



# TRANSITIONS

WINTER EDITION • VOLUME 11 • ISSUE 1 • 2014



## From the Director

### DON SBIR/STTR Receives FY14 Funding Allocation

The good news is that Congress has approved its first budget in five years, the President has signed an FY14 appropriation and the DON SBIR/STTR funding was released on 14 March. We are now in the process of pushing funds to all the System Commands and will soon be back to normal. The delay in receipt of funds due to Continuing Resolution (CR) issues triggered delays in awards, which I realize is tough for our small businesses. Working to limit this negative impact, we had to slow down or halt actions that were moving towards contract award, and provide smaller amounts for incremental funding actions. We have been through this drill before but it is always challenging for the DON SBIR/STTR team, especially with shrinking budgets. Our SYSCOM SBIR/STTR Program Managers, Contracting Officers and Budget Staff did an outstanding job in a difficult situation and I commend their good work.

Our FY14 SBIR budget is \$233M while our FY13 SBIR budget was \$234M, so we may be starting to see a flattening of the downward trend that we have experienced since our high water mark of \$342M in FY10. But now we see some major changes in SYSCOM and PEO SBIR allocations. NAVAIR saw an overall decrease of 18%; most of its PEO's dropped by 10% but JSF dropped by 45%. NAVSEA rose by 26% with several PEOs moving up, and some down by 10%, but PEO SUBs SBIR budget has doubled and LCS has increased by nearly 50%. The hardest hit was SPAWAR as their SBIR budget dropped by 37%, due mainly to the JTRS RDTE funding lines having moved out of SPAWAR. It is hard to tell if this is a trend, a one year blip or a combination. But because we fund our SBIR topics over a three to four-year funding timeframe this will create challenges and opportunities.

### Navy Opportunity Forum<sup>®</sup> has been Approved by DON Leadership – Registration is Open

Official approval for DOD personnel to attend the 2014 Navy Opportunity Forum<sup>®</sup> was announced on 25 February - registration is free and the registration site is now open at [www.navyopportunityforum.com](http://www.navyopportunityforum.com). The Forum is scheduled for June 2nd - 4th at the Hyatt Regency in Crystal City, VA and is the premiere small business event that provides representatives from the acquisition and prime communities the opportunity to preview technologies funded through DON SBIR and STTR programs. Prominent on the Navy Opportunity Forum website is access to the Virtual Acquisition Showcase<sup>®</sup> (VAS), a robust tool that provides

access to quad charts, capability brochures and abstracts for the 190+ Navy projects that will be presented at the 2014 Forum. Attendees can search by more than 100 technical application categories, by Navy SYSCOM or by keywords of their choosing. All approaches enable one to easily locate technologies that match their needs. Advanced due diligence before the Forum will allow attendees to spend more time at the Forum discussing, rather than discovering, potential partnerships and technologies of interest. The VAS is accessible now in order to provide attendees [government acquisition officers, prime contractors, first and second tier suppliers, and potential investors] plenty of time to research potential technology matches, perform due diligence and share findings with colleagues. Companies can also be contacted in advance so that discussions can begin remotely and then continue in person. Please plan on joining us.

[www.virtualacquisitionshowcase.com](http://www.virtualacquisitionshowcase.com)

### 2014 Spring and Fall National SBIR Conferences

The 2014 Spring National SBIR/STTR Conference will be held at the Gaylord Center in National Harbor, adjacent to Washington, DC from Monday, June 16 through Wednesday, June 18. Based on the successful 2013 Spring SBIR Conference model, the event next June will offer even more high value information from all of the Federal agencies that have SBIR programs on what work their SBIR programs support, how to win SBIR awards, and how your business will benefit from SBIR. You will also have the opportunity to schedule those indispensable one-on-one meetings with these agencies and Fortune 500 firms seeking small business partners. In-depth tutorials will be available on Monday, June 16, as the Conference agenda will show on its website. This event is co-located with TechConnect & the National Innovation Summit, representing North America's largest multi-sector conference for technology innovators, business developers, agency leaders, and funders. Our collaboration with TechConnect, I believe, opens new doors of commercialization opportunity to the SBIR community, and I encourage your consideration of this new technology marketplace. For more information, see [www.nationalsbirconference.com](http://www.nationalsbirconference.com).

