



Ballistic Missile Defense Organization

SADBU

UPDATE



A Quarterly Newsletter for Small Businesses

VOLUME I NUMBER IX

SMALL AND DISADVANTAGED BUSINESS UTILIZATION

September 1999

Profile of a Small Business



Jerry Max Bunyard
LTG, USA (Ret.)
President & CEO

Bunyard Enterprises, Incorporated (BEI) brings to its customers total and integrated solutions in government consulting services, facilitation services, surveys, and training. BEI's products to support these solutions are tailored specifically to customer concerns and aspirations. BEI is currently working under contract to the Ballistic Defense Missile Organization (BMDO), the Department of the Army, and the Department of the Navy.

Jerry Max Bunyard is the President and Chief Executive Officer of BEI, bringing over thirty years of management and leadership expertise, both national and international, in military and industry assignments. Retiring as an Army Lieutenant General in 1989, he had worked in successive

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Recent New Contracts

On April 1, 1999, Nichols Infoted, a small business, was awarded a delivery order under a GSA schedule, valued at \$208,873.33, to provide Year 2000 conversion of the Integrated Access Control System (IACS) database currently in use. The contract has a four-month base period with no options and is scheduled to end on September 30, 1999.

On May 14, 1999, CMS Information Services, a small business, was awarded a delivery order under a GSA schedule, valued at \$1,331,594.46, to provide BMDO with Hewlett-Packard products and services. The contract had a three-month base period with no options and ended on August 24, 1999.

On May 27, 1999, COGNOS, a small business, was awarded a delivery order under a GSA schedule, valued at \$35,986, to provide software and services for Year 2000 compliance. The contract had a two-month base period with no options and ended on July 12, 1999.

The Crystal City Marriott was awarded a purchase order, valued at \$1,145.45, for meeting room rental for the DoD Acquisition and Logistics Reform Week IV. A one-day BMDO workshop was held at the Crystal City Marriott on June 9, 1999.

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HBCU/MI

In an attempt to build reciprocal relationships and diversity within the company, the Boeing Company established the Boeing HBCU/MI Committee. The Committee has instituted partnership agreements with several Historically Black Colleges and Universities and Minority Institutions to cooperatively work on engineering and technology based projects. Those institutions include:

- 1) Alabama A&M University
- 2a) Clark Atlanta University
- 2b) Morehouse College
- 2c) Morris Brown College
- 2d) Spelman College
- 3) Central State University [Ohio]
- 4) Florida A&M University
- 5) Howard University
- 6) New Mexico State University
- 7) North Carolina A&T State University
- 8) Prairie View A&M University
- 9) Southern University

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Director's Message



Stephen M. Moss
Director/SADBU

Since April, when I assumed full-time status as Director of the BMDO SADBU Office, my staff and I have had the privilege of attending several small business conferences. While attending these events, we met representatives from many small businesses that have the expertise and skills to be successful in government contracting. I invite the company representatives to contact me or the SADBU staff by sending us their capability statements and returning the small business database form.

There will be several small business conferences over the next few months and I encourage you to participate in these events. These conferences provide an opportunity for small businesses to obtain current information on small business initiatives and meet representatives from various government agencies. You are also provided the opportunity to network with representatives from large and small businesses. In addition, many of the conferences offer information on subjects such as congressional legislation, regulation issues, and contracting opportunities.

If you are interested in contracting opportunities with BMDO or any other agency, I firmly encourage your attendance at these conferences. I would also like to encourage you to visit the BMDO Acquisition Reporting Bulletin Board to see what contracting opportunities are currently available. That site may be accessed at <http://www.acq.osd.mil/bmdo/barbb/barbb.htm>. ♦

Special News

ORION International Technologies, Inc., of Albuquerque, New Mexico, was presented the U.S. Small Business Administration's 1999 National Small Business Prime Contractor of the Year Award on June 10, 1999 at the 32nd Annual Joint Industry/SBA Procurement Conference, Business Opportunity Expo & Awards Presentations. Dr. Miguel Rios, Jr., Chief Executive Officer, accepted the award on behalf of ORION. The company initially supported Strategic Defense Initiative (SDI) research, BMDO's predecessor, in leading-edge technologies, such as high-energy lasers, directed energy, pulse power, and currently tests and evaluates sensor systems for precision-guided weapons.

