



AMERICAN SYSTEMS

PERSPECTIVE

When It Has To Be Right The First Time



Volume 30 • Issue 3 • July 2009

AMERICAN SYSTEMS Is On The Move Again

After more than ten years at 13990 Parkeast Circle, our Headquarters will be relocating...but only just up the road. In an announcement dated June 11, 2009, Bill Hoover notified all employee-owners that AMERICAN SYSTEMS had signed a lease for a new Headquarters facility, with an anticipated move date in mid-April, 2010. The Company will stay in the Westfields Corporate Center, as the facility (artist's rendering, above) is located at 14151 Park Meadow Drive, Chantilly, Virginia.

In other facilities news, our Chesapeake, Virginia employee-owners also will be moving to new quarters toward the end of this year. And finally, we will be entering a new market with a new office in Sierra Vista, Arizona this month! Here's a little more on each of these moves.

Chantilly, Virginia

AMERICAN SYSTEMS will be occupying the top two floors of the building. We will be implementing our new open office work environment, and the facility will include state-of-the-art conferencing capabilities. The building includes a Sam's Deli, serving hot and cold food and beverages, and there will be a new fitness facility for all building occupants.

Chesapeake, Virginia

Our Facilities Group is hard at work negotiating a lease on a new location for our employee-owners in the Tidewater area of Virginia. With our

current lease set to expire at the end of 2009, be on the lookout for more information as to where and when our facility will be moving.

Sierra Vista, Arizona

On July 1, 2009, AMERICAN SYSTEMS opened the door to one of our strategic markets with the opening of our first office in Sierra Vista, Arizona. The office, located in the far southeastern corner of Arizona, will support our new business development initiatives around Fort Huachuca. To learn more, see the related story on the last page of this newsletter, or contact Jason.Frye@AmericanSystems.com

Soon, we will be unveiling an AIMS Community site to keep all employees informed on the facility designs, move updates, customer communications plans and other useful information.

Tom Raup and his team deserve significant credit for their persistence and perseverance. After nearly two years of continuous investigation and negotiation, we have been able to conclude a deal that is both cost-effective and appropriate for the Company. Please join me in congratulating Tom and his team for a job well done.

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From the President's Desk



We have now completed the first half of the CY/2009 business year. As I discussed in the two earlier editions of Perspective this year, our primary focus is on building value for our shareholders (i.e., the ESOP) by growing our business organically and profitably at a rate consistent with the leading companies in our industry. This was the focus of our five-year strategic planning activities which we initiated in the second quarter just completed.

As you may recall from the CY/2009 Kick-Off meetings that Peter Smith, Finley Foster and I conducted throughout the Company earlier this year, we did not refresh our strategic plan in CY/2008 due to the activities associated with Project Alpha. For this reason and the fact that there have been some fundamental changes in our business/industry environments, both economically and philosophically, it was very important that we refresh our five-year strategic plan.

As a result of the planning hiatus taken in CY/2008, we modified our approach to the five-year strategic planning activities that we have used in the past. This year, we segregated our approach into three basic activities:

- #1: Research and Data Collection
- #2: Strategic Plan (2010–2014) Update and Approval
- #3: Organic Growth Strategy Development

Activities #1-2 are routine elements of our strategic plan refreshment methodology. Activity #1 was completed in April, as usual.

Activity #2 was accomplished in May. As a routine aspect of this activity, we benchmarked ourselves with our industry peer group. Additionally, we took into account the various external and internal factors that influence our business. This refreshed plan, Strategic Plan (2010-2014), was presented to and approved by the Board of Directors in June. The most significant modifications that were made are as follows:

- Achieve a compounded annualized organic growth rate of 12%
- Achieve \$77M in acquired revenue
- Reaffirmed Strategic Business Areas of C4ISR, National Security, Readiness, Acquisition & Logistics and Citizen Safety
- Confirmed the importance of the Strategic Business Areas of Energy and Healthcare

In June, after the Board of Directors' approval of Strategic Plan (2010–2014), we kicked-off Activity #3 of our five-year planning efforts. This activity will continue through the third quarter. The initial phase of this activity was a three-day off-site meeting among the Executive Leadership Team and senior members of the Operations Leadership Team to include the Offering Leaders, the Strategic Business Area Leaders, **Eric Warneke** and **Steve Bruce**. This meeting was focused entirely on improving our ability to grow organically. During the off-site, the

participants were divided into three break-out teams led by **Peter Smith**, **Finley Foster** and **Mark Danisewicz**. Each team utilized a common, recognized and standard continuous improvement methodology as follows:

- Step 1: Define the Problem
- Step 2: Analyze Potential Causes/Select the Root Cause
- Step 3: Identify Possible Solutions
- Step 4: Select the Best Solution
- Step 5: Develop an Action Plan
- Step 6: Implement the Solution and Evaluate Progress

As the off-site concluded, each break-out team had completed and presented their recommendations through Step 4 of the process identified above. Subsequent to the off-site, the recommendations from each break-out team have been consolidated and returned to all three teams. The break-out teams will now take the consolidated "best solutions" identified by all of the teams; prioritize the identified solutions; and develop recommended action plans to accomplish these solutions. Once this has been accomplished, there will be a one-day local off-site during which each team will present its recommendations to the larger planning team. Subsequently, the larger planning team will consolidate, prioritize and develop the Company action plan to achieve the organic growth identified in the strategic plan. It is expected that this will be completed by the end of the third quarter of this year.

The results of these activities thus far have been very encouraging. There was tremendous enthusiasm and general consensus among the break-out teams and all individuals who participated. It is expected that the actions which are identified will be instrumental in achieving our long-term objectives and contribute significantly to building value for all of our shareholders.

Bill Hoover

Feedback Forum

Electronic Suggestion Box Feedback Now Posted On AIMS

The AMERICAN SYSTEMS Electronic Suggestion Box (ESB), unveiled in April, was created as an “open door” for employee-owners to ask questions, make suggestions, or otherwise engage our Company’s management team.

While a number of our employee-owners have used this forum so far, we need to keep the dialogue flowing! The ESB is easily accessible via a “Quick Link” on the right-hand side of the home page of AIMS, or through our external website (www.AmericanSystems.com/ForEmployees), and you are encouraged to speak your mind—anonymity is guaranteed, if you wish.

Here’s how the ESB works:

1. Submit your question, concern, or idea in the “Comments” field. You may choose to identify yourself, or not.
2. Your submission will be directed to a member of our Management Team best suited to provide a response.
3. IF you have identified yourself, you will receive a personal response from Management. If not, your submission, and response, will be posted to the “Feedback Forum” in a timely manner.
4. ALL submissions and responses will be paraphrased and posted to the Feedback Forum, with identities withheld.

The Feedback Forum can be accessed by visiting the ESP portal and clicking on the text hyperlink. PLEASE NOTE: Due to the potential confidential nature of the responses, the Feedback Forum can ONLY BE ACCESSED through AIMS, and not through our public website.

Here’s a peek at one of the ESB submissions and feedback received so far:

Employee Rewards

Question submitted April 30, 2009: I was recently reading an article in publication I have never seen before. Customer Relationship Management (CRM), the article was entitled: Lollipop Loyalty - As rewards programs proliferate, your best customers (employees) want—and deserve—more consideration. The main paragraph of the article that caught my attention was: Loyalty from the Inside Out, “rewards programs for employees. Points can be awarded to recognize achievement or as a display of gratitude, and can be redeemed for rewards at the company store.”



I thought this was a great idea, experience has taught me as a Project Manager that positive recognition is key to motivate my technicians to not just perform but to also present themselves appropriately. I think it would be great for managers to grant employees “reward points” and with those points employees can purchase AMERICAN SYSTEMS branded merchandise for both personal and professional uses like Golf Equipment (Golf Balls, & Towels), Office Accessories (Calculators, Clocks, Pen Sets, Coffee Mugs, Shirts, and Hats and everything and anything else appropriate. Expansion of the store would also provide more “Branded” items that we can present to “loyal” customers.

VP of Human Resources, TJ Baskerville’s Response: I agree that employee recognition is important to every organization and the award winning employers of choice have terrific programs.

