

3.1 Research and Development Support

PKL is an integral part of program support for DoD initiatives including critical elements of research and development for program support, validating and executing technical directives, weapon systems installations and evaluating training devices that supporting specific aircraft.

Our team of subcontractors' support in the research and development of new electronic hardware, software and mechanics includes testing of potential solutions, basic research, literature searches, patent searches and development of mathematical models. As the prime contractor for NAVAIR requirements supporting the USMC RESET program, PKL has been instrumental by providing analysis and feedback of aircraft performance by performing validation of Maintenance Requirements Cards and the associated preventive maintenance for new Bell Helicopter versions of the Huey and Cobra aircraft. PKL program managers associated with all rotary wing aircraft in the USMC inventory have been relied upon to assist NATEC, FRCSW and NAVAIR with analysis of aircraft performance in operating environments that include the most arduous conditions including combat operations in Afghanistan. As the incumbent for the initial NAVAIR RESET program, PKL has demonstrated the ability to make sound recommendations that improve aircraft performance, reliability and safety of personnel that operate or maintain the aircraft. When called upon, PKL has qualified employees and a network of sub-contractors that can respond to a task order that requires the best practices to quickly develop plans that augment any program office and simultaneously identify the requisite testing procedures, test equipment, engineering services and the associated qualifications to meet the requirements typically required by hardware systems commands such as NAVAIR, NAVSEA and SPAWAR. Our subcontractor team has conducted investigations and provided technical reports to R&D teams in several companies including Hewlett Packard, Avago Technologies and Intel Corp. in a variety of technologies such as computers, fiber optic communication systems and power electronics. We have conducted work related to finding available technology and the use of off-the shelf hardware and software to assist in the cost-efficient generation of solutions.

3.2 Engineering, System Engineering and process Engineering Support

PKL is teamed with engineering firms and is currently pursuing requirements associated with engineering, systems engineering and process engineering support. Specifically, PKL is pursuing and has been found to be in the competitive range for CNATRA's requirement supporting the TH-57 aircraft at Whiting Field. The requirements for overall program support requires around the clock maintenance of the aircraft and failure analysis of mission degrading parts on the TH-57B and TH-57C aircraft. In addition to providing this support to several DoD customers on PKL's existing USMC and USAF contracts, PKL has evaluated existing requirements offered by several DoD entities and has developed a solid approach to respond by matching the technical ability, correct skill sets, past performance and pricing that satisfies the requirements found in a typical RFP/RFQ. Through initiatives sponsored by the US Department of Commerce, PKL has investigated several firms in the Mega Region of Southern California and ITAR compliant firms

in Baja, California to use existing capacity at local manufacturers and begin development of a business model based on reverse engineering components and repairs parts considered obsolete but have existing demand on a variety of aircraft and support equipment. These efforts are focused at reducing G- Condition material at rework facilities such as FRCSW by offering an affordable solution to longstanding demand challenges. As the prime contractor for two critical contracts supporting the USAF, Republic of Singapore and Royal Saudi Air Force, PKL's current sub-contractors supporting F-15 maintenance and training requirements at Mountain Home AFB and air bases in the Kingdom of Saudi are well equipped to address engineering services associated with the avionics and structural components for the aircraft. PKL maintains the demand history of components and repairs parts for the F-15 C/D/S models and is currently conducting studies with JPS Engineering to develop a list of components that are especially susceptible to failure due to bed down locations that expose aircraft to extreme temperatures and debris associated with prolonged desert conditions. As the prime contractor for the Royal Saudi Air Force F-15 maintenance upgrade training program, PKL is currently developing programs that will support the new F-15SA model by demonstrating the capability of offering bundled services that include maintenance, maintenance training, logistics support and engineering services. Our subcontractor's experience in the integration of hardware, software and test instrumentation for Hewlett Packard instruments (Now Agilent technologies) will be useful to address the mission described above and for the installation and modification of new systems in Defense.

Prior integration of systems by our subcontractor has included test system design, instrumentation and automation hardware and software to conduct environmental tests. Our subcontractor's prior work in process development engineering of complex manufacturing processes for critical assemblies such as ink jet print heads and integrated circuits, which require multiple automated steps, can provide the breadth of experience necessary to address this functional area.