The prestigious National Small Business Prime Contractor of the Year Award is the highest nomination honor given by the SBA. Wayne Gaede of the Air Force Research Laboratory – Phillips Site, at Kirtland Air Force Base in Albuquerque, NM, nominated ORION on behalf of Kirtland AFB customers for excellence in all areas of professional services.

Congratulations from the Small and Disadvantaged Business Utilization Office and all of BMDO. ♦

Update on Small Business

Y2K Loans

On April 2, 1999, the Small Business Administration began offering new "Y2K action loans," for small businesses that need financial assistance to address Y2K concerns. In addition, after January 1, 2000, the SBA will also guarantee loans to small businesses that suffer economic injury as a result of Y2K-related problems.

More than \$500 million dollars has been appropriated for this new program. The SBA can guarantee as much as \$750,000 of a loan made for Y2K purposes, and if a borrower already has an SBA loan, the total amount of SBA's combined guarantees may go as high as \$1 million. Loans have a variety of special features that make them especially attractive to lenders and borrowers.

For more information about this program, or other ways that the SBA can help small businesses meet the challenge of Y2K, contact your local SBA office, call 1-800-U-ASK-SBA, or visit SBA's website at <http://www.sba.gov>.

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SBA News

The following was a Small Business Administration news release published on July 2, 1999.

SMALL DISADVANTAGED BUSINESSES CAN SELF-CERTIFY STATUS FOR SUBCONTRACTS THROUGH SEPTEMBER 30, 1999

WASHINGTON – The U.S. Small Business Administration (SBA) announced today that qualified companies can continue to self-certify their small disadvantaged business (SDB) status while seeking subcontracting opportunities on federal projects. But effective Oct. 1, those firms must obtain formal certification from the SBA if they or the prime contractors they work with expect to get the contract evaluation credits reserved for SDBs.

“More than 6,600 firms have already obtained certification as small disadvantaged businesses,” said SBA Administrator Aida Alvarez. “This is a good start, but we must expand the reach. A change in the way SDB status is determined has opened the doors of opportunity for many small businesses interested in pursuing federal contracts. This is a \$200 billion-per-year market that should not be overlooked.”

Last fall, the Clinton Administration instituted a program that provides SDBs seeking prime federal procurements a price evaluation adjustment of up to 10 percent for contracts in selected industries — those that still reflect the effects of earlier discrimination. To qualify, the SDB must receive formal certification from the SBA and be listed in the agency’s on-line database, PRO-Net. The list is on the Web at <http://pro-net.sba.gov>.

On Jan. 1, the subcontracting phase of the SDB program was activated. This, too, involves only selected

industries, the same ones eligible for the price credit. Prime contractors who use small disadvantaged businesses for subcontracting can qualify for evaluation credits and monetary incentives. The regulations initially required that the SDB subcontractors be SBA-certified and appear on the PRO-Net listing, but this will not become mandatory until the new effective date of Oct. 1. Until then, SDB firms can continue the practice of self-certification.

SBA regulations adopted last year allow non-minority applicants seeking SDB status to meet a revised standard for establishing social disadvantage. Until those regulations were adopted, non-minority candidates had to prove a pattern of social disadvantage with “clear and convincing” evidence. That standard was lowered to a “preponderance” of evidence, which may result in a wider array of applicants. Left unchanged was the criteria for the remaining SDB eligibility requirement, economic disadvantage.

Additional information on SDB certification can be obtained by calling 1-800-558-0884, or by visiting the agency’s web site at <http://www.sba.gov/sdb>.

The SBA has conducted SDB seminars in more than 20 cities since a targeted outreach program started late last year. The agency plans to announce additional locations soon. ♦

SB Update

(Cont'd from Page 2)

8(a) Program Eligibility Briefings

The U.S. Small Business Administration’s Washington District Office is sponsoring a series of briefings on 8 (a) Program Eligibility. The briefings will be held at the Washington District Office, located at 1110 Vermont Avenue, NW, 9th Floor. They are scheduled every other Tuesday from 9:30 a.m. to 12:30 p.m. A listing of the dates are as follows:

September 28, 1999

October 12, 1999

October 26, 1999

November 9, 1999

November 23, 1999

December 14, 1999

December 28, 1999

The briefings are free but you need to reserve your space. For more information, contact Ms. LaShawn Anderson on (202) 606-4000 (ext. 301) or e-mail at LaShawn.Anderson@SBA.GOV. ♦

BMDO NEWS . . . BMDO NEWS . . .