The 2014 Fall National SBIR Conference will be held at the ATT Center in Austin TX 11-13 November 2014, likewise co-located with a major TechConnect event to increase the value of your participation and expand small business opportunity.

## SBIR Reauthorization statute roll out

In this legislation, Congress challenged the Federal agency SBIR/STTR programs to implement a large number of administrative improvements using what we call “3% Admin” funds, to accelerate commercialization of your technologies, and to provide you with more and better assistance. In our decentralized DON organization of several System Commands, this has meant working with each SYSCOM SBIR lead to develop a multi-faceted strategic plan, budget and execution timeline for these improvements. Lee Ann Boyer of my staff has provided great support to me in this effort, as she describes in the article in this issue of *Transitions*.

## The Navy’s Transition Assistance Program® (TAP) yields demonstrated Phase III results

As we experiment with new offerings, Phase III results will remain

a central index of effectiveness. As it takes many years to transition a technology to the fleet, Phase III dollars received – or non-SBIR dollars that continue the maturation of a technology previously funded with SBIR/STTR dollars - serve as a useful near-term index of potential value to the fleet. Over a period of 10 years - using Central Contractor Registration (CCR) data - participants in the Navy TAP were found to transition technology 31% more frequently than those that didn’t participate in this program. Using data collected directly from Navy TAP® participants via phone interviews, the most recent participant cohort received \$147,000,000 in Phase III and II.5 dollars within 18 months of completing the Navy TAP®. Companies such as Princeton Power Systems are examples of how companies leverage technologies developed with SBIR/STTR funding.



John Williams  
Director, Navy SBIR/STTR Programs

# Reducing Risk in the Time of Budget Cuts

During the past two years much has been said about the need for the DoD Research and Development community to focus on cost reduction while continuing to address warfighter needs. This concern applies not only to the large defense contractors, but also to small businesses such as those that participate in the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs. Research conducted independently by the Government Accountability Office (GAO) has repeatedly demonstrated that when more mature technologies are inserted into a Program of Record that cost overruns are decreased as well as schedule slippage. Technology Readiness Levels (TRLs) have been widely used as a means to benchmark the level of technology maturity with those at TRL 6 and above being considered more mature.

The challenge for SBIR and STTR Phase II awardees is that most awards conclude with the technologies only at a TRL 4 or 5 and thus, additional funding is needed to continue the maturation of the technology. Recognizing this need, the National Defense Authorization Act for FY 2006 authorized the Commercialization Pilot Program (CPP) to provide additional support to continue the maturation of technologies that program managers considered to be of high importance. In 2009 the CPP concluded and was extended as the Commercialization Readiness Program (CRP) under the SBIR and STTR Reauthorization Act of 2012 (P. L. 112-81, Section 5001). “Per Chief of Naval Research memorandum,

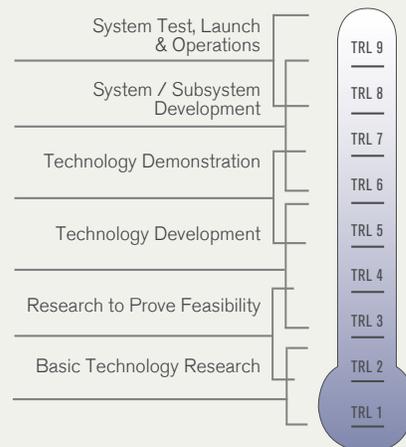
20% of SYSCOM SBIR funds are dedicated to expand transition funding to further develop SBIR technologies and to accelerate transition for existing Phase II projects. This process is called the Phase II.5 and highlights the Navy’s commitment to technology transition.” (Navy Phase II.5 Structure and CRP, [www.navysbir.com/phasell5andcpp.htm](http://www.navysbir.com/phasell5andcpp.htm))

In FY 2013, the Navy’s Transition Assistance Program® (TAP) has explored opportunities in which technology developers can obtain feedback from end users in relevant and operational environments. Countless opportunities exist for test and evaluation, but in this issue we will focus on one - the Joint Interagency Field Experimentation (JIFX). Sponsored by the Office of the Secretary of Defense and the Department of Homeland Security, JIFX provides the opportunity for technology developers to secure feedback from end users in the COCOMs and DHS components.

