

**ONE**

---

**CALIBRE**  
**2022 ANNUAL REPORT**

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In 2022, our theme was: ***Our Transformational Journey Continues...*** We set out on a journey to transform our company and unleash our greatest potential. Our transformational journey has taken us to **ONE CALIBRE**, wherein we pool our collective talent and work toward a common goal. We revitalized our leadership team and fostered innovation by investing heavily in our Technology Roadmap. With fresh, new perspectives within the operations and growth organizations, CALIBRE has experienced a new sense of innovation. Amidst the continuing fight to recruit and retain quality talent, CALIBRE onboarded 195 new employee-owners and promoted leaders from within.

Joseph A. Martore  
Chair of the Board

Richard Y. Pineda  
President & CEO



## TO OUR FELLOW SHAREHOLDERS

The government contracting industry continued to feel the effects of the pandemic and ever-changing work dynamics. Our Growth team has been focused on new pipeline development, agency call plans, and best-in-class Indefinite Delivery Indefinite Quantity opportunities that will allow us to scale our employee-owned company. CALIBRE achieved several significant successes across the enterprise. These successes were exemplified by the notable contract awards listed below:

- ***National Institute of Neurological Disorders and Stroke IT Support***
- ***Jaguar Land Rover Technical Training***
- ***U.S. Department of Veterans Affairs (VA) Center for Enterprise Human Resources Information Services Program Support***
- ***Defense Logistics Agency Transformation Enterprise***
- ***U.S. Army Training Support System – Enterprise Role Players***
- ***Marine Air-Ground Task Force Staff Training Personnel***

With three years of holding ourselves accountable to STRATEGY 2025, we have seen positive results. Despite the demanding labor market, we exceeded the goals for retaining our top performers and future leaders of the company.

We refined our foundational building blocks to reinforce the discipline and structure of our company. We dedicated time and resources to growing our Diversity, Equity, and Inclusion; Capability Maturity Model Integration; PM Trade School; and CALIBRE University offerings.

Another key accomplishment includes the updated Corporate Sustainability Report. This effort aims to improve our corporate

understanding of sustainability, inform our internal and external stakeholders, and strategically guide us as we strengthen our foundation going forward. Our values, established in our Vision, Purpose, and First Principles, speak to responsibilities beyond the bottom line. We deliver financial results as we create sustainable value for our clients, our employee-owners, and our local communities.

CALIBRE's pursuit of excellence in all that we do garnered much recognition in the government contracting industry. Some examples include:

- ***Greater Washington GovCon Awards***
  - ***Program of the Year – VA TAP (Winner)***
  - ***Company of the Year (Finalist)***
  - ***Executive of the Year (Finalist)***
- ***Northern Virginia Technology Council Tech 100***
- ***Mount Vernon Springfield Chamber of Commerce Large Business of the Year***
- ***Northern Virginia Family Service CARE Award***

The core of our business Employee Stock Ownership Plan (ESOP) is not only solid and sustainable, but significantly postured for growth. We increased participation by welcoming our VA Transition Assistance Program employees into the ownership structure, thus resulting in 683 participants today in our growing and thriving ESOP.

We look forward to what lies ahead in 2023 as we operate as ONE CALIBRE to support the success of our clients, our employees, and our communities.

*Our Success Follows Yours®*



*Jerry Hogge's EOM presentation on working together as one team and positioning CALIBRE for success in 2023.*



*Richard Pineda kicking off Employee Ownership Month (EOM) and discussing what it means to be an employee-owned company, and how to remain engaged.*



*Graphics (Kelly Moore and Lauma Wingrove) arranging a Share Value task during filming with Richard Formica.*

We want CALIBRE employee-owners to share in the excitement of being part of an ESOP and in the future, we want to continue that excitement. We want our future employees to feel as much enthusiasm for the ESOP as those who have been with CALIBRE for many years. The EOAC is currently working with HR to make sure future teammates start their journey at CALIBRE with not just knowledge of our ESOP and our company

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



## EMPLOYEE OWNER ADVISORY COMMITTEE (EOAC) REPORT

I would like to open with the obvious: a well-deserved, heartfelt THANK YOU. To all of you from Virginia to California, from Germany to Korea. Your dedication to CALIBRE is commendable, as is your readiness to do whatever needs to be done for the company – even if it is not technically part of your job description. No matter the situation, you always rise to the occasion! Thank you for your unwavering dedication; it does not go unnoticed.

This has been a very interesting year for CALIBRE and the EOAC. I would say challenging too, but really every year has its challenges. We are looking back on a fabulous 2022, from the introduction of ESOPathon and our very first ESOPordle to the celebration of our employee-ownership culture in October where Craig College and Kristen McLeod explored the haunted woods of CALIBRE's ESOP. We want to thank you all for the good times, especially your enthusiastic participation in the 2 Truths and a Fib game.

