




PACA Pulse



WINTER 2018

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Legal Insights: What Bid Protests Can Teach Us About Preparing Better Contract Proposals

By Ross L. Crown

Proposals to perform federal contracts fail to result in awards for many reasons. Frequently, the prospective contractor simply cannot compete on technical considerations, price, or past performance. On other occasions, however, a contract is lost because of defects in the offeror's proposal. Bid protests before the Court of Federal Claims and the Government Accountability Office frequently turn on deficiencies in contract proposals. In hindsight, many of these defects could have been avoided if identified in advance. Consequently, protest decisions offer useful lessons as to why some proposals are rejected and how they could have been improved.

Federal agencies expect offerors to submit adequately written proposals for the agency to evaluate. *A Plus Services Unlimited, B-255198 et al.*, January 31, 1994, 94-1 CPD ¶ 52. It is an offeror's responsibility to submit a well-written proposal, with adequately detailed information, which clearly demonstrates compliance with the solicitation requirements and allows for a meaningful review by the procuring agency. An offeror is responsible for affirmatively demonstrating the merits of its proposal and risks rejection of the proposal if it fails to do so. *Henry Schein, Inc.*, B-405319, October 18, 2011, 2011 CPD ¶ 264.

The defects in contract proposals that are most often identified in bid protest decisions are as follows:

Proposal Fails to Present Adequate Detail

Perhaps the most frequent deficiency found in contract proposals is a failure to present detail sufficient to explain the offeror's proposal.

- A protester's blanket offer "to buy whatever computer diagnostics were required for each site" was found not to be an adequate substitute for complete information in its proposal establishing that it understands and will meet government's needs with regard to diagnostics. *SBS Technical Services, B-259934, April 19, 1995, 95-1 CPD ¶ 205.*

- Although the protester contended it could have readily furnished additional information during discussions to establish compliance with solicitation requirements, an offeror has an obligation to submit a proposal which fully demonstrates that it meets those requirements. *TRW Inc., B-260779 et al., August 7, 1995, 95-2 CPD ¶ 57.*

- The agency rejected a proposal for information technology services where the disappointed offeror's mere assumption that its software would operate on the agency's computer system was unaccompanied by any detail, assurance or plan concerning its passage through the government's accreditation process. In addition, the offeror did not address the issue of ownership of the software which was necessary because once it was installed on a government system, the software and data it extracted would become government property. *Systems Research Group, Inc., B-291855, March 21, 2003, 2003 CPD ¶ 64.*

- In response to a solicitation for management and distribution of vaccines, the protester did not adequately explain how it would use IT to oversee allocations and how refrigerated or frozen vaccines



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would be maintained from storage through delivery to ensure the viability of the vaccine. *Henry Schein, Inc.*, B-405319, *supra*.

- An offeror's mere restatement of the solicitation requirements pertaining to research experience, with check marks next to them, was not adequate to demonstrate that the proposed project manager had the required experience in those areas. *Consummate Computer Consultants Systems, LLC*, B-410566.2, June 8, 2015, 2015 CPD ¶ 176.

Proposal Improperly Organized

Seemingly the easiest proposal defect to avoid is to organize the proposal as the solicitation requires. Unfortunately, many proposals are not organized correctly.

- In its proposal to provide IT services, the disappointed offeror did not include ceiling labor rates for all proposed option years in the pricing spreadsheet as directed by the solicitation. Although the offeror maintained that the agency could have inferred the missing rates from other information in its proposal, the proposal was rejected. "[A]n agency is not required to sift through a proposal in order to identify information that the offeror failed to include in the correct place." *Constellation West, Inc. v. United States*, 125 Fed.Cl. 505 (2016).

- The method by which the protester organized its proposal adversely affected its evaluation where the agency determined that while the proposal contained a long list of completed projects, the brief descriptions of the projects made it difficult to determine the type and scope of work performed. *Shumaker Trucking and Excavating Contractors, Inc.*, B-290732, September 25, 2002, 2002 CPD ¶ 169.