3.3 Modeling, Simulation, Stimulation, and Analysis Support

JPS Engineering Inc. is PKL's team member that is relied upon to perform in this area. Our capability consists in the utilization of various computer simulation programs to determine performance of electronics and software circuits and systems. We use SPICE simulation and MATLAB to determine performance and optimization of engineering designs. We have significant expertise in modeling of devices such as lasers, power supplies, analog and digital circuits. We have used tools such as nonlinear regression analysis to obtain formulas that represent laser behavior over temperature. Under a contract with the National Institute of Science and Technology (NIST), we provided a simulation system that consisted in a combination of hardware and software embedded in Microcontrollers. This was used to model the behavior of a new design for an atomic clock. We have developed tools used to make strategic and management decisions. These tools include detailed models for program costs, pareto analysis, decision analysis, problem tracking and problem resolution charts.

3.4 Prototyping, Pre-production, Model-Making, and Fabrication Support

Our team's prior work with companies has involved prototyping of new technology with elements of electronics, software and mechanics. We consider the prototyping process to be a critical step in the sense that it must properly represent the engineering design in order to deliver useful results. It must be constructed carefully to perform as needed, as in the case of high frequency communications systems. Our experience in setting manufacturing test stations for manufacturing of products can be leveraged to satisfy the needs of this functional area. This experience consisted in the use of various test instruments and PC software written in Visual Basic and LabView used to expedite prototype and system tests. Our team has managed the work necessary to produce complex plastic and metal parts for various products, and has acquired the needed expertise to determine how to match the fabrication process to the needs of the engineering designs.

3.5 System Design Documentation and Technical Data Support

Our teammate's prior work has included the generation of detailed technical documents as needed to communicate specifications and designs for various projects. This has been an essential element in our past work in order to be able to transfer new designs, processes and applications from one team to another. This approach was used in new design introductions to manufacturing for Hewlett Packard. The documentation required needed to be self-explanatory and able to provide all of the necessary information so that a staff of technical people could follow up designs, make updates to the systems deployed and provide maintenance. This was used for several transfers of engineering designs to manufacturing. We use tools to track code versions for all software engineering projects involving multiple designers. This speeds development time, helps with leverage of existing code and helps to increase the quality and reliability of the software.

3.6 Software Engineering, Development, Programming, and Network Support

Our teammate's software engineering capability spans the areas of embedded code, PC and Workstation software development. We make significant use of flowcharts to define the software architecture and describe the various functions of the software in order to achieve a suitable solution that meets user needs. We have conducted a significant amount of performance analysis in order to guide the design of computer hardware and software. A vector to raster converter project for Hewlett Packard utilized this analysis. We first characterized the computing work that needed to be performed, analyzed data dependencies between one computer program and another, determined the conversion of information from a given data format to another, studied the time execution of computer instructions and disk drive operations. Mathematical models were made for the operation of the disk drive containing the source data, the software instruction speed of the CPU and the various software operations. This process revealed the optimal combination of hardware, the type of CPU to be used and the software functions needed to achieve the required amount of throughput. Members of our team have taken software and hardware products from the design stage through development, qualification and environmental

testing for companies such as Care Fusion, Hewlett Packard and Imed. We have utilized various configuration tracking software tools to conduct work and written manuals with descriptions and flowcharts for the code.

3.7 Reliability, Maintainability, and Availability (RM&A) Support

Members of our team have conducted Reliability Maintainability and Safety analysis and design for critical applications used in life support units for medical electronics products made by Care Fusion and other companies. The tools to achieve the critical level of performance and reliability in these applications can be applied with positive results to critical Defense system requirements used in the battlefield. Our staff has conducted life tests for several products targeted for mass production which has required high performance in terms of time between failures. The following list summarizes various types of analysis tools we have available:

- RMS - Reliability Maintainability (PdM) and Safety
- System Safety, Hazard and Risk Analysis
- Field Data Reliability Analysis
- HALT; HASS; FTA (CAFTA); FMEA
- Root cause analysis, FA, FRACAS
- Vibration, Thermal & Stress De-rating
- ALT-Accelerated Life Testing & Reliability Prediction
- Reliability Project Planning
- Shock / Strain / Vibration Analysis
- Statistical Methods
- Design for Reliability Process
- ISO 9000, GMP, Design Control
- MTBF, MTTR & Weibull Analysis
- Use of Failure Reporting Analysis and Corrective Action System (FRACAS)

3.8 Human factors, Performance, and Usability Engineering Support

PKL's current sub-contractor, AVMAC LLC has experience in analyzing aviation ground and flight mishaps and have performed root cause analysis using the Navy's Human Factors Analysis and Classification System (HFACS) during their tours at the Naval Safety Center. They conducted interviews to determine potential Operational Risk Management (ORM) hazards and detect human error trends. With regard to manufacturing, they applied HFACS to tool design and usability, and evaluated next generation flight deck helmet hearing protection. AVMAC senior leadership developed training systems to enhance human performance factors, and coordinated aircraft trainer development that incorporated a hybrid trainer approach. This approach enhanced the learning environment through a combination of simulated and actual aircraft systems and components, minimizing cost while maximizing learning and retention.

3.9 System Safety Engineering Support

Again, while assigned to the Naval Safety Center, our teammates at AVMAC developed, managed and supervised execution of aviation maintenance safety program assessments for the

Department of the Navy. They led teams conducting unit safety surveys and culture assessment workshops, assessing safety posture of Navy and Marine Corps aviation units and facilities worldwide. They provided top naval leadership with risk assessments and mitigation strategies. Additionally, they functioned as aviation maintenance technical experts used by the DoN System Safety Working Group to provide fleet assessment and review of maintenance safety equipment and policy. Ronald Stebbins served as a member of the DoN Laser Safety Review Board (LSRB) for four years evaluating new generation laser systems during experimental testing, Developmental Testing and Evaluation, Operational Testing and Evaluation, and initial production for the Navy, Marine Corps, Coast Guard, and Special Operations Command. His extensive electronics knowledge, training as a Technical Laser Systems Safety Officer, and Safety Expert ensured safety engineering through hardware and software solutions on a full spectrum of systems from space based units to hand held devices.

3.10 Configuration Management (CM) Support

All PKL program managers have experience reviewing, developing and updating configuration control change requests, providing recommendations for overall improvement of supported aircraft and have extensive experience in the management of databases such as OOMA and NALCOMIS. As former aviation maintenance officers, PKL program managers currently provide oversight of complex aviation maintenance contracts for NAVAIR. Current contracts require PKL to comply with aircraft technical directives by actually performing the technical directive, reporting completion of the technical directive via the management information system and assist in evaluation and testing of the modified aircraft. In addition to managing aircraft programs, PKL leadership have actually performed aircraft maintenance and have extensive experience in managing Technical Directive Programs for multiple aircraft platforms ensuring compliance with engineering changes and system modifications resulting in enhanced aircraft readiness. From the flight line, to the back shop, to the depot or at the government program office that is responsible for readiness, PKL leadership have experience at every level and is one of the compelling reasons why PKL is the current service provider for significant USMC/NAVAIR programs and is a leader in FMS for aircraft maintenance and training.

3.11 Quality Assurance (QA) Support

PKL is an Aerospace Maintenance and Logistics Management company that is committed to continual improvement by providing experienced and qualified personnel that meet or exceed customer requirements while implementing processes that maintain ISO 9001 quality standards in a dynamic environment.

Quality objectives are established to support our organizations efforts in achieving our quality policy and reviewed annually for suitability. A single quality objective has been established for the company. PKL will meet 100% of customer requirements outlined in our various contracts. The parameters for acceptance levels for customer quality are outlined in the Quality Control Plans that are specifically designed for each customer. PKL's single quality objective is measured via the completion of customer requirements as prescribed by the internal audit plan

and reported in the various monthly reports. Results of meeting the quality objective is recorded in monthly reports and reviewed by top management during the monthly QMS meeting.

PKL is an ISO 9001:2008 certified company. Quality Control is an inherent part of every PKL contract and process, as shown in the illustration below.