Our HR team supports the corporate strategic goal to make AMERICAN SYSTEMS an employer of choice. We continue to review our recognition programs and value opportunities to receive employee feedback. We are exploring a number of options for possible implementation in 2010. We must, however, continually balance the fact that some “spot” award programs like the one you described have financial ramifications, not only to the company, but in some cases create taxable events to the employee-recipient. Having said that, we expect to propose changes to our reward and recognition program in the upcoming budget process for next year. We will continue to solicit inputs such as yours from all employee-owners so we can offer programs that fit into our culture and that employee-owners will value.

In the meantime, please remember that our current Values and Culture Recognition Plan is designed to reward/recognize those employee-owners that exhibit behavior in keeping with our corporate tenets. Any employee-owner may nominate any other employee-owner by completing a Strategic Values Plaque Request Form, which can be found in the HR Community of AIMS Value Plaque Link. Recipients of these plaques are publicized in our quarterly newsletter, Perspective, and often receive accolades in their respective staff meetings. Please let me know if you have problems accessing the nomination form, or if you have any other questions about this program.

Additionally, **Mike Dolton** in Corporate Communications is working on plans that may expand the goods offered through our online Company Store.

Employees Earn High Marks from Customers

Kudos to **Tom Hickenbotham**, one of our Instructors in Ormond Beach, Florida, for exceeding our customer's expectations! Tom recently trained a group of Transportation Safety Administration leaders in Atlanta, and one of his students, Richard Atkins, was so impressed with Tom's attitude and level of expertise that he wrote the following note to his own supervisors and our President and CEO, Bill Hoover! Here's an excerpt:

...I have recently completed Foundation in Leadership Training in Atlanta. We all completed a course evaluation after the completion of the training. However, this evaluation does not do justice to the outstanding training I received from Instructor Robert T. (Tom) Hickenbotham...

...Mr. Hickenbotham deserves the highest recognition for his dedication to TSA, and the powerful way he delivers information as an instructor.

Thank you,

Richard C. Atkins, U.S. Homeland Security/TSA-Atlanta

Erin Williams, a Schedule Writer and Assistant Flight Duty officer at US Navy Training Air Wing 5, in Whiting Field, Florida, also received recent praise from her customers. Erin was named Employee of the Quarter for her superior work, as noted in her nomination:

...She has shown her motivation by learning how to operate the squadron radios, allowing her to communicate with pilots in flight or after return, assisting and expediting the paperwork required by the Instructors...



Pictured: CDR Warren Lipscomb, Commanding Officer, Aviation Training Squadron 2, Erin Williams, and Program Manager Kelly McCoy.

...Erin is an exceptional addition to the VT-2 line shack and has been praised by all Flight Duty Officers for her knowledge of TIMS, and most importantly, her willingness to take ownership of tasks that need attention.

Congratulations, Tom and Erin! Keep up the great work!

Continuous Improvement

As AMERICAN SYSTEMS continues to evolve into a tier-one, prime contractor, so too, must our culture, processes, and policies. In the past few months, you've seen the Company implement important initiatives (such as Digital Documenting) to stay ahead of Presidential Mandates and Federal Acquisitions Regulations (FAR). In the near future, you will learn more about how the Company is continuing to adapt to become more agile, more efficient, and more compliant with an ever-changing market landscape—and to maintain our strategic position as an employer of choice. Here's a preview of what you can expect in the next few months:

Ethics Compliance Program

AMERICAN SYSTEMS has always emphasized an ethical culture, in and out of the workplace. Our Ethical Moments videos and brochures have been viewed by our employee-owners on a regular basis. In September, we will be launching an expanded Ethics Compliance Program that will reinforce that our Core Values are reflected in everyday actions starting the first day an employee joins AMERICAN SYSTEMS as an employee-owner.

Timekeeping

To improve efficiency as we execute our Strategic Plan (see related story, p. 2), we will be unveiling several modifications to our Timekeeping and other related Policies and Procedures before the end of Q3 2009. These changes will deal primarily with Paid Time Off (PTO) and Timekeeping procedures, and will assist us in streamlining our business ... and growing our share value! You will hear more about these changes in the next few weeks.

Career Development

As employee-owners, we also realize that continuous career development is an important ingredient to our success ... as individuals ... and as a Company. We are happy to report that, before this year is over, our Human Resources team will be deploying a Learning Management System for all employee-owners. Think of it as an online library of resources, tools, and training curricula that will continuously evolve. Look for much more information in the Fall.

