

2023

**ANNUAL REPORT**

| United in Ownership

CALIBRE



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# United in Ownership



1. Wayne Chalupa receiving his Distinguished Service Award 2. Heather Elliott, John Wright, Sheren Roberts, and Jamie Morris attending the Huntsville Madison County Chamber of Commerce Best Places to Work Ceremony 3. Jordan Bashar, Kelly Moore, Johnathan Torchia, Grace Cox, and Scott O'Keefe taking part in the Homes for Our Troops Volunteer Day, Ft. Washington, MD 4. CALIBRE employee, George Everhart working on the U.S. Army's Reagan Test Site (RTS) Engineering and Technical Services (RETS), Kwajalein, Marshall Islands 5. Esteban Urdiales, Kelly Grey, Jenny Lu, Elisa Lin, and Dom Iacobucci at American Society of Military Comptrollers (ASMC) Professional Development Institute (PDI) Conference, St. Louis, MO

CALIBRE's Annual Report theme is "United in Ownership." As an employee-owned company, each one of us can make a difference; we own the outcome. The spirit of being an owner, not a renter, could not be more applicable for 2023 as we delivered on client missions, pressed on recompetes, and pursued new growth.



Joseph A. Martore  
Chair of the Board



Richard Y. Pineda  
President & CEO

As One CALIBRE, we achieved key wins across the enterprise, including:

- Army Enterprise Service Management Platform
- U.S. Army Training Support Systems Enterprise (TSS-E) Mission Support Services Indefinite Delivery / Indefinite Quantity (IDIQ)
- TSS-E National Training Center Range Operations
- U.S. Army Force Management School IDIQ
- Criminal Investigation Division Information Management Systems Operations and Maintenance of IT Support
- 8th Army COMET
- Army Materiel Command Analysis Group Strategic Studies IDIQ
- National Institutes of Health Business & Professional Support Services

Additionally, our Growth team focused on new pipeline development, account plans, and Flagship Deals that will allow us to scale our employee-owned company.

As part of our Strategy 2025, where we established our five-year corporate strategy, we identified certain metrics to measure our success. With four full years of execution, we have seen positive results. CALIBRE surpassed our client satisfaction goals for four years in a row, achieving 100% favorable overall advocacy in 2022 and 2023. When asked about CALIBRE's quality and support, clients responded with 98% satisfaction. We continue to leverage this achievement, which will translate to supporting our clients in new and meaningful ways, accelerate company growth, and build careers.

We further refined our Technology Roadmap wherein CALIBRE has and will continue to develop new capabilities and solutions, while remaining on the forefront of technology. CALIBRE has been focused on driving transformational and innovative deliveries of application modernization, data analytics, and artificial intelligence to solve client needs as well as complement legacy client missions. Our Innovation Center contributed to key business development opportunities and client engagements. The Northern Virginia Technology Council acknowledged these efforts by recognizing CALIBRE as a Tech100 company.

In 2023, CALIBRE earned industry accolades, including being named a 2023 Top Workplaces recipient based solely on employee feedback. We were also recognized as a 2023 Champion for Accountability by the Northern Virginia Chamber of Commerce and Community Foundation for Northern Virginia for our commitment to Diversity, Equity, and Inclusion. CALIBRE's second corporate objective, "Inspire our Employees", motivates us all to be innovative, entrepreneurial thinkers, embrace technology, and drive positive change.

We want to thank our employees for remaining true to our First Principles and Corporate Objectives, all which are crucial to making CALIBRE special. We continued our transformational journey and built upon One CALIBRE, leveraging legacy CALIBRE capabilities and infusing innovative elements to solve client missions.

We look forward to what lies ahead in 2024 as we remain "United in Ownership" and grow our collective legacy of supporting our clients, our employees, and our communities.

*Our Success Follows Yours®*

As always, I would like to open with a well-deserved, heartfelt THANK YOU. To all of you from Virginia to California, from Germany to Korea, thank you for being an integral part of our employee-owned family. We are grateful for your many successes and for the resilience you have shown in the face of uncertainty and change. Your ability to deliver, adapt, learn, and grow as employee-owners has been crucial to our continued progress. Together, we celebrate victories, navigate challenges, and build a future where our company and each of us individually can succeed.

The EOAC mission is straightforward: to SERVE you, the employee-owners, by sharing ESOP information and conducting activities that support our OWNERSHIP culture. We have built upon a successful 2022 and expanded our initiatives from continuing with successful ESOPathons and ESOPordle to the celebration of our employee-ownership culture in October where we highlighted CALIBRE's ESOP, Diversity, Equity, & Inclusion (DEI) and Employee Resource Group (ERG) initiatives as well as continued the tradition of a lively game of 2 Truths and a Fib.

As employee-owners, we share a common goal and a vested interest in the success of our company. This year, we committed to fostering positive changes that benefit both our financial performance and the environment. In pursuit of sustainability, we have revamped our new employee-owner welcome packets to minimize paper and plastic usage. The redesigned packets now feature a QR code linking to a virtual brochure, eliminating the need for printed materials. Furthermore, the packet itself is self-contained, reducing plastic usage, and includes a brand-new "CALIBRE Employee-Owner" pin. The outcome is a significantly smaller, more cost-effective product that also aligns with our eco-friendly initiatives.