Quality objectives include:

- Reduced deficiencies and corrective effort
- Reduced COR inspection burden
- Improved customer satisfaction and relations

The Quality Control Plan is a holistic approach to ensure PWS requirements are met and are methodically surveilled. It uses a proven approach, as used on all of PKL's current contracts, to outline requirements, assign responsibilities, and record results to allow continuous improvement in all of our processes.

The Quality Control Program is managed by the Quality Control Manager, who also serves as the Production Supervisor and assistant to the Site Lead. He is responsible to the Site Lead for implementing and following the Quality Control Plan, appointing QC inspectors performing inspections and audits, and generating reports from the database that is used to track all quality management actions.

PKL uses certified auditors (inspectors) trained by AQS Management Systems, Inc. Each auditor receives training in methods of inspection, standardization, and documentation in accordance with ISO 9001 requirements.

All PKL employees have access to the web-based PKL Quality Management System (QMS) database where they can enter any unresolved concerns they may have relating to workplace practices. This information is immediately transmitted to PKL corporate management where it will receive the appropriate level of attention.

The PKL QMS Database provides a mechanism for recording QCP audits and inspections, corrective



actions, and steps taken to prevent recurrence on unsatisfactory items. The ISO 9001-certified database also is a powerful management tool used to track employee training, certifications, and expiration date of critical documents. Reports are generated for the Site Lead, PM, PKL Quality Manager at the corporate office, and for the COR.

Our team has utilized various methodologies to achieve Quality Assurance. We rely on attention to detail in the qualification of new designs, developments and deployment of new systems. Our subcontractor's staff has worked in the introduction of multiple products to the commercial market with Hewlett Packard and for Government applications with L3 Communications. We have made use of tools such as detailed documentation of design performance requirements and the use of an environmental test suite consisting of numerous tests such as temperature, humidity, margin and abuse, electronic assembly temperature profiles, safety, powerline interference, shock and vibration, altitude, electromagnetic interference and susceptibility, electrostatic discharge tests. In addition, other methods used to guarantee acceptable levels of quality include an analysis of component stress levels.

3.12 Information System (IS) Development, Information Assurance (IA), and Information Technology (IT) Support

While working at Hewlett Packard, JPS assisted in the development of software modifications to execute CAD applications resident in Unix workstations and software designs for operations management. A key project consisted of the definition and implementation of support programs used for manufacturing operations. This required new software to interface to existing legacy software. Software was implemented with the features needed to generate reports for management. These projects adapted Commercial-Off-The-Shelf (COTS) software packages. We have experience in the installation maintenance and support of mainframe computer systems related to the type of large scale hardware that will be installed as part of the upcoming consolidation of data centers for the Navy. Our staff has developed websites for various companies with the production of information content, marketing message, code implementation and maintenance.

3.13 Inactivation and Disposal Support

As part of PKL's various contracts for aviation maintenance services, the requirements include removing components that are classified, contain hazardous material or have special handling requirements. PKL has performed all requirements in accordance with the contractual requirements and continuously adhere to all directives and regulations outlined by NAVAIR and the United States Air Force, Air Education Training Command.

3.14 Interoperability, Test and Evaluation, Trials Support

Our AVMAC teammates have directly or indirectly supported interoperability testing for aircraft, ships and major aircraft Support Equipment programs. Support included new aircraft testing such as Roll-on-Deck and flight deck heating testing, and hangar bay major maintenance assessments for aircraft operating aboard LHD class ships; U.S. Marine Corps Combat Development Command's Operational Assessment (OA) of LHA 6 at Camp Lejeune, NC; and test program set (TPS) development at Fleet Readiness Center Oceana. Additionally, AVMAC personnel provided support to the Department of The Navy (DoN) Laser Safety participating on the Review Board for four years and participated in thorough milestone reviews of more than 75 experimental and new generation laser acquisition programs and ensured laser system safety for experimental testing, Developmental Testing and Evaluation (DTE), Operational Testing and Evaluation (OTE), and production/procurement.

