

Introduction

BATTLESPACE **FLIGHT SERVICES, LLC**

Since its founding in 2006, Battlespace Flight Services, LLC (BFS) has been proud to provide innovative solutions for government and commercial customers. We solve problems that consistently meet or exceed customer requirements through best value worldwide aircraft operations and maintenance (O&M), systems engineering and technical assistance (SETA), flight operations support, expert test and evaluation capabilities, logistics support, supply chain management, professional training support, advisory and assistance services (A&AS), and Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) systems support. On its own and through pioneering partnerships with other companies; BFS has established an unsurpassed record of delivering outstanding services to our customers. BFS' success is founded on the expertise of industry professionals who are proactively supported by customer focused leadership and a comprehensive ISO 9001 quality management system (QMS). We have the culture, capacity, and desire to partner with customers and industry to leverage operational synergies, achieve efficiencies, and to successfully accomplish customer objectives.



Manned and Unmanned Aircraft Systems Maintenance, Engineering, and Technical Solutions



- ✓ *Extensive UAS experience places us at the vanguard of unmanned systems technologies*
- ✓ *An ISO 9001:2008 registered company*
- ✓ *The MQ-1 Predator® and MQ-9 Reaper® UAS maintenance expert, highly regarded by our customers*
- ✓ *Dedicated to understanding each customer's individual priorities and able to adapt to emerging requirements quickly and efficiently*
- ✓ *Cooperative and collaborative culture able to solve customer's complex problems*
- ✓ *Significant history providing critical material management and logistics support to the Department of Defense (DoD) at CONUS and OCONUS locations*
- ✓ *Know how to control cost price to provide the best value for all customers*
- ✓ *Provides fully trained essential personnel for superior program management*
- ✓ *Provides highly experienced subject matter experts and dedicated professionals*
- ✓ *Continual improvement engrained in daily operations at all operating sites*

Aircraft Maintenance. We are dedicated to providing superior organizational, intermediate, and depot level O&M and engineering support for manned aircraft and unmanned aircraft systems (UAS). BFS has the ability to sustain flight operations (training, test, or operational) at worldwide locations, including in austere and demanding contingency environments. Our teams of professionals are capable of operating and maintaining several variants of aircraft/UAS and associated systems with exceptional results.

BFS has extensive experience performing aircraft launch, recovery, inspection, servicing, fault isolation, repair, flight operations, remote split operations (RSO), aerospace ground equipment (AGE) maintenance, and ground control system (GCS) maintenance. We are also experts at maintaining navigation systems, global positioning systems (GPS), command and control data links, communications equipment, airframe, power plant, and other aircraft components. We provide engineering services to operate and maintain complex payloads such as intelligence sensors, camera systems, infrared, radar, and laser systems worldwide.

BFS is known and respected for achieving outstanding mission capable and aircraft availability rates. Providing quality aircraft maintenance is a passion for all our team members, and we lead the way with sustained and documented 94% mission capable rates for several years.

UAS C4ISR. Our teams have provided connectivity between the satellite links and the Defense Information System Network (DISN) Asynchronous Transfer Mode (ATM) terrestrial network, which provided critical national security connectivity between the RQ-4 Global Hawk, MQ-1 Predator, and MQ-9 Reaper UAS aircraft and the flight crew. Training programs, design modifications, system configuration, maintenance plans, and data dissemination for C4ISR systems are unmatched. We have significant experience supporting the migration to secure common data links for Air Combat Command (ACC) and Air Force Special Operations Command (AFSOC). At our overseas relay communications facilities, we supported the installation of L3 Communications® secure link manager assemblies (SLMA) and data modem assemblies (DMA). This included integration, engineering support, physical installation, network design, and transition support. We developed the operating procedures to accompany these systems. At the AFSOC operations centers, we currently support the GCS SLMAs, which provide secure communications between the GCS and operations center, and we provide secure network design and wide area network (WAN) transport of UAS mission data.



Quality Management. Our Quality Management System (QMS) is registered by National Quality Assurance (ANAB accredited) to the ISO 9001:2008 standard, Certificate No: 13657, first issued February 4, 2011 and reissued 22 January, 2014. The QMS is a system of processes and controls focused on enhancing customer satisfaction by delivering or exceeding all customer requirements. QMS objectives are consistency of service delivery that meets or exceeds customer requirements and enhanced customer satisfaction through effective application of continuous improvement processes and assurance of conformity. We provide a corporate culture that fosters core values, innovation, creativity, continuous improvement, and environmental preservation. We deliver quality, timely, cost-efficient services, and deliverables by executing a QMS that integrates effective processes with empowered and proficient personnel supported by superior leadership. Our commitment to Quality defines our culture and is reinforced throughout the company. The company's accounting system is Defense Contract Audit Agency (DCAA) compliant to ensure accurate and timely financial management