In this issue we will also explore how Princeton Power Systems, an SBIR awardee leveraged NAVSEA funding to develop a technology with applicability in the private sector. The From the Director section provides insight into how the Navy SBIR and STTR program office addressed sequestration in 2012 and provides a preview of what is to come in 2014.

## Technology Readiness Levels

VALIDATION	ENVIRONMENT
TRL 9: Actual system proven through successful mission operations	operational
TRL 8: Actual system completed and qualified through test and demonstration	operational
TRL 7: System prototype or system demonstration	operational
TRL 6: System/subsystem model or prototype demonstration	relevant
TRL 5: Component and/or bench configured subsystem validation	relevant
TRL 4: Component and/or bench configured subsystem validation	laboratory



# The Joint Interagency Field Experimentation (JIFX)

A caravan of thirty some odd vehicles pulled into the gravel parking area at the Range. On the dry plateau to the left stood a light brown, three-story structure used for urban simulations. A set of bleachers encased in a three-sided metal building provided shelter from the intense sun. The red Mariposa County Fire truck housed the control center, while a white van parked by its side pointed three black satellite dishes towards the distant hills.

“All of you – over here. Those with smartphone technologies that can facilitate communication amongst first responders sit on this side. Those with technologies that can be used in the search and rescue scenario sit on the other side. “

“How many of you are first responders? Raise your hand...”

Thus began one of the experiments at JIFX, the Joint Interagency Field Experimentation conducted by the Naval Postgraduate School (NPS). As the process developed companies were advised that their technologies must be in the hands of the users and trained on how to use it within 5 minutes. Command, control, communications and behaviors were all put through the paces. “Problems” were inserted on an ad hoc basis and the experiment was allowed to evolve as more and more feedback was received.

Sponsored by the Office of the Secretary of Defense (OSD) and the Department of Homeland Security (DHS) this unique, semi-

structured event provides the Unified Combatant Commands (COCOMs), the Department of Homeland Security and technology developers with the opportunity to match needs and solutions. State, local and international emergency management, disaster response and humanitarian assistance organizations also participate. The source of the technologies is diverse – universities, large prime contractors, and small businesses. At most 60 entities can participate in each of the four JIFX events scheduled at Camp Roberts, CA during FY14.

So how did this group of participants convene at Camp Roberts in February? It was quite simple - all had responded to a Request for Information (RFI) posted on the JIFX website. The RFI identified areas of interest to DHS and the COCOMs. In the current RFI due on March 28th, the categories include:

- Intelligence, Surveillance, and Reconnaissance (ISR)
- Humanitarian Assistance and Disaster Relief
- Electronic Warfare (EW)
- Deployable Infrastructure (Power & Water)
- Detection and measurement of chemical or biological agents in aerial plumes
- Dismounted Warfighter Operations
- Improved Life-Support during Patient Evacuation, and
- Maritime Non-lethal Engagement





- The JIFX feedback questionnaire/survey (on the tablets)
- Face-to-face as the experiment was being conducted
- Post event hot-wash
- Networking – pre & post JIFX. Many of the COCOM representatives were JIFX regulars, just as some of the companies. Several of the COCOM reps told us they contact companies ahead of the event and discuss the types of technologies they are demonstrating. Since the COCOMs review and approve the white papers, networking helps them shape the battle space to some extent. In addition COCOM representatives provided instantaneous “what if?” and “can you do?”

Recommended as a good precursor to a formal assessment, field exercise, or experiment, JIFX is ideal for companies that seek end user feedback and who are willing to collaborate. As the name implies, JIFX is an opportunity for

“experimentation”. Collaboration is at the core. “What would happen if we add this sensor to your technology? Could your technology do X? Let’s use your technology as part of this simulation and see what happens”. Many companies return to JIFX frequently to test the enhancements that they made based on the feedback from their previous experience. This interaction continually aligns the technology with end user needs and provides exposure that is hard to come by.

