



1480 Ford Street, Maumee, OH 43537
t: 419.794.9200 www.cms-corporation.com

October 18, 2021

Rob Biederman
Industry-Government Engagement Program Manager
SAME
1420 King Street, Suite 100
Alexandria, VA 22314

Reference: Scope Document
Letter of Appointment, SAME IGE Project: "Challenges Facing Transitioning Federal Small Businesses: A Proposed Framework and Solution"

Dear Rob,

Per your letter of Appointment dated September 24, 2021 following please find the requested Scope Document.

A. Issue Description, scope of the project

Too few small business federal prime contractors successfully transition from small to other-than-small and continue to win federal awards. The challenges of making the transition from small to large and the drastic change in competitive landscape often lead firms to exit the federal market or stifle normal business growth trajectories in order to take advantage of small business set-asides. This results in a stratified market wherein there are fewer firms competing in the mid-sized arena, leaving Government procurement officials with fewer qualified contractors. This directly affects the Government's ability to meet mission requirements.

The project scope is to push for the implementation of a win-win solution to this transitioning problem. The proposed solution is a Moratorium program and the goal is to push for a "Pilot Program" focusing on NAICS 236220 which was studied in detail.

B. Impact or Intended Outcome(s)

SBA implements a five-year (5) moratorium program for businesses in NAICS Sector 23 enabling transition into the unrestricted market. A five-year moratorium would aid the transition once the \$39.5 million 5-year average revenue cap has been exceeded and substantially alleviate the current obstacles small businesses face as they transition into the unrestricted market

C. Intended contribution to SAME's 2025 Strategic Plan

Goal 1 is to "Strengthen Industry-Government Engagement."

Objective 1 "Ensure SAME's Industry-Government Engagement Plan promotes multidiscipline industry-government collaboration and adds value to shared efforts to improve America's infrastructure, with the Society recognized by all stakeholders as the platform for industry-government engagement."

Objective 2 "Develop Strategic Partnerships to identify focus areas, challenges, opportunities, and potential solutions, integrating mutual expertise to achieve greater results."

Success in implementing the Moratorium Program directly supports Goal 1 & Objectives 1 & 2.

D. Current or requested parties and/or individuals (industry, government, academic, SAME COI, etc.)

- SB COI
- SBA (government)
- GCA (General Contractors Association of America)
- A/E/C Small Businesses
- A/E/C Recently transitioned not-small-businesses (Medium)
- Legal (Tony Franco from Piliero Mazza)
- Sally Clark, CPSM XC Project Champion

E. Issue Development to Date (attach white papers, minutes of workshops, etc.) and Timeline

- **White Papers and Presentations:**

1. 2021_0625 SAME Survey
2. 2021_0713 SAME Kittyhawk Post Size Standard Industry Discussion
See attached PDF
3. 2021_0806 Challenges Facing Transitioning Federal SBs – White Paper.pdf
See attached PDF
4. 2021_0824 Exec Summary Transitioning Challenges for Federal SBs White Paper.pdf
See attached PDF
5. 2021_1007 Small Business COI Webinar: “Challenges Facing Transitioning Federal Small Businesses: A Proposed Framework and Solution”
See attached PDF with the Presentation

- **Others (future):**

7. 2021_1109 Attending GCA Federal Contractors Conference in D.C. with Sally Clark
<https://fedcon.agc.org/>
8. 2021_1119 SAME SBC Panel “Size Standards, Federal Business Survival or Not?”
See attached Word document
9. 2021_December Asked Rob Biederman to allow me to plan a CEO Roundtable with Government and Industry to discuss this subject. Hopefully this can be done as part of the Virtual SB Conference Follow-up Sessions.
Nothing to attach since this is being planned

F. Funding or other resource needs

Assistance to make the CEO Roundtable on this Project subject a reality

A lot has yet to happen to move this Project forward and I am most appreciative with the great support you and others have provided. Thanks for this opportunity and I am honored to serve.

Please let me know if you have any additional questions.

My best,

cc: Attachment #s: 2., 3., 4., 5. and 8.
Sally Clark