SBIR Program

The Department of Defense's Small Business Innovation Research (SBIR) Program Solicitation 2000.1 is scheduled to be posted on the DoD SBIR/STTR Web Site at <http://www.acq.osd.mil/sadbu/sbir/solicit.html> on October 1, 1999. Proposals will be accepted beginning on December 1, 1999, until the solicitation closes on January 12, 2000. Also, be sure to check the BMDO SBIR Web Site at <http://www.winbmdo.com/> for updated information.

STTR Program

The Department of Defense's Small Business Technology Transfer (STTR) program solicitation 2000 is scheduled to be posted on the DoD SBIR/STTR Web Site at <http://www.acq.osd.mil/sadbu/sbir/solicit.html> on January 4, 2000. Proposals will be accepted beginning on March 1, 2000, until the solicitation closes on April 12, 2000. For more information on the BMDO's participation in the STTR program, visit the BMDO SBIR Web Site at <http://www.winbmdo.com/>.

DURIP Solicitation

The Department of Defense (DOD) Fiscal Year 2000 Defense University Research Instrumentation Program (DURIP), a part of the University Research Initiative (URI) was released on May 25, 1999. This program is administered through the Army Research Office (ARO), the Office of Naval Research (ONR), the Air Force Office of Scientific Research (AFOSR), and the Research and Engineering Directorate of the Ballistic Missile Defense Organization (BMDO). DURIP is designed to improve the capabilities of U.S. universities to conduct research and to educate scientists and engineers in areas important to national defense by providing funds for the acquisition of research equipment.

In accordance with this BAA, the proposals were due on August 19, 1999. It is anticipated that selections will be made on or about January 20, 2000 and awards are expected to be in place by March 31, 2000.

DEPSCoR Solicitation

The Department of Defense (DoD) Fiscal Year 2000 Department of Defense Experimental Program to Stimulate Competitive Research (DEPSCoR) was released on June 6, 1999. DEPSCoR is part of the University Research Initiative (URI) sponsored by the Office of the Deputy Under

Secretary of Defense for Science and Technology (ODUSD (S&T)). The program is administered through the Army Research Office (ARO), Office of Naval Research (ONR), Air Force Office of Scientific Research (AFOSR), and the Ballistic Missile Defense Organization (BMDO) with the cooperation of the Experimental Program to Stimulate Competitive Research (EPSCoR) State Committees.

Proposals were due to be received by the Army Research Office (ARO) on September 10, 1999. Award recommendations for Fiscal Year 2000 DEPSCoR funds will be announced on or about January 14, 2000, and will be followed up with a letter to the EPSCoR State Committees.

Advanced Technology gets new Director

Colonel Mark Rogers replaced Colonel Susan Vance as Director of BMDO's Advanced Technology Programs on June 28, 1999. Col Rogers will be responsible for planning, coordinating and overseeing advanced technology programs that will improve the performance of missile defense systems against future threats. Before assuming his current position, Col Rogers served as an acquisition manager with the Air Force.

Col Vance has assumed the position of Chief of the Secretary's (Air Force) Staff Group.

AQI Director retires

Colonel James Young, on September 1, 1999, officially retired from the Air Force, after 27 years of service. Col Young joined the BMDO as Deputy Director, Battle Management Command, Control and Communications in 1995. In 1996, he moved to become the Director of BMC3 for Theater Missile Defense.

POF gets Acting Director

Harvey Player assumed the position of Acting Director for Financial Management, Program Operations Deputate on May 22, 1999, replacing Donald Koval. He is responsible for the development of the BMDO Program Objective Memorandum (POM), the Budget Estimates Submission (BES) and the BMDO portion of the President's Budget (PB). Prior to assuming his current position in 1999, Mr. Player served in the Financial Management Directorate as Chief of the Program/Budget Team and as Deputy Director.

Mr. Koval officially retired on May 22, 1999.♦

Recent New Contracts

(Cont'd from Page 1)

On June 17, 1999, Vanguard Research, Inc., a small business, was awarded a contract, valued at \$34,148,385 (including options), to provide technical and administrative support required for the overall headquarters level planning, programming, program development, and implementation and monitoring of: test planning, test resources, test engineering and test evaluation activities for the BMDO. The contract has a two-year base period and three one-year options and is scheduled to end June 2004, if all options are exercised.