- Under the key personnel/staffing plan factor in the solicitation, the agency noted as a deficiency in the disappointed offeror's proposal that no overall rationale or narrative was provided to explain the protester's complicated staffing plan and that the proposal's organizational chart did not include all of the positions shown in its staffing plan. The offeror appeared "to rely more upon a dizzying array of complex diagrams, figures, tables, charts and graphs than a well-written explanation of its proposed technical approach." *International Medical Corps*, B-403688, December 6, 2010, 2010 CPD ¶ 292.

- Work histories included in the disappointed offeror's proposal did not clearly demonstrate that the proposed key personnel had the qualifications required by the solicitation, leading to rejection of the proposal. The offeror's argument that the necessary qualifications were shown in the resumes submitted with the proposal was inadequate. An agency is not "required to cobble together and draw broad inferences from the information provided in the [proposal's] resumes in order to conclude that the requirements of the RFQ were met." *Consummate Computer Consultants Systems, LLC*, B-410566.2, *supra*.

Proposal Fails to Follow Instructions in Solicitation

Another common defect that might seem easy to avoid is failing to follow the instructions for proposals set forth in the solicitation.

- The agency rejected a proposal where, contrary to the instructions in the solicitation, the disappointed offeror failed

to provide a resume for one of its key personnel listed in the proposal. The offeror's explanation that the person whose resume was omitted was not actually one of its key personnel came too late to impact the evaluation of the proposal. *Patricia A. Geringer*, B-247562, June 11, 1992, 92-1 CPD ¶ 511.

- Where the RFP required offerors to provide a description of its approach to performing the work, the protester did not present such a description. Rather, the offeror included some discussion of technical approach in its treatment of the sample problems presented in the solicitation. The RFP specifically required offerors to separately discuss their technical approaches under the technical approach section of the technical proposal and therefore the protest was denied. *Simms Industries, Incorporated*, B-252827 *et al.*, October 4, 1993, 93-2 CPD ¶ 206.

- Although the solicitation required software vendors to state they would comply with material requirements regarding acceptance, warranty, and software performance, the disappointed offeror proposed its own terms for performance of the stated requirements, rendering the proposal non-responsive. *Rel-Tek Systems & Design, Inc.*, B-280463.3, November 25, 1998, 99-1 CPD ¶ 2.

- In response to a solicitation requiring software vendors to break down tasks to the appropriate level and identify the labor category performing each task, the skill level of that labor category and the amount of time it will take to perform each task, the agency found the protester's proposal was incomplete. While the proposal listed labor categories by way of its own unique position titles, it did not describe the skill level of the labor categories proposed to perform the tasks. *Systems Research Group, Inc.*, B-291855, *supra*.

Proposal Not Tailored to Agency Requirements

Proposals will be found unacceptable where they fail to offer solutions specifically designed to satisfy the agency's needs.

- Based on the agency's finding that the offeror's technical approach suffered from a lack of specifics, it rejected the proposal. The agency concluded the proposal was generic in being derived from the offeror's program experience under an unrelated contract. *EG&G Washington Analytical Services Center, Inc.*, B-242149, April 4, 1991, 91-1 CPD ¶ 349.

- A proposal to develop training courses for an agency was rejected where the offeror stated it would gather the information needed to design these courses from agency headquarters in Washington, D.C. rather than the agency installations in California where the training courses would be given. The agency determined that the offeror would not know enough about the "unique culture and problems" at the facilities where the training was needed. *Caldwell Consulting Associates*, B-242767 *et al.*, June 5, 1991, 91-1 CPD ¶ 530.

Proposal Does Not Include Commitments from Subcontractors

Proposals which rely on performance by specific subcontractors may be rejected if the proposal does not include commitments from these subcontractors to deliver the work if the offeror is awarded the contract.

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• In response to an RFP for geologic and geotechnical assessment services, the protester's proposal did not demonstrate in-house photograph interpretation capability or experience and failed to show any commitments from an aerial photogrammetric subcontractor with such experience. The protester's statement that it would take bids on these subcontract services after receiving the contract award was not enough to remedy this deficiency. *Engineers International, Inc.*, B-224177, December 22, 1986, 86-2 CPD ¶ 699.

