Quarterly Progress Report - Year Two

Prepared for: DOE Project Officer, Estela Romo
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Instrument No. DE-FG03-98SF21663

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Executive Summary

I. Introduction
The U.S. Department of Energy (DOE) has a mission to foster a secure and reliable energy system that is environmentally and economically sustainable, to be a responsible steward of the Nation’s nuclear weapons, to clean up decommissioned facilities, and to support continued United States leadership in science and technology. To effectively utilize and integrate its mission, DOE has created the Regional Environmental Technology and Business Development Office (RETBDO) serving as a Community Reuse Organization, a stakeholder organization, which represents interests and economic concerns of communities surrounding DOE sites that are being closed or reconfigured.

RETBDO is a branch office of ADVANCE, a 501(c) (3) non-profit organization established in 1994. The mission of RETBDO is to diversify the economy by creating an environment conducive to improve the representation of minorities and small businesses in the region and to assure fair business participation in major environmental decision-making, technology based start-ups, expansion management, and the attraction of new ventures to the Southwest region, including, but not limited to, California, Nevada, Utah, Colorado, Arizona, New Mexico, and Texas. Additional information can be obtained by contacting Ruben A. McDavid, RETBDO Program Manager, at (562) 789-5699.

II. Operational Excellence Model
It should be evident to anyone in business that companies today operate in an environment of enormous and continuous change. Changes on a massive scale, which once occurred rarely, are now everyday parts of the landscape. And it is unlikely that we will ever return to simpler times. There are a number of forces driving this age of change: information, global markets, regulatory environment, competitive pressure, customer expectations, industry structures, technology innovation, and capital markets. To become much more precise in targeting the window of opportunities, RETBDO has identified the most important business assets for success -- knowledge and people. By treating these assets as an essential element of top management’s mission, RETBDO guarantees a stronger "gene pool" for supporting the Department’s efforts to continue innovative partnerships developed with the departmental laboratories and minority institutions.

To develop an operational model which provides small business participation at any level within DOE, our program has researched several models of participation and selected one that properly reflects DOE mission. Based on the DOE’s outreach efforts, the number of small businesses in the region has increased sharply in the past decade. These new and existing small businesses and markets are not only opening up, they are also producing tough new competition for existing companies almost overnight. In addition, they are serving as beachheads for the renewed assaults by older "mature" companies, some
selected as government prime contractors. These companies are moving their operations regionally in an effort to become more competitive. And these new small businesses and markets are all competing for the same federal bidding process. The US Department of Energy is in the middle of many of these changes and will -at a minimum- have to continually adjust to improve its business environment. (See Figure 1.)

These changes have enormous implications for what DOE has to do to be successful in seeking opportunities to work collaboratively with small businesses. DOE’s response must be increasingly rapid, precise, creative and customized to small business needs. To facilitate this process, RETBDO established an operational model which provides communication and cooperation with DOE and small business leaders. Figure 2 shows a diagram of our operational model which is discussed in Section III, Strategic Action Plan. The model must be effective in managing knowledge and people processes. It is characterized by the interdependence, rather than independence, of its parts, while insuring that each part is a contributor to value.

III. Strategic Action Plan

The first year of this program was in many ways exploratory in nature. The approach and methodology was tested by trial and error and required a substantial amount of time. As a result, there were several lessons learned that form the basis of the strategic action plan during the Year Two.

The small business capacity building program identified barriers with our current approach. They are presented as follows:

1. The small business capacity building survey contains redundant data which was found not applicable for the selection of environmental firms. An extensive follow-up to the survey was performed and a significant percentage of companies was eliminated from the database. During Year Two, the bulk of our attention will be devoted to “motivated” and “qualified firms.” The latter portion of this group will constitute the basis for the selection of the Focus Group, defined as five selected companies with the potential to match prime contractor needs.

2. The approach of matching environmental organizations to contracting opportunities is inefficient. The program identified two problems with the current approach. First, identifying only DOE/EM contract opportunities is too narrow in scope if we are to increase Hispanic contracting capacity. Hispanic firms need to have contract opportunities from numerous sources if they expect to increase their capacity. This is especially true since the DOE/EM did not make any small business set-asides and since procurement opportunities are not amenable to small firms. Further, DOE facilities’ efforts, including laboratories, to increase participation by small business have been largely ineffective. Secondly, developing a contractor database far exceeded the program’s expectations due to time constraints. Many traditional organizations have
superior databases that the program can successfully negotiate through a "value-added network" system. This method will be more efficient when employed in Year Two.

