](#) SBLO,
L3Harris

4:45 pm **Announcements / Open Items**

5:00 pm **Adjournment**

Virtual Fall TRIAD Meeting Instructions

- To enhance the meeting experience:
 - **Mute** your microphones
 - Do **not** use your video cameras – for speakers only
 - Use chat for questions



 Have a question?

Pledge of Allegiance



I pledge allegiance to the flag
of the United States of
America, and to the republic
for which it stands, one nation
under God, indivisible, with
liberty and justice for all.

SBA Legislative Update

Christopher Clarke

Attorney Advisor, Office of General Counsel,
Small Business Administration

Christopher Clarke is an Attorney in the U.S. Small Business Administration's Office of General Counsel's Office of Procurement Law.

Mr. Clarke has served as the legal advisor to the Agency's small business set-aside, the small business subcontracting, Service Disabled Veteran-Owned Small Business program; the Woman-Owned Small Business program, and the Agency's Suspension and Debarment Official.

In the past he has worked closely with senior Agency officials and their staff on 8(a) Business Development program; the HUBZone program; SBA's internal contracting procedures, the Small Business Innovation Research program, and the Agency's other grant programs.



MS. KASEY DIAZ, ACTING DIRECTOR, DOD OFFICE OF SMALL BUSINESS PROGRAMS



Kasey Diaz

ACTING DIRECTOR, OSBP

DEPUTY DIRECTOR, PROGRAMS AND OPERATIONS

Currently serving as Acting OSBP Director and also responsible for all matters pertaining to Rapid Integrated Scalable Enterprise (RISE); Business Operations; Indian Incentive Program; Performance Management, Mentor-Protégé Program, and Small Business Integration Group.



MISSION

To modernize the defense industrial base, accelerate acquisitions, and reestablish deterrence by reducing barriers for small businesses to supply our Warfighters with innovative solutions and critical services.



VISION

Maximize opportunities for businesses to contribute to national security by providing combat power for our troops and economic power for our nation.

Department of Defense Office of Small Business Programs Update Kasey Diaz

Acting Director, DoD OSBP

Ms. Kasey Diaz currently serves as the Acting Director for the Department of Defense (DoD) Office of Small Business Programs (OSBP). As the Acting Director, Ms. Diaz oversees more than \$140 billion of annual awards to small business. In addition, she assists the Joint Chiefs of Staff, Secretaries of Military Departments, Under Secretaries of Defense, Directors of Defense Agencies and Major Commands in including small business planning into the readiness of the Department. These efforts aim to modernize and restore the nation's industrial commons through focusing on advanced manufacturing, applied research, and innovative programs that align small business capabilities with the DoD's current and future needs.

Additionally, Ms. Diaz serves as the Deputy Director for OSBP Programs and Operations, where she manages the financial, strategic, and tactical priorities of the office. Under her leadership are the DoD Mentor-Protégé Program, Indian Incentive Program, Rapid Integrated Scalable Enterprise (formerly known as Rapid Innovation Fund), Business Operations, and Performance Management.

Ms. Diaz holds a Bachelor of Science in Biology from Indiana University of Pennsylvania, among numerous acknowledgments and commendations.



The FAR Overhaul

Sam Le

Sam Le Law

America's Small Business Champion – as named by the American Small Business Chamber of Commerce – Sam Le has two decades of experience helping small businesses navigate complex legal challenges, from startup formation to government contracts and everything in between.

Sam is one of only two people ever to simultaneously lead the Federal government's small business regulatory, advocacy, and size programs. Sam's advocacy pushed Federal contracts to small businesses to over \$180 billion annually, a 50% increase during his tenure.

As an attorney, Sam supports small businesses in all areas of the law. He successfully represented the small business position during briefs for the Supreme Court's decision in *Kingdomware Technologies v. United States* (2016). Sam has litigated hundreds of cases before the GAO and SBA OHA.

Beyond traditional legal work, Sam was the principal developer of the Small Business Data Hub, providing crucial data to small businesses nationwide.