Contract Wins Continue in Q2

Naval Acquisition Career Center

On July 1, 2009, the Naval Acquisition Career Center (NACC) awarded a second three-year, \$1,247,682 contract to the Training Operations Directorate in Ormond Beach, Florida. This new contract is for Leadership training for NACC's middle managers, the second phase of their aggressive focus on the sequential development of their 21st century leaders. This second phase for the Acquisition Leadership Development Program is a process-rich 2.5-day highly interactive skill-building course uniquely designed to enhance middle managers' intermediate leadership skills through a series of pre-course assignments, classroom activities, and post-course support. Participants examine and understand the strategic leader competencies required for leading high-performing teams and programs. In addition, they develop an increased awareness of their individual leadership strengths, improvement areas, preferences, styles and behaviors, and develop strategies for implementing organizational change and transformation in their own and other cross-cultural, generational environments. Instructional methods include small and large group discussions, individual assessments, skill practices and highly-interactive exercises designed to enhance participant involvement and promote understanding of current leadership principles.

The course is built upon direct application and analysis of four integrated modules: Transitional Leadership and Critical Thinking; Emotional Intelligence and Fostering Teamwork; Conflict Management and Generational Differences; and Managing from the Middle. The course also includes six specific self-assessments the managers use as a basis to better understand how their individual learning and interpersonal styles impact their leadership style. Using a single-instructor model, AMERICAN SYSTEMS will deliver up to 30 courses annually nationwide and in the U.S. Territories.

"We are thrilled to continue our support of the NACC's sequential development of their leaders," says **Mary Voy**, VP of Training Operations. "This win is testament to the high quality leadership development products and services offered by AMERICAN SYSTEMS, and we look forward to exceeding our customer's expectations once again."

The winning proposal team for this opportunity included the tireless efforts of **Russ Rossilini, Cheryl Grazier, Dawn Gardener, Cathy Hughes, Christy Elson, and Amy Swearingen.**

Written by Cathy Hughes

DSS Awards \$20M Contract

AMERICAN SYSTEMS was recently awarded a \$20 million firm fixed price contract by the Department of Defense Security Service (DSS) to provide call center support. The AMERICAN SYSTEMS team will provide callers with procedural and process expertise on the requirements of the National Industrial Security Program (NISP), investigative requirements of the DoD Personnel Security Program and associated manuals, regulations and policies.

"We are committed to ensuring the highest rates of call resolution and customer satisfaction, and are proud to continue making the DSS call center a valuable one-stop resource for the security information government and private sector personnel need to execute their missions," said **Bill Hoover**, president and CEO of AMERICAN SYSTEMS.

The DSS provides the military services, defense agencies, 23 federal agencies and approximately 12,000 cleared contractor facilities with security support services. AMERICAN SYSTEMS will assist the agency's call center customers with queries regarding Enterprise Security Systems (ESS) applications, security clearances, Electronic Questionnaires for Investigations Processing (e-QIP) and related issues.

The DSS selected AMERICAN SYSTEMS based on the unmatched skill of the Company's subject matter experts and history of superior performance. AMERICAN SYSTEMS has worked with the DSS since 1999, during which time the Company has greatly exceeded all service level agreements (SLAs) and maintained call abandonment rates of less than two percent with call volume of more than 1,500 calls per day.

With significant experience in all phases of managing, operating, consolidating and executing call center and help desk functions, AMERICAN SYSTEMS currently operates three government call centers and provides technical, managerial and logistics support to help customers meet mission objectives and SLAs on more than 100 government contracts.

Work under the contract, which has one base year and four one-year options, began on June 29, 2009 and is taking place in Columbus, Ohio and Alexandria, Virginia.

Carnival Against Cancer Raises More Than \$3,000

AMERICAN SYSTEMS hosted a Carnival against Cancer on Friday, June 26th at Headquarters in Chantilly. Over \$3,000 was raised in donations to benefit The Leukemia and Lymphoma Society's Light the Night Walk. Participation was outstanding. The Carnival featured an array of concessions and games such as a tug-of-war, a water balloon toss and an executive dunk tank, which featured our President and CEO, Bill Hoover. Learn more about the fight against cancer and sign up today for a Light the Night Walk in your area by visiting: www.lightthenight.org.



