

BEYOND



Goals

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“Service-disabled veteran-owned businesses are critical to meeting the mission. There are no other individuals or companies that really understand what the Department of Defense does and what it needs, and who can bring not only that sense of mission, but the dedication and the innovation that small businesses bring to the fight. Increasing opportunities for service-disabled veterans is good business and it is the right thing to do!”

*Ronald A. Poussard
Director, Office of Small Business Programs
Office of the Secretary of the Air Force*

'The very innovation and agility we need to accomplish this vision and our mission resides in the entrepreneurial spirit of small business.'

Maj. Gen. William T. Lord

Commander, Air Force Cyberspace Command (provisional)

Small businesses vital to cyberspace mission

The following is from a letter to major commands from Maj. Gen. William T. Lord, commander of Air Force Cyberspace Command (provisional).

AFCYBER's vision contemplates the need to develop revolutionary capabilities to control cyberspace, create integrated global effects and deliver sovereign options. The very innovation and agility we need to accomplish this vision and our mission resides in the entrepreneurial spirit of small business. In our drive to stand-up our cyberspace warfighter capabilities, we must not overlook this critical component of the cyber industrial base.

My staff is working with the office of the Air Force Director of Small Business (SAF/SB) to begin to identify the capabilities of small businesses and Historically Black Colleges and Universities in this domain. We recognize that many of the firms are in niche areas and cannot undertake large integration projects by themselves. However, those niche areas may provide us critical capabilities that make a difference. Also, many small businesses have multi-functional capabilities in information assurance, defense and attack and have proven those capabilities for other agencies. These firms have the talent, tools, ideas, capabilities and clearances that we must consider as we look for the private sector to meet AFCYBER's needs.

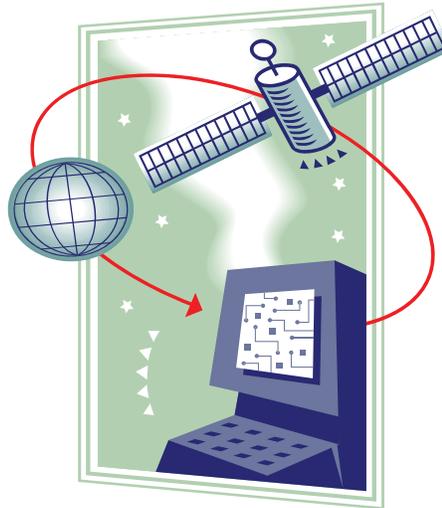
Until we formalize our cyber requirements and acquisition processes, I ask that all Air Force activities developing cyber-related requirements or

acquiring cyber research, services, tools, equipment and systems aggressively consider and include the capabilities of small businesses to meet those needs. We should not assume that only large integration companies can provide the needed capabilities.

Keep your door open to small businesses seeking an audience to address their capabilities. Be judicious in using available task order contracts that do not have small business prime contractor sources or do not aggressively provide incentives for large business to include small businesses in key technical and functional areas. Include your local and command small business specialist early in the process and ensure you perform robust market research that considers small business capabilities, particularly when you are looking to consolidate or bundle requirements.

My staff and SAF/SB are also available to help you. We cannot afford to take critical innovations and capabilities off the table for the sake of expediency. As we move forward, small businesses must be part of the team to set the standard in cyberspace acquisition.

I ask that each of you get on the small business team to create and expand a set of cyber capabilities that enhance our nation's sovereign options and ensure warfighters can continue to rely on cyberspace to command and control forces in the 21st century.



Ronald A. Poussard
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Veteran helps others achieve American dream

By Annette Crawford
Air Force Small Business Solutions Center

A bureaucratic mix-up. That's how Eugene Toni explained being drafted in the Army to his mother. If he had told her the truth, "she would have killed me," said the 58-year-old.

In reality, there was no mix-up. Toni was attending Camden County College in New Jersey and working part-time at a women's shoe store. His manager's stepson – who wasn't going to college -- was drafted in 1969. Toni thought it unfair that his student status made him ineligible for the draft. To rectify that inequality, Toni went to the draft board and asked that his deferment be changed. He was drafted immediately.

His quest to do the right thing cost him dearly. On Oct. 9, 1970, while with the 101st Airborne Division on a reconnaissance patrol in the Vietnam jungle, Sergeant Toni stepped on a land mine. He lost both of his legs below the knees.

It took many years to recover, but it wasn't only the physical wounds that needed healing.

"After I was hurt I was mad," said the Philadelphia native. "I spent many years angry and driven."

Post Traumatic Stress Disorder added to the volatile mix. He sought therapy to help deal with the pain, and as part of his treatment in 1990, went to visit the Vietnam Veterans Memorial. The black granite wall features the names of 58,175 names of dead and missing servicemembers.

To his surprise, he found his own name – one of 14 living veterans whose names are mistakenly etched on the wall. He said the experience was scary.

"It's like seeing your name on a gravestone."

Toni developed a philosophy in his recovery process.

"Life is like a stool. If the stool only has two legs – work and home – it isn't very stable. If you volunteer your time for an activity, now the stool has three legs," he said.

Toni has found that balance many times over, citing his faith and personal accountability as

key contributing factors in his recovery. As the program advisor for the Air Force Small Business Office's Service-Disabled Veteran-Owned Small Business (SDVOSB) program, he knows only too well what today's veterans are experiencing.

