



BEYOND GOALS

U.S. AIR FORCE SMALL BUSINESS



Mr. Richard W. Lombardi, Assistant Secretary of the Air Force (Acquisition) supporting the Air Force Association Air and Space Conference and Technology Exposition, September 14-16, 2015 page 10

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www.AirForceSmallBiz.org



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Beyond Goals

**Director, Air Force Office of Small
Business Programs (SAF/SB)**

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U.S. AIR FORCE

Check out our Improved Website!!

www.AirForceSmallBiz.org

Deputy Director's Message

Farewell Colleagues and Friends!



Ms. Carol White
Deputy Director

Office of Small Business Programs
Office of the Secretary of the Air Force

As I near retirement on 2 Jan 2016, I'm grateful for the opportunity to have served these last 7.5 years in the Air Force Office of Small Business Programs. While I spent the first 4 of these as the Director of the Air Force Materiel Command Office of Small Business Programs, I was fortunate to have worked with many of you closely as we tackled the challenge of standing up the Air Force-wide Small Business Programs for the Installation Acquisition Transformation (IAT) strategic sourcing initiative. This later became implemented under AFMC as the Enterprise Sourcing Group (ESG/SB), then as the SAF/AQC Forward Operating Agency (AFICA/SB) and finally as AFMC (AFIMSC/SB).

Whew... we've been leading and surviving lots of change!

We're also on the cusp of more change with the ongoing implementation of the DoD Small Business Career Field-- many of you are supporting in an exemplary manner! There's so much to do, and there is always room for more volunteers. Don't be shy -- Phillip Waters can get you signed up if you're interested!

If there's one thing we've learned by now, change is inevitable! We've got a lot of change planned and various activities are underway within our own Air Force Office of Small Business Programs too! Many of you participated in our business process re-engineering workshops. We identified needed policy and process changes, including organizational realignment and delivery of shared services across our enterprise. All of this is still moving forward, and Mr. Teskey and the SAF/SB staff are very appreciative of your support. Each of you is vital to the success and continued transformation of our Air Force Office of Small Business Programs!

I wish you All the Best and much success in your careers and life-long endeavors!

*We never have a dull moment in small business
-- you make a BIG Difference and BIG Impact!*

As I reflect on my last 3.5 years here in SAF/SB, it has certainly been an adventure! I would highly recommend you consider an 'adventure' like this in your career plans soon! (The Deputy Director position for SAF/SB will be advertised on USAJOBS and filled competitively-- keep watch if interested!) For SAF/SB, recent field experience is invaluable as you engage daily at the highest levels within our Headquarters Air Force and across field activities. This expertise is equally important in daily engagements with our counterparts and senior leaders at the DoD Office of Small Business Programs, Military Services and Other Defense Agencies... with senior leaders and staff at the Headquarters SBA ... and with various Industry Associations and Congressional engagements on Capitol Hill.

Who knows... if you plan your adventure early, you may get hooked and aspire to the many opportunities across the federal agencies within this National Capitol Region.

All in all, it's been a great adventure! You have many things to be proud of in serving our Air Force and our Small Business Programs. As I look back, I love working in Defense Acquisition, Contracting and Small Business...even working with our lawyers! As I was an up and coming graduating Copper Cap, one of our Senior Contracting Leaders paid me a compliment by saying this stuff was 'in my blood!' I was always going the extra mile and had built a reputation of excellence in all I do; I was so passionate—and love the challenges to this day! I know each of you are equally as dedicated to excellence, highly passionate—and loving what you do! I encourage you to continue your journey of Excellence and Passion in service to our Air Force and Small Business Programs as the implementation of the new Career Field progresses!

Sincerely,

Carol White

WHAT I DID ON MY SUMMER VACATION

Mr. John Clarke of Travis AFB recounts his internship in SAF/SB

I had an awesome summer vacation! Well it wasn't quite a vacation, but it was during the summer; I spent a month at the Pentagon being exposed to Air Force Strategic level Small Business decision making.