The EOAC mission is straightforward: to SERVE you, the employee-owners, by sharing ESOP information and conducting activities that support our OWNERSHIP culture. As we move ahead, we look forward to new and exciting opportunities to expand our educational offerings and make CALIBRE's culture shine not only within our organization, but within our community and beyond.

We want all employees to understand our ESOP and employee ownership. The EOAC recognizes that each of us has different learning styles, and not everyone fits neatly into one category. To help all employee-owners educate themselves about our ESOP, we plan to diversify the existing knowledge base and introduce an ESOP Channel, where each of you can get answers about our ESOP and employee ownership culture via short, targeted videos.

culture but look forward with excitement to being a part of our company.

My request to you - let us keep our employee-ownership culture shining forth. Even on the smallest level within our company, let us encourage each other to be a vibrant part of this thing that creates a community within CALIBRE, helps transcend ongoing business challenges, finds strength in our differences, and keeps CALIBRE moving forward.



*Craig College and Kristen McLeod filming their EOM 2022 "Haunted Woods of CALIBRE ESOP" video.*

*CALIBRE employee-owners participated in the ESOPathon for Young Professionals, which was moderated by Colleen Campbell*



*EOAC members filming EOM 2022 Level Up video. In both TV screens: Tim Oddo. From left: Pres Farris, Scott Thimons, Erin Moody, Lucy Tikoyan, Eileen Grande, and Lauma Wingrove*



*Lauma Wingrove, Chair, EOAC, introduces the game "2 Truths and a Fib" during Employee Ownership Month*



*Eileen Grande, Board of Directors Representative, EOAC, and Lauma Wingrove, Chair, EOAC attend the National Center for Employee Ownership (NCEO) Annual Conference*



*Defense Logistics Agency (DLA)  
Offsite Meeting at Metro Park*



*Jude Fernan visits the National  
Guard Bureau team*



*Master Advisor Meghan Gonzalez  
provides transitioning U.S. Navy  
Sailors the Benefits and Services  
course at Naval Base, San Diego*



*Team CALIBRE celebrating the Department of Veterans Affairs  
Center for Enterprise Human Resources Information Services contract win*



*Joe Diana and John Wright attended the Logistics  
Officer Association (LOA) Symposium where Joe was  
a panel moderator*

## 2022 – CALIBRE’s Transformational Journey makes fundamental steps forward.

As set forth in our STRATEGY 2025 document, CALIBRE is on a multi-year journey to transform and strategically grow the business in order to create financial and career growth benefits for our employee-owners and deliver expanded and critically important mission support benefits for our clients.

In furtherance of this fundamental strategy, in 2022 I established a new Vice President leadership team across the three Divisions as well as the Growth organization; made fundamental changes to our operating organization and processes to create a clear alignment between operations and growth, to drive accountability and responsibility, and to reinforce CALIBRE’s commitment to service excellence. I also expanded the Growth Team, more than doubling it from three to seven, and established clear alignment between this organization and the three Divisions: DMS, DES, and FCC.

**Jerry W. Hogge**  
Executive Vice President  
Chief Operations Officer



## OPERATIONS HIGHLIGHTS



**Jerry Hogge, speaking at the Leadership Offsite;**  
**the theme was One Team for Shared Success**

As a result of these important changes, we are prepared for 2023 with the Growth team and the Operations team organized and staffed, able to develop a robust and mature pipeline of opportunities, properly position and capture those opportunities, deliver on the programs, and market prospects available across CALIBRE’s diverse areas of expertise.

Equally important to CALIBRE’s future growth is protecting our base business. In 2022, we continued to improve our re compete win rate. Even with this market-leading performance, we will remain ever vigilant in our efforts to fend off competitive threats whether from small business set-aside risks, contract consolidation risks, or simply the normal competitive procurement process inherent in all federal contracts.

The theme for CALIBRE in 2023 is **ONE CALIBRE** for shared success. This theme is far more than a moniker, but defines the way we will operate the business, striving for perfect alignment across corporate leadership, functional support organizations, the three Operations Divisions, and the Growth organization. The operational alignment will be a force multiplier for CALIBRE and will increase the effectiveness and efficiency with which we operate the business and will ultimately drive increased growth and delivery excellence.

In summary, we have the right people, the right leadership, the right vision, and the right infrastructure to achieve CALIBRE’s goals for our clients and employee-owners. The future for CALIBRE remains bright, and together we will deliver 2023 business objectives and take another important step in the journey to achieve STRATEGY 2025.



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

DMS Division's resilience enabled CALIBRE to experience positive opportunities and wins. DMS will provide training in Marine Air-Ground Task Force (MAGTF) operations within a Joint and Combined Task Force environment to improve the warfighting skills of senior commanders and their staff as part of the MAGTF Staff Training Program (MSTP) win.

By maintaining a positive and supportive relationship with the government, Training Support Operations (TSO) re-won the Range Facility Management Support System (RFMSS) contract, which supports all major range management processes, including Range and Training Area (RTA) scheduling, unit and range control approval processes, automation of Range Control Fire Desk operations, and resolution of scheduling, safety, and environmental conflicts.