If this sounds intriguing, take a look at the current RFI with responses due on March 28th or return in a few months to review the next RFI. Government representatives that are unfamiliar with JIFX can request to attend as observers.

Within each of these categories, numerous sub-topics detail specific areas of interest. The response to the RFI is completed on-line. The application is simple and straight-forward. If you do have questions or experience problems with the application process, the highly responsive NPS staff will get back to you within a short period of time. There are no fees and a sponsor is not required in order to participate in JIFX. The down-select process is handled by the COCOM and DHS which initially provided the topics.

The JIFX experience is replete with unexpected bonuses. Access to the airspace at Camp Roberts is free, so those with UAV applications will have the opportunity to “fly their bird.” JIFX brings in the JIOWC Vulnerability Assessment Team to conduct vulnerability assessments. At a participants’ request this team will independently attempt to verify the audible and non-audible radio frequency range in which a technology performs, or will attempt to jam and spoof signals.

JIFX is a collaborative no nonsense opportunity for high tech companies to socialize, demonstrate, and integrate in real-time mutually beneficial experimentation. The cost associated with the experience is travel, room and board, and the time to put together a white paper. There are no NDAs; it’s all handshakes. You can go classified if you have established proof of clearance with Naval Post Graduate School organizers. JIFX is positioned by NPS as a bounded, safe, secure and legal sandbox/hackerspace; austere by design. You are provided space to work. Inclusive by default it’s open to inputs by all present. No punting. Fix it on the spot. Improvise now. Focus on technology.

Representatives from the COCOMs share their feedback with participants in a variety of way:

## For More Information Contact

**TRISTAN ALLEN**

Research Associate | Field Experimentation

Naval Postgraduate School

831.704.6542

[jjfx@nps.edu](mailto:jjfx@nps.edu)

For More Information on JIFX and to download the RFI due on March 28th, please see: [www.nps.edu/fx](http://www.nps.edu/fx)

## Looking for the Right Opportunity brings Success to Princeton Power Systems (Princeton Power)

Until 2009, the historical landmark of Alcatraz Island was entirely dependent on foreign fossil fuels. Over 2,000 gallons of diesel fuel were being imported every week to keep the island, located 1.5 miles off the coast of San Francisco, up and running. While talks had been in the works for years to install a solar-powered microgrid on the island, the reality of the project seemed too costly and complicated for any one company to tackle. Meanwhile, Princeton Power Systems had been perfecting its clean energy technology using solar arrays and a battery bank and knew it could provide the sought-after solution. Before long, the project was given the green light with Princeton Power heading the mission. Today, Alcatraz Island runs almost entirely on renewable energy, saving taxpayers 80% on fuel use, and driving the demand for energy technology as never before.

**Princeton Power** has realized over \$25 million in commercial sales – and its story is truly one of success. The company’s humble beginnings were funded by various research and development grants, as clean energy was not at the forefront of everyone’s mind. In 2009, Princeton Power won a Phase II SBIR grant from NAVSEA to develop a software system for future all-electric warships. These ships would have a greater demand for compact power conversion equipment, high conversion efficiency, and electrical system flexibility and reliability. The goal was to increase the power density of power converters without compromising its functional performance.