On June 24, 1999, McBride & Associates, a small business, was awarded a delivery order under a GSA schedule, valued at \$45,570.19, to deliver Adobe Acrobat software. The contract had a one-month base period with no options and ended on July 31, 1999.

On June 30, 1999, the UK Ministry of Defense, was awarded a contract, valued at \$9,603,894, to execute a series of experiments, under Project MIDHURST, involving the Northern Tier Early Warning Radars (EWRs) during periods of ionospheric disturbance. The contract has a three-month base period with no options and is scheduled to end on September 28, 1999.

On August 1, 1999, Sparta, Inc., a small business, was awarded a contract, valued at \$9,603,894 (including options), to provide expert scientific and engineering support to the Threat System Engineering Program (TSEP). The contract has a two-year base period and three one-year options and is scheduled to end July 2004, if all options are exercised. ♦

Internet News

Some Useful Internet Addresses

Web Site Highlight

Government Contract Resource Center (GOVCON) – This site is an excellent online source for accessing current and past Commerce Business Daily releases. It also provides information on doing business with the Federal government as well as teaming opportunities – <http://www.govcon.com/>

Other Useful Web Sites

- Dun & Bradstreet – This site contains business to business information and is also the source to obtain a DUNS number – <http://www.dnb.com/>
- U.S. Business Advisor – This site provides information on doing business with the Federal government – <http://www.business.gov/DoingBusiness.html>
- PRO-Net is a virtual one-stop procurement shop for government contracting – <http://pronet.sba.gov>
- The Entrepreneurship Center is a university based economic development enterprise. The services they provide range from one hour of face to face counseling, to residence in their business incubator – <http://www.ecenter.org/>
- The Central Contractor Registration (CCR) process is designed to facilitate registration by a commercial company as a Trading Partner with the Department of Defense – <http://ccr.edi.disa.mil/ccragent/plsql/ccr.welcome>
- The BMDO home page: <http://www.acq.osd.mil/bmdo/>
- The BMDO Small and Disadvantaged Business Utilization home page: <http://www.acq.osd.mil/bmdo/bmdolink/html/sadbu.html>
- The BMDO Acquisition Reporting Bulletin Board: <http://www.acq.osd.mil/bmdo/barbb/barbb.htm>
- The BMDO Chief Information Officer's home page: <http://www.acq.osd.mil/bmdo/ciomod/>
- The BMDO Technical Information Center: <http://www.acq.osd.mil/bmdo/bmdolink/html/tic.html>
- The BMDO Office of Technology Applications: <http://www.acq.osd.mil/bmdo/bmdolink/html/transfer.html>

Legislation/Regulation Update

Federal Acquisition Circular (FAC) 97-12 was published in the Federal Register on June 17, 1999, and amends the Federal Acquisition Regulations (FAR) as follows:

Taxpayer Identification Numbers-Item I

This final rule adopts, without change, the interim rule published as Item I of FAC 97-09 in the Federal Register on October 30, 1998. The interim rule amends Parts 1, 4, 13, 14, 15, and 52 of the FAR to (1) clarify requirements for obtaining Taxpayer Identification Number (TIN) information from contractors and forwarding this information to paying offices; (2) specify that a TIN may be used by the Government to collect and report on any delinquent amounts arising out of the contractor's relationship with the Government; and (3) clarify and update requirements for reporting contract and payment information to the Internal Revenue Service. The TIN definition was also revised to clarify that the TIN may be either a Social Security Number or an Employer Identification Number. This final rule became effective on June 17, 1999.

Small Business Administration (SBA) 8(a) Business Development Program-Item III

This interim rule amends Parts 12, 19, and 52 of the FAR to implement changes in the SBA's 8(a) Business Development (8(a)BD) Program regulations contained in 13 CFR parts 121, 124, and 134 regarding the eligibility procedures for admission to the 8(a)BD program and contractual assistance programs. The SBA's final rule, published in the Federal Register on June 30, 1998 ([63 FR 35726](#)), changed the name of the program to the 8(a)BD Program and made changes to administrative matters concerning requirement offerings, contract execution, contract administration, and SBA appeals. The SBA rule streamlines the operation of the 8(a)BD Program, eases restrictions perceived to be burdensome on program participants, clarifies eligibility requirements, and deletes obsolete regulations. This interim rule was effective on June 17, 1999.