We aim for all CALIBRE employee-owners to share in the excitement of being an integral part of our ESOP, and moving forward, we will strive to sustain that enthusiasm. Our vision is for future employees to embrace the ESOP with the same fervor as those who have been part of CALIBRE for many years. In collaboration with Human Resources (HR), the EOAC has created a "Why Employee-Owned" one-pager for use



EOM 2023 "2 Truths and a Fib" game. From left: Pres Farris, Paul Bautista, Callie Humphreville, Lauma Wingrove, Jan Coley, Christine Glynn, Gene Lee, and Richard Pineda

in recruiting. We have also expanded our ESOP Channel video offerings with snippets from ESOPathons and updated the ESOP Summary Plan Description as well as the FAQs on our website.

Our collective challenge for the year ahead beckons for your collaboration: how do we push the envelope and elevate the employee-owned spirit of CALIBRE to new heights? What opportunities are right under our noses? What lemon could we turn into lemonade? It's time to explore, think outside the box, and ignite our creativity. As we progress, we eagerly anticipate fresh and thrilling opportunities to broaden our educational offerings, allowing the vibrant culture of CALIBRE to radiate not just within our organization but also throughout our community and beyond.

My request to employee-owners – let us appreciate the strength of our community and the positive impact we make as a team. Let us celebrate the diversity of our talents, perspectives, and backgrounds and the milestones we have achieved together. Let us carry the spirit of unity and collaboration into the future. Our shared vision as employee-owners is a powerful force for positive change, and together, we can continue to build a workplace that fosters innovation, inclusivity, and success.



**Lauma Wingrove**  
Chair, Employee Owners  
Advisory Committee

1. Annual Meeting and CALIBRATION presenters Richard Pineda, Lauma Wingrove, Laura Giangiuli, and Joe Martore
2. Russ Dayan lending his voice to the "Spooktacular Town Hall: Unmasking our ESOP" video for Employee Ownership Month (EOM) 2023
3. Filming for Share Value Challenge 3.0 Kelly Moore, Troy Barnes, and Lauma Wingrove
4. EOM 2023 Kickoff
5. Virginia Raye recording "Your Bottom Line" for the ESOP Channel



United in Ownership



**Erin Moody**  
DEI, Co-Chair



**Yana Markey**  
DEI, Co-Chair



Panelist Erin Moody, speaking at the NOVA DEI Connects Champions of Accountability event



John Wright and Sheren Roberts, members of the Veterans ERG, greet the Korean War Veterans Honor Flight



**Pres Farris**  
Veterans ERG Lead

## DEI

Initially, Diversity, Equity, & Inclusion (DEI) activities at CALIBRE were focused on establishing the program framework and may not have been as visible to our employees. This changed in 2023 as we expanded our visibility within CALIBRE and the community. We now have four active Employee Resource Groups (ERGs) – Veterans, Women’s, Mental Health Advocacy, and Young Professionals; bi-monthly newsletters; and a variety of engaging events for employee-owners.

In 2023, CALIBRE earned the Champions for Accountability Badge from the Northern Virginia Chamber of Commerce (NOVA) and the Community Foundation of Northern Virginia. This badge signifies our commitment to DEI, including data collection and sharing best practices.

CALIBRE employee-owners participated as DEI panelists and guest speakers for a Champions of Accountability event and at the NOVA DEI Connects monthly meetings, linking with community efforts and broadening CALIBRE’s visibility in the region.

We look forward to building on the success of our DEI program to date, rolling out additional ERGs, and becoming more forward facing and involved in our communities.

## Veterans ERG

As CALIBRE’s first Employee Resource Group (ERG), the Veterans ERG sustained its goal of connecting, informing, and inspiring our company’s Veterans and Military-connected employee-owners.

This year, the Veterans ERG began the Veterans Education Thursday (VET) newsletter, supported Veterans’ Day events nationwide, donated more than \$1000 to Homes for our Troops, supported an Honor Flight to DC, and hosted two guest speakers covering Veteran’s benefits and healthcare options. A special thanks to all our Veteran ERG members!





Women's ERG members attend an enlightening presentation featuring Teresa Albo



Dr. Christina Stasiuk's informative presentation on health and well-being



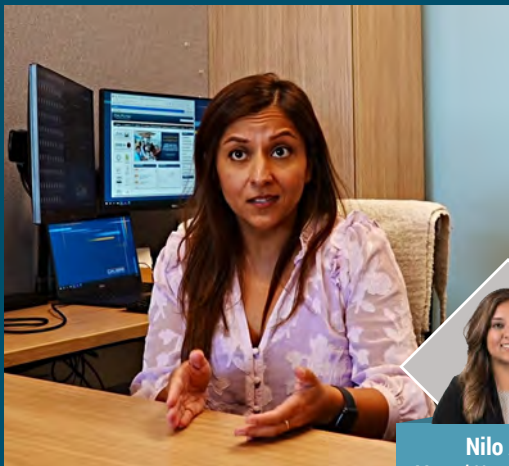
**Kelly Moore**  
*Women's ERG Lead*

## Women's ERG

In 2023, CALIBRE's Women's ERG explored pivotal topics— leadership, mentoring, career growth, and well-being. We had three notable speakers, Teresa Albo who addressed unconventional career paths, LTG (Ret) Karen Dyson discussed financial literacy, and Dr. Christina Stasiuk, CIGNA's Marketing Medical Executive, emphasized health and well-being and actionable steps.

We celebrated CALIBRE's women during International Women's Day and Women's Equality Day by creating social media videos that highlighted their achievements.

We are enthusiastic about the prospects of an engaging 2024 and are continuously open to welcoming new members to join us.



Nilo being filmed for Employee Ownership Month which spotlighted the ERGs



**Nilo Aziz**  
*Mental Health Advocacy ERG Lead*

## Mental Health Advocacy ERG

The Mental Health Advocacy (MHA) ERG was launched in May of 2023 with the goal of creating a space that would encourage conversations around mental health and well-being and to promote CALIBRE resources related to mental health benefits.