Sam received his undergraduate and law degrees from the University of Virginia, where he won the moot court competition. He is licensed to practice in Virginia, D.C., and before the Supreme Court. He currently co-chairs the American Bar Association's Small Business Committee.





The FAR Overhaul

Be a Little Worried, But Not Too Much

Sept. 17, 2025

Sam Le: America's Small Business Champion

- Managing member at [Sam Le Law](#) (Fairfax, Va.)
- SBA Procurement Policy Director, 2021-2025
 - Regulatory policy
 - Advocacy and goaling
 - Size and affiliation
- Oversaw 50% increase in SB contracts to \$180B
- Litigation at SBA OHA, GAO, CBCA
- Training for my 9th Marine Corps Marathon



The Basis and Basics of the FAR Overhaul

Executive Order 14275

[Restoring Common Sense to Federal Procurement](#) (April 2024)

- Transform an “onerous bureaucracy” to “streamlined set of essential regulations”
- “Only provisions required by statute or essential to sound procurement”
- 180-day deadline = October 12 – reportedly done by Sept.30
- establishes a 4-year sunset preference for nonstatutory FAR rules



The Revolutionary FAR Overhaul Site

<https://www.acquisition.gov/far-overhaul>

- Dedicated site on acquisition.gov with revised FAR parts
- Email list for timely information on overhaul process
- Includes supplementary materials:
 - FAR Companion Guide
 - Practitioner Album
 - Change Summary
 - Line Out
 - "Smart Accelerators"
 - Videos



Timeline for the RFO

OMB Memorandum [M-25-26](#)

- Deadline of 180 days
- Reportedly done by Sept. 30
- Two phases:
 1. Immediate implementation through agency Class deviations within 30 days
 2. Format rulemaking with public notice and comment (2026)



Most frequent changes

- Change “shall” to “must”
 - Sometimes awkward: “No final cost objective shall **[must]** have allocated to it as a direct cost any cost...”
- Delete discretionary authorities
- Delete definitions of common terms
- Reduce repetition (e.g., GAO/BIA procedures)
- Applicability to commercial purchases



Informal comments

- Due date listed on website (usually 45 days)
- Online web form
- The strange case of FAR Part 8



Contractor Uncertainty

- Not all agencies have issued deviations
- What rules apply by reference in a solicitation?
- Some overhauled parts reference pending parts
- FAR revisions shortly before (Part 9) or at the same time (inflation)



The FAR has 50 Parts. They have overhauled 36.

[Acquisition.gov/FAR](https://www.acquisition.gov/FAR)

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Key Changes for Small Business, so far

Still waiting for Part 19

Part 4: Administrative and Information Matters

FAR Overhaul Part 4

- Limits SAM.gov to entity-level representations
 - Includes Small Business, 52.219-1
 - Move Procurement-specific and “By Submission of Offer” to solicitation
 - SAM.gov changes not until Jan. 2026 at the earliest
- Executive compensation clause not included in contracts for commercial products/services



Part 6: Competition Requirements

FAR Overhaul Part 6

- Consolidates set-aside authorities
 - "15 U.S.C. chapter 14A"
- Allows for SBIR Phase III sole-source awards
- Includes J&A authorities in a table



Part 8: Required Sources of Supply

[FAR Overhaul Part 8: FSS Ordering Procedures](#)

- Must use ~~best-in-class~~ required-use contracts
- Should consider other governmentwide contract
- All GSA Schedule procedures moved to a separate manual
 - Now allows for time-unlimited, dollar-unlimited BPAs



Part 12: Commercial Products and Services

[FAR Overhaul Part 12](#)

- Simplified acquisition procedures for under \$7.5 mil
 - No using part 14 or part 15 procedures
 - Use RFQs
 - “Broad discretion” to evaluate quotations
 - Encourages “flexibilities” and unpriced purchase orders
- Defines commercial to include construction