Competition Under Multiple Award Task and Delivery Order Contracts-Item IV

This final rule amends FAR Part 16 to clarify the procedures governing placement of orders under multiple

award indefinite-delivery contracts. This rule emphasizes that contracting officers must use only fair methods when placing orders. The procedures at FAR 15.505(b) expressly prohibit the use of methods such as allocation or designation of preferred awardee(s) that would result in less than fair consideration being given to all awardees prior to placing an order. This final rule became effective on August 16, 1999.

Restrictions on the Acquisition of Information Technology-Item VI

This final rule amends FAR Part 39 to implement Division A, Section 101(h), Title VI, Section 622 of the Omnibus Appropriations and Authorizations Act for Fiscal Year 1999 (Public Law 105-277). Section 622 prohibits the use of appropriated funds to acquire information technology that is not Year 2000(Y2K) compliant in accordance with FAR 39.106. The Chief Information Officer (CIO) for BMDO must approve any exception to this requirement. This final rule became effective on June 17, 1999.

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Federal Acquisition Circular (FAC) 97-13 was issued on July 2, 1999 and amends the Federal Acquisition Regulations (FAR) as follows:

Reform of Affirmative Action in Federal Procurement

FAR Parts 19, 26, and 52 are amended by this final rule to rescind changes made in FAC 97-07 Addendum and finalize interim rules in FACs 97-06, 97-07, and 97-08. These rules establish in the FAR three procurement mechanisms benefiting small disadvantaged businesses (SDBs). The first mechanism is a price evaluation adjustment of up to ten percent in certain two-digit Standard Industrial Classification (SIC) Major Groups. The second mechanism is a source selection evaluation factor or subfactor for planned SDB participation in the performance of a contract. The third mechanism provides for a monetary incentive for subcontracting with SDBs. This final rule is effective on October 1, 1999.

NOTE: The Director of Defense Procurement has suspended for all DOD activities, the use of a Price Evaluation Adjustment for SDBs during the period February 24, 1999 to February 23, 2000. ♦

BEI

(Cont'd from Page 1)

assignments as the project manager for the Army artillery command, control, and communications system called TACFIRE, the Deputy Director, Defense Test and Evaluation in the Office of the Secretary of Defense, and as the project manager for the initial PATRIOT program. He then served as the Commanding General, U.S. Army Missile Command, Huntsville, AL, the Assistant Deputy Chief of Staff for Research, Development, and Acquisition, Headquarters, Department of the Army, and as Deputy Commanding General, Army Material Command.

BEI employs approximately 25 personnel, almost all of whom are retired senior Government civilians or retired senior military officers who have extensive experience in materiel acquisition, and has an annual operating budget of approximately \$2.5 million. BEI is located at the edge of Old Town Alexandria near the King Street Metrorail in proximity to major government organizations in the Washington area. BEI offers its customers the advantages of a comfortable and convenient site for training and planning purposes, security for classified storage, and conference rooms that can host up to 50 participants.

BEI principals, supported by a multidisciplined group of senior consultants and cadre of junior associates with state-of-the-art technical expertise, have been supporting the government marketplace with organization and management solutions for more than a decade. Consultation, survey, facilitation, and training services are organized around helping customers organize for, maintain, and continuously improve their competitive advantage. A focus on innovation and building capabilities deep within the organization infuses each product and service.

BEI teams offer the government experiences at all levels of the enterprise in a full range of disciplines, to include:

- Organization Development
- Business Process Development
- Value Chain Analysis and Management
- Change Management
- Systems Acquisition Strategy Formation
- Operations Research
- Project Management (Life-Cycle)
- Financial Management
- Systems Integration
- International Programs Management

BEI's consulting services focus on supporting the customer's management, organizational, and business improvement goals. Typical engagements include assistance

in the areas of strategic planning (to include organizational diagnoses), acquisition strategy and business process development, performance measurement, organizational design, conflict resolution, and change management. In its approach to consultation, BEI assesses the internal and external environment for threats and opportunities, ensuring customers are provided as complete and integrated an assessment and improvement plan as time and circumstances permit.

As defined and practiced by BEI, facilitation is the catalyst to organizational change. To this end, BEI facilitators strive always to help program and project managers, teams, work groups, and organizations clarify thinking, focus on the real issues, set objectives, reduce conflict, and solicit feedback so as to improve effectiveness in ways which endure and continuously improve. Throughout the engagement, BEI's facilitators transport their skills to the customers, modeling the type behaviors required and offering customers ample opportunities to practice the skills learned.