In 2023, the DMS team will focus on maintaining the base and building on the wins of 2022 to grow the business.

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



**Thomas J. McKeon**  
Technical Director



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



## DEFENSE MISSION SOLUTIONS (DMS)

The Infrastructure, Engineering, & Environment (IEE) Directorate had a very successful 2022 that included new awards, organic growth of contracts, and retention of base work with re-compete wins. We provided meaningful value and deliverables to multiple clients in support of their missions and objectives.

The Army Base Realignment and Closure (BRAC) team closed out 2022 with the award of the second delivery order of the current contract. CALIBRE expanded its support to the Army BRAC Program. Additional support was focused on the BRAC Environmental Coordinator (BEC) and Environmental Program Management tasks.

The Army Office of Energy Initiatives and Air Force Office of Energy Assurance teams worked to develop and execute renewable and alternative energy projects that support Department of Defense (DoD) mission readiness and achieve net-zero, carbon-free electricity (CFE) goals as outlined in Executive Order 14057.

The environmental team captured all re-competed work under our Arizona Department of Environmental Quality (ADEQ) Arizona Superfund Response Action Contract (ASRAC). The team was awarded work with the U.S. Forest Service for environmental consulting, site restoration, and reclamation support to the Mansfield Canyon Reclamation Project.



**Erosion Control Measures started at Mansfield Mine Site Reclamation Project**

The Intelligence Community Services (ICS) Directorate continued to make significant contributions to our clients' success within the Human Capital Management (HCM) arena in 2022. The team's contributions to the Training and Performance Management areas of the client's mission is helping to create better informed staff officers and technology-based solutions to help those officers excel at their jobs and improve how they manage their workforce and their staff's performance.

ICS's contributions to tradecraft-specific training for various schoolhouses and applications developed and maintained for the Talent Management organization have received regular praise throughout the year and the organization is experiencing a revitalization as the IT and leadership landscape continues to advance.

Successes like these helped ICS secure 10-year contracts for multiple work streams.

**Richard Pineda, Jerry Hogge, and Jude Fernan visited the CALIBRE team at the Office of the Chief of Army Reserve (OCAR) at Fort Belvoir**



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



**The Joint Plans Team enabled the 354th Fighter Squadron to conduct Agile Combat Employment (ACE) operations at Bicycle Lake Army Airfield (BLAAF) at the National Training Center (NTC)**



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



**Joseph F. Kinnally**  
Director,  
Combat Training Center (CTC)



2022 was another exciting year for the Training, Education, and Analytics (TEA) Directorate with continued support by our employee-owners to their clients and projects as we transitioned from a remote to a hybrid environment. TEA hosted CALIBRE's corporate leadership during visits to teams supporting the Office of the Chief of Army Reserve (OCAR) and the Army Force Management School (AFMS), meeting and thanking employee-owners and our clients. Dedicated efforts by the TEA team synchronized with corporate support resulted in new wins in the Department of the Army and U.S. Marine Corps expanding our client base and building momentum for a great 2023.

Training Support Operations (TSO) has enjoyed 12 months of client support, including the opportunity to get back to face-to-face interactions and a higher OPTEMPO of live training that forms the foundation of what we do. From successfully migrating the SRPWeb site, to delivering services at Theater Sustainment Commands (TSC) across the country, supporting the 3,000+ person joint/multinational training event (Project Convergence 22) at the NTC, and beyond, the TSO team has been busy. And they would not have it any other way.

We look forward to a year of opportunity in 2023 and expanding our expertise to new clients.

Directorate of Combat Training Center (CTC) over the past year supported eight rotational training events at the National Training Center, FT Irwin, CA. During a rotation, CALIBRE provides 145 Role Players, social media replication, maintains the insurgent cellular network, and operates ranges as well as maintains them. In addition to supporting rotations, we provide planners to support Green Flag operations and coaches for NTC leadership programs. In 2023, we will support nine rotations and have several contracts up for recompetes: NTC Range and Sustainment Support, Role Players, and NTC Mission Support Contract.



**Team CALIBRE supporting Army Logistics University**



**Ron Moring supported on site rocket data capture to enable the Weapon Danger Zone (WDZ) tool utility for 160th Special Operations Aviation Regiment (SOAR) aircraft**





**Pete Leroy**  
Vice President,  
Defense Enterprise Solutions (DES)

2022 was a year of transformation for the Defense Enterprise Solutions Division. To better align with our existing clients and our future growth plans, a new Directorate was created, and two new Directors were promoted internally. Christine Glynn (FIST), Shayla Christian (CMA), and John Wright (RAS) are implementing strategies that leverage CALIBRE’s core capabilities and long-standing expertise on contracts like OSMIS, to expand into new areas and clients. This has already resulted in significant growth with our Working Capital Fund, Defense Logistics Agency (DLA), and cyber security clients. With support from our Chief Technology Officer’s Solution Architects, our CMA team (OSMIS, FMO, FORCES, CPP) in the middle of a multi-year cloud migration project for our DASA-CE client, and following a *ONE CALIBRE* approach with our Growth team, DES has built a robust pipeline of opportunities that align with CALIBRE’s Technology Roadmap to continue growth in 2023.