Our strategic action plan is based on a new emerging model which focuses on small business resources, not just its assets (see Figure 3). The plan must be able to build and deploy its capabilities rapidly without regard to organizational constraints within DOE. This new model has greater expectations about performance and value-added contributions from each element considered in the strategic action plan.

The proposed Plan comprises five elements that are represented in the operational model: the US Department of Energy, RETBDO, Members, Partners and the Strategic Advisory Board (SAB).

Although there is nothing novel in defining our strategic action plan by its basic elements, there are significant differences from the traditional small business participation model in the definition of the elements individually as well as collectively. On the latter point, the model must generate a "system" value in addition to the value from the individual parts. This system value is precisely the raison d'être of RETBDO. It establishes what should be inside and what should be outside our organization. It establishes the logic for recruiting new businesses. And it helps set the standards for performance expectations from each of the elements. Let's proceed to define the elements.

At the heart of the model is the global core, the US Department of Energy. It is global in the sense that it is responsible for key missions through RETBDO. It is a core because it is meant to add value to all of the other elements of the model, and not simply add overhead. It is not a center because execution of its mission is distributed across the system. The core's role is to add value where the businesses cannot, with the "burden of proof" on the core. An enhanced core is a necessary condition for profitable growth of small businesses in an increasingly competitive business environment. The core control mission is to define targets, monitor performance, meet legal and fiduciary requirements and comply with regulations. As part of this mission, the core must assume responsibility for compliance in key risk areas of the environment and safety.

The second element, RETBDO's Members or Small Business units, must be worth more as part of the plan than they would outside of it, thus creating system value. This enhanced value may come from one or more sources. The business may benefit more from a number of sources, including the core. It may also benefit from interactions with other business units in such activities as best-practice exchanges, knowledge sharing and capabilities transfers.
UNDERSTANDING THE DOE BUSINESS ENVIRONMENT

Figure 1

US Department of Energy
Operational Model
Regional Environmental Technology and Business Development Office
sponsored by the U.S. Department of Energy
RETBDO - DOE
Figure 2

U.S. Department of Energy

Enhance National Outreach/
Economic Development Contracting/
Check/Coordination/Approval

Strategic Advisory Board

Recommendations/
Strategies to Improve
Subcontractor base

RETBDO

Regional Center

Members

Collaboration/Jobs
Creation/Outreach/
Feedback for/
Continuous Improvement

Partners

Support Strategic Plan/
Increased participation
RETBDO'S STRATEGIC ACTION PLAN
AS A COMMUNITY RESOURCE MANAGEMENT PLAN

Figure 3

TRADITIONAL MODEL

MANAGING ASSETS

- Businesses built around assets
- Portfolio of businesses related in product-market terms
- Financial investment assigned to business unit by business unit
- Performance measured around assets (utilization rates, profitability of single business units)
- Accountability focused on business unit financials often impeding and discouraging business interaction

EMERGING MODEL

MANAGING RESOURCES

- Businesses built to leverage and develop resources (people, capabilities, knowledge)
- Portfolio of strategic capabilities based on knowledge created
- Resource allocation (talent and capital) on a corporate-wide basis
- Performance measured on a corporate-wide level driven by knowledge creation and sharing
- Accountability includes growth and best practices sharing
The third element, RETBDO as a Regional Center, ties the DOE Mission with other business elements and covers issues such as organization, management processes and communications. Our mission is pivotal because it identifies, links, develops, deploys and transfer DOE's business capabilities across our members. In the logistics side, it utilizes, customizes and further develops management capabilities among our business units. Without RETBDO as the linkage element, DOE's outreach efforts might be reduced to past standards where boundaries separating business opportunities will continue to expand.