More small-business changes

- Part 7: Cuts out small-business specialists from acquisition-plan reviews
 - Also moves acquisition plan requirements to FAR Companion Guide
- Part 27: Misses SBA's 2019 change to 20-year SBIR data rights



Subcontracting Policies

And confusion about a Part 40 language change

Part 44: Subcontracts

FAR Overhaul Part 44

- Deletes recommended threshold (\$25 mil) for performing CPSRs (contracting purchasing system reviews) – now just factors
- 52.244-6: Changes *list* of flowdown clauses to a *table* that lacks flowdown guidance

New language: " [Gibberish text]



Part 40: Confusion about Flowdowns

Basic Safeguarding of Covered Contractor Information Systems

Current 52.240-21

- The Contractor shall include the substance of this clause... in subcontracts under this contract (including subcontracts for the acquisition of commercial products or commercial services, other than commercially available off-the-shelf items)

New 52.240-93

- The Contractor shall include the substance of this clause... in subcontracts under this contract (including subcontracts for the acquisition of commercial products, other than commercially available off-the-shelf items, or commercial services)



What's Yet to Come

Saving the best for last

- Part 15: Negotiated Procurements
 - Part 16: Types of Contracts – includes IDIQ procedures
 - Part 19: Small Business Programs
 - Remainder of Part 52: Solicitation Provisions and Contract Clauses
-
- Any more policy reversals? (See Part 8.)
 - Notice and comment in 2026







[Retirement Video](#)

Created by: Lisa Tribuce-Leoung Tat



Break



TRIAD Customer Panel



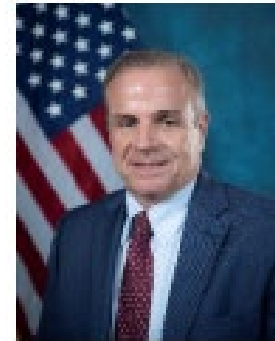
Shawn Ralston
Co-Chair
TRIAD



Kimberly Buehler
Director, OSBP,
U.S. Army



Sharon Morrow
Director, OSBP
Defense Threat
Reduction Agency



Tim Cole
Director, OSBP,
Missile Defense
Agency



Veteran Institute for Procurement (VIP)

Barbara Ashe National Director, VIP

Ms. Ashe is the President of the Montgomery County Chamber Community Foundation (MCCCF) and serves as the National Director of the Veteran Institute for Procurement. She is also the Executive Vice President at the Montgomery County Chamber of Commerce (MCCC).

As President of the Foundation, Ms. Ashe launched the Veteran Institute for Procurement (VIP) in 2009 and oversees the strategic development of the program, manages a dedicated team of professionals in executing the program that now trains 350 Veteran-owned small businesses a year nationwide on how to accelerate their success in the federal marketplace.

Ms. Ashe also manages the MCCC Board of Directors. She attends and is often asked to speak at national conferences about the VIP program. The U.S. Small Business Administration honored Ms. Ashe in 2023 with the SBA Legacy Business Award, the Director's Award in 2020, and the Veteran Small Business Advocate of the Year Award in 2011. In addition, the National Veteran-Owned Business Association honored her in 2017 with the Veterans Business Advocate of the Year award.

Ms. Ashe has a 25-year history of successful business management/development as well as strategic/operational planning. Well-respected in the public and private sector, she has an exceptional resolve to maintain professional integrity in all areas of responsibility and is able to form long-term productive relationships. She is adept at the development and review of complex budgets. A mission-oriented problem-solver, Ms. Ashe brings a creative and pragmatic approach to her work for the betterment of the organization and community she serves. Earlier in her career, she was the Baltimore Area Manager at the Burroughs Corporation, which, after its purchase of Sperry, became the Unisys Corporation.





A mission to:

Empower Veteran Entrepreneurship

Presentation by:

Barbara Ashe

National Director

Veteran Institute for Procurement

September 17, 2025

Arming Vets to Win!