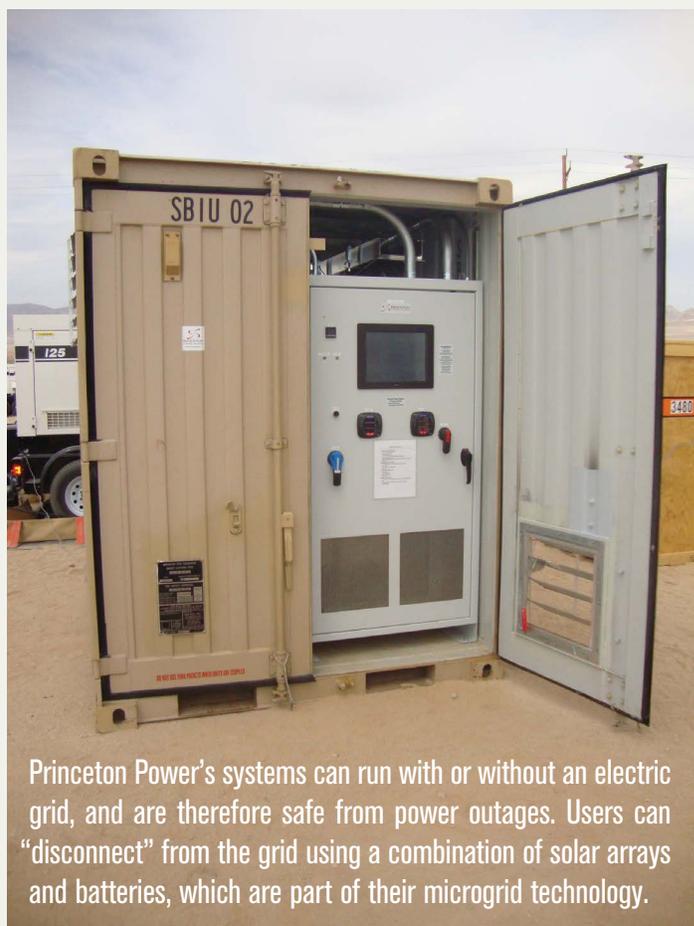
As it turned out, this control software was applicable to commercial microgrids – since a shipboard electric power plant is basically a floating microgrid. The in-depth and stringent reliability testing they did with the Navy through the SBIR program allowed them to build highly reliable commercial and industrial power products, resulting in a 90% transition rate.

“Rather than tailoring the technology too specifically to a military application, we knew that finding commercial outlets would reduce costs, and this in turn would accelerate sales and product maturity, which would ultimately make our products more attractive for both military and commercial applications,” explained Darren Hammell, Co-founder and Chief Strategy Officer at Princeton Power Systems.

Another reason behind its success was the way Princeton Power pursued markets that made fundamental technical sense, even if they were not well known at the time. Before microgrids and energy storage systems were propelled into the mainstream, the company identified these markets as prime opportunities for transition. This allowed them to stay ahead of the market and have a competitive advantage when those markets finally developed.