Photo Gallery



ATF Visits Lorton Office (L to R): Deputy Director TEDAC Mr. Robert Browning; Director, ATF Dr. Kenneth Melson; Chief, TEDAC/TEG Mr. S. Kevin McNeill; Director, FBI Laboratory Dr. Chris Hassell; Assistant Director ATF/OSII Mr. James McDermond.



AMERICAN SYSTEMS Visits Capitol Hill (L to R): Mary Voy, VP, Training Operations Directorate; Senator Claire McCaskill; and Cheryl Grazier, Instructor/Developer.

ESOP News

Entries Wanted For National ESOP Month Poster Contest

The ESOP Employee Education Committee is seeking your creative ideas for the national Employee Ownership Month (EOM) poster contest! Imagine ESOP companies across the U.S. displaying your poster in their lobbies!



*Last
Year's
Winning
Entry*
<

The official deadline and guidelines have not been published by the ESOP Association yet, but you can begin brainstorming using the following Judging Guidelines from last year's contest:

- Good employee-owner education of EOM
- Respect for the contributions of employee-owners
- Integration of the concepts of both employee ownership as well as the celebration of EOM into the fabric of the poster design.
- Encouragement of ownership attitudes in the poster design
- Clear, simple design
- Creative use of ideas
- Good graphic design

You don't need to be an award-winning graphic designer to submit an entry. Entries will be given a professional graphics treatment, so all employee-owners are encouraged to enter!

Details about the contest will be announced later this summer, and poster ideas will be due in the fall. Stay tuned, and get those creative juices flowing!

Our Newest Employee-Owners... April - June 2009

Please welcome the newest members of the AMERICAN SYSTEMS team!

Jillian Alexander	Henson DeBruler	Daniel Hill	Javier Mercado	Matthew Rudisill
Janelle Allin	Mary DeFrancesco	Jason Holland	Brian Millard	Eric Saunders
Todd Anderson	Nino DeRosa	Joseph Holt	Ralanda Miller	Jeffrey Schonborn
Duane Anderson	Artel DeVries	David Horton	Earl Minnick	Kevin Schreiber
Matthew Baker	David Dixon	Kent Irwin	Leslie Moore	William Seeto
Brendan Barry	Tekisha Dobbins	Jessica Jackson	Michael Morgan	Russell Sekki
Paritosh Barua	Jesse Dorsey	Damon Jenkins	Bryan Morris	Heather Selig
David Batton	Michael Dossey	Ashleigh Jenkins	Dennis Moyer	Sarah Shultzaberger
Matthew Bennett	Kristina Dummars	James Jones	John Muniz	Michael Small
Keith Biando	Dan Dwyer	Gordon Jones	George Nagy	Vincent Smith
Reagan Billingsley	Shan Elahi	Michael Jones	Lana Nave	Christopher Smith
Joseph Boggs	Patricia Elwyn	Mark Jordan	Gerald Oberly	Burlin Smith
Larry Borum	John Emanuelson	Mike Kelley	Deborah Oberly	Brian Spargur
Mark Brady	Michelle Etchison	Leslie Kennedy	Eric Olsen	Rick Spoon
Christina Brown	Jerome Exum	Jason King	Marcie Olson	Edward Stockton
Jeffrey Brown	Jason Ferlazzo	Jeffrey Koch	Mary O'Neal	John Strohl
Janice Burford	Alison Ferris	Steve Kretzler	Anthony Pais	Rudolph Sutton
Kenneth Byrd	Michael Fincher	Marcus Lamb	John Paquette	Drew Tanenbaum
Lynn Capets	Jimmy Fitzgerald	George Lanier	Michael Parchen	Jeffrey Taylor
Elisabeta Catana	Jeffrey Flowers	James Lavinghouse	Richard Payne	Joseph Valent
Sally Chand	Charles Foote	Katherine Lee	Seth Payne	Linwood Vaughn
Steve Chilson	Wendy Gallimore	Anthony Lewis	Theresa Petti	Barrett Wagner, III
Robert Coles	Robert Gamez	Sammie Lymon	Minh Pham	Rhonda Wallace
Brenda Collins	Douglas Glessner	Darin Maiden	David Plaskett	Stephen Westbrook
Rodney Cook	Aaron Godfrey	Michael Malone	Jason Predmore	Brian Whisenhunt
Peter Cooper	David Godman	Michael Mannherz	Atmun Purohit	Michael White
Laura Coppens	Sandeep Gola	Chad Martin	Ramsey Razick	Stephanie Whitney
Richard Cornelius	Eddie Hackler	Ryan Massey	Erin Rehberger	Helen Wiener
Stephen Courtney	Sagai Haili	Ramon Mayfield	Timothy Resh	Shawn Williams
Kevin Coyle	Timothy Halstead	James Mccaffity	Kenneth Riendeau	Jennifer Yaeger
Clayton Crandall	David Hamilton	Graham McCarthy-Acosta	Maame-Efua Riverson	Anthony Yarborough
Sean Crim	Patricia Hanrahan	Michael McCloskey	Michael Robinson	Morgan Yeager
Roland Crisostomo	Jesse Harris	Melissa Mccray	Kyle Rockett	
Scott Cruse	Christopher Hegland	Jeffery Mccray	Sergio Rodriguez	
Meka Daniels	Dave Heronemus	Michael Mccraw	Landon Rogers	
Leroy Davis	Michael Heydorf	Kamilla McNeill	Jose Roman	