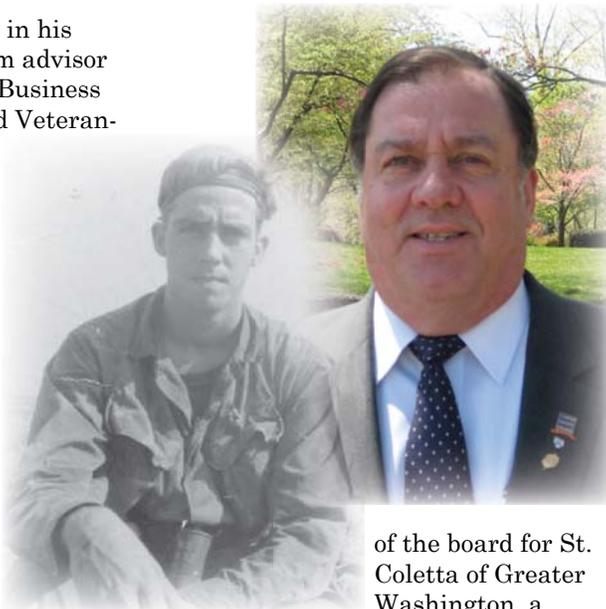
"I love talking to veterans. My experience in Vietnam and the extent of my disabilities make it easy for me to relate to the problems they may be having with the system," Toni said.

"Having been a contracting officer for 30 years also provides a wealth of experience on how the system works and to be able to explain to them what just happened and why," he said. "They may not always like the answer but if they can understand it they will go away better for the experience and better prepared for the next (hurdle)."

Toni returned to Camden County College in 1972, where he completed his associate's degree in marketing in 1973 with a 4.0 grade-point average. Two years later, he earned a bachelor's degree in economics from the Wharton School of the University of Pennsylvania. While working in civil service in Washington, D.C., Toni earned his master's degree in public administration at George Washington University.

The volunteer piece of the "three-legged stool" grew while he was a student at the University of Pennsylvania. Working with university officials, he poured his efforts into increasing accessibility for physically challenged students like himself.

Over the next 30-plus years, Toni volunteered with the American Red Cross, the Amputee Coalition of America, the Knights of Columbus, his church and his children's school. He spearheaded the drive to construct a new school building in 2006 while serving as president



of the board for St. Coletta of Greater Washington, a non-profit school

which serves children and adults with cognitive disabilities and supports their families. His latest achievement was being named the first recipient of Camden County College's Outstanding Alumnus Award in May 2008.

Toni's passion for veteran-related issues is a perfect fit in his role as advisor for SDVOSBs.

"We are honored to have Gene on our Air Force Small Business team," said Ronald A. Poussard, director of the Office of Small Business Programs, Office of the Secretary of the Air Force.

"As a service-disabled veteran who served his country in Vietnam, and with his outstanding background in contracting, he is uniquely qualified to work with today's service-disabled veteran-owned small businesses," Poussard said. "We rely on Gene's perspective and valued advice in striving to go beyond goals for our service-disabled veterans."

Toni said he admires the determination of service-disabled vets who start a small business.

"I love asking them simple questions such as 'Why did you pick your company's name? How do you get financing? What made you want to start a business?' Each and every one of them has a story, and that story is the American dream."

PEOPLE

New at Tinker

As the new Small Business Director for Tinker AFB, Okla., Joanne M. Davis is instrumental in establishing policy for the installation's small business and source development programs and in managing and overseeing daily program operations.

Davis said this is a great job where she is both an advocate and an advisor to the contracting and small business

communities. She believes the other part to this position is connecting the small business capability with the Air Force requirement.

Davis began her federal career in 1984 as a GS-3 personnel clerk. After only three months on the job, she became a member of the Pacer II Product Training Program at Tinker.

From that time to the present, Davis has held numerous contracting positions including being a Copper Cap and a career broadener. She started as a buyer for the B-52 spares section and has worked almost every facet of contracting in aircraft and propulsion, including contracting officer and supervisor. Davis has also been chief of policy at Tinker.

Born in Macon, Ga., but raised in Louisiana, Davis holds a Bachelor of Arts in Business Education from Eastern New Mexico University and a Master of Arts in Management from Webster University. She holds a Level III Certification in Contracting and is also a Certified Professional Contract Manager.

Mentor-Protégé Program

Roger Dellinger has joined the Air Force Small Business Solutions Center as the assistant project manager for the Air Force Mentor-Protégé Program.

Dellinger, a support contractor with IVIS PSC, retired from the U.S. Air Force as a lieutenant colonel in January 2007 after more than 20 years on active duty. He was a command pilot with more than 3,800 flying hours.

His most recent position was as a senior



consultant with Tactical Solutions Group, Inc., based in Centennial, Colo. He was a senior subject matter expert, assisting TSG in support of a major multi-national aircraft manufacturer in their quest to sell the Air Force the next generation Combat Search and Rescue and Common Vertical Lift Support helicopters.

His last position on active duty was in the Operations Directorate of Air Force Space Command at Peterson AFB, Colo. As chief of Helicopter Training, Standardization and Evaluation, he provided regulation guidance and interpretation to six major commands and more than 325 aircrew members flying the UH-1N helicopter in the Air Force.

Dellinger has a bachelor's degree in biology from Bloomsburg University and a master's degree in public administration from Golden Gate University.

New SBS

Michael Cottam joined the Small Business Office at the Air Logistics Center (OO-ALC), Hill AFB, Utah, in February 2008. Prior to this assignment, he was a contracting officer with the 784th CBSG/PK Airmunitions (AMMO), also at Hill AFB. Cottam has been a buyer/contracting officer 14 years.