PROGRAM INTRODUCTION

The first program in the nation to train Veteran-Owned Small Businesses on how to accelerate their success and growth in the federal contracting market.

3,000+

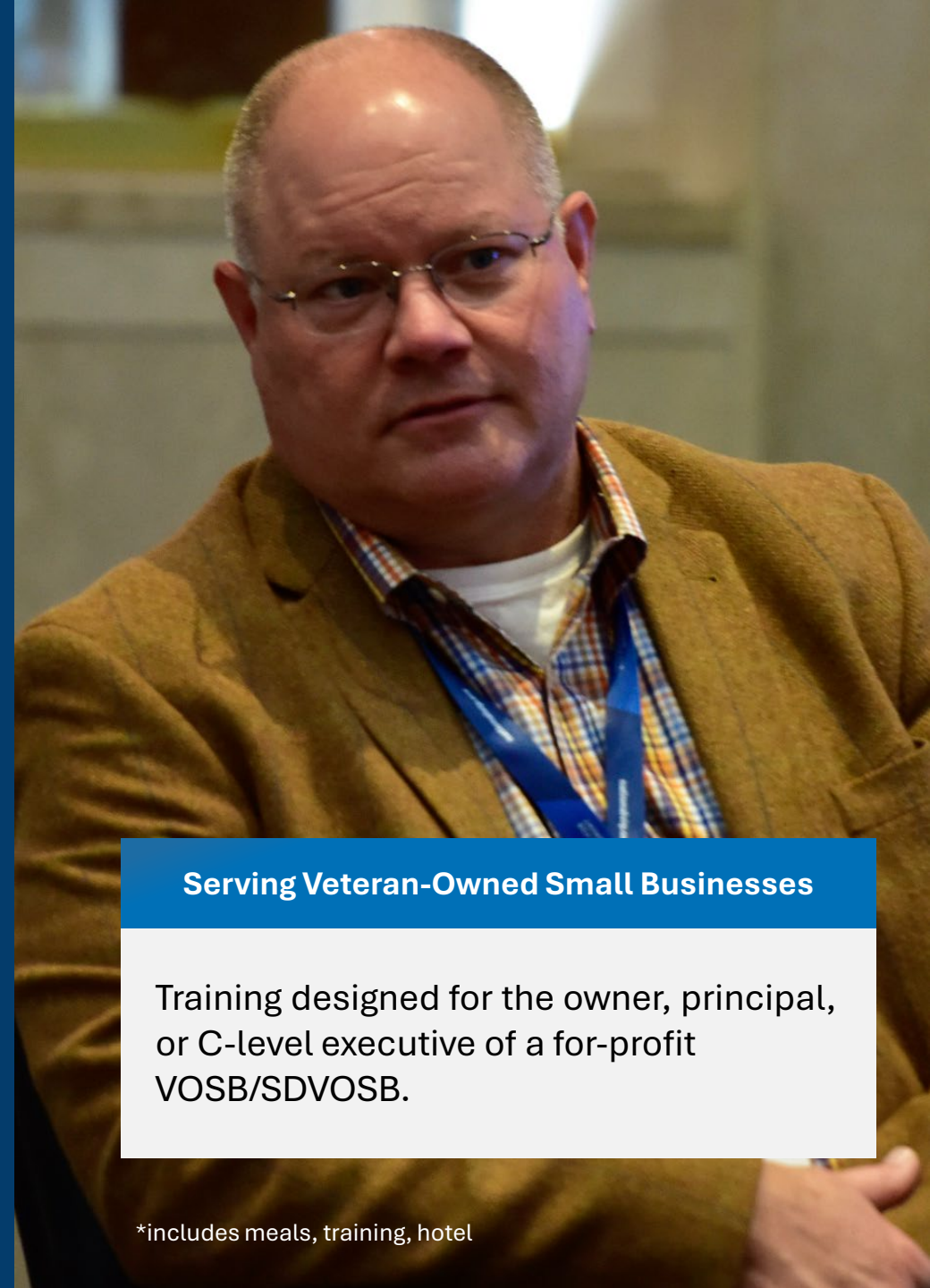
Companies from all **50 states**, Washington D.C., Puerto Rico, and Guam graduated from the program

VIP Training provided at **no cost*** to Veteran-Owned Small Businesses

VIP is an Official SBA Federal Procurement Training Resource



Funded in part through a Cooperative Agreement with the U.S. Small Business Administration



Serving Veteran-Owned Small Businesses

Training designed for the owner, principal, or C-level executive of a for-profit VOSB/SDVOSB.