Program Management. BFS provides superior program management services to include O&M, Quality Management, Qualification and Training, Contract Management, Financial Management, Deployment Management, Material and Property Management, Tool Control, Document Control, Technical Documentation, System Testing, Operations Planning, Maintenance Scheduling and Documentation, Communications Security, Information Assurance, and Environmental Safety and Health. BFS uses industry standard project management methods and techniques to ensure lowest cost, highest quality, and on-time schedules. Our experts understand how to manage programs and projects for the best possible value.

Human Resources. Our ability to find, recruit, hire, train, and deploy mission ready personnel on schedule to support aircraft O&M is unsurpassed. Our overarching goal is to consistently provide safe, quality-based O&M services that dependably meet or exceed customer performance standards. Our recruiting and hiring process focuses on attracting and retaining highly qualified personnel with extensive experience, resulting in a workforce of dedicated leaders, maintenance/operations experts, and engineering and logistics professionals.



Labor Category	Experience
Program/Project Managers	Average thirty (30) years of experience and members of Project Management Institute.
Operations and Maintenance Managers	Average twenty-three (23) years of aircraft and subsystem experience and an average of nine (9) years of UAS experience.
Maintenance and Engineering Technicians	Average seventeen (17) years of experience and average seven (7) years of UAS and subsystems experience. Includes craftsman and journeymen level knowledge and experience for aircraft structural, mechanical, electronic, electrical systems, communications, fixed and mobile surveillance, computers, radar, antenna, electric control systems, video technologies, installation, diagnostics, troubleshooting, maintenance, repair, and return to service.
Aerospace Ground Equipment (AGE) Engineering Technicians	Average eighteen (18) years of experience. Includes craftsman and journeymen level knowledge and experience for AGE structural, mechanical, electronic, electrical systems, troubleshooting, maintenance, repair, and return to service.
Communication Network and SATCOM Engineers and Technicians	Average sixteen (16) years of experience. Includes installation, diagnostics, maintenance, replacement of network components, fixed and mobile SATCOM systems, communication systems, and power generator systems and wiring.
Logisticians	Average fourteen (14) years of experience. Includes material management, inventory, spares and consumables replenishment, issue control point functions, return of repairable spares, maintaining stock levels, automated inventory records, packaging, handling, storage, and transportation.

Training. Employee training is crucial to our success. The company has developed high quality training programs and currently trains and certifies personnel on program/project management, aircraft and subsystems, logistics, supply chain management, C4ISR, and AGE maintenance. Our multi-phased training program includes four (4) key training processes: 1) task qualification (initial/continuation), 2) special certification, 3) ancillary training, and 4) cross-utilization training. Personnel have superior skills and experience to effectively support aircraft, subsystems, C4ISR systems and AGE. Our detailed plans of instruction and course syllabi consistently produce cutting edge professionals. Each employee is integrated into the training program and makes progress by demonstrating competency in increasingly complex tasks. Individuals are mentored and supervised by experienced instructors throughout their training. Once initial training is completed, employees continue to learn new tasks in the field, supervised and trained by other employees who are qualified, certified, and experienced in all the tasks they teach. This method provides our newest employees with training on the latest equipment with the most up-to-date procedures in realistic working environments.



Logistics. Personnel are capable of providing services associated with storage, acquisition, distribution, inventory, and maintenance of repairable parts, components, and consumables needed to operate aircraft and subsystems. Personnel currently manage items such as electronic components, engines, propellers, expendable items, consumables, equipment items, structural parts, and other material at locations worldwide. Our logistics personnel are specialists at performing accurate inventories and accounting for materiel. The key to ensuring accountability is



accurate records of receipt and distribution. The company has undergone over 36 major customer inventory management inspections with a 100% pass rate for inventory accuracy. Annual inventory reports with follow-up customer audits consistently result in zero errors and enthusiastic kudos. BFS is a trusted partner and custodian of customer property, and our results reflect that trust is well-deserved.

Deployment. The company has well-established and highly efficient deployment procedures to prepare and certify teams to meet overseas commitments (over 3,700 overseas rotations since 2007). Transportation, training, and screening processes result in a smooth transition in and out of the area of responsibility (AOR). BFS personnel can respond rapidly in response to emerging requirements and surge activity.



Company professionals know how to quickly set up new sites for sustained operations in a professional manner. We have conducted site surveys, performed site set-up, and commenced operations at fourteen (14) overseas locations with resounding success.