During the May 2015 Air Force Small Business conference in San Antonio, Mr. Teskey, SAF/SB Director, sought volunteer Small Business professionals to participate in a fantastic career broadening opportunity in Washington D.C. As a part-time Small Business Professional (SBP), I thought this would be a terrific learning experience on several fronts. First, I had never seen the Pentagon (It is impressive). Second, although I have been a SBP for about eight years, I had very little understanding of SAF/SB's role supporting the field and creating policy. Finally, I was curious to see how the SB staff interacted not just with the Air Force, but also the Department of Defense and other federal agencies.

On my first day I met with Mr. Teskey and Ms. White, SAF/SB Deputy, and they provided me with an overview and vision of the SAF/SB office. Right away I realized I underestimated their workload and impact to the Air Force mission. While learning something new every day, I was also able to contribute somewhat with my experience "in the trenches" as a Small Business Specialist and Contracting Officer. For example, I reviewed and commented on a proposed DFARS SB policy due for public release in mid-2016 and also participated in a DPAP FAR final Rule discussion along with the SBA, VA, and number of other non-DoD organizations. I also attended SBA and SBPAC meetings at the D.C. SBA Office Building with numerous agencies represented including NASA, VA, USAID, AF, State Department, Social Security, and Army.

I attended a Business Process Re-engineering discussion with Mr. Wesley, Acting Director OSD OSBP, an overview meeting on various programs with Mr. Lombardi of SAF/AQ, the small business monthly meet and update with Mr. Kendall OSD AT&L, a SAF/AQC staff meeting and observed a senior level meeting with Dr. LaPlante discussing various programs. These high level meetings were held in relatively small conference rooms with fewer people than I anticipated.

During my last week I listened to a telecon between Mr. Teskey (SAF/SB) and SBA representatives regarding the limitations of NETCENTS II for SB businesses. I went to GSA and had discussions on webinar training, their ability to support the AF with numerous IDIQ contracts, OASIS (A&AS), Alliant (IT), STARS II, commodity reverse auctions, and schedule 70 contracts. The GSA representative educated us on their new category management tools via website that has 17 "hallways".

To say I met a lot of people and went to a lot of meetings is accurate. What did I learn that I didn't know before? For one thing, the SAF/SB website is a very useful tool. To be honest, I didn't know it existed. Mr. Teskey challenged me to review and critique the website and their toll free telephone information line. There are three main takeaways from the website: (1) it has a Knowledge based blog section where to give you a more comprehensive insight into doing business with the Air Force. (2) It has an automated phone system as a single point of contact for Air Force small business phone inquiries.(3) The website also has an automated email system that allows specialists to efficiently and effectively get answers to questions. It is essentially a Frequently Asked Question (FAQ) page. In fact, while at the SAF/SB office, I researched FAR/DFARS/AFFARS policy and provided responses to questions received from the field. The Q & A's were added to the new Small Business website's FAQ page.



U.S. Air Force photo
John Clarke
Deputy Business Operations
60th Contracting Squadron
Travis AFB, CA

"Vacation" continues on page 9

AFICA Rep Makes Impacts During SAF/SB Internship

The two weeks spent at SAF/SB under a developmental opportunity was extremely beneficial, rewarding and provided understanding of the magnitude of effort that the staff undertakes. I was able to meet the SAF/SB personnel that provide support to all of us in the field.

I was fortunate to attend the 2015 Air & Space Conference and Exposition which was one of the most dynamic conferences that I have attended. I heard speeches and vision of many of our senior leaders, such as The Honorable Deborah Lee James, Secretary of the Air Force, Gen. Mark Welsh, Chief of Staff of the Air Force, CMSgt James Cody, Chief Master Sergeant of the Air Force, Gen. Ellen Pawlikowski, Commander AFMC, and The Honorable William LaPlante, Assistant Secretary of the Air Force (Acquisition) was quite an experience. At the conference I supported the SAF/SB booth and met many small business contractors who came to learn more about what SAF/SB can provide them. More than anything else, the contractors were able to take with them a wealth of knowledge to better inform them of Air Force contracting opportunities.

I was also provided the opportunity to attend a meeting with various small business representatives from OSD, DLA, US Army, MDA, DHA, DIA, US Navy and US AF. They are a working group formed to assist with editing a set of tasks which the Acquisition Workforce Qualification Initiative (AWQI) Program Office developed based on the established small business competencies. The goal is to develop a system that captures the on the job skills a Small Business Professional needs to be successful. The long range goal is necessary so DAU can develop the right classes for the small business community. After this meeting, everyone in attendance was requested to review and provide comments towards a competency matrix. During the weeks that I was there, I provided my perspective and suggestions/recommendations towards the matrix.