3.15 Measurement Facilities, Range, and Instrumentation Support

Our JPS engineering team directed the work of a metrology laboratory at Hewlett Packard used to determine compliance to specifications of plastic and metal parts. Equipment in the laboratory included spectrometers, optical comparator, calibrated micro-probes and electron microscope. Information from this equipment was used to understand statistical process variations and compliance to design and manufacturing specifications including C_p and C_{PK} process control parameters. We have also utilized the contracted services of metrology laboratories to carry out qualification work.

In the area of electronic instrumentation, as part of the work with Ceyx Technologies Inc., they developed various sets of test systems to qualify optical transceivers. The instrumentation consisted of a Bit Error Rate test unit, an optical communications analyzer, power meters, and a test software suite written in Visual Basic. For Hewlett Packard, we developed instrumentation used to calibrate various pieces of equipment such as precision voltage references, signal generators, oscilloscopes and multi-meters. We have knowledge of analog and digital measurement methods to account for resistive and capacitive loading, use of sensor probes, high frequency considerations for RF measurements and transmission lines. In addition to electrical/mechanical testing, our team has materials analysis experience utilizing laboratory test techniques. For example, Fourier Transform Infrared (FTIR), Thermal Analysis (TA), metal hardness, Tensile and Compression tests, Gas Chromatography and Mass Spectroscopy (GC-MS), Atomic Analysis (AA), Scanning Electron Microscope (SEM), Energy Dispersive X-ray Spectroscopy, Microscopy, Liquid Chromatography, Electrophoresis, pH, Ultra Violet analysis (UV), various materials composition testing through wet chemistry

3.16 Logistics Support

Our team member, Roberto "Bert" Ortiz is proposed as PKL's "key" person in this functional area for all zones.

Bert was the Aircraft Maintenance and Material Division Head at the Naval Safety Center before his retirement in 2009. He led a senior staff of both military and civilian aviation maintenance professionals in evaluating aviation program logistics support at Navy and Marine Corps aviation commands world-wide. These commands encompassed organizational, intermediate and depot level facilities both ashore and afloat. Additionally, he reviewed and assessed aviation maintenance support and logistics for select Naval, Army and Air Force units for the countries of Colombia and Argentina. As PKL's key person for this functional area, he will without a doubt, be able to provide, manage and field resources to support efforts in this broad area.

His extensive experience on previous tours with acquisition programs led him to remain active on the Joint Strike Fighter F-35B, V-22, and Flight Deck Cranial Integrated Process Teams. He participated in risk management boards assessing all areas of the logistic support elements. He also participated and integrated his staff in conducting government reviews of integrated logistic support analysis, maintenance plans, technical manuals, support equipment, training curricula, flight maintenance testing requirements, and supply chain management.

As a member of the NAVSEA Air Integration Team for PMS-470, he reviewed logistic integration plans for a variety of aviation support elements including evaluating logistic footprint requirements, existing support capabilities on LHA/D and LPD17 ships, and projected maintenance capability on the new LHA(R) class ship. As the senior aviation maintenance manager for this echelon two command, he briefed Assistant Secretaries of the Navy and their staffs on critical maintenance safety issues and recommended logistic support mitigation strategies that had fleet wide impact.

Bert also was directly involved with OPNAV resource sponsors in evaluating fielding costs of aviation maintenance support equipment and personal protective equipment. In this capacity, he championed and assisted in obtaining critical funding for new ergonomic hand tools and head/ear protection equipment.

3.17 Supply and Provisioning Support

Our teammates senior leadership, Bert Ortiz and Don Buzard, managed aviation milestones for Atlantic and Pacific Fleet Amphibious Ready Groups deploying with embarked Marine Expeditionary Units/Aviation Combat Elements (MEU/ACE). They coordinated and conducted periodic Readiness Review Conferences (RRCs) to ensure adequate consumable and repairable aircraft spare parts were on-hand; validated material condition and availability of embarked aircraft Support Equipment and inspected the adequacy of aviation maintenance spaces ensuring aviation certification was current for all ship's facilities. Both have been in involved in numerous aviation repairable and consumable reviews, leading and coordinating validation activities.

3.18 Training Support

PKL services provides technical training and professional development training support and is currently under contract with the Republic of Singapore and the Royal Saudi Air Force to

provide specialized training in support of their respective F-15 programs. PKL also provides professional development and training support for military units and private/public organizations.