Another important element is service delivery which is provided to and by partners commitment to RETBDO and can be from several sources. For RETBDO to become a service provider, a Memorandum of Understanding has been presented to several traditional small business organizations (e.g., Small Business Administration, Community Development Commission, Los Angeles Minority Business Opportunity Committee, etc.) In brief, activities that are either too critical to outsource or for which the outsourcing market is not efficient can be put into a shared-service division to increase participation and reduce cost overheads. The principle of voluntary exchange is one of the key attributes distinguishing shared services with other organizations from centralized management functions at RETBDO. Another important dimension to shared-service delivery is to support subscale business activities in other remote locations than California (e.g., Sandia National Laboratories/Albuquerque). Sharing can be among business units or initiated by RETBDO to provide the support needed for growth.

Governance in the form of strategic advisory boards is taking on a larger role in management organizations. Several forces are driving this change. A push for performance is creating more active boards with greater accountability. Expansion of capital markets and the need to access new funding are especially important as small businesses look to obtain financing. Regulatory actions are forcing small businesses to become more pro-active to deal with everything from environmental issues to taxes.

In summary, RETBDO's model and strategic action plan should focus on the basics on what ultimately create value - knowledge and people - insuring that each element of our organization is an important contributor.

V. Progress Summary
RETBDO has utilized the initial information and additional data provided by Year One to continue expanding current capabilities and future needs for technical assistance, potential partnerships, and procurement and contract opportunities.

The following up-to-date activities are briefly summarized in the next page:
1. Organize Capacity Building Program (Task 100).

   a. Restructure Task Completion Matrix (Task 101). For Year Two, the internal infrastructure of the organization has been redesigned to reflect DOE's outreach effort to small business participation.

   b. Hire management staff (Task 102). Mr. Lynn Ramsey, was hired as a Business Analyst I to interface with the business community. In interview process, two more persons will be recruited to serve as Business Analyst II and Administrative Assistant, respectively. Mr. Ruben A. McDavid and Mr. Steve Torres continue in the positions Project Manager and Principal Investigator, as well.

   c. Establish MOUs and Partnerships (Task 103). A series of agreements have been presented to various organizations in the Greater Los Angeles region. The Los Angeles County Office of Small Business and Community Development Commission, Small Business Development & International Trade Center, Regional Business Assistance Network, San Gabriel Valley Commerce and Cities Consortium, Merced County Action Business Center, Los Angeles Minority Business Opportunity Committee, U.S. Department of Commerce, and Defense Contract Management District West-Small Business have expressed interest in the development efforts and participation of RETBDO as service provider.

   d. Create Strategic Advisory Board (Task 104). Fifteen to twenty participants have agreed to participate in our Board. Members were selected based on their small business expertise and experience. The first Board meeting will take place in our Whittier office, on January 15, 1999. A copy of the Board Agenda and Roster is included in the Appendix.

   e. Define target DOE facilities (Task 105). A Memorandum of Agreement has been presented to First Environment, an environmental company qualified in environmental management certification (ISO 14000), to outline mutual interest in specific environmental areas to the extent permitted by DOE opportunities. First Environment will define environmental management projects of interest to increase Hispanic participation in DOE's federal environmental contracting. In addition, REBTDO has identified the JTC Family of Companies including American Integrated Services and American Remedial Technologies from our Focus Group. The JTC Family is a consortium of Hispanic small businesses specialized in heavy equipment, low sides and roll off trucks certified for the transport of hazardous and regulated waste, and vapor extraction/bio-venting system installation. The JTC Family has previous experience with DOE procurement solicitations and has completed projects to government standards.

Further tasks for the next quarter are delineated in the Gantt chart. They are outlined in the Progress Report and included in the Appendix.
Appendix

Progress Report (Gantt Chart)
Letter of Intent
Strategic Advisory Board Letter of Invitation
Strategic Advisory Board Agenda
Strategic Advisory Board Members
### Regional Environmental Technology and Business Development Office Progress Report

<table>
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<th>ID</th>
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<th>Duration</th>
<th>Start</th>
<th>Finish</th>
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<th>June</th>
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<td>Fri 4/30/99</td>
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<td>205. Incorporate CCR link</td>
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<td>24</td>
<td>303. Support other Small Business initiatives</td>
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<td>304. Submit services survey to vendors</td>
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<td>Fri 8/13/99</td>
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<td>400. Monitor Administrative Staff</td>
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**Project: DOEBC98.MPP**