• Where an RFP requested proposals to process hazardous waste in spent torpedo boilers, the protester failed to demonstrate that it had enforceable, firm commitments from any of its proposed processing subcontractors. This failure constituted a technical weakness in the proposal supporting the agency's decision to reject the proposal. *ToxCo, Inc.*, B-254912, January 26, 1994, 94-1 CPD ¶ 41.

• A proposal to design communication strategies to improve relationships between state and county child protection agencies and the news media was rejected by the agency where the disappointed offeror had no commitments from any of the several consultants the offeror proposed to work on the contract. *Deborah Bass Associates*, B-257958, November 9, 1994, 94-2 CPD ¶ 180.

• The agency denied award of a contract for technical engineering and space lift services where the disappointed offeror's proposal failed to include letters of commitment from proposed on-call engineering subcontractors. As a result, the agency downgraded the protester's performance risk rating. In its protest, the offeror argued that the agency never asked for such letters. Although letters of commitment were not required, based on questions the agency issued during discussions, the protester reasonably should have been able to ascertain that stronger evidence of its ability to rely on its subcontractors was needed to support its proposal. In contrast, the awardee of the contract did provide letters of commitment from its subcontractors. *Creative Management Technology, Inc.*, B-266299, February 9, 1996, 96-1 CPD ¶ 61.

Proposal Does Not Offer Added Value

Many proposals are rejected because they fail to offer added value to their technical approach even if the proposal complies with the requirements of the solicitation.

• In response to a solicitation for acquisition of transcribing and dictating equipment and related warranty and maintenance services, a proposal was rejected because the disappointed offeror would not provide on-site maintenance service. The offeror argued that if on-site maintenance had been required by the solicitation, it would have addressed it. Nevertheless, the agency decided to award the contract to a competitor who would provide on-site maintenance. *Federal Bureau of Investigation et al.*, B-245551 *et al.*, June 11, 1992, 92-1 CPD ¶ 507.

• An agency's solicitation for security services required

offerors to provide for drug testing of their employees. In its proposal, the protester proposed to conduct only "reasonable suspicion" drug testing as opposed to the random testing proposed by the awardee of the contract. The agency deemed random testing more reliable. Although the solicitation only required offerors to provide a plan for designing and implementing a drug testing program, there was nothing in the RFP that precluded offerors from proposing more stringent random testing under the drug plan sub-factor. *Hill's Capitol Security, Incorporated*, B-250983, March 2, 1993, 93-1 CPD ¶ 190.

• The protester's safety plan was deemed defective because it did not address safety issues pertinent to the contract being awarded. During discussions, this defect was brought to the attention of the offeror. The offeror responded that it had proposed only a preliminary safety plan and that it intended to deliver a final plan meeting specific contract requirements within 30 days after award as allowed by the RFP. The agency's award of the contract to a competitor offering a safety plan in its proposal better addressing contract requirements was upheld. *Crown Support Services, Inc.*, B-284471, April 21, 2000, 2000 CPD ¶ 70.

Proposal Fails to Demonstrate Adequate Understanding of Agency Requirements

Proposals are rejected when they fail to persuade the agency that the offeror understands what the agency is looking for in the contract.

• A protester's proposal was downgraded under the technical management sub-factor because the agency found a critical understaffing of the labor hours and positions required by a contract for food services. The agency concluded that the offeror did not seem to fully comprehend the full scope of what was required under the contract by offering to staff only one side of a two-sided dining facility. *A Plus Services Unlimited*, B-255198 *et al.*, *supra*.

• In response to a solicitation to design communication strategies, the disappointed offeror's proposal did not offer to deliver the contemplated product at the completion of the first phase of the contract as required by the solicitation. The agency found that the offeror considered the deliverables at the end of the first phase to consist only of options with actual delivery to be at a later time. Thus, the agency concluded that the offeror either misunderstood the requirements and goals of the solicitation, or could not deliver the required product within the contract's time limits. *Deborah Bass Associates*, B-257958, *supra*.

• The agency rejected a proposal to provide support services to disaster medical response teams because it was overly detailed and "excessive of what was envisioned." According to the agency, the proposal would require a rewrite of approach to become technically acceptable. Thus, the proposal was rejected because it did not adequately demonstrate the vendor's understanding of the level of effort necessary to perform the required scope of work. *Applied Management Solutions, Inc.*, B-291191, November 15, 2002, 2002 CPD ¶ 202.