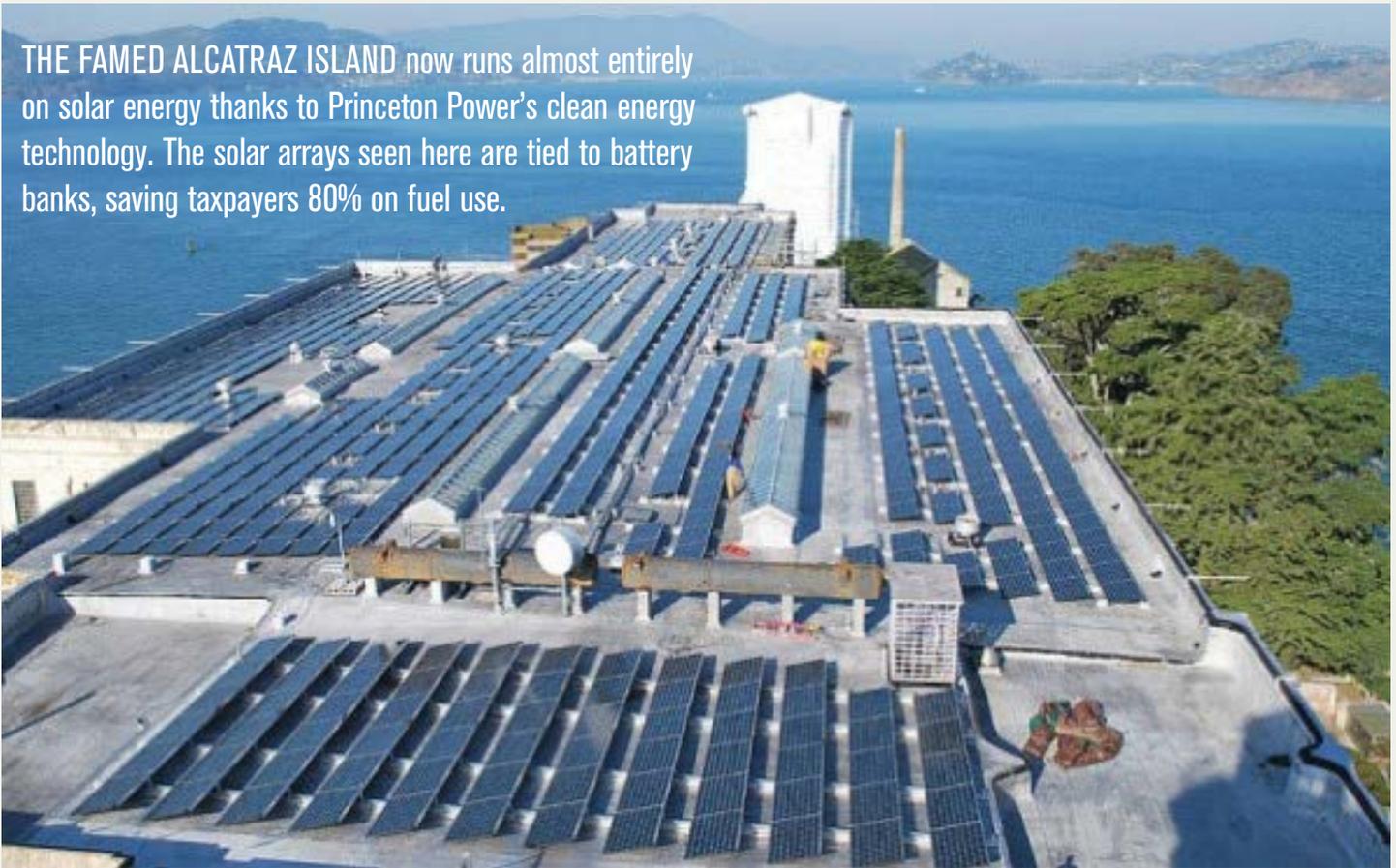
Princeton Power is currently working with Lockheed Martin and Northrop Grumman on other projects involving microgrids. There is a huge interest today for these systems in the Northeast, after

the devastation caused by Super Storm Sandy. Solar arrays still require electric grids to generate power, so users are still prone to losing power. Princeton Power’s systems can run with or without an electric grid, and are therefore safe from power outages. Instead, users can “disconnect” from the grid using a combination of solar arrays and batteries, which are part of their microgrid technology.



Princeton Power’s systems can run with or without an electric grid, and are therefore safe from power outages. Users can “disconnect” from the grid using a combination of solar arrays and batteries, which are part of their microgrid technology.

THE FAMED ALCATRAZ ISLAND now runs almost entirely on solar energy thanks to Princeton Power's clean energy technology. The solar arrays seen here are tied to battery banks, saving taxpayers 80% on fuel use.



There is also a large demand for this in San Diego and across California, due to the large wildfires that have been sweeping across the land and destroying power lines. Another component of this system is stationary battery banks, which can also be tied directly to the electric grid. In addition to providing back up power for local businesses, these batteries can be dispatched to provide services to the electric utility companies and grid operators by correcting irregularities in the grids. One battery system can provide a number of different services, leveraging recent advances in battery technology. For instance with lithium ion or advanced batteries – as performance continues to go up, and prices come down, there has been increasing demand for stationary energy storage. Princeton Power's technology provides the interface between those batteries and the electric grid.

Another area the company works in is electric vehicle charging, and discovering new standards for car chargers. This includes moving more towards a universal "fast" car charger that is compatible with all electric cars. Recently, the City of San Diego and CleanTECH San Diego partnered to complete the "Solar-to-EV" project - a one-of-a-kind, 90-kilowatt solar canopy in the parking lot shared by the San Diego Zoo and Balboa Park. The innovative system uses Princeton Power Systems' DRI-100, an inverter specifically designed to enable fast charging of electric vehicles from renewable sources.

So what would Hammell, who was named one of Red Herring magazine's "Young Moguls" in 2005 and NJBIZ's "Forty Under 40" business leaders in New Jersey the same year, say to other aspiring small businesses?