Meeting with the chairman

Ed Beussink, director of Small Business for Air Mobility Command, (right) speaks with Rep. Ike Skelton, D-Mo., at the Ike Skelton Procurement Conference in Warrensburg, Mo., May 30, 2008. Skelton represents the 4th District of Missouri and is chairman of the House Armed Services Committee. AMC had a booth at the conference, which was attended by more than 300 people.

Scope of SDVOSB program far-reaching

By Annette Crawford
Air Force Small Business Solutions Center

Dedication. Commitment. Talent. Military members are known for these attributes while they serve on active duty.

But when warfighters are disabled while in service to their country, those attributes don't go away with the uniform. The Air Force Small Business community recognizes that service-disabled veterans have the knowledge and capability crucial to accomplishing the Air Force mission, and they are spreading the word through its Service-Disabled Veteran-Owned Small Business (SDVOSB) Program.

"We offer assistance on every level. We often receive calls from veterans leaving the hospital inquiring on how they can open a business. We have formed partnerships with several agencies to stand up an SDVOSB advisory council so that no veteran will be left without answers at any stage of their entry into business," said Terese M. Herston, director of the Air Force SDVOSB Program.

Herston and Eugene Toni, SDVOSB program advisor, work with veterans every step of the way.

"We assist service-disabled veterans in every phase, from the time they make their decision to open a business, to after they are well-established and can offer assistance to other new SDVOSBs," said Herston, who has more than 30 years of federal service.

The scope of the SDVOSB Program is far-reaching.

"Our mission doesn't have defined limits. Of course we look to expand opportunities for SDVOSBs for prime and subcontract awards – that's our obvious role. Since Executive Order 13360 was signed, we look for every opportunity to take advantage of the legislation for SDVOSB set-asides and sole source acquisitions when appropriate," Herston said, adding that the program is not goal-focused as it was in the past.

"We are reaching beyond goals because when we recognize

that SDVOSBs meet our mission requirements, we know that the goals will be a 'by-product.' We know that SDVOSBs offer the agility, efficiency, innovation and dedication that is so critical to our mission," she said. "They possess the skills and quality that we must take advantage of to ensure our success in air, space and cyberspace."

areas where SDVOSBs excel. With a drive to consolidate requirements, and do more with less, the tendency is to sometimes find the easy way to get things on contract. That is not always the best solution to our mission needs," Herston said. "The Air Force has stood up a Small Business Solutions Center to look at these very issues, and we are excited

"...service-disabled veterans have all the dedication, knowledge, capability, agility and efficiency that is crucial to the Air Force mission..."

Terese M. Herston
Director, Air Force SDVOSB Program



Herston said she is particularly excited about the potential for SDVOSBs in the cyberspace arena.

"There is a lot of presence in this business sector. Cyberspace requirements lend themselves to smaller companies, lower revenues and the innovation necessary for the Air Force to remain vigilant and superior in cyber warfare and defense of the United States," she said.

In speaking with several SDVOSBs, Herston said she was pleased to know they have the knowledge, the clearances and the necessary resources to command cyberspace, and bring safety and security to the warfighters.

"They already have presence in some of the biggest cyber programs in the Air Force, and have the past performance to prove they are an asset that we must use. They know our strengths and our weaknesses because they've served on our planes, ships, tanks and battlefields," Herston said.

The biggest challenge facing the program is in seeking out new opportunities for SDVOSBs.

"It is not about stealing from one socioeconomic group to give to another. It is about identifying new requirements, including those

about the idea that folks are out there with a focus and mission to look for opportunities in a world of strategic sourcing."

Another initiative for the program is incorporating SDVOSBs into two existing and successful Air Force Small Business programs – Mentor-Protégé and the Manufacturing Technical Assistance Production Program (MTAPP).

"We are seeking SDVOSBs for entry into both of these programs because we want to take advantage of their expertise and innovation, and their dedication to the Air Force mission," she said. "We are working individually with service-disabled veterans to help them gain entry."

Herston, who grew up in an Air Force family, said she has a true passion for the program.

"It's the honor of my life to be working with this program," she said. "When the Air Force leadership and the program community understand that service-disabled veterans have all the dedication, knowledge, capability, agility and efficiency that is crucial to the Air Force mission and that they are ready built for this mission, then it will become second nature to go to a service-disabled vet when looking to fill our mission needs."

Bootcamp gives veterans

By Annette Crawford
Air Force Small Business Solutions Center

Starting your own business can be a daunting venture even under the best of circumstances. But add to that the challenges of being a service-disabled veteran, and the experience can be overwhelming.

That scenario troubled Mike Haynie, a former U.S. Air Force major. A few months after beginning his new career as Assistant Professor of Entrepreneurship and Emerging Enterprise at Syracuse University's Whitman School of Management, Haynie set out to help those veterans.

He felt "very linked in and connected to what was going on in the military, particularly in Iraq and Afghanistan," and read newspaper articles about the challenges many of these men and women face who return home with a disability as a result of their military service.

"At the same time I had been doing some academic research on why people choose small business ownership and entrepreneurship as a career," Haynie said.

One of the findings was that people who are disadvantaged – whether socially, economically or physically – are drawn to business ownership and entrepreneurship.