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



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



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



## DEFENSE ENTERPRISE SOLUTIONS (DES)

The Finance, Information Systems, and Training (FIST) Directorate is comprised of Continuous Process Improvement (CPI), Department of Defense (DoD) Chief Information Officer (CIO) and Cyber, and Cost and Finance portfolios.

Our CPI and Lean Six Sigma (LSS) training and support contract for the Defense Logistics Agency (DLA) experienced considerable growth, nearly doubling the program. The Department of Defense Chief Information Officer (DoD CIO) and Cyber portfolio welcomed new client projects while expanding our current capabilities and increasing revenue. The Cost and Finance portfolio celebrated another recompetete win supporting Defense Information Systems Agencies (DISA).

We strengthened our existing partnerships and forged new business relationships critical to CALIBRE’s success. We look forward to continuing our strong customer support and making our clients successful!

2022 was a dynamic year for the Cost Management and Analysis (CMA) Directorate. We effectively sustained our base with all projects receiving extensions or option year awards.

CMA combined the Operation & Support Management Information System (OSMIS) and Cost Analysis & Decision Support (CADS) portfolios during the DES reorganization in the early summer. This enabled the team to focus on our number one priority this year: migrating OSMIS Webportal, comprising four of the Directorate’s five projects, to the cARMY cloud environment. Our team rose to the challenge of executing more tasks with minimal resources from the client, diligently making our clients successful.

The Readiness and Acquisition Solutions (RAS) Directorate continued the success of 2021 into 2022. All projects received option year awards or extensions with only minor exceptions. 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 expertise is in high demand with Army Materiel Command and Air Force Materiel Command. The Eighth U.S. Army team expanded its support for the command this year and the RAS Director visited Korea to meet with our clients in September.



*John Wright visiting Team CALIBRE in Korea*



**Benefits Advisor Alexander Landron provides transitioning Service members with the Benefits and Services Course at Schofield Barracks, Hawaii.**

The Veteran Affairs Transition Assistance Program (VA TAP) saw continued expansion with our employees providing on-site and virtual advisory services to more than 280,000 Service members, Veterans, and families across 109 sites in 6 countries.

The team assisted in the development and implementation of client pilot initiatives and the VA's newest 5.0 curriculum.

The year culminated with our Advisors earning the Northern Virginia Chamber of Commerce and Professional Services Council GovCon Award for Program of the Year.

A resounding thanks to all our Advisors and operations leaders who make this program successful.

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



**NINDS team returns to office one day per week to enjoy some face-to-face time**

The Health and Life Sciences (HLS) Directorate won its recompetes including the National Institute of Neurological Disorders and Stroke (NINDS) award with a five-year follow-on contract. Andrew Skinner and Michael Obodozie were recognized with NINDS Directors awards for innovation and Tom Cooper from our NINDS team received an Office of the Director Honor award for outstanding achievement. We celebrated the win of a new five-year contract at the Department of Veterans Affairs (VA) Center for Enterprise Human Resources Information Services (CEHRIS). Our high-performing managers and staff successfully delivered on-contract growth, hired new employee-owners, and developed new partner relationships as a strong foundation for continued growth and success.

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



**Our determined CENSUS team continuing their hard work onsite at Computer-Assisted Personal Interviewing (CAPI) Depot 60-E**

Federal Civil Applications (FCA) continued to support the Army Enterprise Service Desk (AESD). Due to the great work of our remote members, Salt Lake City team, and Hawaii agents, Team SAIC, was awarded the recompete of Army Enterprise Service Management Platform (AESMP) increasing the size and scope of our support. FCA continued its partnership with NTT Data providing IT services in support of the U.S. Agency for International Development (USAID) and the Centers for Disease Control and Prevention (CDC). Our CENSUS team took on the continuing challenges of the supply chain and logistics industry while executing clients' requests in a timely, efficient manner.

I am immensely proud of FCA. Their unwavering commitment to providing exceptional service to a diverse portfolio of clients, while maintaining an unparalleled level of focus and determination, has propelled us towards a prosperous future in 2023.

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



## FEDERAL, CIVIL, & COMMERCIAL (FCC)

2022 was a year of change for the Federal, Civil, & Commercial Division. Three new Directors were promoted from within to provide the structure necessary to ensure CALIBRE's continued excellent support for our clients, and leadership for our employee-owners. Pres Farris (TAP), Katherine Maley (HLS), and Lucy Tikoyan (FCA) all have long histories of success at CALIBRE and their leadership has already been recognized through feedback from our clients, industry awards, and, in conjunction with our Growth team, new contracts being awarded. The continued success of our VA TAP program is a testament to CALIBRE's commitment to our clients and our Veterans.