• A proposal to manage a vaccine distribution program was

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rejected in part because the disappointed offeror evidenced significant misunderstanding about the roles played by the contractor and the agency in inventory management. Although the RFP provided that the agency would purchase the vaccines, the proposal demonstrated the offeror's belief that the contractor would make decisions about what products to buy and to whom orders would be issued. *Henry Schein, Inc.*, B-405319, *supra*.

Proposal Poses Performance Risk

Many proposals offer what appear to be creative approaches to technical issues or innovative cost-saving strategies but these proposals may be perceived by the agency as posing an unacceptable risk that the offeror will not be able to perform the contract.

- After evaluating a proposal for providing technical support services to a weapons training range, the agency rejected the proposal as too risky. Risk was an evaluation criterion and the agency found the disappointed offeror's low staffing, extensive cross-utilization, and use of management personnel to perform work level tasks endangered contract scheduling and could potentially have a negative effect on performance in terms of lost missions, degraded pilot training, and budget adjustments. *Proteus Corporation et al.*, B-270094 *et al.*, February 8, 1996, 96-1 CPD ¶ 165.

- A proposal for reusable launch vehicle systems engineering did not provide adequate support for refurbishment costs. The largely unsupported, summary cost estimate was substantially lower than historical costs. Under the circumstances, the agency reasonably found as significant weaknesses in the proposal that the price was unsupported, did not include certain costs, and appeared to be unreasonably low. Moreover, the agency determined that the disappointed offeror's schedule was "highly unrealistic." The proposal did not provide adequate margin for probable schedule delays and did not adequately identify risks associated with the tight schedule. *HMX, Inc.*, B-291102, November 4, 2002, 2003 CPD ¶ 52.

Failure to Timely Protest Apparent Improproprieties in Solicitation

Weak proposals often result from ambiguities or errors in the solicitation. In subsequent protests, disappointed offerors frequently blame the terms of the solicitation when their proposals are deemed deficient. These protests are usually found to be untimely.

The Court of Federal Claims will dismiss a protest challenging a solicitation containing a patent error or ambiguity if it is not asserted prior to award of the contract. *COMINT Systems Corp. v. United States*, 700 F.3d 1377 (Fed.Cir. 2012). Similarly, the GAO disposes of arguments directed to the solicitation by ruling that the protester should have protested the terms of the solicitation prior to the deadline for receipt of proposals. Bid protest regulations governing the GAO require that protests based upon alleged improprieties in a solicitation that are apparent prior to the closing date for receipt of initial proposals be filed by the closing date. *Caldwell Consulting Associates*, B-242767 *et al.*, *supra*.

- During discussions concerning award of a contract for air

base operative services, the protester defended its proposal by alleging that the solicitation improperly did not include information required by the offerors to prepare a competitive proposal, did not reflect that certain costs would be evaluated, and did not provide for evaluation of the offerors' past performance. The protest was dismissed as untimely because the solicitation was not challenged prior to the deadline for submission of proposals. *Phoenix Management, Inc. v. United States*, 125 Fed.Cl. 170 (2016).

- Where a protester alleged that the agency improperly utilized an evaluation scheme under which technical considerations were more important than price, this contention was found to be untimely raised because the evaluation scheme was clearly stated in the solicitation. To be timely, a protest based on this contention should have been filed prior to submission of initial proposals. *A Plus Services Unlimited*, B-255198 *et al.*, *supra*.

- A protest contending that the equipment quoted by the offeror included features which made it superior to the brand name equipment specified by the agency was found to be untimely. The protester could not challenge the need for certain requirements in the solicitation because this issue was not raised prior to receipt of bids. *SBS Technical Services*, B-259934, *supra*.

Failure to Ask Questions

Proposals may be rejected in instances where the offeror could have clarified the agency's requirements by submitting questions.

- Contrary to the requirements of the RFQ, a proposal to provide electrical safety assessments and related services to overseas military installations was rejected because it did not identify a project manager who would be deployed to the Middle East. To the extent the protester needed clarification of the agency's deployment requirements, it had the opportunity to ask questions of the contracting officer but failed to do so. *Sallyport Global Holdings, Inc. v. United States*, 129 Fed.Cl. 371 (2016).

