

NDIA

2017

Munitions Executive Summit

Munitions: Essential in Crisis, Conflict & Continuity



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**March 27-29, 2017
Hilton Parsippany, Parsippany, NJ**

MONDAY, MARCH 27TH

1700 Registration & Opening Reception - Nobel C

TUESDAY, MARCH 28TH

0700 Registration & Continental Breakfast - Nobel CD

0800 Welcome / Introductions - Nobel AB

Mr. Tim Bagniefski, VP, Marketing & Business Development, General Dynamics;
Chairman, NDIA Munitions Technology Division
Mr. Frank Michael, SVP Program Development, NDIA

0810 Opening Remarks

Mr. Jim Shields, Program Executive Officer, US Army PEO Ammunition
Ms. Rhonda VanDeCastele, Executive Director for Ammunition, US Army Joint Munitions Command
Mr. Anthony Sebasto, Executive Director, Enterprise and Systems Integration Center

0845 US Government Keynote Speaker

Mr. Jose Gonzalez, Acting Deputy Assistant Secretary of Defense, Acquisition, Technology & Logistics

0930 Future Threat Environment

Dr. Michael O'Hanlon, Senior Fellow, Foreign Policy, Brookings Institution

1015 Break - Nobel Assembly

1030 Industry Keynote Speaker - Nobel AB

Ms. Ellen Lord, CEO, Textron Systems

1115 US DoD Budget Update & Outlook

COL Charles "Chick" Feldmayer USA (Ret.), VP, Washington Operations and Government Affairs, Nammo-Talley

1200 Lunch - Nobel CD

1300 Ammunition Enterprise Cross-Service Update - Nobel AB

Mr. Jim Shields, Program Executive Officer, US Army, PEO Ammunition
Ms. Rhonda VanDeCastele, Executive Director for Ammunition, US Army Joint Munitions Command
Mr. Troy Wright, Product Manager Ammunition, Marine Corps Systems Command, PM - Ammunition
Mr. Anthony Sebasto, Executive Director, Enterprise and Systems Integration Center
Col Scott Bell, Senior Materiel Leader, Munitions Sustainment Division

1515 Break - Nobel Assembly

1530 Industry Panel - Nobel AB

Moderator: Mr. Kevin Knotts, President, Azimuth Consulting Services
Mr. David Siggers, President, Spectra Technologies, LLC
Mr. Scott Selle, President, Esterline Defense Technologies
Mr. Mike Ervin, Director R&D and Sales & Marketing, BAE Systems Ordnance Systems
Mr. Max Waterman, SR Director International Marketing, General Dynamics -OTS

1645 Adjourn

1730 Grand Reception - Nobel CD

WEDNESDAY, MARCH 29TH

0730 Registration & Continental Breakfast - Nobel CD

0800 Administrative Remarks - Nobel AB

Mr. Tim Bagniefski, VP, Marketing & Business Development, General Dynamics,
Chairman, NDIA Munitions Technology Division

0815 Wall Street Perspective

Mr. Jeffrey Roncka, Senior Partner, Renaissance Strategic Advisors

0900 ICAP Report

BG (ret) John McGuinness, President, American Ordnance LLC

0930 Break - Nobel Assembly

0945 PM Acquisition Panel - Nobel AB

Chair: BG Alfred Abramson, Deputy Program Executive Officer Ammunition, PEO Ammunition

Mr. Pete Burke, Acting Project Manager, PM CAS, PEO Ammunition

COL Moises Gutierrez, Project Manager, Maneuver Ammunition Systems

Mr. Matt Butler, Deputy Project Manager, Close Combat Systems

Mr. Matt Zimmerman, Deputy Project Director, Project Director Joint Services

COL Anthony Puente, Project Director Joint Products, PEO Ammunition

Mr. Joe Pelino, Director of Technology, U.S. Army RDECOM-ARDEC

1145 Closing Remarks - Adjourn

BRIGADIER GENERAL ALFRED F. ABRAMSON III

Brigadier General Alfred F. Abramson III became Deputy Program Executive Officer Ammunition and Senior Commander Picatinny Arsenal on November 14, 2016, leading the mission to develop and procure conventional and leap-ahead munitions to increase the Warfighter's combat power. Prior to his arrival to Picatinny, he was the Deputy, Joint Program Executive Officer for Chemical and Biological Defense.

Brigadier General Abramson was commissioned a Second Lieutenant in the Chemical Corps after graduating from Virginia State University where he received a Bachelor of Science degree in Chemistry. Brigadier General Abramson served in a variety of positions overseas as well as the contiguous United States to include: Battalion Chemical Officer, 6-37th Field Artillery; Smoke Platoon Leader, 172nd Chemical Company; Company Commander, 266th Quartermaster Battalion; Chemical Staff Officer, Project Manager's Office for NBC Defense; Aide-De-Camp, Soldier Biological Chemical Command; Assistant Product Manager, NBC Point Detection, Project Office for NBC Defense; Program Executive Office Liaison Officer, Coalition Forces Land Component Command; Assistant Product Manager, NBC Reconnaissance, Joint Project Office NBC Contamination Avoidance; Budget Team Chief, Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology); Joint Product Manager, Biological Detection Systems, Joint Program Executive Office for Chemical and Biological Defense; Military Assistant to the Under Secretary of the Army; Joint Project Manager for NBC Contamination Avoidance; and Executive Officer for the Principle Military Deputy Assistant Secretary of the Army (Acquisition Logistics, and Technology).

His civilian education includes a Master's degree in Chemistry from Johns Hopkins University, a Master's degree in National Security and Strategic Studies from the Naval War College, and a Master's degree in Strategic Studies from the Army War College. His military education includes the Chemical Officer Basic and Advanced Courses, the Support Operations Course, the Combined Arms and Services Staff School, Command and General Staff College, the Advanced Program Management Course, the Senior Service College and Senior Leaders Course.