*includes meals, training, hotel

An introduction to our six market-based training programs



The Veteran Institute for Procurement provides specialized training for owners, principals, and C-level executives from **Veteran-owned small businesses looking to enter or grow in federal and private sector procurement.**

We Invite Eligible Veteran-owned Small Business To Apply

Apply at: nationalvip.org

START

Designed for Veteran-owned small businesses looking to enter or expand in the federal market.



GROW

Created to increase the Veteran-owned small businesses' ability to win and maintain federal contracts.



ADVANCE

Tailored for Veteran entrepreneurs interested in taking their business to the next level of sustained growth.



INTERNATIONAL

Purpose-built for Veteran-owned small businesses considering entering or expanding their business overseas.



AEROSPACE

Developed to accelerate Veteran-owned small businesses' success in the federal aerospace market.



CORPORATE

Designed to help secure and effectively manage contracts in the private sector.

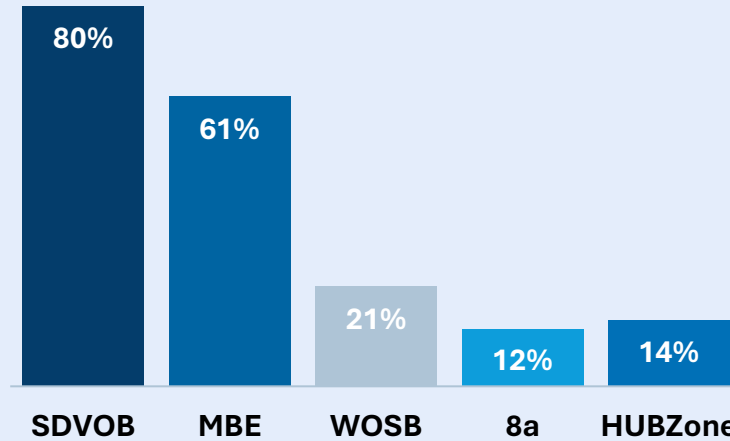


The training programs take place in-person over a 3-day, 27-hour period



VIP GRADUATE

Snapshot



3,170 Number of Graduates

15 Average Number of Employees

8 Average Years in Business

VIP is committed to helping Veteran-owned small businesses achieve scalable growth and sustained success. They graduate with the knowledge to improve their ability to compete, perform, and maintain government contracts.

The Impact of VIP TRAINING

over
\$42B

**In Federal Prime Awards to VIP
Graduates Since 2010***

** Federal prime award data provided by Fedmine.us*

The VIP Training Program Minimizes Risk and Accelerates Growth

Leverage a Supportive Community

Graduates gain access to a network of industry and government experts and VIP alumni — all dedicated to helping them succeed.

- Continued Access to Instructors
- Matchmaking Opportunities
- Potential Teaming Partners
- Alumni Collaboration
- Continued Education Webinars

A photograph of three men standing at a podium during a presentation. The man on the left is wearing a blue checkered blazer and is gesturing with his hands. The man in the center is wearing a light blue checkered button-down shirt and is clapping. The man on the right is wearing a blue striped button-down shirt and is smiling. The background features a blue backdrop with repeating logos for the Small Business Administration (SBA) and the Veteran Institute for Procurement (VIP). To the right, a woman in a tan blazer is partially visible, smiling. A banner on the far right reads "ARMING VETERANS TO WIN".