The MHA ERG has organized several educational webinars led by behavioral health specialists to provide employees with the opportunity to learn more about various mental health-related topics. The MHA ERG along with the other ERGs held a cross-over event featuring clinical psychologist Dr. Aaron Banas from Easterseals who led an engaging presentation about the connection between mental and physical health, sharing resources and tools on ways to manage stress levels. We look forward to continuing our efforts in 2024.



Employees engaged in a vibrant discussion during a Young Professionals ERG meeting



**Grace Cox**  
*Young Professionals ERG Lead*

## Young Professionals ERG

In 2023, CALIBRE's DEI Council officially launched the Young Professionals ERG. This ERG strives to empower young employee-owners by helping them to develop a sense of community, grow professionally, and build bridges across CALIBRE. By providing young professionals with exposure to various aspects of CALIBRE's business and organization, this ERG has initiated the connection of young staff members to encourage professional networking and offer employees opportunities for development and growth.

# What does United in Ownership mean to you?



**Randy Crawford**  
*Transition Support Specialist*

**“A harmonious working relationship between all company employees, striving for the same vision, goals, and success of our company.”**

**“All employees, or more accurately internal stakeholders, share in the triumphs and challenges that make up our company's journey. It means we all have a stake in CALIBRE's success.”**



**Wil Dieck**  
*Transition Support Specialist*



**Jude Fernan**  
*Director, Training, Education,  
& Analytics*

**“We as employee-owners are dedicated to meeting our shared goals and objectives, and every action, every activity, every decision we make are synchronized and integrated throughout our Company with a singular goal of enhancing CALIBRE's success.”**

**“We are 100% accountable and 100% invested in the success of CALIBRE. This commitment will result in positive achievements that benefit our business operations, our clients, and our employees.”**



**Tammy Finnell**  
*Human Resource Specialist*



**Gary Horn**  
*Transition Support Specialist*

**“Providing world class customer service, support, and belief in an organization building a world class enduring legacy.”**

**"Working together as a team to make the company we own profitable and successful. The growth, well-being, and profitability of CALIBRE is reflective of the efforts that we as individuals contribute to making the clients we serve and the company we own profitable and successful."**



**Al Kenyon**  
*Logistics Analyst*



**Daron Leonard**  
*Transition Support Specialist*

**"No matter if you are working at CALIBRE's Headquarters, San Diego, CA, or Fort Wainwright, AK (200 miles away from the North Pole) we are invested in the success and future of CALIBRE Systems, Inc. and our clients we serve daily."**

**"I am proud to work for CALIBRE, a company that values employee ownership. To me, United in Ownership means that we all share a common vision, a sense of responsibility, and a passion for excellence. It means that we collaborate, innovate, and celebrate together. It means that we are more than just co-workers, we are owners."**



**Luke Moore**  
*Cyber Security Analyst*



**Christopher Thomas**  
*Program Analyst*

**"United in Ownership encapsulates collaborative decision-making driven by a common interest. As owners with a shared purpose, we work together towards the collective success of the company."**

**"United in Ownership is more than just a phrase; it's a shared commitment we all hold towards our common goals. It embodies the spirit of collaboration and joint responsibility where everyone feels valued and has a stake in our collective achievements. It reflects an ownership where we each bring our individual strengths and quirks to the table with each person playing a role in their unique way."**



**Lauma Wingrove**  
*Graphic Designer*



**Roger Woitte**  
*Service Desk Specialist*

**"Working together as a team to create success for CALIBRE and our clients."**

# United in Ownership



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1. Farhat Zaidi, Maria Gorodenco, Ranju Sharma, and LaQuisha Reed from the Finance & Accounting team bonds over team-building and bowling 2. CALIBRE's support team to the Office of the Chief of Army Reserve (OCAR) having a meeting at CALIBRE's Headquarters, Alexandria, VA 3. Joe Diana teaching a Working Capital Fund class at CALIBRE Headquarters, Alexandria, VA 4. Owen Lovejoy attended the Modern Day Marine Expo in Washington, D.C. 5. CALIBRE employees and their families attended the summer event, cheering on the San Diego Padres



**Pete Leroy**  
Vice President,

*Defense Enterprise Solutions (DES)*

**2023 was a successful year for Defense Enterprise Solutions (DES) Division. CALIBRE employee-owners with a client first mentality, coupled with successful execution on our contracts, have a well-earned reputation with our clients that CALIBRE is a team that delivers the highest quality support to their missions. The success of our efforts on Army and Air Force Working Capital Funds (WCF), Defense Logistics Agency (DLA) Continuous Process Improvement (CPI), and the Office of the Deputy Assistant Secretary of the Army for Cost and Economics (DASA-CE) applications migration of OSMIS, FMO, FORCES, and CPP were all recognized by our clients. Working with the Growth and the Technology, Tools, & Solutions (TT&S) teams, each of the Directorates are implementing strategies that leverage CALIBRE's core capabilities and long-standing expertise in the areas of logistics and readiness, financial and data support, and continuous process improvement that will guide CALIBRE's growth in 2024 and beyond.**

2023 was an exceptional year for Cost Management & Analysis (CMA) Directorate. After a 2-year effort, the team successfully migrated four external applications (OSMIS, CPP, FORCES, and AMCOS) from CALIBRE's data center to the cARMY cloud environment. The cloud migration team, comprised of staff from our application teams, IT, Cyber Security, and Solution Architects from our TT&S team, worked seamlessly to ensure the applications were live before our Authority to Operate (ATO) expired in the data center and that we achieved an ATO in cARMY. The team accomplished this while also obtaining additional certifications and ensuring that all of our data center, applications, and deliverables on our contracts were successfully met.