"People with disabilities are more than twice as likely to be self-employed than the general population in the U.S.," he said. "It occurred to me that here I am, at the No. 1 ranked entrepreneurship program in the country as a professor and a background in entrepreneurship – why couldn't we do something? So I took that to my dean, who is a Vietnam era vet, and before I even got halfway through my pitch he stopped me and said, 'We're doing this.'"

"This" is the Entrepreneurship Bootcamp for Veterans (EBV) – a free program that began at Syracuse University in 2007 and is expanding this summer to three other campuses: UCLA Anderson School of Management, Florida State University's College of Business, and Mays Business School at Texas A&M.

EBV involves three phases. The first one has a self-study curriculum facilitated by online discussion and assessment, and the students develop their own business concepts.

During Phase II, the students are immersed in business principles and practices during a nine-day residency at one of the four EBV universities. There are hands-on workshops and lectures from entrepreneurship faculty representing nationally ranked programs, plus presentations from Fortune 500 business leaders.

Students receive a year of ongoing support and mentorship from EBV faculty experts during the final phase.

The program's name is well-deserved, according to some of its first participants.

"When they say bootcamp they really mean it," said Charles Blackwell, a 21-year Army veteran who served as a medic at Camp Bucca, Iraq, during his last assignment.

"It was more than I expected," Blackwell said. "You're up late at night, you're doing study sessions, you have to prepare for venture capitalists. And to get all that stuff together, in just nine days' residency, you're really grinding."

John Raftery echoed his classmate's feelings. Not only was it more than he expected, "it was a better experience. I had the traditional school setting in mind," said Raftery, who served in the Marine Corps for more than four years.

"The whole experience itself was entrepreneurial-like. You were learning about it and also doing it. It was challenging," said the 28-year-old Raftery.

Phase III has also lived up to its billing.

"That's one of the things I was a little skeptical about at first," admitted Raftery. "How are they going to be able to mentor everybody? I thought, OK, we'll see. That has been one of the strongest ongoing things I've experienced. I talk to Mike (Haynie) probably three to five times a month. If I have questions I get a response the same day. They're just



Professor Mike Morris addresses members of Veterans at the Whitman School of Management Witting Chair in Entrepreneurship at Whitmar

real open – anything you need. If I have an idea I can run it by them. If it's not in their area of specialization, there's always an expert answer they'll find for us. It's like having your own consulting firm at your disposal."

Raftery has seen the bootcamp pay off with big dividends. He formed Patriot Material Handling in Midlothian, Texas, with a business partner who has been in the material handling business 15 years.

"If someone is moving materials or storing materials, that's where we find our core competency – being able to go in and create a solution," Raftery said.

His company recently landed a large contract with the Navy, and Raftery said he owes that success to EBV, where he learned about leveraging resources.

"It was one of our more specialized opportunities. It was a project that my business partner had worked on with another company, and it was put on the shelf. When we started this up I fired it up again and got in contact with the right people," he said.

"Everything I learned [at EBV] has applied in every area. Surround yourself with people who are smarter than you. Sometimes it's hard because

an entrepreneurial edge



the first Entrepreneurial Bootcamp for Veterans at Syracuse University. Morris is the first. (Courtesy photo/Syracuse University)

you want to be the go-to guy,” Raftery said. “I’ve created a team of people with diverse capabilities and our value proposition is that we’re former military and we’ve held clearances and we understand how the military and the government works, not to mention it’s special for us. We understand the mission that we’re supporting.”

While the 46-year-old Blackwell hasn’t started his own business yet, he’s gearing up for the day when he opens his own special events facility. Meanwhile, he’s applying his knowledge to his present job at the Cobb County, Ga., fire department.

“I didn’t expect that going to bootcamp would enhance what I’m

already doing. I’m working on a project right now in my job at the fire department, and I was able to cut the overtime budget in half. A lot of that is due to things I learned while at Whitman,” Blackwell said.

The New York City native said he continues to get guidance and ideas from Whitman faculty and classmates.

“Our strength is that everyone knows what the others’ venture is proposed to be,” Blackwell said. “Whenever we see something that’s even remotely related to that venture, we just give them a call and let them know about it, even if it’s just happening onto a relevant Web site.”

Haynie said one of the aspects of the program he’s most proud of is that there’s no government money involved at all.

“Part of the deal was if we’re going to do this, we’re going to do this for free. We’re going to find a way to make this program entirely cost-free for veterans. So we went out and raised all the money privately. It’s citizens standing up and saying ‘I get this, and I want to help you make it happen.’ Almost all of those people are entrepreneurs, and a lot of them are veterans,” Haynie said.

Admission to the program is fairly straightforward.

“There’s one criteria in our program, and it’s a passion for entrepreneurship. It’s a strong desire to go out, and today or tomorrow, be a business owner,” Haynie said. “There are no educational prerequisites. We had students in our first class with master’s degrees and four years of high school. We had all branches of the service represented. Our age

range was 24 to 53. When you talk about the program, right now it is focused on veterans with a service-connected disability, post 9-11. That’s the qualification – what gets you into the program is demonstrating to us that you have a passion for entrepreneurship.”

Haynie said an overarching defining moment keeps coming back to him.

“It’s that when you talk to these veterans, they all have big plans, they all have big dreams, they all have something they want to accomplish. For a lot of them, their military career defines who they are – I am a Marine. I am a Soldier. I am an Airman. I am a Sailor,” he said.