COLONEL WILLIAM "SCOTT" BELL

Colonel William Scott Bell is the Senior Materiel Leader for the Munitions Sustainment Division, Hill AFB, Utah where he leads a team of acquisition and logistics professionals executing a \$26B portfolio of munitions programs. The Munitions Sustainment Division also operates the Global Ammunition Control Point (GACP) as the Air Force's centralized organization for conventional ammunition warfighter support, providing direct peacetime and contingency support to over 250 field units and all Air Force Major Commands. Colonel Bell entered the Air Force in 1993 as a graduate of the U.S. Air Force Academy. He has served in multiple acquisition positions across a variety of aircraft sustainment, aircraft production, information warfare, space, and Intelligence, Surveillance, and Reconnaissance mission areas.

MR. PETER J. BURKE

Mr. Peter J. Burke is the Project Manager (acting) for Combat Ammunition Systems (CAS) in the Office of the Program Executive Office for Ammunition. PM CAS is the total life cycle manager for conventional indirect fire ammunition, mortar weapons, fire control systems, and precision ammunition programs. Mr. Burke entered the civilian service in 1987 as an industrial engineer from the New Jersey Institute of Technology. He is a member of the Army Acquisition Corps and holds Level III certifications in Program Management and Systems Planning, Research, Development and Engineering. He is a graduate of the Harvard Business School, and holds a Masters in Business Administration from the Florida Institute of Technology. Mr. Burke has led the development, production, and fielding of

mortar weapon & fire control systems, precision high explosive mortar cartridges, and GPS guidance kits for 155mm high explosive projectiles. In his previous position between 2009 and 2014 as Deputy Product Manager for Guided Precision Munitions and Mortar Systems, his team successfully completed six Urgent Material Releases (3 each in Hardware and Software), and nine Full Material Releases (3 in Hardware and 6 in Software). This included the successful development, qualification, and fielding of the world's first GPS guided mortar cartridge (XM395 120mm Accelerated Precision Mortar Initiative, APMI) and GPS guidance kit for 155mm high explosive projectiles (M1156 Precision Guidance Kit).

In 2011, Mr. Burke completed a deployment to the 401st Army Field Support Brigade during Operation Enduring Freedom (OEF), serving as his office's forward support representative at Bagram Airbase for the fielding of the 120mm APMI. He managed the movement of training teams, equipment, and ammunition to forward operating bases, and coordinated all fielding events.

MATTHEW C. BUTLER

Matthew C. Butler serves as Deputy Project Manager for Project Manager Close Combat Systems (PM CCS), the provider to the Warfighter of world-class explosive hazard detection and defeat, force protection, assured mobility, and close combat munitions across full spectrum operations through efficient, integrated life-cycle management.

Mr. Butler is a member of the Army Acquisition Corps with multiple Program Management, Acquisition Contracting and Contingency Contracting Assignments (CCO). His previous assignments at Picatinny Arsenal, New Jersey include G 3/5/7 PEO Ammunition; Deputy Product Manager, Excalibur; Chief, Conventional Ammunition Division, Office of the Project Manager, Conventional Ammunition Systems; Assistant Project Manager for Maneuver Ammunition Systems; and Centrally Selected Product Manager for Small and Medium Caliber Ammunition. Other assignments include: Product Executive, Organizational Clothing and Individual Equipment, Defense Logistics Agency, Philadelphia, Pennsylvania; Defense Contract Management Agency in-plant Program Integrator for the Army Special Operations Command MH-47 E/G Chinook Program and the Navy H46 Sea Knight Dynamic Component Upgrade Program at the Boeing Company's Philadelphia manufacturing facility; Executive Officer to the CECOM Acquisition Center Director, Fort Monmouth, New Jersey and Base Operations Branch Chief and Contracting Officer; CCO with the 3rd Infantry Division, Fort Stewart, Georgia, deployed as a CCO to Jordan and Honduras; Army Field Artillery Officer, 8th ID, Germany and 18th Field Artillery Brigade, Fort Bragg, North Carolina; and Desert Shield, Desert Storm Veteran with the 18th Airborne Corps Artillery.

Mr. Butler received a Master of Science degree in National Security and Resource Strategy from the National Defense University's Dwight D. Eisenhower School. He received a Master of Business Administration degree from Monmouth University and a Bachelor of Science in Agriculture from the University of Maryland, Eastern Shore.

Mr. Butler's awards include two Superior Civilian Service Medals; the Commanders Award for Civilian Service; the Army Legion of Merit; two Defense Meritorious Service Medals; the Army Meritorious Service Medal; 2007 NDIA Firepower Management Award; 2005 Small Business Administration Program Managers award; and the 2005 Packard Award for innovative acquisition excellence. He is Department of Defense Certified Level III in Program Management and Contracting and is a Certified Professional Contract Manager by the National Contract Management Association.

MIKE ERVIN

Mike Ervin is the Director of Innovation and Customer Relations for BAE Systems Ordnance Systems to include responsibility for the R&D and Sales & Marketing functions at the Holston Army Ammunition Plant in Kingsport, Tennessee and the Radford Army

Ammunition Plant in Radford, Virginia. Mike has more than 29 years of defense industry experience within the field of energetic materials to include all areas of management, research, development, scale-up, manufacture, testing, process monitoring & optimization, facilitation, and technical support.

JOSE M. GONZALEZ

Mr. Jose Gonzalez was appointed to the Senior Executive Service in June 2010. He is currently serving as the Acting Deputy Assistant Secretary of Defense for Tactical Warfare Systems, within the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, where he is responsible for major platform and weapon system acquisition oversight and technology advancement across the air, land, naval, and electronic warfare portfolios. Mr. Gonzalez has been with the Office of the Secretary of Defense (OSD) since 2001 and with the Department of Defense since 1985. He has taken on various assignments while in OSD, including special assignments in the areas of C4I, munitions, and homeland defense.

Mr. Gonzalez started his career in the defense industry at Vitro Corporation, Silver Spring, Md., as a software engineer for the U.S. Navy's TARTAR Mk 14 Weapons Direction System. In 1989, he entered federal government service at the U.S. Naval Surface Warfare Center (NSWC), Dahlgren, Va. While at NSWC, he served as Technical Direction Agent and System Engineer for the U.S. Navy's Mk 41 Vertical Launching System, facility manager for the Navy's Program Assurance Facility, Head of the Advanced Launching Systems Group, and Head of the Advanced Control Systems Engineering Branch. During this time he took on two developmental assignments, first as the Combat Systems Department Head for the U.S. Navy's Smart Ship Project and second as a Staff Specialist in OSD, supporting the office of Naval Warfare.