**Shayla C. Christian**  
Director, Cost Management  
& Analysis (CMA)

The Finance, Information Systems & Training (FIST) Directorate continued to provide support at the highest levels, making our clients successful. Of note, our FIST employee-owners supported Defense Information Systems Agency (DISA) through its most recent reorganization for which the client recognized Amy-Beth Topper for her skillful contributions to the DISA Satellite Communications Ordering Management & Situational Awareness Tools Request for Information process. The Defense Logistics Agency (DLA) J7 Continuous Process Improvement (CPI) team led by Lionel Houle and Bob Thompson facilitated seven senior leader workshops held at CALIBRE Headquarters supporting the DLA Acquisition Workforce Program, including the DLA J7 Acquisition Senior Leadership Offsite. Our Joint Service Provider (JSP) client recognized employee-owner Stephen Cord twice during 2023 for his role in support of the Pentagon Wireless Configuration Control Committee (PWCCC) and Pentagon Shared IT Services. We look forward to a year of opportunity in 2024!



**Christine T. Glynn**  
Director, Finance, Information  
Systems & Training (FIST)

The Readiness and Acquisition Solutions (RAS) Directorate continued the success of 2022 into 2023. All major projects received option year awards or extensions. Employee-owners assigned to RAS delivered client support across the globe from Kuwait to Kwajalein to Korea and in the U.S. at all levels of the Defense Materiel Enterprise.

Our Working Capital Fund (WCF) expertise is in high demand with the Army Materiel Command and the Air Force Materiel Command. The Eighth U.S. Army team expanded its support for the command this year and the Director visited Korea to meet with our clients in November. New contract vehicles such as Army Materiel Command (AMC) studies and analysis set the stage for a great 2024. We won the first task order issued via the AMC Studies and Analysis blanket purchase agreement and are supporting AMC in Supply Chain Optimization. Additionally, we are leading the execution of CALIBRE's Space and Missile Defense and Joint Logistics Enterprise portfolios.



**John T. Wright**  
Director, Readiness and  
Acquisition Solutions (RAS)



**Troy D. Barnes**  
Vice President,  
Defense Mission Solutions (DMS)

2023 was the year of recompetes for Defense Mission Solutions (DMS), and with a win rate that exceeded industry standards; consequently, DMS is poised and ready to pursue new opportunities in 2024. This year, DMS will focus on CALIBRE's First Principle, *"Renewing Ourselves."* As the training landscape continues to evolve and work transitions to small businesses, CALIBRE will also adapt and transform. Training Support Operations (TSO) and Infrastructure, Engineering, & Environment (IEE) proved to be the workhorses for most of DMS recompetes, and the wins validate our corporate objective to *"Make Our Clients Successful,"* which attests to the dedicated and professional support of every member of the project teams. Intelligence Community Services (ICS) continued to focus on CALIBRE's motto of *"Our Success Follows Yours."* They were recognized for developing innovative and award-winning training courses that use technology to optimize the effectiveness of the client's workforce. Training, Education, & Analytics (TEA) demonstrated superior training and educational value to the Army Force Management School and the Army Sustainment University. With a combined 30 years of service, TEA has positioned CALIBRE to expand this capability into other markets in 2024 and beyond.



Troy Barnes and Jude Fernan attend the Modern Day Marine Expo in Washington, D.C.



CALIBRE employees on the Fort Stewart Range Maintenance task order conducting tank live fire range maintenance at the Red Cloud Complex



CALIBRE ITAM employees planning erosion control and mitigation actions at the NTC, Fort Irwin, CA Complex

The Infrastructure, Engineering, & Environment (IEE) Directorate had a very successful 2023. The outstanding achievements of the entire IEE team include winning all the recompetes in our portfolio that CALIBRE was eligible to bid, a new award to provide Integrated Training Area Management (ITAM) services at the National Training Center (NTC), Fort Irwin, CA and substantial on-contract organic growth on our Army Base Realignment and Closure (BRAC) support services contract.

We started the year with significant recompile risk and exceeded expectations in addressing this challenge. Critical recompile wins to protect our base included Air Force Civil Engineering Center (AFCEC) Strategic Technical and Business Improvement Support for Performance-Based Contracts (PBC), Integrated Training Area Management (ITAM) services at Yakima Training Center (YTC), and all competed work under our Arizona Department of Environmental Quality (ADEQ) Arizona Superfund Response Action Contract (ASRAC).

We have established goals for 2024 to expand our client base with other military services, grow high value services work in defense installation management support, and address emerging environmental issues.



**Paul J. Bautista**  
Director, Infrastructure,  
Engineering, & Environment (IEE)



**Thomas J. McKeon**  
Director



**Jude C. Fernan**  
 Director, Training, Education & Analytics (TEA)

In 2023, we sustained the momentum from 2022 as the Training, Education, and Analytics (TEA) Directorate concentrated on fortifying our client base and creating favorable conditions for leveraging training, education, and analytical prospects. Key engagements with clients and partners at Modern Day Marine, the Association of the United States Army Annual Meeting and Exposition, and senior leadership at Army Sustainment University shaped our trajectory. Our employee-owners showcased CALIBRE's value through continued support at the Army Force Management School (AFMS) winning the recompile, and achieving contract growth at Army Sustainment University and other key entities. Celebrations throughout the year recognized our employee-owners' dedication with service longevity awards, spot bonuses, and numerous Distinguished Service Awards (DSA). Heading into 2024, TEA remains steadfastly United in Ownership, ready to embrace new opportunities and overcome challenges ahead.