3.18.1 Technical Training Support

The United States Air Force (USAF) has identified the need to provide aircraft maintenance training on a flexible schedule in the Kingdom of Saudi Arabia for 442 Royal Saudi Air Force (RSAF) students from various AFSCs. To offer a comprehensive, low-risk and affordable solution to the full spectrum of training, courseware development and OCONUS logistics support required by this contract, PKL Services, Inc. has formed Team PKL by carefully selecting two subcontractors; Aviation Training Consulting, LLC (ATC), and the Al-Raha Group for Technical Services (RGTS). These three companies provide superior aviation maintenance and training expertise and our integrated program management approach connects the OCONUS training environment to the global expertise and resources of all three companies to assure the continuity of training services and successful completion of training requirements.

PKL Services, Inc. (PKL) is the prime contractor and is solely responsible for the performance of the contract requirements. Our experience with F-15 maintenance and the maintenance training of foreign military students is our foundation for successful performance on this effort. PKL is currently training 259 foreign military professionals on F-15 maintenance, as well as 70 foreign military aircrew on F-15 operations. Globally, we maintain more than 600 combat aircraft at 7 operating sites including OCONUS operations in Afghanistan and Japan. Our experience recruiting and mobilizing contractor personnel, transporting and sustaining teams in austere OCONUS sites, and rapidly commencing safe and effective aviation maintenance operations has enabled us to consistently meet short-notice surge requirements while saving the government more than \$298K in travel costs. On recent contracts, we have responded to short-notice tasking for the following requirements:

- Established 3 aircraft maintenance teams with a total of 65 personnel in Al Anbar Province, Iraq within 30 days from contract initiation
- Established a team of 19 personnel in Okinawa, Japan within 14 days of tasking from the Contracting Officer to conduct aircraft maintenance and training
- Established a team of 11 personnel at Cherry Point, NC within 30 days of tasking to conduct aircraft maintenance and training

These accomplishments demonstrate our ability to quickly deploy qualified personnel and commence maintenance operations. Our capabilities are further augmented and supported by our subcontractors, Aviation Training Consulting, LLC (ATC) and The Al-Raha Group for Technical Services (RGTS). ATC is an aviation training company whose expertise is the design of training systems and courseware development. They are also experienced in providing training services in an OCONUS environment, most recently for aircraft based in Kuwait.

Team PKL has designed an integrated program that contains best practices for student management, schedule agility, instructor recruitment, and quality control to provide the USAF/RSAF flexibility to execute training as required with built-in plans and opportunities for risk mitigation and cost control.

3.18.2 Professional Development and Training Support

PKL Services Inc. offers a leadership course focused on professional development of an organization by focusing on elements of leadership that lead to long term success. The Callan Course focuses on creating generational leadership through the teaching of classic leadership principles. The Callan Course is an original training course developed by PKL's Executive Vice President, Mr. Paul Callan. This leadership course is currently used by US military organizations, colleges and universities and municipalities operating within the State of California.

The Callan Leadership Model is a copyrighted and phased teaching system that guides students along a proven path of leadership development. The Callan Leadership Model has five distinct phases:

- Shape: Set Foundational Concepts, Theories, and Maxims
- Accelerate: Develop Leaders & Managers
- Elevate: Create Organizational Excellence
- Master: Execute Strategy & Measure Performance
- Transition: Integrate Succession Planning, Mentoring, and Knowledge Transfer

Each phase contains specific units targeting core educational objectives. The Callan Leadership Model covers leadership art through managerial science.

The Callan Method. To execute the Callan Leadership Model, Paul employs The Callan Method – a system linking Paul's style of instruction and student progress. The initial phases are presented through a "Teaching" style that gives the student foundational leadership knowledge. The middle phases are presented through a "Coaching" style, allowing the student to interact and apply advanced leadership skills. The final phase is presented through a "Guiding" style, encouraging the students to use their skills and fulfill their leadership development.