Mr. Gonzalez received a Bachelor of Science degree in Electrical Engineering from the University of Maryland in 1985. He earned a Masters Degree in Public Administration from Virginia Polytechnic Institute and State University in 2005. He is a graduate of the Leadership for a Democratic Society program from the Federal Executive Institute.

COLONEL MOISES M. GUTIERREZ

Colonel Moises M. Gutierrez is the incoming Project Manager for Maneuver Ammunition Systems, Program Executive Office Ammunition. COL Gutierrez is a native of Chihuahua, Mexico but grew up in Denver, Colorado. He attended the University of New Mexico and New Mexico Highlands University, graduated in 1991 and was selected to serve as an Armor officer. His assignments have crossed all service echelons from Tank Platoon Leader to Joint Staff Officer. He first served with "Battle" Company, 4th Battalion, 37th Armored Regiment, First Infantry Division, Fort Riley, Kansas. In 1996 he served as a Troop Commander for "Bulldog" Troop, 4th Squadron, 7th Cavalry Regiment, 2nd Infantry Division in Camp Garry Owen, Republic of Korea. After redeployment, from 1998 thru 2000 he commanded Delta Troop, 5th Armored Brigade, Fort Carson Colorado. COL Gutierrez began his Army Acquisition career as a career management officer at the Human Resources Command (HRC), Alexandria Virginia from 2000-2002. From 2003 thru 2006 he served in the Program Executive Office, Ground Combat Systems (GCS) and the Future Combat Systems (FCS) program in Detroit Michigan. COL Gutierrez served as an assistant project manager for the Abrams Tank Program, the Heavy Brigade Combat Team and the Future Manned Ground Vehicle System. In 2006 he deployed to Operation Iraqi Freedom (OIF) as a team chief for the Joint Improvised Explosive Device Defeat Organization (JIEDDO). In 2007 he was assigned to the Missile Defense Agency (MDA), Schriever, Air Force Base, Colorado as the project lead for Ground Fire Control and Communications. From 2008 thru 2009 COL Gutierrez deployed as the Security Cooperation Programs Director for the Multi-National Combined Security Transition

Command-Afghanistan (CSTC-A). Post deployment he served as a Product Manager in Program Executive Office Intelligence, Electronic Warfare and Sensors (IEWS) for the FCS Brigade Combat Team ISR and Task Force "ODIN". From 2012-2013 he was assigned to the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA (ALT) where he served as the Director for Aviation and Intelligence Systems.

COL Gutierrez education includes a Bachelor of Arts in Pre-Law from the University of New Mexico; and a Master's of Science in Systems Acquisition Management from Webster University, St Louis Mo. He most recently completed Senior Service College at the Dwight D. Eisenhower School for National Security & Resource Strategy (formerly ICAF), earning a Master's of Science in National Resource Strategy. Additionally he is a graduate of the Armor Officer Basic and Advanced Courses, the Command and General Staff College and the Defense Systems Management College of the Defense Acquisition University. Col Gutierrez is level III certified in Program Management. His awards include the bronze star (IOLC), the Meritorious Service Medal (4OLC), and the Joint Service Commendation Medal.

KEVIN KNOTTS

Kevin Knotts is the president and CEO of Azimuth Consulting Service and is a certified Project Manager Professional.

Kevin has over 30 years' experience in logistics, industrial engineering, and acquisition. The first 21 years were in Army logistics operations and acquisition as an Ordnance Officer. Kevin's assignments were in both the Army's wholesale logistics and field service organizations. His wholesale logistics experience was at the Tank and Automotive Command where he was a contracting/project officer, and later the Executive Officer to the Commanding General. His field service positions included, Army G4 Staff as the Readiness Branch Chief, Battalion Commander, and the 1st Armored Division DISCOM XO & S3. During Desert Storm, Kevin was the Executive/Operations Officer of the 66th Maintenance Battalion supporting the 10th Special Forces Group, Operations Support Command.

Kevin traded Army Green for Corporate Grey in 1998. He cut his teeth in consulting with PricewaterhouseCoopers, and IBM focusing on industrial base supply chain logistics and acquisition. Kevin then partnered with Dr. Jay Sculley (former Assistant Secretary of the Army for Acquisition Logistics and Technology) at Horne Engineering in 2004 and established a supply chain logistics group specializing in munitions. In 2005 Kevin moved his group to CSC and in 2013 Kevin established Azimuth Consulting Services. He is currently its president and CEO and continues to lead his management consulting company that specializes in supply chain logistics to include: supply chain management, industrial base assessments, acquisition, financial management, public private partnerships, and business process re-engineering.

Kevin holds a Bachelors of Arts degree in Economics from the Virginia Military Institute and a Masters Degree in Business Administration with a concentration in finance and accounting from Babson College. His military schooling includes the Materiel Acquisition Management Project Managers Course and Contract Management Courses required for an unlimited Procuring Contracting Officer's (PCO's) Warrant.

ELLEN M. LORD

Ellen Lord was appointed president and chief executive officer of Textron Systems, as well as a member of the Textron Executive Leadership Team, in 2012. In this role, she leads a multi-billion dollar business with a broad range of products and services supporting defense, homeland security, aerospace, infrastructure protection, and other customers around the world.

Prior to assuming her current position, Lord was senior vice president and general manager of Textron Defense Systems, now Weapon & Sensor Systems. Lord took over leadership of that business after serving three years as the senior vice president and general manager

of AAI Corporation, now known as Textron Systems' Electronic Systems, Support Solutions and Unmanned Systems businesses.

Earlier in her career, Lord served as vice president of integration management for Textron Systems, in addition to other business and operations positions. Lord started her Textron career managing proprietary and patented plastics technology for Textron Automotive Technology Center in Dover, New Hampshire.

Lord earned a master's degree in chemistry from the University of New Hampshire, as well as a bachelor of arts degree in chemistry from Connecticut College. She also is a Textron Six Sigma certified Black Belt, specializing in Design for Six Sigma.