"Don't try and 'sell' a technology too hard, or force it into any one application, but rather look for specific opportunities where it would really make a difference. We transitioned quickly away from developing a specific technology and searching for the right application, and towards identifying customers' problems and tailoring our products to solve them. Simple solutions are often the best, but sometimes we get so enamored with a specific technology that we try to fit it in places where its overly complex or just not the right solution. That can waste time and effort, and have mediocre outcomes. It's obviously not easy, but sometimes being patient and waiting for the right opportunity to come along so you can devote all of your resources to it is better than casting too wide a net and trying to fit the technology into too broad an application space."

Princeton Power's persistence and patience paid off when demand for its once-unknown technology skyrocketed. Hammell added, "When the markets for energy technology began to ramp up quickly, we were one of the only companies around with the capabilities and power converter products that the market needed."

Visit Princeton Power Systems Online

[www.princetonpower.com](http://www.princetonpower.com) 

# A Quick Reference Guide: Reauthorization – What You Need to Know

By Lee Ann Boyer

By now all of you should have heard about the 2011 SBIR/STTR Reauthorization Act included in the FY2012 National Defense Authorization Act. In addition to extending the SBIR/STTR programs through 30 September 2017, the Reauthorization Act made several key changes to the operation of the programs. The following is a summary of the most important changes made by the Reauthorization Act, how they are being implemented within the DON, and what it means to our small business performers. (Note: Section numbers refer to the Reauthorization Act)

## (1) Section 5101 – Extension of SBIR/STTR Programs

The programs are authorized through 30 September 2017.

## (2) Section 5102 – Increase in SBIR/STTR Allocations

Beginning in FY12 through FY16, SBIR allocations increase 0.1% per year; in SBIR FY17 the SBIR allocation increases by 0.2%. Beginning in FY12 through FY16, the STTR allocation increases by 0.05% every two years.

## (3) Section 5103 – SBIR/STTR Phase I /II Award Levels

Phase I and II award guidelines are \$150,000 and \$1,000,000 respectively. SBA is required to annually review the award guideline amounts for possible increase. **Individual awards made from solicitation topics beginning with the 13.1/13.A solicitations may not exceed these guidelines by more than 50%** without obtaining an approved waiver from SBA prior to contract award/modification. Contracts or modifications to contracts based on topics prior to the 13.1/13.A solicitation do not require SBA waivers; however, they may be limited in the total amount of SBIR/STTR program funding authorized. These limits do not include non-SBIR/STTR funds applied to the contract.

## (4) Section 5104 – Agency and Program Flexibility

A firm may receive a Phase II award from an agency or SYSCOM that is not the one that awarded their Phase I award. In order for this to be approved for **awards relating to topics after DoD solicitation 13.1/13.A**, the agency/SYSCOM that awarded the original Phase I must make specific determinations regarding the proposed work for the new sponsor. In determining the applicability of the requirement for non-DoD solicitations, contact the solicitation sponsor for the topic to determine related provisions.

This section also allows movement between the SBIR and STTR program at or during Phase II. The DoN has provided instructions in the solicitation for obtaining approval to move between SBIR and STTR.

## (5) Section 5105 – Elimination of Phase II Invitations

This section is by far the most anticipated and most confusing of any provision of Reauthorization. Essentially, it means that any firm that receives a Phase I award under a topic beginning with solicitation 13.1/13.A is now allowed to submit a Phase II proposal

under that topic for Phase II award selection consideration. DON determined that the best way to make this process work for the firms and the government was to implement a Two-Step proposal process for Phase II.

Step One available to all Phase I awardees under a topic beginning with solicitation 13.1/13.A, enables the firm to submit an Initial Phase II Proposal. The Initial Phase II Proposal, coupled with the results of the Phase I Final Report, which provide additional technical details on current status and feasibility of the project, are evaluated and considered for participation in Step Two. For successful offerors in Step One, Step Two is the request for a detailed Phase II proposal.