**Christopher A. Grove**  
 Director, Intelligence Community Service (ICS)

The Intelligence Community Services (ICS) Directorate made significant contributions to our clients' missions in 2023. ICS team member, Ryan Gibbens, was presented with a Meritorious Unit Citation award for his contributions, while a member of the Federal workforce. The ICS team's Instructional Design efforts focused on redesigning and implementing client training courses aimed at enhancing technology adoption and utilization across the client's workforce.

In Human Capital Management (HCM), our focus was to continue to assist clients with improving their HCM lifecycle by optimizing existing applications, creating and implementing new ones, and incorporating additional features to enhance workforce efficiency.

The ICS team looks forward to providing even more impactful changes to support the client mission in 2024.



Training Support Center Contract, Ft Moore, Georgia. Team CALIBRE created a terrain mock-up of the future end-state of Lawson Army Airfield after planned improvements to be completed by year 2035



Team CALIBRE G6 personnel Nick Sisneros and Chris Messick performing maintenance on portable cell site at the NTC in Ft. Irwin, CA



**Cassie L. Baxter**  
 Director, Training Support Operations (TSO)

2023 presented Training Support Operations (TSO) with opportunities and challenges, including bids, project execution, client management, and team development. Our largest hurdle was the need to recompile the majority of our portfolio, which we successfully achieved resulting in over \$30 million in annual sales. These recompile wins are entirely attributable to the dedicated and professional support of every team member.

TSO expanded its operations in 2023, securing contracts with the Army Central Command (ARCENT) in Kuwait, winning major recompetes, internalizing technical work for SRPWeb, forming a new Military Operations in Urban Training (MOUT) Training Area Resurfacing Section team at NTC, and aiding in the development of a drone training course at Lawson Army Airfield.

2024 and beyond present more opportunities. As we continue to deliver at the highest levels for our existing clients, we look forward to new growth and an expanded scope of opportunities.



**Joseph F. Kinnally**  
 Director

2023 was a positive year for the Federal, Civil, & Commercial (FCC) Directorate. Directors, leaders, and employees showed great dedication to our clients and their missions. This was highlighted by excellent Contractor Performance Assessment Reporting System (CPARS) and positive client feedback on all of our contracts. The success of our Veterans Affairs (VA) Transition Assistance Program (TAP) is a testament to CALIBRE's commitment to our clients and Veterans, and continues to increase CALIBRE's reputation as an innovator. The CALIBRE Health & Life Sciences portfolio saw significant organic growth in 2023 and with new contract vehicles that success will continue into the future. Leveraging capabilities from across CALIBRE our FCC Directorate is well positioned going into 2024.



**Pete Leroy**  
Vice President, Federal, Civil, & Commercial (FCC) Acting



CALIBRE employees who have successfully completed the VA TAP training, alongside the dedicated team responsible for conducting the training



Members of the NIDA project team (and friends) at the holiday potluck and white elephant gift exchange



**Pres R. Farris**  
Director, Transition Assistance Programs (TAP)

CALIBRE's Transition Assistance Programs (TAP) Directorate continued our support to the Department of Veterans Affairs (VA) by executing the VA TAP contract. Our exceptional operations and field staff provided our Nation's Veterans with the highest quality and best-received transition assistance support in the program's history. In 2023, the CALIBRE team conducted more than 65,000 events for more than 320,000 participants in the United States and overseas. Moving into 2024, TAP will continue to expand our support to the Interagency TAP ecosystem by pursuing additional opportunities that take advantage of our skilled workforce, unmatched commitment, and unparalleled knowledge and experience in military transition and training.



**Katherine M. Maley**  
Director, Health & Life Sciences (HLS)

The Health and Life Sciences (HLS) Directorate successfully won all recompetes in 2023. The National Institute on Drug Abuse (NIDA) and the Eli Lilly company recompile wins doubled their respective contract values, contributing to significant on-contract growth in 2023. Members of the NIDA and National Institute of Neurological Disorders and Stroke (NINDS) project teams were recognized with Director's awards from the respective agencies for excellence, innovation, and collaboration. The outstanding leadership and talent of our staff "Make Our Clients Successful." Additionally, we received long awaited awards of several strategic contract vehicles this year that position HLS for growth in 2024 and beyond.



**Lucy T. Tikoyan**  
Director, Federal, Civil, & Applications (FCA)

Highlighting 2023, the Federal, Civil, & Applications (FCA) Directorate continued to proudly support the Army Enterprise Service Desk (AESD) and Equal Employment Opportunity Commission (EEOC) Enterprise Applications contracts through recompile wins on both of these highly visible programs. The CALIBRE team also provided high-quality and experienced technical expertise in all phases of the System Development Life-Cycle process in support to our United States Agency for International Development (USAID) and the Centers for Disease Control and Prevention (CDC) clients. Leveraging expertise from across CALIBRE, FCA has developed a pipeline of opportunities that align with the CALIBRE Technology Roadmap and will support the growth of the FCA Directorate.





**Teresa M. Albo**  
Vice President,  
Business Development

CALIBRE's 2023 Growth strategy focused on flattening our internal organization to galvanize an enterprise-wide support approach and establish utility players for multiple market segments. Key activities include account planning, refining strategic and tactical execution plans, and delivering bid velocity. Our "One CALIBRE" philosophy established the basis for new growth objectives while our operational divisions and directorates focus on winning, competing and protecting our base.

Our role is to increase CALIBRE's value through the pursuit and capture of strategic deals that align with our core capabilities to drive growth. In 2023, we analyzed our existing client base and developed client, capability, and regional account plans to expand our footprint into adjacent markets.