Lord serves as vice chair of the National Defense Industrial Association. She also serves on the board of trustees for the Naval Institute Foundation, and as a member on the board of directors for the U.S. India Business Council and the Defense Technology Initiative. Lord also contributed to a Center for a New American Security report, titled, "Creative Disruption: Technology, Strategy, and the Future of the Global Defense Industry."

BG(RET) JOHN J. MCGUINESS

BG(ret) McGuiness is President of American Ordnance LLC, a premier manufacturer of ammunition to the United States Military and the operating contractor for the Milan Army Ammunition Plant and Iowa Army Ammunition Plant. American Ordnance's capabilities encompass a wide array of development, load, assemble and pack requirements for medium to large caliber ammunition, warheads and other explosives. Prior to joining American Ordnance, John was President of JJM Ventures, providing consulting services for a wide array of clients such as foreign companies, Fortune top 10, major defense contractors, small business, and private equity firms. General McGuiness completed a distinguished 31 year career in the Army culminating as the Commanding General of Picatinny Arsenal and the U.S. Army's Program Executive Officer for Ammunition, being designated as the DoD Single Manager of Conventional Ammunition. General McGuiness has earned a Bachelor's of Science degree from the U.S. Military Academy at West Point, and Masters of Science degrees from the Air Force Institute of Technology in Operations Research and the U.S. Army War College in National Security Strategy. He is also a graduate of the Program of Management Development, Harvard Business School.

FRANK J. MICHAEL CAPTAIN, USN (RET)

Frank J. Michael was appointed Senior Vice President, Program Development, National Defense Industrial Association in June 2016. He is responsible for managing NDIA's relationships with industry stakeholders and government officials. In that role, he will collaborate with the Association's members, chapters, divisions and affiliates to provide forward thinking programming and activities that address current and future challenges in Defense and National Security.

Mr. Michael is a career naval officer and aviator who served in a number of critical leadership billets both at sea and ashore. His command tours include Helicopter Anti-Submarine Squadron Light Four Seven (HSL-47) and USS Boxer (LHD-4). During his most recent active duty assignment, he served as Strategy Branch Chief on the Navy Staff and was principal author of the Nation's maritime strategy "A Cooperative Strategy for 21st Century Seapower" released in March 2015. Other major assignments ashore include CNO Fellow, Chief of Naval Operations Strategic Studies Group and National Military Command System Branch Chief on the Joint Staff.

Mr. Michael holds an M.A Degree in Public Administration and has been recognized with a Doctor of Humane Letters from Misericordia University.

MICHAEL O'HANLON

Michael O'Hanlon is a senior fellow with the 21st Century Defense Initiative and director of research for the Foreign Policy program

at the Brookings Institution, where he specializes in U.S. defense strategy, the use of military force, and American foreign policy. He is a visiting lecturer at Princeton University, an adjunct professor at Johns Hopkins University, and a member of the International Institute for Strategic Studies. O'Hanlon is a member of General David Petraeus's External Advisory Board at the Central Intelligence Agency. He is a commentator on Alhurra TV and also blogs for Fareed Zakaria's Global Public Square site at CNN.com.

JOSEPH PELINO

Mr. Joseph Pelino became the Armaments Research, Development and Engineering Center (ARDEC) Director of Technology in February 2011 within the Enterprise and Systems Integration Center (ESIC). He is responsible for the development of state-of-the-art technologies in the area of lethality. Areas of technical responsibility involve warhead, energetic, guidance and control mechanisms for munitions, seekers for precision munitions, ammunition logistics and re-supply, short pulsed laser investigations, gun development and propulsion, etc. He conducts continuous strategic analysis of present and future capabilities and establishes requirements, ground rules, and engineering assumptions for future programs; initiates changes or reorientation of objectives. He serves on special agency and interagency committees, coordinating groups, etc., where decisions, commitments and conclusions are made independently and have considerable impact on the long-range planning and establishment of Army weapon system requirements and design.

From July 2002 through February 2011, Mr. Pelino was the Deputy Product Manager, Office of the Product Manager Intelligent Munitions System, US Army Program Executive Office (PEO) Ammunition, Picatinny Arsenal, New Jersey. As Deputy Product Manager on the XM1100 Scorpion program, an Acquisition Category I, Office of the Secretary of Defense special interest program, he managed all efforts during the technology development and engineering and manufacturing development phases of the acquisition life cycle.

From November 1997 through July 2002, Mr. Pelino was the Project Officer, Office of the Project Manager Close Combat Systems, PEO Ammunition, Picatinny Arsenal, New Jersey. Mr. Pelino managed non-lethal weapons and munitions programs within the Army's lead program management office for all non-lethal capabilities. Mr. Pelino directly interfaced with the Joint Non-Lethal Weapons Program (JNLWP), the Department of Defense's executive agent for non-lethal capability development as well as the other Service's material and combat developers. Developed the Remote Area Denial Artillery Munition (RADAM) artillery projectile and the manufacturing capability to take two existing sub-munition carrying artillery projectiles and combine them into a single projectile. During this time was responsible for achieving Type Classification on three programs.

From September 1988-November 2007, Mr. Pelino was Product Assurance Engineer, Quality Engineering and Test Directorate, US Army ARDEC, Picatinny Arsenal, New Jersey. He served as the Quality Engineer on the development of mine and munitions programs. He was responsible for the development of specifications, test plans and technical detailed drawings.

COLONEL ANTHONY L. PUENTE

Colonel Anthony L. Puente is the Project Director of Joint Products, Picatinny Arsenal, New Jersey. Colonel Puente is the senior representative of the Air Force on the Single Manager of Conventional Ammunition (SMCA) team. He leads a group of 40 professionals in achieving cost, schedule, and performance goals for Air Force, Army and Navy configuration-managed products. Colonel Puente also supports the joint office of Executive Director of Conventional Ammunition for the Department of Defense, whose function is, among others, to advocate service needs with the SMCA organization. Colonel Puente enlisted in the Air Force as a computerized test

station and component repair specialist and was assigned to Cannon AFB, NM in 1984. He earned his commission as a second lieutenant in May 1995 through Officer Training School at Maxwell AFB, Alabama. He has served in a variety of leadership and command positions in maintenance and logistics at the squadron, group, and headquarters levels. His aircraft maintenance experience includes the F-111, F-15C/D, F-16, KC-135, F-22, MQ-1, MQ-9, and E-3.