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



*Team CALIBRE at the American Society of Military Comptrollers Professional Development Institute (ASMC PDI) in Atlanta, Georgia*



*Mark Silva happy to be meeting with the client at the National Cancer Institute (NCI)*

*Team CALIBRE at the Association of the United States Army (AUSA) Annual Meeting & Exposition*



*Some members of CALIBRE's Growth Team  
From left: Tom Berkley, Beth McCall, and Ashley Nicholson*

2022 was an organizational expansion year for our Federal Civilian Growth team with a focus on improving the success of our Federal Civilian and Technology, Tools, and Solutions (TT&S) teams. Starting with a business development/capture team of two, Ashley Nicholson and myself, we added 3 new team members: Mark Silva joined us from the FCC team, adding established trust to our Federal Health relationships; Tom Berkley, a proven strategic capture lead helping us focus and manage long-term top priority must wins; and Jeremy Barnwell, a versatile business development leader with extensive Veterans Affairs (VA) and Department of Defense (DoD) healthcare expertise.

In 2022, the team was busy executing the business development growth plan. We submitted several strategic, best-in-class, government-wide acquisition contracts (GWACs) to support the Technology Roadmap. We worked closely with our Operations and Chief Technology Officer (CTO) teams to pursue new code challenge acquisitions for DevSecOps expansion. We are embracing innovation, including conducting our first capture meeting in the metaverse, and exploring ways to leverage Artificial Intelligence and Machine Language in our acquisition processes. We continue to participate in hybrid and virtual market events and have re-engaged with our clients at in-person conferences such as Healthcare Information and Management Systems Society (HIMSS), the DHS Homeland Security Week, Splunk, Neo4j and other events whenever possible.

**Beth B. McCall**  
*Vice President,  
Business Development, Federal / Civilian*



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



In 2022 CALIBRE adopted a **ONE CALIBRE** philosophy and approach to business development. This enabled increased collaboration across the enterprise and ensured consistency among our Business Development (BD) team.

CALIBRE welcomed three seasoned Capture Directors, strengthening our Growth team by securing top talent from across the Defense and Federal/Civilian space.

2023 is planned to be a strong year for new growth. We have developed a solid pipeline with many opportunities. The growth organization is focused on maturing and capturing these opportunities with a dual focus on strategic growth and alignment with our Technology Roadmap of new capabilities and offerings.

The growth organization is responsible for generating new revenue and will also support the retention of key base business that is planned to undergo a re-compete acquisition during the plan year. A single consolidated growth organization will help drive consistency in business development and opportunity capture activities, ensure the highest and best use of investment dollars and team resources, improve CALIBRE's new business win rate, and will ultimately drive attainment of the 2023 new business revenue plan.

## GROWTH OUTLOOK

We secured key TT&S wins with Federal Student Aid and General Services Administration's (GSA) Login.gov. We were awarded our first VA Transformation Twenty-One Total Technology-Next Generation (T4NG) task order as a subcontractor to Clear Vantage Point Solutions (CVPS), VA CEHRIS Program Support to modernize and standardize HR information services to support VA's workforce and our Nation's Veterans. In addition, we were added as a subcontractor under Boston Consulting Group on Defense Health Agency's (DHA) Workforce 3.0 Indefinite Delivery/Indefinite Quantity (IDIQ) with the first staffing opportunities underway.

Building on the 2022 foundation of success, we enter 2023 with a mature pipeline of opportunities aligned to CALIBRE's strengths, using a disciplined and matured business development approach to growth.

In addition to these important focus areas for 2023, the growth organization will also focus on developing and maturing CALIBRE's long-term pipeline of strategic initiatives aligned with our Strategy 2025 and designed to further diversify the business both in terms of capabilities offered and clients served.

CALIBRE's Growth leaders are committed to consistently applying our First Principles: Operate Ethically, Achieve Superior Quality, and Renew Ourselves. Our clients' Contractor Performance Assessment Reporting System (CPARS) ratings and testimonials continue to support our claims of superior quality!

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



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



## CORPORATE HIGHLIGHTS

Human Capital is critical to all things CALIBRE and is at the core of who we are. CALIBRE's Human Capital Organization encompasses Human Resources, Recruiting, Payroll, and Corporate Security. All four of these organizations performed at an exceedingly high level again in 2022. Some of our specific accomplishments include:

CALIBRE earned recognition from Northern Virginia Family Service as a CARE Award winner for 2022. This is awarded to companies who have an outstanding culture and employee engagement to create the best place to work in the DC Metro region.

The DEI Council launched our first two Employee Resource Groups: Veterans and Women. In partnership with Graphics and IT, the council also launched internal and external DEI websites.

We identified, recruited, and hired over 195 professionals to support OPS and Growth in our overall goal of growing CALIBRE.

We expanded our Spotlight Awards which are 100% peer nominated and chosen. Nominations increased by 70% in 2022 and we had nine awardees in three categories: Star, Gem, and Inspire.