Another opportunity that I was afforded was to be a part of the FAR SB council meeting that was putting together responses to Public Comments received for FAR Case 2014-003. Representatives present were from OSD OUSD, AF, DOE, SBA, NASA, OMB, DHS, DCMA and GSA. I reviewed the collected comments and provided recommendations in support of SAF/SB. It was very interesting to see the intricate discussions held and the methodology used in completing the responses that would eventually be published. To be a part of this was personally beneficial.

The two weeks spent at the Pentagon were indeed a remarkable experience. Working with all the SAF/SB staff and them asking me a multitude of questions was very beneficial to me in understanding the huge undertaking that they have in representing us.

Finally, just walking through the Pentagon was an experience I will never forget. To walk through the halls and see all of the beautiful art work that captures the history of the military and the contributions that have been made by many (both men and women) was overwhelming.

My deepest appreciation for the opportunity that was given to me and a whole hearted thanks to all!!

Respectively submitted,
Graciela "Grace" Elizalde
Small Business Specialist, AFICA
Air Force Installation Contracting Agency



(Pictured) Ms. Elizalde speaks to an Air Force officer during the 2015 Air & Space Conference and Exposition in Washington, DC

In The News....

Pentagon to Encourage More Frequent Interaction With Private Sector

According to a recent article in National Defense Magazine, "Deputy Defense Secretary Robert Work and Undersecretary Frank Kendall are asking all branches of the military and defense agencies to more actively participate in industry conferences as part of a broad effort to inject more innovation into weapons programs. 'DoD participation in conferences and similar events is critical to our ability to share information and break down barriers that block innovation,' Work wrote in a Sept. 23 memorandum to all military department and agencies...Work, along with the memo, issued a new 'DoD Conference Policy' that updates current guidelines for conference approval in order to make participation 'easier, not harder.' He assigned the deputy chief management officer as the key point of contact regarding conference policies."



"DoD participation in conferences and similar events is critical to our ability to share information and break down barriers that block innovation"....

*Mr. Robert Work
Deputy Defense Secretary*

*Full Article:
www.nationaldefensemagazine.org/blog/Lists/Posts/Post.aspx?ID=1971*

SUBCONTRACTING COMPLIANCE

The DoD Inspector General substantiated allegations that the Marine Corps Systems Command (MCSC) in Quantico, VA failed to hold large primes accountable for meeting small business subcontract goals. The report states that while the MCSC generally provided small businesses an adequate opportunity to compete for prime contract, they did not do enough to ensure that small businesses had adequate subcontracting opportunities.

This report should serve as a reminder that we in the Air Force need to ensure that subcontracting plans are being monitored for compliance.

**SEE PAGE 7 FOR THE RESULTS IN BRIEF OF DOD IG REPORT
DODIG-2016-019 (Project No. D2015-D000CF-0118.000)**



Results in Brief

Small Business Contracting at Marine Corps Systems Command Needs Improvement

November 10, 2015

Objective

We performed this audit in response to a Defense Hotline allegation. Our objective was to determine whether the Marine Corps Systems Command (MCSC), Quantico, Virginia, provided small businesses with an opportunity to be awarded prime contracts. In addition, we determined whether MCSC held prime contractors accountable for meeting small business subcontracting goals. We reviewed a nonstatistical sample of 40 contracts, valued at \$1.3 billion, out of 208 contracts, valued at \$2.8 billion.

Findings

We substantiated the allegation that MCSC contracting officials did not hold large prime contractors accountable for meeting small business subcontracting goals. We did not substantiate the allegation that MCSC senior leadership did not ensure that small businesses were awarded a sufficient number of contracts.

MCSC contracting officials generally provided small businesses an adequate opportunity to compete for 40 prime contracts, valued at \$1.3 billion. However, MCSC contracting officials could not find the contract file for 5 of the 40 contracts we initially requested for review. This occurred because MCSC contracting office management did not have procedures for transferring files for ongoing contracts from one contracting officer to another and did not designate a centralized storage location. As a result, MCSC cannot provide assurance

Findings (cont'd)

that the Government's interests when conducting reviews and investigations or in the event of litigation or contractor proprietary data were protected.