JEFFREY RONCKA

Jeffrey Roncka, Senior Partner, offers clients 19 years of diverse experience in the national security and aerospace arenas. Mr. Roncka's background in the aerospace and defense industry spans both the public and private sectors, including positions in Federal Government, investment banking, management consulting, litigation support and serving on the board of a small publicly-traded aerospace supplier.

Jeff has a wealth of experience helping companies and investors generate value creating strategies, and his core advisory offering is helping clients understand and react to their business environment. Specifically, his expertise lies in guiding executives through a structured process of assessing their served markets and relative competitive position, identifying repositioning imperatives and developing responsive strategies. Frequently, these engagements involve the formulation and execution of M&A. Mr. Roncka has participated in over one hundred twenty aerospace/defense transaction processes over the past decade, representing a diverse range of US and international strategic and financial clients. He has worked on deals ranging in size from less than \$5 million in enterprise value to over \$4 billion.

Jeff joined RSAdvisors in 2011. His earlier experience includes eight years at Charles River Associates, where he led their Washington DC-based defense consulting team. Prior to that, he served as Senior Vice President at Global Technology Partners, LLC, a transaction advisory boutique founded by former Secretary of Defense William J. Perry and affiliated with the Rothschild family of investment banks. His Federal Government experience began with his appointment as a Presidential Management Fellow in 1995, after which he spent five years in the Office of the Under Secretary of Defense for Acquisition & Technology focusing on two issues: industrial policy and cruise and ballistic missile defense. Complementing his largely DoD government background were short-term positions at the Department of State and Central Intelligence Agency.

Jeff graduated Magna Cum Laude from Harvard College with an A.B. degree in Modern European History and subsequently completed his Master's degree in National Security Policy from The George Washington University. Mr. Roncka also completed professional development courses in system program management at the Defense Acquisition University and in Mergers and Acquisition at the University of Pennsylvania's Wharton School.

MR. ANTHONY J. SEBASTO

Mr. Sebasto was appointed to the rank of Senior Executive Service (SES) in June 2015 and assigned as the Executive Director of the Enterprise and Systems Integrations Center of the U.S. Army Armament Research, Development and Engineering Center (ARDEC) at Picatinny Arsenal, New Jersey. In this role, Mr. Sebasto is responsible for leading a large research, development and engineering center with a competency team located at Picatinny Arsenal and Rock Island Arsenal. In this role he is responsible for establishing, guiding and measuring the progress of large, complex integrated product development teams and all programs executed by ARDEC in support of the Army, the Joint Services and OSD. Programs support the research, development and production of small, medium, and large caliber weapon systems

for ground and air combat platforms, and for the individual soldier, both lethal and non-lethal. He also currently serves as the co-chair of the Army's Subterranean/Megacities Materiel Developer Task Force.

He most recently served as Director of the Munitions Engineering and Technology Center (METC) with responsibility for managing operations of a large complex R&D Center personnel, resources, facilities all in support of life-cycle engineering (research, development, production, demilitarization) for lethal and non-lethal Joint Service munitions to include gun and shoulder launched munitions, demolitions, area denial munition, and munition components. His other previous assignments include the METC Senior Associate for Munitions and Technology, the Deputy Director of the Enterprise and Systems Integration Center, and both Director and Senior Technical Executive of the Armaments Engineering and Technology Center (AETC). His previous leadership assignments also included various senior management positions focused on ARDEC's science and technology program planning and execution to include Associate for Technology for both the Close Combat and Fire Support Armaments Centers, and as ARDEC Associate Technical Director for System Concepts and Technology.

SCOTT SELLE

Scott Selle is the President of Esterline Defense Technologies (EDT), a platform within Esterline Corporation's Advanced Materials segment. EDT is headquartered in Coachella, California, and also operates facilities in Arkansas and North Carolina. Within its Ordnance product line, EDT supplies the U.S. Department of Defense (DoD) and major prime contractors with nitrocellulose combustible cartridge cases for tank, artillery, and mortar ammunition; and produces training payloads for 40mm grenade ammunition.

In the Countermeasures product line, EDT develops and supplies aerial flare, chaff and decoy countermeasures used extensively on U.S. and allied military aircraft.

Prior to joining Esterline, Selle operated his own small management consulting business supporting strategic manufacturing projects, mainly in Mexico. Before this, he was President of Nammo Talley, a division of the Nammo Group. Nammo Talley is a prime contractor for shoulder launched munitions and a subcontracting supplier of mission-critical energetic components including warheads, rocket motors

and actuators. From 2006 to 2010 Selle was the President of Fairchild Controls Corporation, a U.S. company in the Airbus Group. Fairchild Controls develops highly-engineered environmental, pneumatic and electric motor controls for military and commercial aerospace applications. From 1995 until 2006, Selle worked for Honeywell (formerly AlliedSignal). He was a General Manager at factories in Tulsa and Anniston; a Six Sigma Director in Honeywell's global aerospace supply chain organization; and a Quality Assurance Manager for the Phoenix turbine engine facility.

Selle is an active advocate for manufacturing excellence and strategy within the national technology industrial base (NTIB). He has served as a sector leader and industry chairman for the Industrial Committee of Ammunition Producers (ICAP), a collaborative consortium between DoD, industry and academia. Selle has also served as the regional industry representative and member of the Board of Directors for the Frederick, Maryland Airport Commission.

Prior to his career in the aerospace and defense industry, Selle served eight years in the Navy as an officer on submarines, achieving the rank of Lieutenant. He deployed as a junior officer on the USS Haddock (SSN-621), spent two years at Pearl Harbor Naval Shipyard, and then served on the staff of Commander, Training Command, U.S. Pacific Fleet, before resigning his commission with an honorable discharge.

Selle holds a B.S. degree in Materials Science Engineering and an M.B.A. from Arizona State University.