The Security team streamlined our processes and transitioned our Annual Training to the compliance training platform, reworked the entirety of the Security request forms, and launched the first consolidated request form.

In addition, the CHRO and HR Director met with every new CALIBRE employee within their first 90 days of employment for an informal meet and greet to assess their experience at CALIBRE as a new employee.



*The Communications and Graphic Design team with Pres Farris and Richard Pineda during the filming of the VA TAP Program of the Year acceptance video for GovCon Awards*

**Contracts, Subcontracts, and Procurement** teams play an essential role in CALIBRE's growth and success, helping to manage legal and financial risks, optimize contract terms, improve efficiency, and enhance relationships with internal and external clients.

We ensure compliance with all Government regulations. In 2022, we completed a government property audit and ensured all requirements were met by monitoring and enforcing compliance across the company.

We improved efficiency by streamlining the MAS Consolidation of CALIBRE's four GSA schedules into one master schedule. The Team is on target to successfully migrate over 300 labor categories while negotiating favorable rates and labor qualifications by 2nd quarter of 2023.

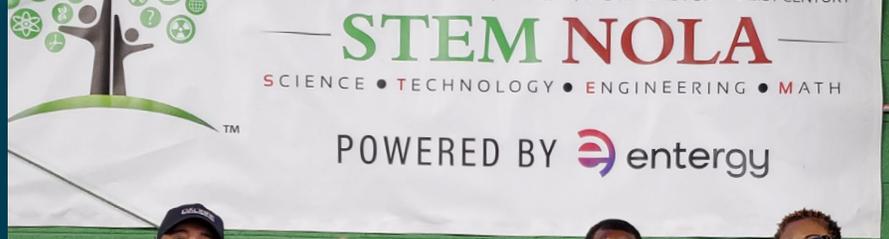
We enhanced relationships through our efforts to support small businesses by meeting our 2022 subcontracting goals, qualifying many small businesses under our Small Business Office, and adding HUBZone businesses to our list of approved vendors. Ultimately, CALIBRE grows by winning contracts to support our clients.

**Communications & Graphic Design:** This small but talented team created visually stunning videos and highly effective social media campaigns and provided valuable support to our operations divisions, the Growth team, the corporate leadership and staff, and our external clients. Their hard work and dedication were recognized and rewarded with the highly coveted Distinguished Service Award, a well-deserved recognition of their invaluable contribution to the company.



*HR Team building event, AR Workshop in Old Town Alexandria*

Members of the DEI Council and Recruiting team volunteered at STEM FEST to introduce, inspire, and engage youth in STEM learning



The 2022 CALIBRE Golf Classic raised \$85,000 to donate to Homes For Our Troops



Your Next Mission® Hiring Event in Huntsville



CALIBRE employees participate in Adopt-A-Highway to clean up a stretch of the Franconia-Springfield Parkway near our headquarters in Metro Park

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, grow our business, and achieve our goals and objectives for STRATEGY 2025.

**5-Year Metrics:** We continue to gauge our progress against a set of 5-Year metrics which were established as part of STRATEGY 2025 to assess performance, inform leadership, and drive change. At the end of this year, we will have three years of metrics to begin to assess year-over-year trends. Our performance against aggressive goals we set represents our increased accountability toward strengthening our teams internally and enhancing our support to clients externally. With a renewed alignment of our Operations Divisions and Growth team, supported by our corporate staff and guided by our strategic documents, 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 recently published 2022 Sustainability Report providing an overview of economic, environmental, and social sustainability at CALIBRE. The report:

- Documents our management approach that balances the three pillars of sustainability: Economic, Environmental, and Social
- Identifies current sustainable business practices
- Recommends sustainable actions that we will begin in 2023
- Integrates balanced and affordable sustainability into CALIBRE's business and culture
- Becomes a critical enabler to achieve our STRATEGY 2025

We recognize that embracing sustainability will enhance CALIBRE's economic viability and improve long-term value for our stakeholders.



CALIBRE's 2022 Corporate Sustainability Report

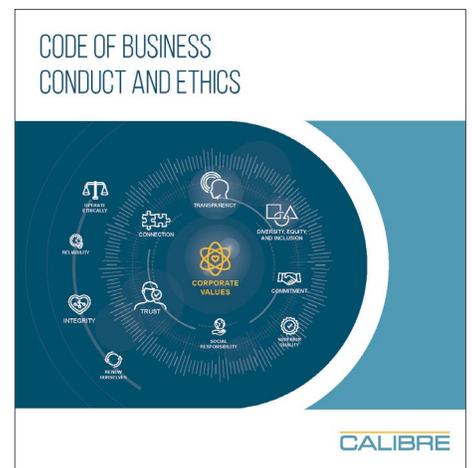
Richard P. Formica  
Vice President,  
Strategic Initiatives



## STRATEGIC INITIATIVES

**Code of Business Conduct and Ethics:** Guided by our Board of Directors and our corporate officers, we updated and revised our longstanding Code of Business Conduct and Ethics. Consistent with our First Principle of operating ethically, this document maintains and strengthens our corporate commitment to the highest standards of professional conduct and ethics which remain at the forefront as we create innovative solutions for our clients, inspire our employees, and enhance our communities.