- Where an RFP specifically encouraged offerors to submit questions concerning, or request clarification of, any aspect of the RFP prior to the closing date, a protest contending that the agency's requirements were not fully disclosed was denied because the disappointed offeror did not avail itself of the opportunity to ask questions. *EG&G Washington Analytical Services Center, Inc.*, B-242149, *supra*.

Lessons to be Learned

While many contract proposals are destined to be rejected in favor of stronger proposals from competitors, some proposals would have an increased chance of resulting in contract award if the offerors could remedy proposal deficiencies in advance. Improved understanding of the reasons why agencies reject proposals and why these negative outcomes are upheld in bid protests will produce better proposals. •

Ross is a partner in the Albuquerque office of Lewis Roca Rothgerber Christie LLP where his practice emphasizes government contracts. This article is intended for general information only and should not be construed as legal advice or opinion. Any questions concerning your legal rights or obligations in any particular circumstance should be directed to your lawyer.

President's Corner

by Mark Menicucci



Even though spring is coming, this has to be the mildest and driest winter I can ever remember and suspect my fellow native New Mexicans would agree. As it seemed that winter never arrived, the year really flew by. I have some very good memories looking back at my term as your President. I have made valued new friendships

that except for PACA would not likely have happened. I have had the pleasure of many experienced PACA board members helping and guiding me through this year in organizing board meetings and preparing for the luncheons. I still don't believe I managed to follow Robert's Rules of Orders and properly called for motions and approvals; the board has been patient and quite forgiving towards me. I continue to be amazed at the BFI committee's expertise and organizational skills in planning and executing the best industry conference in the country.

In exiting the position, but not saying goodbye, I impart two thoughts. I have learned that the vision I and others have about what PACA might be someday is only a dream without the support and involvement of each PACA member. Secondly, EVERY single member of PACA who I have met has been of high intellect and functioning ability. I say this because most of us operate in a less than perfect world and yet most of you reading this function at a level, like me, of seeking and pursuing excellence in all that we do because anything less is unacceptable! This group of men and women that comprise PACA possess all the resources to positively impact PACA, our state, and possibly even beyond.

Let's work as a team in supporting our leadership in moving PACA forward. Please make every effort to attend the March 20th meeting luncheon as **David Rosprim** will give a detailed presentation of PACA's aspirations and future possibilities. •

Call for Science Fair Judges

Please volunteer to help! Every year PACA participates as a special awards donor to the New Mexico Science and Engineering Fair. PACA provides prizes of \$500 (1st place), \$400 (2nd place) and \$300 (3rd place) at the senior level (high school). Judges are needed in the areas of science, mathematics, and engineering.

The Fair will be held on April 7, 2018 at New Mexico Tech in Socorro. Please e-mail **BillDettmer@comcast.net** if you can help. •



Upcoming Luncheon Speakers

■ March 20 – David Rosprim, Senior Manager and Site Lead, Torch Technologies, Albuquerque



David Rosprim will talk about “**The Future of PACA.**”

At Torch, Mr. Rosprim is responsible for identifying and pursuing business opportunities and relationships in strategic markets. His primary focus is with science and engineering services related to space systems and technologies, directed energy systems, nuclear weapon systems, and data analytics and information systems. He is also the legislative liaison for PACA.

Before Torch, Mr. Rosprim was the Business Division Lead and General Manager of the Advanced Concepts and Technology Division at Schafer Corporation. He has also served as a program manager for General Dynamics where he also served as the Principal Investigator on several government-sponsored remote sensing programs; Director of the Remote Sensing Research Group with Photon Research Associates; and Director of the Remote Sensing Applications Directorate with Nichols Research Corporation.

In addition to his management experience, Mr. Rosprim has extensive technical experience in hyperspectral, multispectral, and polarimetric remote sensing technologies, and applied statistics and a B.S. in geology from Stephen F. Austin State University.

■ April 17 – Susan Kelly, Site Director for the Naval Area Mission Defense product line of Raytheon Missile Systems, Albuquerque



With 28 years experience in the missile and defense industry, Susan Kelly is responsible for developing high power microwave technologies and mobile range telemetry systems for Raytheon.