MR. JAMES SHIELDS

Mr. James Shields became the Program Executive Officer Ammunition in July 2014. The PEO Ammunition mission is to execute life cycle management of munitions and serve as the Department of Defense Single Manager for Conventional Ammunition (SMCA). With a FY14 operating budget exceeding \$2.4 billion, the PEO manages conventional ammunition for all our armed Services and certain allied partners and equips Soldiers with mortar systems, countermine and counter improvised explosive device systems.

Previously Mr. Shields served as the Deputy Program Executive Officer Ammunition since November 2009, Joint Program Manager (JPM) and Deputy JPM for the Joint Lightweight 155mm Howitzer (JLW155); Chief, Systems Engineering Division, Crusader self-propelled artillery system; Team Leader, Wide Area Mine (WAM); and Mechanical Systems Specialist, International Programs Office, Autonomous Precision Guided Munitions (APGM).

Mr. Shields graduated from Rutgers University with a Bachelors of Science degree in Mechanical Engineering and received a Master of Science degree in Mechanical Engineering from Stevens Institute of Technology. He is a graduate of the Program Management Course and the Executive Program Management Course of the Defense Systems Management College.

Mr. Shields is a member of the Army Acquisition Corps, the American Society of Mechanical Engineers, the Association of the United States Army, and the United States Army Field Artillery Association. His awards include the Department of the Army's Decoration for Exceptional Civilian Service, Meritorious Civilian Service Medal, and Superior Civilian Service Medal; the National Defense Industrial Association's Award for Outstanding Achievement in Production; and the Field Artillery Association's Ancient Order of Saint Barbara Medal.

DAVID SIGGERS

President, Co-founder, Spectra Technologies, LLC

Mr. David Siggers is the Co-founder and President of Spectra Technologies, LLC. Spectra Technologies serves all four branches of the US DoD Armed Forces and is a quality awarded company certified to Aerospace and Defense Standard AS 9100. Spectra provides full load, assemble, and pack services, ordnance manufacturing, in the areas of warheads, grenades, ammunition, demolition products to include ordnance design support and testing.

Mr. Siggers career spans 39 years in Energetic Ordnance manufacturing operations and management. His responsibilities have also included are a wide variety of technical ordnance related systems and processing methodology. Mr. Siggers holds patents for ordnance design, energetics systems and processes.

In the past, Mr. Siggers was principally responsible for the organization formerly known as Hitech (a Daimler Benz company), later acquired by Primex followed by GDOTS. He has held successive positions within the Hitech organization as the VP of Operations and later as Executive VP.

Mr. Siggers is a co-founder of Spectra, growing the company from a start-up operation to a peak of 300 dedicated employees and over 1300 acres involved in manufacturing and test or energetic products. As President of Spectra Technologies, Mr. Siggers provides strategy and leadership as well as specific technical experience. Technical fields include energetics processing, explosive pressing and machining, extrusions, melt casting, PBX casting, propellant loading, and ordnance assembly. Mr. Siggers is currently building successful international relationships and partnerships for new and legacy ordnance products.

Mr. Siggers is a member of the NDIA, Society of Explosives Engineers, and International Pyrotechnic Society.

Mr. Siggers holds a BS in Engineering from Southern Illinois University.

Spectra is a subsidiary of National Defense Corporation and National Presto Industries. The other companies within National Defense Corporation include AMTEC Corporation, Amron Corporation, AMTEC Less-Lethal Systems, Inc. and Technical Ordnance Inc.

RHONDA VANDECASTEELE

Ms. Rhonda VanDeCastele serves as the Executive Director for Ammunition for the Joint Munitions Command. In this Senior Executive Service position, she is responsible for providing joint conventional munitions acquisition sustainment, readiness and logistics direction for all U.S. military services.

This JMC organization of 430 personnel manages and executes the Single Manager for Conventional Ammunition's Field Operating Activity mission for the production, supply, storage, maintenance, and demilitarization of conventional ammunition.

Prior to her current duties, Ms. VanDeCastele served as the Deputy Chief of Staff for Resource Management for Joint Munitions Command, a position she held since 2006, overseeing approximately 100 personnel. Her major responsibilities included budget development and execution tracking for appropriated and revolving funds, cost and productivity analysis, and Civilian and Military force management.

Ms. VanDeCastele has also served as the Director of Business Operations in the Munitions and Logistics and Readiness Center where she coordinated and integrated ammunition logistics requirements and funding. In that position, she worked closely with the Program Executive Officer and other service representatives to satisfy their requirements. Ms. VanDeCastele also served as the Joint Munitions Command Strategic Planning Officer. While in that assignment, she worked with senior leaders to analyze and develop the strategic path forward for the Joint Munitions Command. She also served as the Chief of the Small Caliber Ammunition Division of Commodity Management. In that position, she led a multi-functional team responsible for joint service small caliber ammunition and oversight of Lake City Army Ammunition Plant. During this critical time after 9/11, she led efforts to increase small caliber ammunition production from 400 million rounds per year to 1.2 billion rounds per year.

Ms. VanDeCastele is a native of Reynolds, Ill., and a graduate of Western Illinois University, Macomb, Ill., with a degree in Finance. She obtained a Masters in Organizational Leadership from St. Ambrose University, Davenport, Iowa. She began her federal career in February 1984.

Ms. VanDeCastele is Level II Army Acquisition Corps (AAC) certified in production, quality and manufacturing and Level III certified in business, cost estimating and financial management. She is Lean Six Sigma green belt certified and a recipient of the Ordnance Order of Samuel Sharpe. Ms. VanDeCastele has received several honorary awards to include the Meritorious Civilian Service Award. She has also received the Army Fiscal Year 2010 Comptroller/Deputy Comptroller of the Year and Capstone Awards. Under her leadership, the JMC Resource Management team received the Army Manpower and Force Management Excellence Award and the Resource Management Organization of the Year Award.

MAX WATERMAN

Max Waterman is the Senior Director of International Marketing and Business Development for General Dynamics Ordnance and Tactical Systems located in St. Petersburg, Florida. The company's core business is in weapons and munitions with annual sales of approximately \$2 billion.