**Strategic Communications and Engagement:** In 2022, we expanded our strategic communications and engagement program to strengthen our position in the market, raise CALIBRE's brand awareness, conduct long-term positioning, and understand our client needs. This year we have increased our audience on LinkedIn alone by more than 10% and now have nearly 13,000 followers.



CALIBRE's Code of Business Conduct and Ethics

CALIBRE's *Technology Roadmap* lays out a long-term plan for developing capabilities needed to grow our business with digital transformation services. Digital Transformation efforts are taking place all over the government and Department of Defense (DoD). So, it is essential to our work in financial management, logistics and supply chain, training and education, and facility and land management.

In 2022, the Technology, Tools, & Solutions team made considerable progress in enhancing our digital transformation capabilities. Scott O'Keefe joined TT&S to become CALIBRE's Director of Data Analytics and is responsible for growing our business in data analytics. We launched the CALIBRE Innovation Center (CIC) to evaluate technologies, develop repeatable processes, and integrate tools needed for delivering outstanding services. The CIC conducted internal research and development in software development and data analytics platforms. Our Product Sales team added new technology partners to the portfolio, including Dataiku, OutSystems, and RegScale. Finally, we supported several large proposals that, if awarded in 2023, will contribute significantly to CALIBRE's growth.

In 2023, we will continue investing in developing solutions that enable us to better deliver software development and data analytics services to the government. We will invest in key areas that can help the government accelerate their mission, lower costs, and improve outcomes. The Application Modernization team will focus on RMF automation, Zero Trust Architecture, Secure Software Supply Chain, and serverless and low-code application architectures. The Data Team will leverage data platform technologies to automate time consuming aspects of business development and to rapidly build and deploy traceable machine learning models in a collaborative space. We will spread knowledge and discoveries in these areas through Tech Tuesdays, Communities of Practice, and Code Challenges.

TT&S will work closely with the Growth team and Operating Divisions in executing on the Technology Roadmap and pursuing opportunities to grow CALIBRE.



*Grace Cox and JP Wogaman representing CALIBRE at The American Council for Technology-Industry Advisory Council (ACT-IAC) ImagineNation*

**Charles O. Onstott**  
Senior Vice President,  
Chief Technology Officer



## TECHNOLOGY, TOOLS, & SOLUTIONS (TT&S)



*TT&S team solved the "Sherlock Holmes: A Matter of Time" at Escape Room Live in Alexandria. They finished it in a blazing fast 45 minutes*



*TT&S team showing off their ugly (and not ugly) holiday sweaters*



**Wayne Whiten**  
Joseph A. Martore  
Distinguished Service Award

**Wayne Whiten** 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 creates an environment where he gives his team an opportunity to make a difference in an \$8B/year enterprise, ultimately furthering the client's mission and objectives. He has served on the National Capital Chapter Board for the Association of Military Comptrollers (ASMC) for 10 years and provides significant support as a volunteer that impacts CALIBRE reputation in industry for the better.



**Greg Caraveo**  
Make Our Clients Successful

**Greg Caraveo** was responsible for developing an automated work order process for our clients that prioritize work orders, provide range staff with the list of materials required to complete work orders, and track when the order is assigned and completed. This automated process resulted in expediting work order completion and provided our clients with the data necessary to avoid budget reductions.



**Carolyn Miller**  
Make Our Clients Successful

**Carolyn Miller** developed annual Year of Execution decision documents that the Assistant Secretary of the Army for Financial Management and Comptroller (ASA (FM&C)) reviews, which resulted in a \$560 million cost savings in FY20 and another \$160 million in FY21. She successfully prepared over 1,000 Price and Credit changes to the AMC's Life Cycle Management Commands, saving an estimated \$65 billion in erroneous pricing for materiel and services.



**Tammy Finnell**  
Inspire Our Employees

**Tammy Finnell** saw an opportunity to recognize employees and reward their fellow teammates for exceeding expectations, going the extra mile, and creating and supporting a diverse and inclusive workplace by creating the "Spotlight Awards", to shine a spotlight on the amazing employees throughout our company. She also understands that our employees are juggling many priorities so she leveraged Percipio and created "learning journeys" to provide a curated learning path for employees to easily explore and learn in key areas.



**Priya Maruthapillai**  
Inspire Our Employees

The Communication & Graphic Design team undoubtedly has a company-wide reach and always go above and beyond to increase the value of CALIBRE and contribute to the success of our clients. CALIBRE benefits from their team of experts who offer their knowledge and skills in various areas, include: internal messaging, external proposals, client deliverables, and community engagement. An example is their support of our National Guard Bureau (NGB) client with envisioning, designing, and delivering a reusable and flexible war board game to be used by the highest ranks in optimizing tactical, operational, and strategic plans for possibly catastrophic "what if" scenarios.