Headquartered in Waltham, Massachusetts with 63,000 employees worldwide, Raytheon is a technology and innovation company specializing in defense, civil government, and cybersecurity markets throughout the world.

Also for Raytheon, she previously served as a senior manager in the Naval Area Mission Defense responsible for the strategy and new mission area business growth for NAMD. Ms. Kelly has also served as Director for Standard Missile 2 and 1 and has held various roles on ESSM, developing new roles for the missile and enhanced capabilities, evaluating flight tests, and leading the systems engineering group.

Prior to joining NAMD, Ms. Kelly was the Chief Engineer of a few pursuits in the advanced missiles and unmanned systems product line.

Ms. Kelly has many years of experience in the air-to-air missile systems arena as an engineer and IPT lead. Her focus

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Upcoming Luncheon Speakers *continued*

areas were systems engineering, production, development, signal processing algorithm development, and modeling and simulation.

She began her career as a Captain in the United States Air Force where she was responsible for modeling and simulation of threat airborne weapon systems, planning nuclear and conventional warfare, and acquisition of several communication and mission planning systems.

Ms. Kelly holds a B.S. in aerospace engineering from the University of Texas at Austin and an M.B.A. from the University of Nebraska.



■ **May 15 – Dr. Kelly D. Hammett, Director, Directed Energy Directorate, Air Force Research Laboratory, KAFB (Senior Executive Service member)**

Dr. Kelly Hammett leads the Air Force's center of expertise for directed energy technology and developing and transitioning research technologies into military systems.

The directorate provides pervasive, world-class directed energy and imaging research technologies for users across the Air Force and the Department of Defense.

Dr. Hammett manages numerous state-of-the-art research laboratories and testing structures at KAFB and several unique facilities which include the Starfire Optical Range at KAFB; a White Sands Missile Range testing site; and the Air Force Maui Optical and Supercomputing Site in Hawaii.

After retiring as a Lieutenant Colonel in the U.S. Air Force, he began his civilian career at KAFB as Chief Engineer for the Directed Energy Directorate's Optics Division. He went on to serve as the Directed Energy Directorate's Chief Engineer and was in 2016 was appointed to the Senior Executive Service.

Dr. Hammett is a member of the Acquisition Corps and a level three Space Professional and has commanded an operational space surveillance detachment. Throughout his career he has led more than 30 successful field demonstrations of optical and directed energy technologies for space surveillance, missile defense, force protection, air superiority, and global precision attack mission needs.

He holds a B.S. in aerospace engineering from the University of Oklahoma, an M.S. in aeronautics/astronautics from MIT, and a Ph.D. in optimal and nonlinear control and estimation theory from the Air Force Institute of Technology.

■ **June 19– Tammie L. Johnson, Chief, Contracting Office, Phillips Research Site, AFRL**



Tammie Johnson leads a 96 person organization which manages research and development contracts for the Space Vehicles and Directed Energy Directorates of the AFRL. She has over 31 years' experience managing contracts in a variety of environments including systems, logistics and sustainment, range

management and operations, and research and development.

Ms. Johnson began her career in 1984 at Hill Air Force Base in the Minuteman and Peacekeeper program where she purchased spare parts. She later became a contracting officer in the ICBM Engineering Services and Modification branch. She moved to Nellis Air Force Base in 1992 where she was a contracting officer and Team Chief managing range operations and management contracts. Subsequently, Ms. Johnson moved to KAFB where she held positions supporting the AFRL including Branch Chief for the Space Integration Branch in the Space Vehicles Directorate and Division Chief at the Optical Surveillance System Program Office.

Prior to her assignment to Detachment 8 AFRL, Ms. Johnson was employed by the Missile Defense Agency as the Contracts Team Chief for the Airborne Laser Program Office where she led a team of contracting officers and contract specialists in the management of Airborne Laser development contracts.