MCSC contracting officials did not ensure prime contractors provided small businesses with adequate subcontracting opportunities for 12 prime contracts (valued at \$222.1 million). Specifically, MCSC contracting officials did not track compliance with small business subcontracting goals for four contracts; did not determine why large businesses were not meeting their small business subcontracting goals on two ongoing contracts; and awarded six contracts without subcontracting plans or the required determination and approval. This occurred because MCSC contracting office management did not provide adequate internal guidance for awarding and administering subcontracting plans or implement effective internal review procedures for approving and administering subcontracting plans. As a result, small businesses may have been denied subcontracting opportunities that large businesses were required to make a good faith effort to provide. In addition, MCSC contracting officials did not determine whether the prime contractors are making good faith efforts to comply with negotiated subcontracting goals and whether liquidated damages should be assessed.

Recommendations

We recommend that the Assistant Commander for Contracts, Marine Corps Systems Command: establish procedures for transferring files for ongoing contracts; establish a local centralized storage location for completed contracts; determine whether the contractors for the six specified contracts made a good-faith effort to meet their subcontracting goals, and if not, whether liquidated damages may be imposed against the contractor; establish guidance for contracting officers for reviewing, approving, and administering subcontracting plans; and train contracting officials on their responsibilities for evaluating and administering subcontracting plans.

Visit us at www.dodig.mil

DODIG-2016-019 (Project No. D2015-D000CF-0118.000) | i

AFMC exceeds small business goals two years running

by Stacey Geiger
Air Force Materiel Command Public Affairs

10/27/2015 - WRIGHT-PATTERSON AIR FORCE BASE, Ohio -- Aggressive marketing and outreach helped Air Force Materiel Command exceed its small business contracting goal for the second straight year. Also, every AFMC center reached its goal for the second straight year. The fiscal 2015 small business goal was 11.88 percent of contracts awarded, and AFMC achieved 14.18 percent, which translated to \$4.6 billion being awarded to small businesses. Through research, the AFMC Small Business office discovered there was a large small business market and, in turn, they changed the way they targeted small businesses.

"There has been a lot of work with outreach and we will continue that in fiscal 2016. By contracting with small businesses, we gain economic efficiencies everywhere AFMC exists," said AFMC Director of Small Business Farris Welsh. The increase in outreach events with industry throughout the year gave small business more opportunity to present their capabilities. AFMC Small Business offices were then able to partner them with the appropriate centers, organizations or programs to match their specialties.

Welsh added that using small versus large businesses results in more flexibility and agility since small businesses typically have lower overhead costs. Small businesses can often provide better rates allowing dollars to go further and be spent smarter. The AFMC Small Business program ensures the command maintains a competitive edge and that small businesses can obtain a fair share of federal contract dollars. Every year, the Air Force Small Business office establishes a target goal for each command.

"Small businesses are the backbone of the United States economy and if we are not supporting them, they will go out of business," Welsh said. "By supporting them, we can stimulate the small business market to help grow the economy."



Vacation...

Continued from page 4

There are a number of very sharp personnel recently installed at the SAF/SB office with a lot of good energy and enthusiasm to help out in any way that they can. Collectively and individually, we just have to make them aware of our needs. One thing I learned is that when SAF/SB or AFICA ask for good news stories or Lessons Learned from the field, they really do use them. We (I) need to provide SAF/SB with the information so our message rings out to all. I always thought the stories were requested just to pat ourselves on the back and that I did not have time to generate a worthy article even though I had the content. Little did I know that the information is sent to the highest levels at the Pentagon. I have seen it happen in briefings with General Blake, Mr. Kendall, Mr. Rich Lombardi and several others in attendance. Our own Mr. Mark Teskey (SES) does a great job of keeping our small business voices heard in the labyrinth of the world's largest office building.