In survey management, BEI organizes for comprehensive and integrated solutions. BEI uses surveys to help leaders and their organizations plan their actions and design follow-up activities in such a way so that they can learn from them, become more skillful in the things they do, set more realistic objectives, and deliver greater value to their customers. It is this focus on BEI's customer's customer that is a distinguishing feature of the firm's survey services, helping to ensure surveys and follow-on improvement programs add value in more enduring and rewarding ways.

BEI custom-designs each of the training programs it facilitates, ensuring they address the unique set of problems and opportunities for which the programs are requested and provide participants the challenge of real-world applications. BEI recently trained the Theater Air and Missile Defense (TAMD) Component of BMDO in business process development, to include authoring a workbook that adapts DoD business process development principles and practices to the specific requirements of that organization. This TAMD Organization was also provided training in career mentoring as part of an increasing BEI capability in strategic human resources management. ♦

PROCUREMENT OPPORTUNITIES

Visit the BMDO Acquisition Reporting Bulletin Board (BARBB) on the Internet

<http://www.acq.osd.mil/bmdo/barbb/barbb.htm>

HBCU/MI

(Cont'd from Page 1)

- 10) Tennessee State University
- 11) Tuskegee University
- 12) Univ. of Hawaii-Manoa
- 13) Univ. of Texas-El Paso

The Boeing HBCU/MI Committee project is a holistic approach that reaches students, faculty and the institutions, in order to guarantee success.

If you wish to learn more about this project, please contact Dr. Matthew Thomas, of Phantom Works – The Boeing Company, at (314) 232-0069 or matthew.m.thomas@boeing.com. ♦

Dr. Matthew Thomas of Phantom Works – The Boeing Company, provided the information for this article.

Small Business Database

The BMDO Small and Disadvantaged Business Utilization (SADBU) Office requests that small businesses notify the office about organizational changes, so that the BMDO small business database will reflect an accurate profile of the firms' capabilities. The database is continually updated and is used as a source for matching company capabilities with BMDO technical requirements. It is also used as a basis for the mailing list for The SADBU Update, a quarterly newsletter. If your firm has had organizational changes, please request a database form to complete and return. You may also download the form from the BMDO SADBU Home Page on the Internet at <http://www.acq.osd.mil/bmdo/bmdolink/html/sadbu.html> and click on the "Small Business Database Application" icon.

For those firms that are not currently in the BMDO small business database, please contact the SADBU office for a database form. A small business packet, which contains useful information about contracting opportunities is also available for firms interested in doing business with BMDO. To obtain this information, you may contact Stephen M. Moss at stephen.moss@bmdo.osd.mil or call (703) 693-1517. ♦

SADBU UPDATE is produced by McNeil Technologies, Inc. for the Small and Disadvantaged Business Utilization Office of the Ballistic Missile Defense Organization.

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CALENDAR OF EVENTS

- Sept. 19-22, 1999 **Minority Enterprise Development (MED) Week 1999 National Conference**
Small Business Administration
Marriott Wardman Park Hotel
Washington, DC
For more information contact:
Ms. Tia Williams
(202) 205-7352
- Sept. 22-23, 1999 **5th Annual Small Business Innovation Research & Development Workshop**
George Mason University
Patriot Center
Fairfax, VA
For more information contact:
K.C. Das
(804) 371-5599 or kcdas.dit@state.va.us
- Sept. 29-Oct. 2, 1999 **BOSS/MED Week Texas Associates of Minority Business Enterprises (TAMBE)**
Austin Convention Center
Austin, TX
For more information contact:
TAMBE
(512) 322-0177 or tambe@io.com
- Oct. 14, 1999 **National Membership Breakfast and Procurement Expo**
Andrews Air Force Base
Camp Springs, MD
For more information contact:
The National Small Business Council
(800) 333-6722
- Nov. 21-23, 1999 **The National SBIR Fall Conference**
Las Vegas Hilton
Las Vegas, NV
For more information contact:
The SBIR Conference Center
(360) 683-5742 or sharon@zyn.com
- Dec. 1-2, 1999 **Vision 2000: The States and Small Business Conference**
U.S. Chamber of Commerce
Washington, DC
For more information contact:
Ms. Barbara George
(202) 205-6934