**Date: Fri 1/8/99, ADVANCE**

Ruben McDavid, Program Manager

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**Critical**  
**Critical Progress**  
**Task**  
**Task Progress**  
**Baseline**  
**Baseline Milestone**  
**Milestone**  
**Summary**
December 16, 1998

Mr. Ken Clark, Small Business Coordinator
Small Business Development & International Trade Center (SBDITC)
900 Otay Lakes Road, Room 1600
Chula Vista, California 91910

Dear Ken:

Re: Procurement Technical Assistance Center Services
& Strategic Advisory Board

Our recent conversations regarding establishing corporate relationship with ADVANCE, Los Angeles Environmental Business Development Office and SBDITC offers a great opportunity in jointly matching small businesses to pursue Federal agency contracts in Defense, Energy, Construction and Engineering.

ADVANCE has received Department of Energy financial assistance award which establishes the Los Angeles Environmental Technology and Business Development Office (LAETBDO). Our charter is to identify and provide technical assistance to minority-owned environmental, construction and engineering small businesses located in the Southwest region of the United States. A copy of our operation model for LAETBDO is enclosed to illustrate our corporate structure.

We are inviting SBDITC from the San Diego region to be a member of our Strategic Advisory Board for the LAETBDO. Our kick off meeting for the LAETBDO programs is currently planned for January 15, 1999 at our offices in Whittier.

Ken, thank you for your consideration in the interim. Please take a moment and visit our web site for additional information about ADVANCE. Mr. Lynn Ramsey of my staff will coordinate your participation in joining as a board member with the LAETBDO in January 1999.

Sincerely,

LOS ANGELES ENVIRONMENTAL TECHNOLOGY & BUSINESS DEVELOPMENT OFFICE

Ruben A. McDavid, REA
Program Manager

12402 Philadelphia Street, Whittier, California 90601
Telephone (562) 789-5699 Facsimile (562) 789-5687 http://www.advance.org
January 5, 1999

Regional Environment Technology
& Business Development Center
Strategic Advisory Board Members

Re: First Strategic Advisory Board Members Meeting
January 15, 1999, 10:30am ~ 2:30pm @ ADVANCE

To: Strategic Advisory Board Members Via Fax Transmittal as follows; (6 pages)

~Ms. Estela Romo @510/637-2008 ~Ms. Rolene Otero @213/894-6845
~Mr. Steve Torres @ Internal Mail ~Mr. Stanley Zwicker @818/615-2096
~Mr. Ruben McDavid @ Internal Mail ~Ms. Jane E. McGinnis @209/383-4959
~Mr. Hector Castro @213/489-2995 ~Ms. Diane Castano Salle @213/847-0893
~Mr. Ken Clark @619/482-6402 ~Ms. Edna Bruce @323/838-7400
~Ms. Libby Thompson @213/893-1800 ~Mr. Randolph C. Visser @213/612-2554
~Ms. Elaine Cullen @626/453-3090 ~Mr. Rudy A. Guerra @626/453-8640
~Ms. Renee Deavens @310/335-4443 ~Mr. David Brandmeyer @714/963-7365

Dear Strategic Advisory Board Members:

It is a pleasure to invite you to the first Strategic Advisory Board Meeting for the Regional Environmental Technology & Business Development Office at ADVANCE. The meeting will be held at our offices in Whittier, California on January 15, 1999, from 10:30am to 2:30pm. There is free parking behind our office complex and on Pierce street and Philadelphia street. Refreshments and lunch will be provided for you. Please RSVP your attendance, if you are not able to attend please send a representative.

A copy of the Strategic Advisory Board Meeting Agenda and a roster of the invited board members are provided with this fax transmittal. There will be roundtable discussions at the meeting, please bring informational materials about your organization. In conclusion, please accept our sincere appreciation for your participation in assisting ADVANCE in this endeavor. We hope to see you soon!