“And for a lot of them, that identity is or was threatened because of their injuries, and entrepreneurship becomes a way for them to redefine who they are now. Now you hear them say, ‘I am an entrepreneur.’ What is potentially scary, all of these dreams are being formulated at a time when the economy is on the downswing, college tuition costs are ever increasing, the VA is overwhelmed, and the support structure and resources available for many of these folks might not do it.

“I think that’s what the program means for me in that defining moment – in that this program is certainly only a little piece of what needs to be a much broader effort. For entrepreneurship, here is where they can turn to.”

Editor’s note: There is no deadline to enroll in the EBV, which operates on a rolling admissions policy. Acceptance decisions are made as people apply and assignment decisions are made as to which school they will attend. With a first-come, first-served policy, once the seats are full, a person’s application will be rank-ordered by when it was received and offered a seat in next year’s program. For more information, visit <http://whitman.syr.edu/ebv/>.

“There’s one criteria in our program, and it’s a passion for entrepreneurship. It’s a strong desire to go out, and today or tomorrow, be a business owner.”

**Professor Mike Haynie
Syracuse University**

LEAVING A LEGACY

Air Force veteran, Super Bowl champion wants to make a difference in fellow veterans' lives

By Annette Crawford
Air Force Small Business
Solutions Center

Chad Hennings has been known by many titles in his life. U.S. Air Force Academy graduate. A-10 pilot. Gulf War veteran. Dallas Cowboy.

The three-time Super Bowl champion can now go by one more – small business advocate.

“Small business is the lifeblood of America,” Hennings said. “The importance of this nation is in the grassroots; it’s in the local. It’s not the major or federal or corporate, it’s the individual that has the small business that feeds the local community, provides jobs, pays the taxes for the community programs.

“To me, that’s the essence and the lifeblood of our nation – it’s the small business person, the entrepreneur, somebody that wants to go out and create something, to build something – that’s what our country is built upon.”

Growing up in Elberon, Iowa, Hennings learned lessons from his family that have served him throughout his life – lessons that were reinforced when he attended the Academy. He now puts those lessons into action as a small business owner himself – Hennings is president of Hennings Management Corporation, a marketing and consulting company. He is also a principal in TRW, a rock retaining wall business.

“First and foremost is the integrity I learned from my parents. At the Academy, I learned the importance of strategic planning, the importance of tactics, the importance of communication as an individual and as a member of a team, whether that be an athletic team, cadet squadron, fighter squadron or in an office,” he said.

“You have to be able to trust those you’re working with. And (to also understand) the importance of service before self, of giving back, by giving your best, not necessarily to achieve any personal accolade but to make the team successful. Those personal things are all byproducts of the team’s success,” Hennings said.

The 42-year-old credits his faith



(U.S. Air Force photo/Joel Martinez)

Chad Hennings

and his family with keeping his many successes in perspective.

“They make me realize what my purpose is in this life; it’s not necessarily to achieve accolades or to strive for the most things. Those are a byproduct of my work ethic and my faith as a Christian and also wanting to pass on that legacy of lessons learned to my children.”

Sixteen years after climbing out of the cockpit for the last time, and nearly 20 years after graduating from the Academy, Hennings still continues as a spokesperson for the Air Force. He also speaks to corporate gatherings of the importance of commitment and leadership.

“But I also want to be able to give back and I want to be a part of a successful business, thus my association with service-disabled veteran-owned businesses that I’m an advocate for,” Hennings said.

He was moved to action after getting the opportunity through the Fort Worth Airpower Society to visit Brooke Army Medical Center (BAMC) in San Antonio. There, he visited with wounded vets at the Center for the Intrepid as well as the BAMC burn unit.

“(I was able to) talk to these young Soldiers who have given their all in their service to their country, and to look them in the eye and

have them tell me how they wish they could go back and continue to serve, that they still have a lot in them, that they want to continue to be productive citizens. That drive has been instilled in them through the service of wanting to give back, of wanting to be productive – not wanting a handout,” he stressed.

“That’s what sparked the light in me, to be able to be a part of something, to give these individuals a chance, an opportunity,” he said.

Hennings said small businesses have the capability of helping the warfighter and making an impact on their local communities.

“You take that veteran that has such service, integrity and commitment that they gave to their branch of service and to our country – and that ethic can translate into grassroots effort. People are inspired by these individuals. People can look at that individual and say, ‘He’s paid his price. He has earned the opportunity and sit back and get his disability paycheck from the government and do nothing, but look – he’s starting his own business.’ They’re an inspiration to me to want to continue to go out and make a difference,” Hennings said.

Americans can help in this effort, not only by supporting active duty troops but by supporting veterans, Hennings said.

“They’re not asking for any kind of special compensation. They’re asking to have the opportunity to prove that they can do it. That’s how we can support them, by encouraging them, by providing them the opportunities for skills training,” he said.

One such opportunity is a program that began at the University of Syracuse’s Whitman School of Management in 2007 – the Entrepreneurship Bootcamp for Veterans with Disabilities (EBV). Hennings spoke to the first class last summer.

According to Mike Haynie, assistant professor of Entrepreneurship and Emerging Enterprise at Whitman, Hennings

Continued on Page 9

Veteran builds success in construction business

By Annette Crawford
Air Force Small Business Solutions Center

Even the harsh winters of “America’s Last Frontier” couldn’t stop Bob Stooksbury from achieving his dream of owning a small business. The retired Air Force master sergeant put his 24 years of military experience into action when he formed Veterans Alaska Construction LLC in Palmer, Alaska, in 2005.