■ **July 17 – Ronald Saville, CFCM, Director, Small Business Programs Air Force Nuclear Weapons Center, KAFB**

Ronald Saville has 23 years of Air Force contracting experience. The Air Force Nuclear Weapons Center, where he presently serves, is responsible for oversight, modernization, technology development, management, storage, and inception-to-retirement control of integrated systems management of Air Force nuclear weapon systems. For these critical national systems, survivability and vulnerability performance attributes apply to the entire weapon system and include all non-nuclear mission essential assets, delivery system or platform, associated non-nuclear support systems, equipment, facilities, personnel, command and control links, and supporting logistical infrastructure.

The AFNWC's span of control for these strategic systems includes early concept development analysis support through life extension modernization of existing and future weapons systems' technological advancement. In addition to being responsible for the sustainment of current Air Force nuclear weapons, AFNWC is also responsible for leading life extension programs for the full spectrum of weapons under their purview.

We meet the third Tuesday of each month at **Tanoan Country Club** (Rolling Hills entrance east of Eubank off Academy). Registration begins at 11:30 a.m. followed by lunch at noon. Members are admitted free and our guest fee is \$20.

To RSVP, register online at www.pacanm.org. Include your name, guest's name, and menu selection. Please RSVP by the Wednesday before the week of the meeting. •



College Students Benefit from PACA's Endowed Scholarships

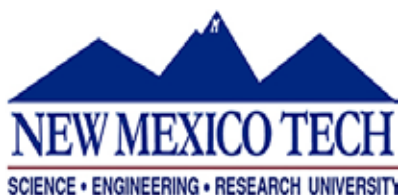
By Carol A. Yarnall, Education Committee Chair

Since 1995, PACA has contributed over \$320,000 for endowed scholarships at New Mexico's three major universities. The funds were provided from PACA's Briefing for Industry proceeds. In academic year 2017-2018, eight scholarships were awarded, six for students in engineering programs and two for students at UNM's Anderson School of Management.

PACA is honored to make a meaningful contribution to the lives of these fine men and women. All PACA members should be proud of the positive impact their organization has had on the lives of these bright and driven young people.

Four of this year's recipients are featured below and the others will follow in the Spring issue.

New Mexico Institute of Mining and Technology, Bobby Haddock Memorial Endowment. One scholarship awarded (\$2,500)



Michael Robinson, a 2016 graduate of Alamogordo High School, is a sophomore at New Mexico Tech with a 4.0 GPA pursuing a B.S. in electrical engineering with a minor in mathematics.

As an intern for the past two summers, Michael worked on the electrical components and coding of various fully autonomous drone projects at Emerging Technology

Ventures, Inc. in Alamogordo. He credits this experience for his heightened interest in microcontrollers and robotics.

He is also interested in solar panels, wind turbines, and other green technologies and aspires to help improve the technology of green energy devices to make them more feasible in today's economy. He hopes to intern next at a company involved with sustainable energy and/or perform research in this field to gain a better understanding of green technologies.



New Mexico State University, Richard W. Davis Endowed Scholarship. Three scholarships awarded (\$1,000 each). One recipient featured here, others to follow in Spring issue.



Trenton Brewer was born and raised in the exciting city of Las Vegas, Nevada. In high school he was mostly involved in marching band, managed to also play football, and still graduated at the top of his class.

Trent is a junior at NMSU pursuing a degree in aerospace engineering with a minor in mathematics. He is undecided if he wants to attend graduate

school or begin working immediately after he completes his B.S. degree.

University of New Mexico, College of Engineering, General Samuel C. Phillips Endowed Scholarship. Two scholarships awarded (\$1,000 each)



Emily Hopkins is a sophomore in the chemical engineering program at the University of New Mexico with a concentration in materials science.

Originally from Los Alamos, she recently transitioned from an undergraduate intern at Los Alamos National Laboratory, a job she held since her senior year in high school, to a year round internship at Sandia National Laboratories.

At the university, Emily serves as the Public Relations Manager of the Society of Women Engineers and hopes to broaden her involvement through volunteer outreach and attending conferences. She is also active in the UNM Presidential Scholarship Program.

PACA Scholarships *continued*



Joseph Felix is a junior in electrical engineering at the University of New Mexico and on track to graduate May 2019. He hopes to pursue an M.S. in electrical engineering.