Sincerely,
Regional Environmental Technology & Business Development Center

Ruben A. McDavid, REA
Program Manager

12402 Philadelphia Street, Whittier, California 90601
Telephone (562) 789-5699 Facsimile (562) 789-5687 http://www.advance.org
Meeting Objectives: To create the Regional Environmental Technology and Business Development Strategic Advisory Board with representation from greater Southwest region of the United States, California, Community Based Organizations and Industry.

1. Introductions ~ Mr. Ruben McDavid, Program Manager, Regional Environmental Technology and Business Development

2. Strategic Advisory Board Members Roundtable Presentations ~ Guests

3. ADVANCE ~ America’s Economic Development Venture For Area Neighborhoods, Communities & Enterprises ~ Mr. Steve Torres, ADVANCE, Chief Executive Officer

4. U.S. Department of Energy Objectives ~ Ms. Estela Romo, Human Resources Division Officer

5. Lunch ~ Refreshments and lunch will be provided on site.


7. Round Table Discussions: Issues/Recommendations and Next Steps ~ Ruben McDavid

8. Adjourn at 2:30 pm. The next Strategic Advisory Board meeting will be March 19, 1999 at 10:30 am at the offices of ADVANCE.
ADVANCE
America's Economic Development Venture for Area Neighborhoods, Communities & Enterprises

Regional Environmental Technology and Business Development Office
Strategic Advisory Board
Members
December 28, 1998

1. Ms. Estela Romo, Human Resources Division Officer
U.S. Department of Energy
1301 Clay Street, Room 700N
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www:

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3. Mr. Ruben McDavid, Project Manager
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www: advance.org

4. Mr. Hector Castro, CPA
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510 West 6th Street, Ste. 400
Los Angeles, Ca., 90014
Ph: 213/629-9094  Fx: 213/489-2995
email: vasquezfaruk@earthlink.net
www:
5. Mr. Ken Clark, Small Business Coordinator  
Small Business Development & International Trade Center (SBDITC)  
900 Otay Lakes Road, Room 1600  
Chula Vista, Ca., 91910  
Ph: 619/421-6700 Ext. 5849  Fx: 619/482-6402  
email: kmcsbdc@sbditc.org  
www:  

6. Ms. Libby Thompson, Manager  
Regional Business Assistance Network (RBAN)  
Los Angeles Economic Development Corporation  
510 South Flower St., 32nd Floor  
Los Angeles, Ca., 90071  
Ph: 213/236-4823  Fx: 213/893-1800  
email: LibbyT@tpg.sce.com  
www: globalca.com  

7. Ms. Elaine Cullen, Director Business Assistance  
San Gabriel Valley Commerce and Cities Consortium  
10501 E. Valley Blvd., Ste., 101  
El Monte, Ca., 91731  
Ph: 626/453-3085  Fx: 626/453-3090  
email:  
www:  

8. Ms. Rolene Otero, District Director  
U.S. Department of Labor  
Wage & Hour Division  
300 S. Glendale Ave., Suite 400  
Glendale, Ca., 91205-1791  
Ph: 213/894-1190, Ext. 225  Fx: 213/894-6845
Page 3: Regional Environmental Technology and Business Development Office
Strategic Advisory Board

9. Mr. Stanley L. Zwicker, R.E.A.
First Environment
ISO 14001 Certified: NJ & GA
21550 Oxnard Street, Ste. 300
Woodland Hills, Ca., 91367
Ph: 818/615/2095  Fx: 818/615-2096
email:
www:

10. Ms. Jane E. McGinnis, Director
Merced County Action Business Center
3180 Collins Drive, Ste. A
Merced, Ca., 95348
Ph: 209/385-7686  Fx: 209/383-4959
email:
www:

11. Ms. Diane Castano Sallee, Director
Minority Business Opportunity Committee
Mayor’s Office of Economic Development
200 N. Main Street
Room 1250, City Hall East
Los Angeles, Ca., 90012
Ph: 213/847-6199  Fx: 213/847-0893
email:
www:

12. Ms. Edna Bruce, Director
Los Angeles County Office of Small Business
Community Development Commission
County of Los Angeles
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email: ebruce@lacdc.org
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& Steven J. Oppenheimer, Environmental Law
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Minority Business Development Agency
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www:

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Associate Director of Small Business
DCMDW-DU
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El Segundo, Ca., 90245
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www: dla.mil