Multi-Stakeholder Benefits

For Government Agencies: VIP helps build a pipeline of trained, procurement-ready Veteran-owned small businesses who are ready to perform on contracts.

For Prime Contractors: A trained subcontractor pool with government contracting business fundamentals and ready to contribute to your contract's success.

Small Business Community: VIP training creates a stronger competitive positioning in government markets and builds peer networks for continued mentorship and partnership opportunities

In addition to the invaluable market-driven instruction, VIP graduates join a supportive community fueled by industry partners, federal agencies, and alumni who share their success stories and lessons learned.

VIP Trains Approximately

500

Veteran-Owned Small
Businesses Annually

Applications open
for all six programs

Apply at: nationalvip.org

Training held at the William F. Bolger Center, in
Potomac, MD - 11 miles from Washington D.C.

UPCOMING TRAINING

START

October 21-23, 2025
December 9-11, 2025
March 17-19, 2026
April 14-16, 2026
June 23-25, 2026

GROW

November 4-6, 2025
May 19-21, 2026

ADVANCE

February 10-12, 2026

INTERNATIONAL

June 9-11, 2026

AEROSPACE

February 24-26, 2026

CORPORATE

September 30 -
October 2, 2025

Government Partners



Corporate Partners



Partner



Sustaining Partner



Sponsors



CohnReznick | Fedmine | Fitzgerald AutoMall | HUB International | KB Squared Technologies, LLC | King Street Technology Partners | MOJO Creative Digital | PilieroMazza PLLC
Republic Capital Access | The Baluster Group, Inc. | The Gatewood Group, LLC | Visionary Consulting Partners

Founding Partners of VIP CORPORATE



Questions?

Barbara Ashe

National Director
Veteran Institute for Procurement

bashe@nationalvip.org



[/national-veteran-institute-of-procurement/](https://www.linkedin.com/company/national-veteran-institute-of-procurement/)



[@winningvets](https://twitter.com/winningvets)

nationalvip.org

Small Business Liaison Officer Center of Excellence

April Harris
SBLO, L3Harris

April Fisher is a Small Business Liaison Officer for L3Harris Technologies, Inc. and a volunteer instructor for ASDP.

April trains, supports, and mentors SBLOs, including reporting procedures, data troubleshooting, audit preparations, matchmaking and outreach strategies. Based in San Diego, California, she has 18 years of experience in manufacturing supply chain management and currently serves as a Lead on L3Harris' corporate Small Business Council, contributing through offering targeted training as well as transparency and assistance in developing better processes, driving best practices, improvement and enhancement initiatives.

L3Harris has a robust and highly successful Small Business program that provides small businesses and other diverse organizations with maximum opportunities to contribute to high-tech programs that support the warfighter and engage in technological advances in aerospace and defense.



July 2025 SBLO Center of Excellence

Topic 1: Practical strategies for forecasting and negotiating small business goals, including how to leverage NAICS and commodity codes to identify relevant opportunities and enhance program compliance.

- Facilitator: Amber Hanlon

Topic 2: Effectively identifying potential small businesses at outreach events and integrating them seamlessly through the onboarding process.

- Facilitator: April Fisher

SBA Q & A

- Stephanie Lewis, National Subcontracting Program Manager
- Francine Morris, Dir. Gov. Contracts and acting Associate Administrator for all certification programs

Forecasting and Negotiating SB goals

Topic 1: Practical strategies for forecasting and negotiating small business goals, including how to leverage NAICS and commodity codes to identify relevant opportunities and enhance program compliance.

- What is your process when it's time to start negotiating goals/plans?
- Before negotiations for CSP, Commercial Plan etc, who within the organization do you talk to about setting and negotiating SB goals internally, before talking to the Government?
- What are your experiences pushing back on Government expectations of goals?