#### New Business Highlights

1) Winning new business with Army Material Command (AMC2), 2) Securing a prime spot on NIH Business and Professional Support Services III contract, 3) Securing a subcontract on a new contract with the U.S. Army Criminal Investigation Division, and 4) Securing a subcontract on the Program Executive Office Simulation, Training and Instrumentation (PEO-STRI) Mission Training Complex Capabilities Support (MTCCS) contract.

We identified 13 Flagship opportunities across "One CALIBRE" aligned with our core capabilities. Flagship deals are based on the strategic importance to CALIBRE. We streamlined our account plans and teaming strategy to boost client engagement and enter new markets, laying the groundwork for our 2024 growth goals.

In 2024, we will leverage our new Prime vehicles to pursue select task orders, leveraging our core capabilities and past performance in management consulting and digital transformation expertise.



The Growth Team gathered for team bonding while taking a break from business strategy discussion and account planning



**Beth B. McCall**  
Vice President,  
Key Initiatives

I am responsible for providing acquisition strategy and subject matter expertise (SME) across the enterprise. My priorities include:

Ensuring CALIBRE is well positioned for Prime pursuits of Business and Industry Category Code (BIC) Government-wide Acquisition Contract (GWAC) and select agency IDIQs given the Office of Management & Budget's (OMB) continued to push for agency "Spend Under Management" through Tiers 3 and 2 BICs.

Developing and supporting strategies for CALIBRE's flagship opportunities in key focus areas such as government-wide transition assistance programs, financial management, logistics, and digital transformation.

Developing and closing product/solution sales within our Technology, Tools, & Solutions (TT&S) team to achieve annual revenue and market expansion goals.



Pres Farris, Beth McCall, and Jan Coley attending the National Association of State Workforce Agencies Conference

#### 2023 Highlights

1) 3 BICs are in source selection for potential revenue impact  
2) Key to expanding our VA account plan, won the Veterans Affairs (VA) Total Technology Next Generation Two (T4NG2) 10-year IDIQ contract as a subcontractor to three key Small Disadvantaged Veteran Owned Small Business (SDVOSB) Primes  
3) Exceeded TT&S Revenue goals with key wins in 4 Federal Civilian agencies  
4) Increased engagement with key TAP Program stakeholders through Sponsorship of the National Association of State Workforce Agencies (NASWA) Veterans Conference and participation in the Military-Civilian Transition Office (MCTO) 2023 Conferences.

Bid protest challenges may lengthen acquisition timelines, but CALIBRE's progress will expand access to new key initiatives for Federal government-wide management consulting and digital transformation pursuits.



1. CALIBRE's Training, Education & Analytics (TEA) Directorate having lunch in Oceanside, CA
2. CALIBRE University Manager Series participants, CALIBRE's Headquarters, Alexandria, VA
3. Elisa Lin from the Readiness and Acquisition Solutions (RAS) Directorate, reviewing the Army Working Capital Fund (AWCF) budget document
4. Team CALIBRE at the National Training Center (NTC), Ft. Irwin, CA



United in Ownership



**Laura C. Giangli**  
Executive Vice President,  
Chief Human Resources Officer

Human Resources (HR) plays a pivotal role at CALIBRE, serving as the strategic partner in the management and development of our most valuable asset— **our people**. We are entrusted with the responsibility of attracting, retaining, developing, and inspiring a skilled and diverse workforce. The Human Resources Division is a multifaceted organization that goes beyond traditional personnel management, actively contributing to the overall success and well-being of the organization as a whole.

Professional development is a key component of our human capital strategy and is a featured element of our sustainability approach. Through efforts like CALIBRE University, PM Trade School, certifications, and an online training platform, CALIBRE provides opportunities for our employee-owners to obtain and maintain in-demand skills. HR's efforts to refresh and add new CALIBRE University courses, for example, resulted in over 250 employees participating in 2023.

In 2023, we continued our journey to intentionally increase employee engagement and maintain a retention rate that is better than industry standards while fostering a workplace that values and celebrates differences. The HR Division signed the "Disability Inclusion Pledge" signaling our commitment to creating a diverse, equitable, and inclusive environment and an accessible workplace for all. Additionally, many of our HR team members completed SHRM's "Employing Abilities" certification program which provides guidance on how to recruit, hire, and retain individuals with disabilities. HR is passionate and dedicated to creating an inclusive environment where employee-owners feel valued and respected.



The HR Division proudly signing the 'Disability Inclusion Pledge,' reaffirming their dedication to building a diverse, equitable, and inclusive workplace



**Barbara A. Richitt**  
Senior Vice President,  
Contracts & Procurement

CALIBRE's Contracts, Subcontracts, and Procurement teams continued to play a fundamental role in advancing our organization's growth and success. Their proactive management of legal and financial risks, optimization of contract terms, enhancement of operational efficiency, and reinforcement of relationships with both internal and external clients have been instrumental in our achievements.

In 2023, we celebrated significant milestones in our pursuit of operational excellence. One remarkable accomplishment was the successful completion of the challenging General Services Administration (GSA) Multiple Award Schedule (MAS) consolidation project. This project consolidated CALIBRE's four GSA schedules into a single master schedule. Our dedicated team diligently negotiated advantageous rates and labor qualifications for over 300 labor categories, ensuring cost-effective solutions for our valued clients.

Staying true to CALIBRE's First Principle of "*Achieve Superior Quality*," we established and implemented standardized operating procedures for more than 12 contracts and procurement functions. Simultaneously, we facilitated a seamless transition to the Costpoint ERP system. These efforts significantly streamlined our processes, enabling us to consistently provide top-quality services to both our internal and external clients.