Finally, it was inspiring to walk through the hallowed halls of the Pentagon. A lot of history there, not only in the construction of the building, but in all the people that have lived, worked and died there. We stand on their shoulders to continue the mission of maintaining a viable and vibrant industry. While continuing our mission on a micro or operational level, our work dovetails into a strategic level. Your work and dedication matters more than you may know. You represent more than a "drop in the ocean", although sometimes we may not feel it. Focus on the Air Force's core values of Integrity, Service before self, and Excellence in all we do! In closing, I thank everyone at the SAF/SB office for a life enriching experience at the Pentagon. I have returned to my daily duties with a better understanding and appreciation on what they do for us and all the small businesses across the nation.

Successful Collaboration Equals Great Benefits for Crypto Acquisition 12 November 2015

AFLCMC/HNC, the Cryptologic and Cyber Systems Division (CCSD) is establishing a \$925M, 10-year, multiple award (MA) Indefinite Delivery Indefinite Quantity (IDIQ) suite of contracts called Flexible Information Assurance Acquisition Tool (FIA2T). FIA2T is consolidating the early systems engineering, development, production, and product support phases of the crypto acquisition lifecycle into single MA IDIQ Request for Proposal (RFP). This consolidation required approval from the Deputy Assistant Secretary (Contracting), Assistant Secretary (Acquisition) (SAF/AQC) via a Consolidation Determination and Findings (D&F). To obtain approval on the FIA2T Consolidation D&F, the FIA2T Program Office successfully collaborated with a team encompassing members from the Pentagon (SAF/SB, SAF/AQC and SAF/GCQ), Hanscom AFB (AFLCMC/SB and AFLCMC/HNK), and Lackland AFB (AFLCMC/HNC and 66 ABG/JAC). As a result of their efforts, the team developed a contract strategy that is expected to maximize competition for future crypto acquisitions and increase small business opportunities as prime contractors under the FIA2T contract.



Pictured from left to right: Lynda Myers (HNCS), Phillip Waters (SAF/SB), Ralph Urias (HNCK), Hattie Peay (HNCK), Zakiya Norris (AFLCMC/SB), Tim Anderson (SAF/AQC), Tom Talcott (HNCS), John Russell (66 ABG/JAC), Capt Matt Nelson (HNCS), Jeremy Goldin (HNCE), and Melissa Carroll (SAF/GCQ)

On 30 Oct 2015, Maj Gen Blake, SAF/AQC, approved FIA2T Consolidation D&F. This milestone capped a 12-month consolidation refinement effort on the FIA2T contract. The successful collaboration of team resulted in the FIA2T contract setting aside \$50M for small business crypto efforts over the next 10-years. Additional benefits to crypto acquisition include: the establishment of an efficient contract vehicle that will save the Government up to \$169M by decreasing acquisition lead times by 66% and eliminating sole-source acquisitions for production of cryptographic end items. The FIA2T contract is expected to release a RFP in December 2015 and a contract award in November 2016.

Air and Space Conference and Technology Exposition

September 14-16, 2015

National Harbor

Washington, DC

What was it all about?

Engaged a diverse business enterprise (industry/government decision makers at all levels and other interested stakeholders) on small business opportunities

1,000+ attendees and AF industry exhibitors--number of AF Senior Leaders were exposed to Procurement Technical Assistance Center (PTAC) and the Air Force Office of Small Business Programs capabilities from experienced small business professionals



Fort Walton Beach, Fla. recognized for awarding grants to veteran-owned businesses

By Heath Druzin
Stars and Stripes
Published: November 16, 2015

A small city in Florida that hosted a veteran-focused entrepreneurial program is now ranked as one of the best places in America for veterans to start a business.

After setting aside \$500,000 for a veteran entrepreneurship program, Fort Walton Beach was named the 10th-best city in America for veterans to develop a business or a new career after they leave the military. The survey ranking comes after seven veteran-owned businesses were given \$25,000 grants to establish their operations in the beachside city.

Fort Walton Beach Mayor Mike Anderson said the city, which is near more than 17,000 servicemembers stationed at Eglin Air Force Base and Hurlburt Field, hopes the businesses attracted by the “accelerator” course will bolster an economy heavily reliant on its proximity to the Gulf of Mexico.

“I think it will have a tremendous impact,” said Anderson, who served 20 years in the Air Force. “We found out several years ago with the (BP Deep Water Horizon) oil spill, when we lose our tourism population, we rely mainly on the military (bases) to sustain us, so we’ve been looking at ways to diversify our economy.”