The benefits of the two step process, and the use of an initial proposal, are that firms not selected have not spent a lot of funds developing full Phase II proposals, the time and effort required to review the initial proposals is less making selection times faster, and the review of the initial proposal allows for debriefs to be provided to all Phase I performers who submit Initial Phase II proposals. While there are some minor differences on the timing and content of the final reports and Initial Proposals by the various SYSCOMs, all are to be uploaded to the Navy's document upload site. Please make sure to **read both the solicitation and your Phase I award** for detailed information on this requirement.

## (6) Section 5106 – Pilot to Allow Phase Flexibility

While the statute authorizes a pilot program to allow agencies to experiment with going directly to Phase II (i.e., no Phase I awards) the DDoN will not be participating in this pilot.

## (7) Section 5107 – Participation by VC Firms

The statute now authorizes agencies to opt into a program to allow participation by firms which are majority owned by multiple venture capital operating companies, hedge funds, and/or private equity funds. The DON is not participating in this program.

## (8) Section 5109 – Collaborating with Federal Labs and FFRDCs

When partnering with federal labs or FFRDCs a waiver from SBA is no longer required as long as the following criteria are met: selection/award was not conditioned on use of the federal lab or FFRDC; use of the federal lab or FFRDC results in the firm not performing

the required portion of the work specified in 15 U.S.C. §638 or the applicable Policy Directive, and the proposed agreement cannot violate any data rights protection provisions specified in 15 U.S.C. §638 or the applicable Policy Directive.

### (9) Section 5111 – Additional Phase II Awards

Beginning with awards from solicitation 13.1/13.A, firms are now limited to receiving one subsequent Phase II award per topic for continued work.

### (10) Section 5126 – Shortened Award Decision Period

Selections are to be made and contractor notifications made within 90 days of solicitation close. If 90 day due date cannot be made, a waiver must be approved by SBA and the proposing firms notified of the anticipated selection date.

### (11) Section 5165 – Commercialization Success

This provision requires each agency to annually establish and publish **a set of thresholds that firms must meet in order to be allowed to participate in the SBIR/STTR program**. Separate transition thresholds are established for transition from Phase I to II and Phase II to Phase III. Each of these has a minimum number

of qualifying awards within a specified time frame for a firm to be included. For example, the Phase I to II threshold could be firms with a minimum of 20 Phase I awards in the past 5 completed fiscal years, not including the most recent one, must have a conversion rate of 25%. This means that a firm with 20 or more Phase I awards during FY08-FY12 must receive at least one Phase II for every fourth Phase I awarded. Failure to achieve the benchmark results in a suspension to submit new Phase I proposals for one year. These thresholds are published in the solicitation.

This process is being managed by SBA based on award data reported by the federal agencies. The suspension list is set in June and is based on the prior FY final award data. Firms notified of their suspension status by SBA can challenge the data or calculations if they believe an error has been made. Once a firm is suspended, an agency will reject any new Phase I proposal received without review. Phase I proposals received under solicitations closing prior to the suspension will be reviewed and if selected may be awarded. The firm may continue to submit Phase II proposals from already awarded Phase I topics during the suspension period. The suspension also does not affect the awarding of any Phase III awards.

## IN THIS ISSUE:

From the Director

Reducing Risk in Time of Budget Cuts

The Joint Interagency Field Experimentation (JIFX)

Looking for the Right Opportunity Brings Success to Princeton Power Systems

A Quick Reference Guide: Reauthorization - What You Need to Know

## CONTRIBUTORS

TRANSITION ASSISTANCE  
PROGRAM MANAGER

John Williams

EXECUTIVE EDITOR

Jenny C. Servo

CONTRIBUTORS

Lee Ann Boyer

Eliza Gough

Don Navor

Julie Scuderi

Jenny Servo

GRAPHIC DESIGNER

Adrienne Stiles

Copy Editor

Eva Patry

Transitions is brought to you by the Navy Transition Assistance Program®  
Download this newsletter at [www.navysbir.com](http://www.navysbir.com)

For comments/questions about this newsletter contact:

**JOHN WILLIAMS:** [john.williams6@navy.mil](mailto:john.williams6@navy.mil)

Transition Assistance Program Manager, DON SBIR/STTR