Aircraft Operations, Aircrew Training, Test and Evaluation. Battlespace, Inc. (parent company) was the principal support contractor for DoD's initial buy of ten RQ-1 Predator® UAS with associated GCS, sensor systems and support packages. Our experts wrote the advanced concept technology demonstration (ACTD) management plan and concept of operations (CONOPS). We developed the initial training syllabus and trained over 2000 military and contractor operators in aircraft and payload operation, software and hardware upgrades, and data exploitation. Our team prepared the first systems for initial operational deployment in support of Air Force UAS operations in Bosnia and the Middle East. We also provide superior operational test & evaluation (OT&E) support for UAS with the 556th Test & Evaluation Squadron at Creech AFB, Nevada.

UAS Aircrew. BFS provides instructor, test, and operational pilots to support any UAS flying activity. We have expert sensor and payload operators who not only operate unmanned sensors, but are also imagery analysts, mission planners, and intelligence coordinators. Our vastly experienced aircrew includes qualified MQ-1 Predator®, MQ-9 Reaper®, and RQ-7 Shadow® pilots and sensor operators, who are subject matter experts and instructors. The experience our aircrew brings to the table ranges from flight training units (FTUs) to OT&E, to overseas contingency operations. We know how to operate UAS in a variety of environments and applications.

Advisory and Assistance Services. BFS employs subject matter experts to provide program management and technical services. Our experts have supported the RQ-4 Global Hawk® program at Wright-Patterson AFB, OH and received exceptional ratings for performance. Our company has been involved in technical evaluation and risk mitigation efforts (engineering, investigation, analysis in support of aircraft design, structural integrity, and depot sustainment) to ensure continued O&M of aircraft, UAS, and subsystems. Our experts identify and measure critical reliability, maintainability and supportability data and metrics to drive decision making for maximum efficiency. We understand the value of data and metrics to identify and mitigate failure modes and their effect. Our environmental and safety hazard prevention is the standard in the industry.

Battlespace Flight Services Consistently Exceeds Customer Requirements

Customer Requirement	Results
High quality maintenance in accordance with approved technical procedures and engineering specifications	<ul style="list-style-type: none"> • Consistent mission capable rate of 96% and aircraft/system availability rates above 89% • Increased field level repair capability every year since 2007. - Wrote over 184 procedures to migrate repairs from depot level to organizational level maintenance.
Superior Quality Management System	<ul style="list-style-type: none"> • ISO 9001:2008 Certified since Feb 2011 • ASQ Certified Auditors on Staff • Quality training incorporated into daily operations • Transitioning to AS9110C Quality Standard
Flying and maintenance schedule effectiveness	<ul style="list-style-type: none"> • Enabled USAF's growth from 2 operational sites in 2007 to over 22 sites today • Since May 2007: Produced 1.2M Total Flight Hours and 73,245 Total Sorties (current Sep 2016)
Excellence in C4ISR O&M	<ul style="list-style-type: none"> • Provided Support for over Sixty (60) RPA CAPs 24/7/365 • Operational Readiness 99.994% • Unsurpassed communications security
Manage customer equipment, property, tools, supplies, aircraft spare parts, and material	<ul style="list-style-type: none"> • >39,000 Line Items valued at over \$58M • 100% Success Rate for Inventory Accountability • Greater than 97% on-time Due-In from Maintenance
Effective OT&E	<ul style="list-style-type: none"> • 100% on-time aircraft delivery for test flights • Expert configuration management for testing • Accurate test data collection, data analysis, and reporting

Customer Focus

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| <ul style="list-style-type: none"> ✓ Experience in performance-based and LPTA contracting using workload standards to meet and exceed acceptable quality limits ✓ Field tested procedures that apply lessons learned from extensive experience ✓ Strong cost management controls to define and stabilize costs while maintaining high standards of performance ✓ Effective Change Management ✓ Defense Contract Audit Agency (DCAA) compliant ✓ Institutionalized Program/Project Risk Management | <ul style="list-style-type: none"> ✓ Ability and willingness to team with Customers and Industry Partners to leverage operational synergies, to achieve efficiencies, and meet or exceed requirements ✓ Highly effective safety program (results 10 times better than national OSHA standards). Operational Risk Management processes to prevent incidents ✓ Professional relationships with Customers (Commercial, Army, Air Force, Navy, DISA, and other agencies), labor unions, and Industry Partners ✓ An environment that fosters core values, innovation, creativity, continual process improvement and environmental preservation |
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WORLDWIDE OPERATIONS