Throughout 2023, in alignment with our "United in Ownership" philosophy, the Contracts, Subcontracts, and Procurement teams unwaveringly delivered efficient, effective, and value-driven services, to include: exceeded help desk Service Level Agreements (SLA), supported over 56 proposals, supported transition to Cost Point, and successfully passed GSA and Small Business Administration (SBA) audits.

The collaborative approach demonstrated by Contracts, Subcontracts, and Procurement teams with other departments ensured alignment with CALIBRE's overall business objectives, allowing us to meet the diverse needs of our internal and external clients.



CALIBRE's strategic initiatives provide corporate focus to strengthen the delivery of our capabilities and enhance our position across the defense, federal / civilian, and commercial markets as we support our clients, inspire our employees, grow our business, and achieve our goals and objectives for STRATEGY 2025.

### STRATEGY 2025 5-Year Metrics

We continue to gauge our progress on STRATEGY 2025 against a set of 5-year metrics which were established to assess performance, inform leadership, and drive change. At the end of 2023, we have four years of data to assess year-over-year trends and to determine how our 5-year metrics align with current projections. We will sustain performance in those areas where we are strong and will focus our efforts to bolster those areas requiring improvement.

Measuring our performance against the 5-year metrics demonstrates our commitment to accountability. With a renewed alignment of leadership and an emphasis on United in Ownership, we will continue to deliver expert capabilities and bring digital transformation to our clients.

### Sustainability

CALIBRE's strong commitment to sustainability is captured in our 2022 Sustainability Report that provides an overview of corporate economic, environmental, and social sustainability. The report describes our management approach and identifies 32 recommendations that can be translated into specific actionable items. In 2023, we categorized the recommendations according to their status, level of effort / cost, and how they will support CALIBRE's culture and the needs of the business. Of the recommendations:

- 14 are either complete or are now identified as on-going sustainable business practices.
- 18 are regularly reviewed and prioritized based on how they support a balanced and affordable management approach.

Implementing these practices strengthens CALIBRE's approach to economic, environmental, and social sustainability and improves long-term value for our stakeholders.

### Recompete Win Plan and Directors' Briefs to ELT

In 2023, CALIBRE retained its focus on winning recompetes by consistently delivering quality services to our clients; meeting with and understanding their needs; and maintaining a focused effort to review and win upcoming recompetes. As such, we won 84%, by count, of those opportunities that we bid and 87% by total contract value to CALIBRE. This year, we implemented Operations Directors briefs to our Executive Leadership Team. Paired with their Growth counterparts, the Directors provided a deep dive into their business; identified challenges and opportunities; and assessed future growth. Both the recompete win plan and the Directors' briefs provided forums to continue to strengthen the integration of Growth and Operations in a United in Ownership approach and identified areas for corporate focus and assistance. During this process we identified 13 Flagship deals to grow our business.

### Communications and Engagements

In 2023, we sustained corporate emphasis on strategic communications and engagements to strengthen our position in our markets, raise CALIBRE's brand awareness, conduct long-term positioning, understand our clients' needs, foster relationships with business partners, and connect with our employee-owners where they work.



Dick Formica speaking at the Homes For Our Troops Key Ceremony for Sergeant Brandon Huff, Woodbine, MD



**Richard P. Formica**  
Vice President,  
Strategic Initiatives

CALIBRE's Technology Roadmap lays out a long-term plan for developing capabilities needed to grow our business in digital transformation services as identified in STRATEGY 2025. This growth is essential to enhance CALIBRE's capabilities across all aspects of our business.

In 2023, we completed three corporate technology initiatives: enhancing proposal search, automating opportunity identification, and Shift Left RMF for Oracle. We also held the first-ever CALIBRE-wide Code Challenge. With participation from individuals across CALIBRE, we had more than 20 attendees, leading to a substantial knowledge gain in the realm of code challenges. These challenges are likely to become more common in government acquisitions.

The Technology, Tools, & Solutions (TT&S) team hosted monthly Tech Tuesdays and launched the Data Analytics Community of Practice. In addition, the team conducted research and development, hosted workshops in Generative AI (GenAI) to educate the CALIBRE workforce, while supporting the Growth team in submitting over \$400 million in proposals, including winning a strategically important task order through a tech challenge.

We anticipate that Generative AI will have a transformative impact on the management consulting market in the long term, and we aim to take a leading role in this domain. Therefore, in 2024, we will explore opportunities to integrate GenAI in our operations and intend to develop at least one new service offering utilizing this technology. We will expedite proposal development by leveraging GenAI. Additionally, we will develop Shift Left RMF for SQLServer and PostgreSQL, along with a solution for Software Bill of Materials (SBOM) in the DevSecOps pipeline.



Social gathering with members from the TT&S team



Employees participating in the first-ever CALIBRE-wide Code Challenge demonstrating their problem-solving, coding abilities, and logical thinking



The TT&S team had an action packed team building experience at Beat The Bomb in Washington, D.C.





**Kevin Dunlop**  
*Joseph A. Martore Distinguished Service Award*

Kevin is recognized with the Joseph A. Martore Distinguished Service Award, a multi-objective award that recognizes someone who embodies all six of CALIBRE's Corporate Objectives. He excels in managing a multi-million-dollar program and has increased CALIBRE's financial and reputational value as a company that can quickly assess and deliver results to support our client's advancing requirements.



**Scott Anderson**  
*Make Our Clients Successful*

Scott has been involved in various projects throughout the company's history. He is directly responsible for CALIBRE's ability to support his client's successful cloud migration, after multiple iterations due to Government cloud changes.