Key Themes

1. Effective internal communication
 - Engaging the right internal stakeholders across many departments
 - Bridging the gap between front-end (contracts/ proposals) and back-end (supply chain/ operations) processes
 - Educating on realistic goals based on market research/ data
2. Strategic use of data
 - Analyzing historical spend, supplier data, forecasts
 - Justifying SB goals to both internal teams and government agencies/ customers

Challenges

1. Internal Resistance and misinformation
2. Balancing internal priorities with external requirements
3. Perception that SB is only a Supply Chain program
4. Data Management
5. Dealing with the transition when small businesses grow into large businesses and the subsequent impact on goals

Best Practices

1. Proactive Internal Communication
2. Educational Initiatives
3. Data-Driven Decision Making
4. Adaptability and Flexibility

Effective Outreach Events

Topic 2: Effectively identifying potential small businesses at outreach events and integrating them seamlessly through the onboarding process.

- Event preparation: deciding who to meet with, which appointments to accept
- How much time between first meeting and first PO
- Managing overwhelming communication volume from prospective supplier inquiries
- What should Small Businesses do to get attention?
- How to manage prospective supplier portal data
- Conducting “warm” handoff of promising prospective supplier to internal POC

Key Themes

1. Effective identification and eventual integration of small businesses from outreach events.
2. Importance of detailed follow-up and communication from suppliers.
3. Pre-vetting and categorization based on level of opportunity potential
4. Tracking and reporting of SB engagement and opportunities, portal usage cases

Challenges

1. Inquiries from suppliers unfamiliar with the company
2. Lengthy and complex onboarding processes, often requiring active requirements for bidding.
3. Internal RFP review for current requirements & opportunities
4. Low follow-up rates and incomplete packages from potential suppliers.

Best Practices

1. Event Preparation and Supplier Selection:
 - Limit meetings based on profiles; categorize with opportunity potential.
2. Effective Communication and Reporting:
 - Run reports on supplier engagement and share with supply chain.
 - After events, send detailed trip reports to SBLO team including supplier details and links to their websites
3. Strategic Portal use:
 - Ensure the portal is not overloaded by filtering out non-value-add suppliers and direct only potential fits to the portal.
 - Prefer direct email contact for initial engagement over using the portal unless there's a clear opportunity.
4. Supplier Engagement and Integration:
 - Run 10-minute spotlight segments to highlight potential suppliers.
 - Hold monthly vendor outreach sessions with limited supplier slots to ensure focused attention from purchasing managers and other stakeholders.
 - Maintain a tracker to monitor supplier engagement with bids and RFPs.

SBA Q&A

Brief notes on wide ranging conversation

Q: FAR 52.219-9 updates?

A: Unclear when proposed rule from Dec 2024 will be added to CFR. Final rule as drafted is very similar to proposed version.

Q: Streamlining of FAR part 10 (market research requirements?)

A: All still “in the works.” SBA will still hold agencies accountable

Q: How can SBLOs better support Small Businesses through changes?

A: Do the right thing. LB must work to bring SB into industry, especially because SB are probably uneasy with FAR rewrite right now.

Q: CMMC requirements... concern about financial impact to SB to implement? Any help for them? From LB perspective, concern about our ability to meet goals if some SB opt out because of CMMC.

A: SBA is aware of the challenges. It would be great if LB would help SB get prepared and support them. Group effort needed, tremendous costs.

Follow-up Q: what about a new incentive program, pooling funds from all the primes to help? Professional Services Council effort to be promoted by SBA? A small amount could be sustainable every year with some benefit...

A: Government does not operate without big business. No waivers granted

Q: Small Business Compliance Reviews – expect more joint audits with DCMA and SBA?

A: Will likely remain infrequent due to resource constraints

Q: DCMA findings on prompt payments, even one day late?

A: In a review, SBA is more looking for trends and problem areas

Q: LB and SB spending so much time on NAICS compliance – why even micro-purchases when no documentation should be required? What about a “sanity” grace period validity of “current, accurate, and complete” for micro-purchases? What about defining “current, accurate, and complete” time frame to 30 days or 3 months or ___ ?

A: Submit reasonable suggestions on NAICS etc.