Contingency Operations Experience

- Ali AL Salem Air Base, Kuwait 2011 - Present
- Turkey 2011 - Present
- Kandahar Air Base, Afghanistan 2016 - Present
- Al Assad Air Base, Iraq 2016 - Present
- Irbil Air Base, Iraq 2016 - Present
- Jalalabad Air Base, Afghanistan 2008 - 2016
- Kandahar Air Base, Afghanistan 2010 - 2015
- Shindad Air Base, Afghanistan 2010 - 2012
- Balad Air Base, Iraq 2007 - 2011
- Ali Air Base, Iraq 2008 - 2011
- Camp Lemonier, Djibouti 2011 - 2013
- Okinawa Air Base, Japan 2010 - 2016
- Ramstein Air Base, Germany 2007 - 2016

BATTLESPACE Flight Services personnel are experts in the UAS and Aerospace Industry and focus substantial efforts towards advancement of UAS technology. We apply our expertise to deliver superior customer satisfaction and to build strong customer relationships. We have highly qualified professionals and the leadership and management skills to guarantee exceptional service to meet/exceed any challenge.

Customers

Customer	Services
U.S Air Force, Headquarters (HQ) Air Combat Command (ACC) Acquisition Management and Integration Center (AMIC)	RPA Maintenance Support Services (PRIME) December 2012 Award, MQ-1 and MQ-9 RPA and Communications Reachback Operations and Maintenance CONUS and OCONUS locations, Single Award ID/IQ, CPAF/FFP, \$950M Value
U.S Air Force, HQ Air Force Material Command (AFMC)/WIJ Battlespace, Inc. (Prime)	RPA Maintenance Support Services (Sub-Contractor) September 2015 Award, MQ-1 RPA Operations and Maintenance OCONUS locations, CPFF, \$12M Value
U.S Army Textron (Prime)	Shadow Unmanned Aircraft System (UAS) (Sub-Contractor) March 2016 Award, Shadow UAS Operations and Maintenance OCONUS locations, T&M, \$8M Value
U.S Air Force, HQ ACC AMIC Pacific Architects and Engineers (PAE) (Prime)	CN&GT Operations and Logistics ID/IQ (Sub-Contractor) May 2016 Award, Aircrew and Maintenance support OCONUS Locations, Cost/FFP, \$28M Value
U.S Air Force, HQ ACC AMIC American Operations Corporation, Intel (Prime)	CNTPO Program Management ID/IQ (Sub-Contractor) May 2016 Award, Government Program Office support, Cost/FFP, \$15M Value
Naval Air Warfare Center (NAWC) Aircraft Division	NAVAIR Special Surveillance Program (SSP) Basic Ordering Agreement (BOA) (PRIME) July 2013 Award, OCONUS Operational support for UAS and Persistent Ground Surveillance Systems (PGSS) deployed throughout Afghanistan. Cost/FFP, \$12M Value
U.S Air Force, Air Force Special Operations Command (AFSOC) Liedos (Prime)	RPA Operations Center & GCS Maintenance (ROC) (Sub-Contractor) July 2012 Award, Operations Center & GCS Operations and Maintenance. Cost/FFP, \$21M Value
U.S. Navy, Naval Air Systems Command (NAVAIR) PAE (Prime)	UAS ISR Services, Turn-Key UAS Services (Sub-Contractor) March 2012 Award, Category 3 Flight Clearance for T-20 UAS Operations and Maintenance (pilots, sensor operators, and maintainers), Training, and System Integration support. Cost/FFP, \$40M Value
U.S. Military, Joint Command, Special Operations Command (SOCOM) Lockheed Martin (Prime)	MQ-9 Organizational Maintenance OCONUS (Sub-Contractor) MQ-9 RPA Operations and Maintenance OCONUS locations, April 2011 Award, Cost/FFP \$10M Value
US Air Force, Global Hawk Program Office Wright Patterson AFB, OH Price Waterhouse-Coopers, LLC (Prime)	RQ-4 Global Hawk Advisory and Assistance Services (A&AS) (Sub-Contractor) Sep 2010 Award, A&AS Support at Government Program Office, Cost/FFP, \$1.6M Value
U.S Air Force, Air Force Special Operations Command (AFSOC), Cannon AFB, NM	MQ-1 Organizational Maintenance Cannon AFB (PRIME) MQ-1 RPA Operations and Maintenance CONUS and OCONUS locations, May 2009 Award, Cost/FFP \$12M Value
U.S Air Force, HQ ACC AMIC	ACC MQ-1 Predator Maintenance (PRIME) February 2007 Award, MQ-1 Maintenance and Communications Reachback Operations and Maintenance at CONUS and OCONUS locations. CPAF/FFP, \$500M Value

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