He started working at NASA's Jet Propulsion Laboratory when he was 15 years old and currently serves at JPL as an electrical systems engineer intern working on the Europa Clipper Project that is set to launch in the mid-2020s. Joseph has had the ambition to become an electrical engineer since the age of 11. This motivation came from his elevator technician father.

He is the Vice President of the Institute of Electrical and Electronics Engineers at UNM and an active member of IEEE's Honor Fraternity ETA Kappa Nu. •

PACA Membership Renewal is due!

PACA membership annual \$150* dues are now due. The fiscal year runs from April 1 to March 31. Mid-year applications will be pro-rated. Please apply and pay your dues at www.pacanm.org.

For more information, contact our Membership Chair, **Terel Anyaibe**, at tanyaibe@aerotek.com or **342-5007**.

* Dues are subject to change. •

Spread the News

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This is your newsletter. If you would like to contribute an article, make announcements (promotion, job change, or a new product or service), please submit your newsletter contribution to the editor, Ross Crown, at RCrown@lrrc.com or call him at 764-5402.

Contributions are welcome! •

Welcome NEW Members



Victor Delgado, Dale Carnegie

Taylor Locker, Galactic Network Integrators

Douglas Sander, Omni Consulting Solutions, LLC

PACA Sponsorship Opportunities

Support to PACA in the form of sponsorships helps make the organization a success while promoting your business. The Board has recently added another sponsorship choice, the Premier Small Business sponsorship for \$1,000.

Please contact **Dar Johnson** if you have questions about sponsorships at **505-400-1639** or d_r_johnson@comcast.net.

ANNUAL SPONSORSHIPS of \$1,000 - \$7,500: *One time each year* space is provided for a tabletop display at a membership luncheon and the opportunity for a five minute corporate overview presentation. The table will be either in the lobby or in the banquet room, depending on the size of the room. Also, depending on room arrangement and speaker presentation, special rules may apply per event.

DIAMOND \$7,500

- Sponsor level (Diamond) recognition on PACA website.
- Corporate logo on PACA signage at luncheons and events.
- Three registrations for the PACA annual Briefing for Industry.
- Recognition included in the quarterly newsletter, PACA Pulse.
- Advance electronic list of BFI attendees.
- Special reserved seating at BFI.
- Addition of company literature or giveaways in BFI Goody Bag.

GOLD \$5,000

- Sponsor level (Gold) recognition on PACA website.
- Corporate logo on PACA signage at luncheons and events.
- Two registrations for the PACA annual Briefing for Industry.
- Recognition included in the quarterly newsletter, PACA Pulse.
- Advance electronic list of conference attendees for the BFI.
- Addition of company literature or giveaways in BFI Goody Bag.

SILVER \$3,000

- Sponsor level (Silver) recognition on PACA website.
- Corporate logo on PACA signage at luncheons and events.
- Recognition included in the quarterly newsletter, PACA Pulse.
- One registration for the PACA annual Briefing for Industry.
- Special reserved seating at BFI.
- Advance electronic list of BFI attendees.
- Addition of company literature or giveaways in BFI Goody Bag.

PREMIER SMALL BUSINESS \$1,000

The requesting sponsor must demonstrate the company is classified as a small business.

- Sponsor level (Premier Small Bus) recognition on PACA website.
- Corporate logo on PACA signage at luncheons and events.
- Recognition included in the quarterly newsletter, PACA Pulse.
- One registration for the PACA annual Briefing for Industry.
- Special reserved seating at BFI.
- Addition of company literature or giveaways in BFI Goody Bag.

SMALL BUSINESS QUARTERLY LUNCHEON \$400: (One sponsor per quarter for January, April, July, and October meetings and the December holiday party).

- Company logo on the PACA website.
- Booth at BFI.
- Two guests for the sponsored lunch.
- Corporate logo displayed on signage for the sponsored luncheon.
- Introduction as the luncheon sponsor and be allowed to present a 5-10 minute overview of company. Corporate brochures may be placed on the luncheon tables. A small business sponsor may not sponsor another luncheon for twelve months. •

Thank You PACA Sponsors!



DIAMOND

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SILVER

Silver and Premier Small Business Sponsors continued on following page

Sponsors continued

SILVER



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PREMIER SMALL BUSINESS