Q: Conducting more training?

A: First Wednesday training for Contracting Officers very well attended - Let us know if there is an area where you feel acquisition staff would benefit from more training

Next Session

National 8(a) Association's [National Small Business Conference](#)

Monday, January 26th, 2026

9:00 am – 1:00 pm



Nashville, TN

Watch for additional details!

Upcoming Events

October

[Association of the U.S. Army \(AUSA\)](#)

 **13-15 October 2025**
 **Walter E. Washington Convention**

DoD Mentor-Protégé Program Summit



Government Contracting 101 Symposium



[Missile Defense Agency Small Business Conference](#)

21-22 October 2025: MDA Small Business Conference

Collaborating for agility, speed, and innovation - The MDA Small Business Programs Conference is designed to assist small business contractors in doing business with MDA by providing information about opportunities to support the Missile Defense Agency's (MDA) mission to develop and deploy a layered Missile Defense System to defend the United States, its deployed forces, allies, and friends from missile attacks in all phases of flight. The conference will provide valuable information and opportunities for matchmaking with MDA Prime Contractors, Government Representatives and networking with other Small Businesses. The Small Business Industrial Base supporting MDA plays an integral and extremely important role in developing, manufacturing, fielding, and sustaining the MDS.

Registration information will be posted here soon.

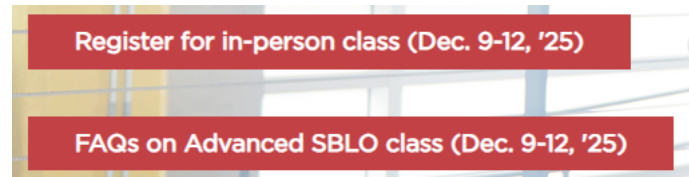
November

[SBIR/STTR Fall Innovation Conference](#)



December

[ASDP Training for SBLOs](#)



[New Hampshire APEX Small Business Matchmaker](#)

December 16, 2025, 12PM

Rivier University
Nashua, NH

January

[National 8\(a\) Association National Small Business Conference](#)

Registration Now Open!

2026 National Small Business Conference

January 26-28, 2026
Nashville, Tennessee

LEARN MORE

Upcoming Events

March

RES 2026



April

Sea Air & Space



May

National Small Business Week

National Small Business Week

Celebrate entrepreneurs and small business owners during SBA's annual awards.

NSBW 2026 is May 3-9.

Nominations are now open

June

VETS 26



July

National HUBZone Conference



Closing Remarks





Thank you for attending the
2025 Virtual Fall TRIAD Meeting



The **TRIAD**, originally the TRI-Association Small Business Advisory Panel was formed in 1967 to coordinate the efforts of small business subcontracting representatives from three industry associations: Aerospace Industries Association [AIA], Government Electronic Industries Association [GEIA] and National Defense Industrial Association [NDIA formerly NSIA], in a way that will serve the best interests of the industry associations and their member companies, affected government agencies and the small business community. NDIA, AIA and GEIA, no longer sponsor the TRIAD; however, for purposes of branding, the name of the organization has not changed. BAE Systems, Inc. and Collins Aerospace now serve as the hosts for these industry meetings.

TRIAD meetings provide an opportunity to exchange pertinent information concerning small, small disadvantaged business, woman-owned, HUBZone, veteran-owned small businesses and HBCU/MIs and related socio-economic business categories. Additionally, it fosters broad-based government-industry communications, cooperation and understanding. Best practices and training initiatives are shared with advocates from a cross section of government, prime contractors small business professionals and small businesses.

The **TRIAD** provides a forum in which members may benefit from the exchange of experience, ideas, and information. It also acts in an advisory capacity in the development of industry responses to government inquiries and transmits government views to industry.

TRIAD encourages member company support of government agency activities and participation in such events as federal agency and congressional-sponsored business opportunity Conferences. **TRIAD** Meetings are now hosted virtually by BAE Systems and Collins Aerospace, twice a year.