The survey was completed by USAA, a financial-services company that focuses on servicemembers and veterans, and Hiring Our Heroes, an initiative of the U.S. Chamber of Commerce to help transitioning servicemembers find employment. It used more than 30 criteria across the broad categories of entrepreneurship, education and career. Some of subcategories were veteran-owned businesses per capita, small businesses per capita, veteran wage growth and veteran unemployment.

Fort Walton Beach, which has about 20,000 year-round residents, teamed up last summer with Venture Hive, a Miami-based entrepreneurship education company, to offer the \$25,000 grants and a business boot camp to veterans looking to expand their companies. There were no limitations on the types of businesses that veterans could develop to qualify for a grant.

Seven companies were accepted to the boot camp and had to relocate to Fort Walton Beach for 12 weeks.

In addition to the \$25,000 nonequity grant and course, businesses picked for the program received access to collaborative workspace in Fort Walton Beach for one year and exposure to potential investors. Several of the companies have decided to stay in Fort Walton Beach.

Jon Taylor, founder and CEO of Mr. Quick Pick, a kind of Uber for roadside help, temporarily relocated from Louisville, Ky., to participate in the inaugural accelerator program. Now, the Navy veteran has decided to keep his company in Fort Walton Beach, which he said has a good climate for veterans.

“We don’t want to just be working here; we want to be part of this community and give back to this community,” he said.



Anderson persuaded the city council to set aside \$500,000 for the program, so the grants will continue for at least a few more years. He sees it as a way to entice servicemembers stationed at the nearby bases to stay in the Fort Walton Beach area after they leave the military.

“We have so many military who are retiring and separating here and going off because they don’t think there’s opportunity,” he said.



CALENDAR of Events

Air Force Small Business will be at the following events. To see a complete listing of events, visit www.AirForceSmallBiz.org.

December 2015

25: CHRISTMAS HOLIDAY

January 2016

1: NEW YEAR'S DAY

Save the Date

**~15 MAY: SMALL BUSINESS TRAINING
WORKSHOP, SAN ANTONIO, TX**



LAUNCH STORIES

Air Force Funded Technology, Small Business Success

A new Air Force website was developed that provides a venue to connect small business innovation with the right point of contact.

SEARCH: <http://launchstories.org>

Under the 'Launch Stories' tab, innovators can submit information on their projects in 3 easy steps!

STEP 1

Download the provided Launch Stories Submission Word document below to start your submission process.

STEP 2

Gather supporting imagery and video for your story as described in the Launch Stories Submission document.

STEP 3

Submit your completed Launch Stories Submission document, along with any supporting imagery
to afri@launchstories.org.

Upon receiving your information, the Air Force Research Laboratory will review it for technical accuracy. Once cleared for public release, your story will be posted online.



HAILS AND FAREWELLS

FAREWELL....

Honorable Dr. LaPlante, SAF/AQ has notified the President of his plans to depart the government at the end of this month and return to the private sector. He mentioned in a departing email that: "It has been wonderful working with all of you and I am so proud of all we accomplished! My departure decision and timing is based upon family considerations and our family long term plans (college!) and I am confident the AQ leadership team of Lt General Bunch and Rich Lombardi will continue to keep us progressing forward in improving our acquisition outcomes without skipping a beat. I will try to thank as many of you as possible in person - but rest assured it has truly been an honor working with you.

Ms Joan Cole, LCMC/SB Director--
going to LCMC/XR, non-SB job

Ms Rebecca Gardner going to Arnold PZ, non-SB job

Ms Peggy Corcoran leaving AFMC/AFNWC SB--
going to AFGSC SB job

Ms Connie Wlazlo, AFMC/SB (Retirement)

Ms Jean Smith, AFMC/SB Director -
going to F-16 Contracts, Director

WELCOME....

Ms Farris Welsh, Director, AFMC/SB

Mr Bruce Miller, Deputy Director, AFRL/SB

Ms Mary Haley, LCMC SB Director

Mr Henry Daniels, SBS AEDC, TN

Ms A Sorell, PACAF

PROMOTION!!

29 Nov 15: Mr Reggie Selby, Peterson AFB, CO