Born in the United Kingdom, after completing a Grammar School and Technical College education Mr. Waterman joined the British Army in 1975, enlisting in the Royal Hussars (Prince of Wales Own). During his army career he served in armored, infantry and

intelligence roles in Northern Ireland, Belize, Canada, Germany and the UK. His last two years in the service were spent with the Royal Armoured Corps Sales Team, a unit supporting British Industry in the marketing of military equipment (and armored vehicles in particular) to governments around the world.

Leaving the army in 1984 to join an armored vehicle manufacturer, Mr. Waterman spent the next several years in a variety of positions in the British defense industry before setting up his own consulting business in the UK, advising British and US companies on sales and marketing techniques in Asia, Africa and Europe. In this position, Mr. Waterman traveled extensively in the Far and Middle East, South Asia, Europe, the Former Soviet Union and Africa.

In 1999, Mr. Waterman emigrated to the United States and joined General Dynamics Ordnance and Tactical Systems as the Director of International Marketing and Business Development, a department he now manages. Since that time, he has been responsible for significant international weapon, ammunition and related equipment sales, developing numerous new markets for General Dynamics products in Europe, the Middle East and South Asia. He became a naturalized US citizen in 2004.

Mr. Waterman has a BA (Hons) in International Relations with a concentration in Comparative and Regional Politics from the American Military University; an undergraduate certificate in Terrorism Studies; and the United Nations Certificate in Global Terrorism Studies. He is a Member of the Institute of Sales and Marketing Management, the Association of the United States Army; the Middle East Institute; and the Association of Former Intelligence Officers.

TROY KEVIN WRIGHT

Troy Wright has spent the last thirty-three years working in the areas of munitions and weapons design, analysis, applied research, acquisition, procurement, maintenance and surveillance. Troy has served the last eighteen years as the Product Manager Ammunition, Program Manager for Ammunition, Marine Corps Systems Command. In this position, he has successfully managed complexities of procurement, some limited research, maintenance and surveillance of over 300 ammunition items currently used by the Marine Corps. Troy currently oversees the development and execution of a budget valued at over a billion dollars for procurement, O&M and R&D funding across the FYDP. Troy is also responsible for the execution of a collection of diverse technical programs that address, configuration management, quality assurance, industrial base, and surveillance issues for all ground ammunition. Among the highlights of these efforts is the integration of polymer case technology into DoD small caliber ammunition which has demonstrated a 25% weight reduction for .50 caliber ball cartridges. Troy has also been the driving force in pressing the munition industrial base to implement quality assurance initiatives such as: Statistical Process Control, a standard Critical Characteristic Clause and Automated Inspection Equipment which will provide the DOD with more reliable ammunition. Troy is currently the US Marine Corps representative to the DoD Insensitive Munitions IPT. Troy has been a Principle Investigator for an OSD led Munitions Suitability, Safety and Serviceability Date Exchange Agreement for the US and UK. Troy is a nationally recognized expert in the area of Insensitive Munitions and is a previous chair for the Joint Service Insensitive Munitions Technical Panel established by OSD, Office of Land Warfare and Munitions.

Prior to working for the Marine Corps, Troy worked for the Naval Surface Warfare Center, Indian Head Division in several technical and technical management positions. He has been responsible for structural, thermal and ballistic analysis for many weapon systems including; Standard Missile, Tomahawk Cruise Missile, AMRAAM, Sidewinder, MCLIC, several JATO systems and numerous

CAD and PAD devices. Troy has also managed a portion of the Navy's advanced surveillance program for the Trident D-5 missile and led work to develop new chemical and mechanical techniques for determining and modeling the aging of energetic systems. Troy has spent time in the Navy's Insensitive Munitions (IM) Office as the Assistant Program Manager for Programs and was responsible for evaluating IM risks for Navy weapon programs, identifying technologies capable of reducing these risks and working with PM Offices to integrate these technologies. Troy was responsible while in this position for staffing a JROC position on IM and developing the initial policy for IM in the DoD 5000.2 which has resulted in the reduction of explosive incidents involving munitions. Troy has also been a project manager for the Navy's Distributed Explosive Technology Mine Neutralization System. Under Troy's leadership the project was successful in demonstrating that a system could be deployed from a LCAC and used to neutralize a minefield in the surf zone sufficient to allow Marines to access a beach directly behind this minefield. Additionally, Troy was the government lead on the Payload Development IPT for the Navy's Extended Range Guided Munition, as well as, the Principle for Safety for the Navy's 5-inch gun, fire control and new munitions associated with the 5-inch gun. Much of the work completed under this Navy program influenced the Army's later developmental effort for the 155mm Excalibur Projectile.

MR. MATTHEW ZIMMERMAN

Project Director Joint Services

Mr. Zimmerman is employed by the U.S. Army's Program Executive Office (PEO) for Ammunition as the PD Joint Services at Picatinny Arsenal, NJ. PD Joint Services is responsible for integrating and coordinating the DoD's Single Manager for Conventional Ammunition (SMCA) mission; executing the SMCA's industrial base management responsibilities, to include the Army Ammunition Plant modernization program, strategic planning and Public Law 105-261, Section 806; managing an Army ammunition logistics research & development (R&D) effort; managing a munitions manufacturing technology and prototyping program; and managing the demilitarization program for all of DoD's missiles and conventional ammunition.

Prior to PEO, Mr. Zimmerman was employed with the U.S. Army Armament Research, Development and Engineering Center (ARDEC) located at Picatinny Arsenal, N.J. where held positions as the Associate for Engineering in the Close Combat Armaments Center; Deputy Program Manager of the Joint Service Small Arms Program; and Program Manager of the Objective Individual Combat Weapon and Objective Crew Served Weapon air bursting munitions systems. Mr. Zimmerman worked for the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics as Land Warfare Staff Principal for the Multiple Launch Rocket System Upgrade, Land Warrior, and Joint Non-Lethal Weapons Program. His international experience includes a tour with the Australian Army's Engineering Development Establishment manufacturing the Steyr AUG assault rifle and FN Minimi Light Support Weapon; participation in a variety of NATO working groups, and the Infantry Weapons Data Exchange Annex lead with Korea, UK, and France. Mr. Zimmerman received a B.S. in Mechanical Engineering from the Pennsylvania State University, a Master in Engineering from Stevens Institute of Technology, a Master in Technology Management from the University of Pennsylvania and completed the Harvard University John F. Kennedy School of Government Senior Executive Fellows program. He is a certified Lean Six Sigma Black Belt and has attained Level III acquisition certification in Program Management and Systems Planning, Research, Development and Engineering.