With most of his career spent in civil engineering, it only seemed natural for Stooksbury to start his own construction service company. He had the know-how and the work ethic, but he still faced a big challenge when it came to bonding.

“Bonding is like the chicken and the egg – if you never had it, you can’t get it,” he said. “It almost requires that you team or partner with someone first in order to get your business bonded.”

The Tennessee native quickly put his relationship-building skills to work

“I knew the contracting people at Elmendorf (Air Force Base) and Fort Richardson. I asked them if they would partner with someone in construction, who would they do it with?”

The name mentioned most often was Richard Weldin of Weldin Construction.

“I ended up partnering with him, and he’s a 40-percent owner of Veterans Alaska. It’s worked out really well,” he said.

Another step he took in preparing himself to be a business owner required lots of reading and research.

“I read the entire FAR [Federal Acquisition Regulations]. If you never read the FAR, I don’t recommend it,” he said laughing. “It’s like 1,300 pages and really fine print. And then I did research on the Internet



Bob Stooksbury stands at one of his company’s construction projects for the Veterans Administration in Anchorage, Alaska. (Courtesy photo)

about the public law President Bush signed for service-disabled veteran-owned businesses. Then I went to the SBA [Small Business Administration] site and gathered all the information about business plans.”

Stooksbury said he also learned a lot from his new business partner.

“(Weldin) pretty much only does government contracts and he has the infrastructure in place,” he said. “He has a retired contracting officer who looks at everything administrative, and about 25 percent of his workforce is retired military.”

And while Weldin has numerous contracts with the Air Force, Stooksbury forced himself to go out of his comfort zone and market to other entities, such as the Department of Veterans Affairs and the General Services Administration. His plan obviously worked – Veterans Alaska Construction went from revenues of \$62,000 in 2005 to \$3.7 million in 2006.

“A lot of it had to do with the VA changing their procurement policy. They are the only place that right now that has to go to a disabled vet-

eran first. If they can’t find a qualified one, they go to veteran-owned. And if there’s no qualified veteran-owned, then they can go 8(a). That made a huge difference,” he said.

Even with that edge, Stooksbury said it’s critical to develop relationships with contracting officers.

“Per capita, Alaska has more veterans than any other state, and we have more service-disabled veteran-owned businesses than any other state,” he said.

Stooksbury said the importance of family cannot be understated. He and Betty, his wife of 28 years, two grown daughters and their husbands, along with two younger adopted children, all chip in to make Veterans Alaska Construction a success.

“They all help out the business – they have to,” he said.

With his positive mindset, business acumen and support network, it will take more than a little bit of snow to keep Bob Stooksbury from achieving even greater success...and conquering the entrepreneur frontier.

Leaving a Legacy...Continued from Page 8

was the perfect person to address the class.

“Chad Hennings kicked off the whole thing and really got everybody fired up,” Haynie said.

This summer the free program will expand to the business schools at Florida State University, the University of California at Los Angeles and Texas A&M University.

EBV is an example of innovative thinking in the education arena, and Hennings said it will take forward thinkers at many levels in all walks of life to make an impact on the lives of service-disabled veterans.

“When you ask about ways to help veterans, I don’t believe that it’s all government, all public sector, all military – it’s a holistic approach.”

AMC leads in percentage of dollars awarded to SDVOSBs

By Edwin J. Beussink
Air Mobility Command
Director of Small Business

Air Mobility Command is leading among the "Big Five" major commands in dollars awarded to Service-Disabled Veteran-Owned Small Businesses (SDVOSBs).

Awards are broad-based, representing 119 contractors in more than 84 industry codes. This illustrates SDVOSB concerns are successfully competing in virtually all business areas of AMC contracting and bodes well for increased dollars and percentages.

MAJCOM	SDVOSB %
AMC	6.1848%
AETC	5.3187%
ACC	3.5472%
AFMC	0.2284%
AFSPC	0.1531%

All the Small Business Program categories are important, however, the SDVOSB initiative warrants the most attention due to the economic and social impact they represent

within the military community. Consequently, AMC small business specialists drive contracting personnel to consider every requirement for SDVOSB set-aside first, unless it is a sole source or has proprietary rights.

Customers are educated on the SDVOSB initiative at every opportunity and coached to be more aggressive in their market research looking for SDVOSBs. Particular attention is paid to finding SDVOSB contractors through "sources sought synopsis," use of the Small Business Administration Dynamic Search Engine on the Central Contractor Registration database, and use of the Veterans Administration VETBiz contractor listing.

AMC plans to bolster the SDVOSB program using the following initiatives:

- ★ Initiate outreach to SDV contractors who contracted with the Air Force in Fiscal 2007.
- ★ Continually obtain a listing of

SDV contractors from the Federal Procurement Database System.

- ★ Perform outreach to potential SDV contractors advising them of opportunities.
- ★ Participate in and sponsor regional SDV outreach events.
- ★ Support Air Force-identified SDV outreach event.
- ★ Provide advice to staff on capabilities of SDV firms.
- ★ Use SBA 8(a), HUBZone, SDV sole source authority to award contracts to SDV firms.
- ★ Use "Rule of One" to identify an SDV firm for each contract and notify the firm.
- ★ Where practical, use the General Services Administration SDV VETS GWAC for IT services.
- ★ Team with Air Force Cyberspace Command units to harness the innovation and agility of SBV firms.
- ★ Publish articles on use of SDV firms in AMC contracting.
- ★ Follow up on SDV contractor awards and share success with others.