Callan Produces Return On Investment. The Callan Course produces the following ROI to reduce risk, ensure organizational cohesion, and secure market competitiveness:



Each phase of the Callan Method is designed to target specific ROI for both the individual and the organization. Each phase has been deliberately organized to provide maximum skill and knowledge development using a learning hierarchy.

3.19 In service Engineering, Fleet Introductions, Installation and Checkout Support

All PKL program managers and field leaders have supported fleet introduction of major aircraft weapon systems, and were key participants in the Fleet wide stand up of major Support Equipment programs. PKL employs program managers and personnel occupying leadership positions that have extensive experience in being part of a buildup plan and roll out of aircraft headed to the operational fleet since the early 1970's. Whether they were field technicians, flight line mechanics or commanding officers of aviation maintenance and logistics squadrons, PKL leadership has been generationally involved with design concepts, maintenance planning and deployment of aircraft supporting readiness at many critical points and echelons within the Department of Defense.

3.20 Program Support

Our team has conducted program management work for the development of systems and products with several commercial companies in highly competitive environments such as

consumer products. This has required the use of strategic planning needed to advance organizational objectives for the business at hand and financial management within very tight cost constraints. This knowledge can be helpful in addressing Defense needs in light of reduced Government funding.

Our technical management has spanned from the definition of a need, to the research and development of solutions, qualification and the deployment of numerous hardware and software solutions. This effort has required the recruiting of an engineering team with the combined set of needed skills, the application of problem resolution, concurrent engineering and the technical leadership needed to put together the pieces of the organization into an integrated effort. We are skilled in the areas of communication of status to management, issue tracking and resolution, implementation of contingencies and process improvement.

3.21 Functional and Administrative Support

3.21.1 Clerical and Administrative Support

In all current contracts, PKL is required to manage a world-wide workforce and adhere to various federal and state laws and all ITAR regulations. PKL manages a variety of programs that require exacting standards for excellence including fuel logs and records, tool control, operational flight schedules, visas and work permits, licensures, document control, sub contract management, payroll and personnel files including training records and security clearance records.

3.21.2 Analytical and Organizational Assessment Support

PKL utilizes InfinityHR as our Human Resource Management System. This software platform allows us to manage, maintain, communicate and automate employee and company-wide enrollment and benefits information. It provides self-service employee engagement and on-going benefits administration functionality in an integrated and secured web-based environment. Additionally, PKL incorporates a detailed internal audit process that ensures all HR or process improvement functions are documented in the ISO 9001 database and are measured against a set of corporate parameters that include all contractual performance requirements as well as federal and state regulation requirements. All HR functions are independently audited and the results reflect in the internal monthly report as well as the other audits from independent agencies.

3.21.3 Most Efficient Organization (MEO) Teaming Support Services (executed in compliance with Circular No. A-76 dated 29 May 2003)

PKL has senior staff that led portions of A76 studies including analyzing organizations to ensure the government's quest to align resources with requirements was deftly administered. PKL has staff personnel that attended government sponsored A76 training that included the use of activity based costing software, performance work statement/statement of work development and providing oversight and leadership that led to the design and development of structure that rendered the Most Efficient Organization. Specifically, PKL's current Vice President for

Business Development, led the team for the Fleet Industrial Supply Center, San Diego and its partner at the Naval Aviation Depot at North Island and produced the winning strategy for the A76 that was conducted in 2001.

3.22 Public Affairs and Multimedia Support

PKL has a staff member specifically designated to promote awareness of PKL's technical services and training courses via public engagement and multimedia support. Through the use of two highly effective web sites, www.pklservices.com and www.callanecourse.com, PKL has been able to gain the interest of potential employees as well as interested customers who seek to obtain services or gain information on aircraft services or organizational development. Our staff had formal training to ensure the latest technology is applied to all PKL endeavors. Through the use of various media such as webinars, video links, and interactive web sites, PKL has been very successful in the deployment and development of business tools that promote the distribution of data and rapid engagement of organizations and persons who desire information. Most compelling is the design and development of PKL's leadership course. Through the engagement of a production company, PKL was able to create and distribute material via state of the art software and is currently using this material at ROTC units, colleges and military organizations that seek an interactive experience for information dissemination as it pertains to leadership training or unit preparedness.