Headquartered in Radford, Virginia, BAE Systems Ordnance Systems Inc. (OSI) operates the Holston and Radford Army plants in support of U.S. Department of Defense (DoD) and commercial requirements. In addition to production, OSI provides a host of ammunition-related services, including modernization program management, inventory management, and energetics research and development. Holston Army Ammunition Plant is a key source for U.S. DoD high explosives. Their portfolio product mix includes RDXs, HMXs, IMXs, and PBXs. Radford

Army Ammunition Plant is a key source for high-volume U.S. DoD Nitrocellulose / Propellants. Their portfolio product mix includes Nitrocellulose, single-base propellants, multi-base propellants and rocket propellants. OSI is an innovation leader in next generation explosives and propellants development through its robust IR&D program. OSI is an active supporter of U.S. DoD and commercial product development through a wide variety of CRAD programs. In addition, OSI has provided total program management for all modernization projects conducted at its two ammunition plants. This extensive program includes modernization planning, project management, design, construction, and prove-out of a wide variety of projects.



From its Dallas, TX headquarters Expal USA operates on 2 sites in the US. Energetic Material Formulation and Processing

The Minden Louisiana facility is a remote operated highly automated energetic material processing capability for the manufacture of highly loaded energetic material compositions. Expal USA's TSE has been used to successfully manufacture modern pressed explosives molding powder including PAX-3, a US Army developed product that has increasing attractiveness for high performance warheads. LOVA propellants have also been made successfully on similar equipment.

Demilitarization

The Texarkana facility is located adjacent to the Red River Army Depot in Hooks Texas and is dedicated to demilitarization of ammunition including cluster bombs and scatterable mines, this facility became operational in 2016.

EXPAL USA is the US subsidiary of the renowned European defense company, EXPAL, which owns and operates 9 factories in Europe. Expal manages the entire lifecycle of ammunitions and explosives, from their design, development, manufacturing, until their destruction at the end of their working life and has products in service with the armed services of more than 40 countries. Expal not only manufactures complete weapon systems for Land, Sea and Air Forces but also manufactures the components for itself and other defense contractors, it manufactures gun propellants including their principle ingredients nitrocellulose and nitroglycerine, projectile bodies and body forgings including 60mm mortar, 155mm artillery shells and Mk 84 bombs. Expal also and fills its warheads by pressing, melt pour and cast cure and manufactures it's own artillery, mortar and aviation fuzes. Expal also has demilitarization facilities in Spain, Denmark, Bulgaria, Italy and Brazil and recycles components for reuse in civil industry including explosives for public works, mining industry, hunting powders, etc.

EXPAL is the defense arm of MAXAM, which since its formation in 1872 by Alfred Nobel has developed into a leading industrial group for civil explosives and initiation systems for the mining, quarry and construction; hunting cartridges and gunpowder for sporting use.



General Dynamics Ordnance and Tactical Systems manufactures large-, medium- and small-caliber direct and indirect-fire munitions; and is a leader in the development and production of lightweight tactical vehicles, weapons and armament systems. The company designs and produces shaped charge and penetrator warheads; and manufactures precision metal components for missiles, rockets, radomes and composite structures for the

commercial, aerospace and defense markets. The company also produces propellants and non-lethal and force-protection products. More information about General Dynamics Ordnance and Tactical Systems is available online at www.gd-ots.com.



Fuzing & Ordnance Systems

For over 60 years, L3 Fuzing & Ordnance Systems (L3 FOS) has been a leader in the fuzing industry, specializing in the design, development, testing, and manufacture of Electronic Safety and Arming Fuzes, Ignition Safety Devices, Flight Termination Safe & Arm devices, and Proximity Sensors. Our products are utilized in Mortars, Artillery, Air-Dropped Bombs, Rockets, and Missiles.

Located near Cincinnati, Ohio, L3 FOS' modern facility was specifically designed for the manufacture of fuzing and ordnance systems. All activities, including design, engineering, production and quality, are performed at this single location by a workforce of over 600 employees, enabling process efficiencies and ensuring adherence to programmatic and technical standards. L3 FOS is dedicated to continuous improvement and operates a quality management system that is certified to AS9100C and ISO 9001:2008. Our highly flexible manufacturing

operations can accommodate a variety of fuzing products, with run rates of 40,000 units per month down to individual production units for development efforts. Additionally, L3 FOS has a complete, on-site test lab to perform all required environmental test procedures.

L3 FOS also operates an advanced Automated Electronics Assembly area that produces high-reliability Flex Circuit Assemblies and Circuit Card Assemblies on modern Surface Mount Technology (SMT) equipment. This capability is on-site to control and support the most stringent quality standards for the production of military standard, safety-critical components.

L3 FOS is committed to supporting the warfighter by providing highly reliable fuzes, safety and arming devices, proximity sensors and related products. We will continue to innovate and develop unique solutions by leveraging our valued workforce. To learn more, please visit our website www.L3T.com/FOS or call 513-943-2000.



Munitions Industrial Base Task Force

The Munitions Industrial Base Task Force (MIBTF) is a consortium of defense companies formed to advocate for the continued health and viability of the Nation's munitions industrial base. Created twenty four years ago in response to an existential threat, we have worked constantly to enhance the knowledge and understanding of decision makers and organizations in government and industry. That knowledge and understanding are key to ensuring adequate funding and policy support for sustainment of a responsive, capable U.S. munitions industrial base able to develop, produce, and support superior munitions for the U.S. and its allies. The Task Force is comprised of small, medium and large companies – and serves as the single unified voice on the status of the entire munitions industrial base, on concerns relevant to preservation of key capabilities for U.S. national security, and on recommended actions tailored to effect that preservation. The Task Force remains a strong, credible advocate for our industry in its interactions with the Department of Defense, the Congress, and other sectors of the total defense Industrial base.

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