Contract for landing gear prime vendors awarded at Hill

By Christy Smittle
Ogden ALC Small Business Office

Officials at Ogden Air Logistics Center at Hill AFB, Utah, recently announced the award of the Landing Gear Prime Vendor Contract (LGPVC).

Discussions on this contract, originally named SLIC – Strategic Landing Gear Integration Contract, began in 2004. After many course corrections and hard work by the entire team, program managers, engineers and other technical personnel, contracting, small business, legal etc. this acquisition effort was set aside for small business. This was a new way of doing business for the Air Force and potential offerors and proved to be no small feat.

The purpose of the LGPVC is to provide a more commercial-like approach for procuring spares in support of Air Force and DLA managed aircraft landing gear parts. There are approximately 1,100 different national stock numbers (NSNs), parts by any other name.

This contract is different in several ways. First, it includes items that are fully competitive and restricted source items. Next, each contractor is required to provide all the items included in the contract. That requires them to develop critical business arrangements with a variety of small, large and even foreign-owned firms.

Lastly, this arrangement requires the contractors to be more than just a manufacturer; they must also be integrators, as they alone are ultimately responsible for price, delivery, quality and all other aspects of contract performance.

The LGPVC was competed totally as a Small Business set-aside, multiple contractor award, with fixed prices the first year and ceiling prices set for the remainder of its 10-year life. The total contract ceiling is \$1.5 billion for landing gear parts. Since there are four contractors involved with every part, competition is maintained for the full 10 years.

For the Air Force, this means contractors are likely motivated to voluntarily reduce price and delivery time for each delivery/task order. In order to earn additional terms (time) beyond the basic term of the contract, the contractors will be required to achieve continuous improvements in production lead time, cost and quality relative to the other awardees as specified in the award term plan.

The contractors are:

- ★ Eagle Tool and Machine Co., Inc., of Springfield, Ohio, a veteran-owned small business.
- ★ Logistic Specialties, Inc., of Layton, Utah, a small business.
- ★ Helicopter Tech, Inc., of King of Prussia, Pa., a woman-owned small business.
- ★ ES3 Prime Logistics Group, Inc., of San Diego, Calif., a woman-owned small business.

In addition, Eagle Tool and Machine Co. is a participant in the Air Force's Manufacturing Technical Assistance Production Program.

Indatatech specializes in asset management

By Annette Crawford

Air Force Small Business Solutions Center

Finding a needle in a haystack would be easy...if that needle had been inventoried by Indatatech, a San Antonio-based firm that specializes in supply chain and logistics management and optimization.

The Service-Disabled Veteran-Owned Small Business was started in 2000 by retired Army officer Bede Ramcharan. The company's first venture was doing Y2K risk assessments in hospitals.

"We realized very quickly that what we were doing had a perishable date on it, because come Jan. 2, we were out of work," Ramcharan said.

The Y2K assessments included doing physical inventories, cataloguing and equipment databases. Ramcharan and his associates knew those skills were of value to their clients so they began to leverage that part of the business.

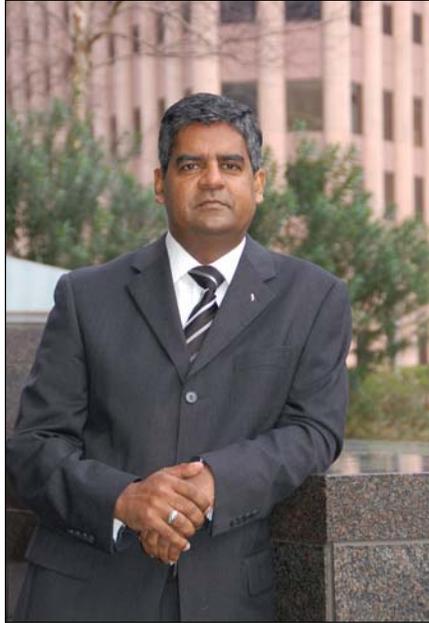
"We expanded our knowledge and expertise into overall supply chain and logistics, and that's where we are today," he said.

Indatatech, short for Instant Data Technologies, started with four employees and now has 15. A third of those are veterans. In 2005, they were named as one of the Top 10 Emerging Businesses in Houston and as one of the Fastest Growing Companies in San Antonio. And in 2007, the United Space Alliance recognized them as the Service-Disabled Veteran-Owned Company of the Year.

One of their specialties is Radio Frequency Identification (RFID), touted as the latest solution for asset tracking, and Indatatech offers it as "another tool in our toolkit," Ramcharan said.

"You have to know where your assets, equipment and inventory are, where it's going to, where it's been. That's one of the things we help companies understand and implement so they can track that. Right now, traditional bar codes are the way 99.9 percent of people track things. RFID is just another technology that can be leveraged to help you track inventory in a different way," he said.

Ramcharan said RFID can be



Bede Ramcharan
President and CEO, Indatatech

used to track anything.

"People, widgets on a manufacturing line or in a warehouse, boxes, pallets – wherever you can put a bar code, you can put an RFID tag, but what value is that extra technology going to bring? We help customers determine what that value threshold is and whether they should implement it," he said.

One of Indatatech's government clients is the United Space Alliance, a prime contractor for NASA. Chris Fierro, chief operating officer for Indatatech, said their support for USA runs the gamut.

"We help them with procurement on a lot of hard-to-find items, things like food. We like to say it actually is rocket science to go through this process," Fierro said.