**Wayne Chalupa**  
*Make Our Clients Successful*

Wayne provides exceptional support to execute a major, high visibility program. His leadership was critical in supporting the first TRADOC Accreditation evaluation, where AFMS achieved a near 100% score. He has made over 400 resident and virtual classes successful, organized over 90 exportable training events and senior leader orientation courses benefiting over 11,600 Leaders, Soldiers, and Civilians.



**Larry Graham**  
*Inspire Our Employees*

Larry is known as the 'go to guy' for all the many tasks required to maintain the facility and organize CALIBRE's operation in headquarters. He takes care of all our employee-owners in ways that we do not even realize, and always with a big smile on his face. During any employee's tenure, he is behind the scenes making sure they are successful.



**Dennis Ratashak**  
*Inspire Our Employees*

Dennis oversees more than 280 CALIBRE and subcontractor operations personnel and field staff spread across more than 106 separate locations both in the United States and overseas. In FY22, Dennis and his team supported 6,495 VA TAP Benefits and Services Courses, 55,557 one-on-one events, and 814 Military Life Cycle events for 282,029 Transitioning Service Members and their families.



**Lionel Houle**  
*Increase the Value of CALIBRE*

Lionel stepped into a Program Manager role in early 2022 and through increased communication and operational execution, elevated CALIBRE's importance to the client, as demonstrated by the organic growth of more than 2x the base FTE count from 8 to 20. A testament to our support, the client increased the contract ceiling to the maximum extent while adding addition task orders for 2022-2023.



**Kim Stansberry**  
*Increase the Value of CALIBRE*

As a pricing "team" of one, Kim takes on many roles to execute her work, from pricing researcher to analyst to senior manager, and she often works non-traditional hours to accommodate senior leadership. In 2022, she directly or indirectly supported nearly 70 proposal submissions.



**Russell Dayan**  
*Foster Innovation*

Russ supported a code challenge with a prime partner for a new opportunity. He was chosen as Lead Architect for the technical challenge and then as key personnel and a member of the technical demonstration team. He has made a significant impact on CALIBRE's ability to compete in digital transformation.



**Bob DeMeyer**  
*Foster Innovation*

Bob consistently demonstrates an adaptive and innovative approach to client needs and issues. That innovation is not only in the introduction of new technologies and tools, but combining new processes, personnel, and approaches to offer feasible solutions that take into consideration real client constraints.



**Joe Diana**  
*Manage Our Company*

Joe is a recognized subject matter expert for Defense Working Capital Funds. He regularly engages with OSD, Air Force, and Army leaders, presents at various conferences, and builds bridges among the various DoD working capital fund communities to share best practices.



**Adrienne Shea**  
*Manage Our Company*

Adrienne supports one of CALIBRE's largest revenue-generating programs. She manages and leads all subcontracting responsibilities for the program's five subcontractors and over 180 subcontractor employees.





Tammy Finnell and Pres Farris receiving the Mount Vernon Springfield Chamber of Commerce, Veteran Business Achievement Award on behalf of CALIBRE



Laura Giangiuli, Craig College, and Richard Pineda attending the NVTC Tech 100 Celebration. CALIBRE was recognized as a Tech 100 company, and Richard Pineda received the Tech 100 Top Executive award



Charles Onstott receiving the Distinguished Alumni Award from Oklahoma State University



## BOARD OF DIRECTORS

**Joseph A. Martore**

*Chair of the Board  
Outside Director*

**Joseph H. Reynolds**

*Vice Chair of the Board  
Chair of the Executive Compensation  
& Governance Committee  
Outside Director*

**Karen E. Dyson**

*LTG (USA-Ret.)  
Chair of the Audit Committee  
Outside Director*

**Eileen M. Grande**

*EOAC Representative  
Internal Director*

**Richard Y. Pineda**

*Chair of the Risk  
Management Committee  
President & CEO  
Internal Director*

**Robert L. VanAntwerp**

*LTG (USA-Ret.)  
Outside Director*

## CORPORATE OFFICERS

**Richard Y. Pineda**

*President & CEO*

**Craig E. College**

*Executive Vice President  
& Chief Financial Officer*

**Laura C. Giangiuli**

*Executive Vice President,  
Chief Human Resources Officer*

## VICE PRESIDENTS

**Kristen B. McLeod**

*Senior Vice President,  
Finance & Accounting  
and Controller*

**Charles O. Onstott**

*Senior Vice President,  
Chief Technology Officer*

**Barbara A. Richitt**

*Senior Vice President,  
Contracts & Procurement*

**Teresa M. Albo**

*Vice President,  
Business Development*

**Troy D. Barnes**

*Vice President,  
Defense Mission Solutions*

**Richard P. Formica**

*LTG (USA-Ret.)  
Vice President,  
Strategic Initiatives*

**Pete Leroy**

*Vice President,  
Defense Enterprise Solutions  
and Federal, Civil, &  
Commercial (Acting)*

**Beth B. McCall**

*Vice President,  
Key Initiatives*



# United in Ownership



1. Adrienne Shea and Kathryn Cook at CALIBRE's Summer Event enjoying the Washington Nationals play the Philadelphia Phillies 2. CALIBRE's HR employees participate at a team-building event at Bowlero, Arlington, VA 3. Kelly Grey, Ashley Harrell, Shayla Christian, and Mark Hall at American Society of Military Comptrollers (ASMC) Professional Development Institute (PDI) Conference, St. Louis, MO 4. CALIBRE's Summer Event at North Beach in Helendale, CA 5. CALIBRE's 2023 Golf Classic volunteers with sponsor

**CALIBRE**  
Our Success Follows Yours®

[calibresys.com](http://calibresys.com)