Values and Culture Recognition Program

From April through June 2009, the following employee-owners were recognized through the Values and Culture Recognition Program and deserve congratulations:

Sandra Bull	Kerry Cornwell	Anthony Cruz	Mark Frazier	Dan Hail
David Hamilton	Pat Hetzel	Danny Jones	Steve Monaghan	Sharon Paige
Alma Powell	Barry Savage			

To nominate an employee, visit the HR Community on AIMS and follow the instructions in the Values and Culture Recognition memorandum.



Service Anniversaries - April through June 2009

5 Years

Eric Gallagher
Steven Sechrist
Brian Fitzgibbons
Kevin Allen
Terry Emberton
Thomas Watt
Colleen Davis

Joshua Bowser
Kevin Ker
Ronald Bryson
Andrea Ker
Michael Richardson
Kathleen Stiller
David Courtright



10Years

Manuel Key
Kelly Wing
Vishnu Shukla
Barry Mcgranahan

Robin Atkins
Patricia Wilcox
John Munnik
Jonathan Mahlbacher
Tatiana Sheptock
Humberto Rodriguez
Floyd Kanagy
15 Years
Joel Delessio

20 Years

Mark Corrick

25 Years

Joy Pasquali
Dawn Mello
James Taff
David Dixon

30 Years

John Thibeau

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Postcard from Fort Huachuca, Arizona

Company's Newest Office Opens in Strategic Business Area

AMERICAN SYSTEMS' newest office is located in Sierra Vista, Arizona, about 70 miles southeast of Tucson. Our office supports nearby Fort Huachuca (pronounced wa-chu-ka). This thriving community of 45,000 is surrounded by the breathtaking natural beauty of majestic mountain ranges and the San Pedro River. Sierra Vista boasts a temperate year-round climate, abundant sunshine, and clean, fresh air.

Fort Huachuca is a product of the Indian Wars. In February 1877, Camp Huachuca was established in the Huachuca Mountains. The site was selected because it had fresh running water, an abundance of trees, excellent observation in three directions, and protective high ground for security against Apache tactical methods.

In 1913, the 10th Cavalry "Buffalo Soldiers" arrived. In 1916, they joined General Pershing in the 1916 expedition into Mexico, and during World War I were assigned the mission of guarding the US-Mexico border. A new era began in 1954 when control passed to the Chief Signal Officer, who found the area

and climate ideal for testing electronic and communications equipment. The importance of the fort in the national defense picture grew steadily from that moment.

Fort Huachuca is one of AMERICAN SYSTEMS' primary C4ISR strategic accounts with three large contracts and a number of mid and small opportunities:

- Joint Interoperability Test Command (OPP-00134-07)
- Army Electronic Proving Ground (OPP-00679-07)
- Total Engineering and Integration Services (OPP-00678-07)

AMERICAN SYSTEMS will be exhibiting for the third year in a row at the AFCEA C4I Systems Technology Exhibition at Fort Huachuca during October 2009.



Brown Parade Field, Fort Huachuca, Arizona



13990 Parkeast Circle
Chantilly, VA 20151-2272