"When you think back to when we had the scare with contaminants in peanut butter, you can't have something like that up in space where there are no doctors readily available. So there's a lot of quality assurance going on," she said. "It takes a lot of paperwork and a lot of legwork to do that so we can help NASA track down and procure those items that go into the space shuttle."

Even something as simple as candy comes under the scrutiny of Indatatech.

"Lifesavers – they went from a roll of 12 to a roll of 14. You wouldn't think it would be a big issue but it is. You just can't take two out and eat them," Fierro said.

"There are designs and packaging of how food is fit and formed and placed. We keep NASA abreast of the changes that are taking place with food, and that industry is changing constantly," she said.

With offices in San Antonio and Houston, Indatatech employees have worked on sites across the United States and in 12 countries. The bulk of their clients are commercial, but Ramcharan said they're trying to balance that out and bring on more military clients.

Fierro said the company likes to have six to 10 contracts at a time, and have those roll over into new ones. They presently have six contracts valued at approximately \$3 million.

Ramcharan and Fierro are proud of the company's association with the Air Force Mentor-Protégé Program. Now in their third and final year, they said the program has been a tremendous asset and give credit to their mentor, SpecPro, Inc.

"We thought we had processes and infrastructure in place," Ramcharan said. "It was one of those things where you don't know what you don't know, and the Mentor-Protégé Program told me what I didn't know. As a result of that we were able to go back and put those processes and infrastructure in place.

"We just completely revamped our accounting system," he said. "For us it was working fine but the Mentor-Protégé Program opened our eyes to 'If you want to grow up, you need an adult accounting system.'"

Fierro said she believes the program has raised the value of what the staff does.

"We're constantly reevaluating as we grow, and the reach-back that our mentor has given us has been incredible," she said. "It's a huge value to us to just pick up the phone and ask how to handle a situation or what their recommendation is – like having a big brother or sister. They're always there to help. As a resource, it's immense."

Moving 'beyond goals'

Congratulations to these Air Force contracting offices for exceeding the Department of Defense's goal of awarding 3 percent of contract dollars to small businesses owned by service-disabled veterans.

Contracting Office	SDVOSB Actions	SDVOSB \$	SDVOSB %
HQ AFSOC LGCO - Hurlburt Field, Fla.	111	\$9,730,788	26.0%
49 CONS LGCP, Holloman AFB, N.M.	62	\$9,903,142	19.0%
AFSAC PK, Wright-Patterson AFB, Ohio	4	\$1,921,162	16.3%
62 CONS LGC, McChord AFB, Wash.	104	\$5,456,788	14.1%
82 CONS LGC, Sheppard AFB, Texas	52	\$14,312,890	14.0%
460 CONS LGC, Buckley, AFB, Colo.	100	\$3,364,315	12.3%
HQ AFRES LGC, Robins AFB, Ga.	5	\$3,792,133	11.7%
518 CBSS PKAS, Hill AFB, Utah	15	\$1,647,850	11.0%
4 CONS LGCP, Seymour-Johnson AFB, N.C.	54	\$3,528,608	10.3%
1 CONS CC, Langley, Va.	82	\$8,734,950	9.3%
61 CONS LGC, Los Angeles AFB, Calif.	17	\$3,407,829	9.2%
437 CONS LGC, Charleston AFB, S.C.	60	\$4,879,281	9.1%
43 CONS LGC, Pope AFB, N.C.	78	\$2,549,449	9.0%
92 CONS LGC, Fairchild AFB, Wash.	71	\$2,435,602	8.7%
11 CONS LGC, Bolling AFB, Washington, D.C.	44	\$3,033,841	8.2%
10 MSG LGC, USAF Academy, Colo.	270	\$11,020,798	8.1%
314 CONS LGC, Little Rock AFB, Ark.	31	\$2,179,966	7.6%
99 CONS LGC, Nellis AFB, Nev.	144	\$10,579,251	6.9%
6 CONS LGCCD, MacDill AFB, Fla.	77	\$7,220,505	6.4%
90 CONS LGC, Warren AFB, Wyo.	21	\$1,514,675	5.3%
355 CONS LGC, Davis-Monthan AFB, Ariz.	57	\$3,662,955	5.3%
7 CONS LGCP, Dyess AFB, Texas	75	\$2,102,213	5.0%
AF DISTRICT OF WASHINGTON, Andrews AFB, Md.	269	\$28,834,753	4.7%
72 CONS, Tinker AFB, Okla.	35	\$12,517,558	4.7%
AAC PKZA, Eglin AFB, Fla.	9	\$14,303,945	4.3%
436 CONS LGC, Dover AFB, Del.	37	\$1,349,897	4.3%
27 LGS LGC, Cannon AFB, N.M.	19	\$2,104,104	4.2%
HQ CPSG PK CONTRACTING DIR, Lackland AFB, Texas	12	\$3,587,253	4.0%
319 CONS LGC, Grand Forks, N.D.	23	\$1,030,502	4.0%
366 CONS LGCP, Mountain-Home AFB, Idaho	46	\$2,114,000	3.9%
37 CONS CC, Lackland, AFB, Texas	86	\$10,355,542	3.8%
60 CONS LGC, Travis AFB, Calif.	31	\$2,259,435	3.6%
562 CBSG GBKA, Wright-Patterson AFB, Ohio	1	\$1,037,016	3.5%
HQ AMC A7KQ, Scott AFB, Ill.	24	\$5,578,742	3.3%
81 CONS, Keesler AFB, Miss.	64	\$1,923,889	3.1%