**Kelly Moore**  
Inspire Our Employees



**Lauma Wingrove**  
Inspire Our Employees

## DISTINGUISHED SERVICE AWARD RECIPIENTS



**Pres Farris**  
Increase the Value of CALIBRE

**Pres Farris** manages CALIBRE's largest project in terms of full-time equivalent employees (FTE), deftly handling its multifaceted requirements and challenges. As a primarily in-person engagement, COVID challenged the VA TAP implementation. Pres worked through many proposals to the client throughout the first year to find solutions that were accepted. Many have bestowed accolades upon the VA TAP team and its management for the excellent work they provide to our transitioning Service members, Veterans, and their families.



**Marc Scott**  
Increase the Value of CALIBRE

**Marc Scott** and his team have been instrumental in combating "The Great Resignation" phenomenon during the COVID era. Despite the challenging circumstances, Marc's outside-the-box thinking, coupled with the most up-to-date tools and access to top-quality candidates, resulted in hiring over 250 new employee-owners in 2021 to support Operations, Growth, and Corporate Staff, all while adhering to CALIBRE's traditional recruiting model and policies.



**Kim Lu**  
Foster Innovation

**Kim Lu** leads a team of developers and works closely with the functionals to maintain and update FORCES, which supports over 2,500 users and incorporates data from nearly 300 sources. The client sees her as the "go-to" for many technical aspects and she is regularly relied on to implement new client requirements and requests. Her ability to implement innovative solutions to solve our client's challenges has truly improved the value of CALIBRE and our potential for growth.



**Jessica Castillo**  
Manage Our Company

**Jessica Castillo** works on our Finance & Accounting team and recently supported our 2020 incurred cost audit, interim and year-end financial audits, as well as supported the 2022 system configuration changes. She completed several updates to the accounting system to ensure an accurate and timely month-end close for January. Her efforts also ensured that the day-to-day business continued to run as normal with no impact.



**Samantha Marmen**  
Manage Our Company

**Samantha Marmen** is recognized for her executive front office support where she spends countless hours and serves as a true pillar behind the scenes assisting the President & CEO in managing the business. She has grown from managing administrative items to now truly company-wide efforts spanning the Board of Directors, strategic communications, and corporate operations.



**Ed Martin**  
Be Good Citizens

**Ed Martin** has trained for over five years to become a Deacon of the Catholic Church and now serves his parish in that capacity. He serves as a volunteer of the Society of St. Vincent de Paul, where he serves community members who are struggling to meet both basic and long-term needs. Each year over Thanksgiving, he gathers, prepares, and delivers food to individuals who need it most. He does not seek recognition for his actions, but rather performs them out of a sense of moral duty and doing what is right.



## CORPORATE AWARDS AND RECOGNITIONS



Jessie Loftis and Nilo Aziz accepting the Care Award from Northern Virginia Family Service



Craig College, Richard Pineda, and Jerry Hogge at the Northern Virginia Technology Council (NVTC) Tech 100 Celebration. Richard was honored as a Top Tech 100 Executive and CALIBRE was honored as a Tech 100 Company



CALIBRE Leadership accepting the Northern Virginia Chamber of Commerce (NVCC) and Professional Services Council (PSC) GovCon Award for Program of the Year-VA TAP



Lauma Wingrove accepting Mount Vernon Springfield Chamber of Commerce Excellence in Business Award on behalf of CALIBRE

## BOARD OF DIRECTORS



**Joseph A. Martore**  
*Chairman of the Board*



**Joseph H. Reynolds**  
*Vice Chair of the Board •  
Chair of the Executive Compensation  
& Governance Committee*



**Karen E. Dyson**  
*Lieutenant General (USA-Ret.)  
Outside Director  
Chair of the Audit Committee*



**Eileen M. Grande**  
*EOAC Representative*



**Kimberly K. Horn**  
*Outside Director*



**Richard Y. Pineda**  
*Internal Director • Chair of the Risk  
Management Committee •  
President & Chief Executive Officer*



**Robert L. VanAntwerp**  
*Lieutenant General (USA-Ret.)  
Outside Director*



**Richard Y. Pineda**  
*President & Chief Executive Officer*

## CORPORATE OFFICERS



**Craig E. College**  
*Executive Vice President  
& Chief Financial Officer*



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



**Jerry W. Hogge**  
*Executive Vice President  
& Chief Operations Officer*

## LEADERSHIP



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



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

## VICE PRESIDENTS



**Troy D. Barnes**  
*Vice President,  
Defense Mission Solutions*



**Beth B. McCall**  
*Vice President,  
Business Development,  
Federal / Civilian*



**Charles O. Onstott III**  
*Senior Vice President,  
Chief Technology Officer*



**Richard P. Formica**  
*Lieutenant General (USA-Ret.)  
Vice President, Strategic Initiatives*



**Kristen B. McLeod**  
*Vice President,  
Finance & Accounting and Controller*



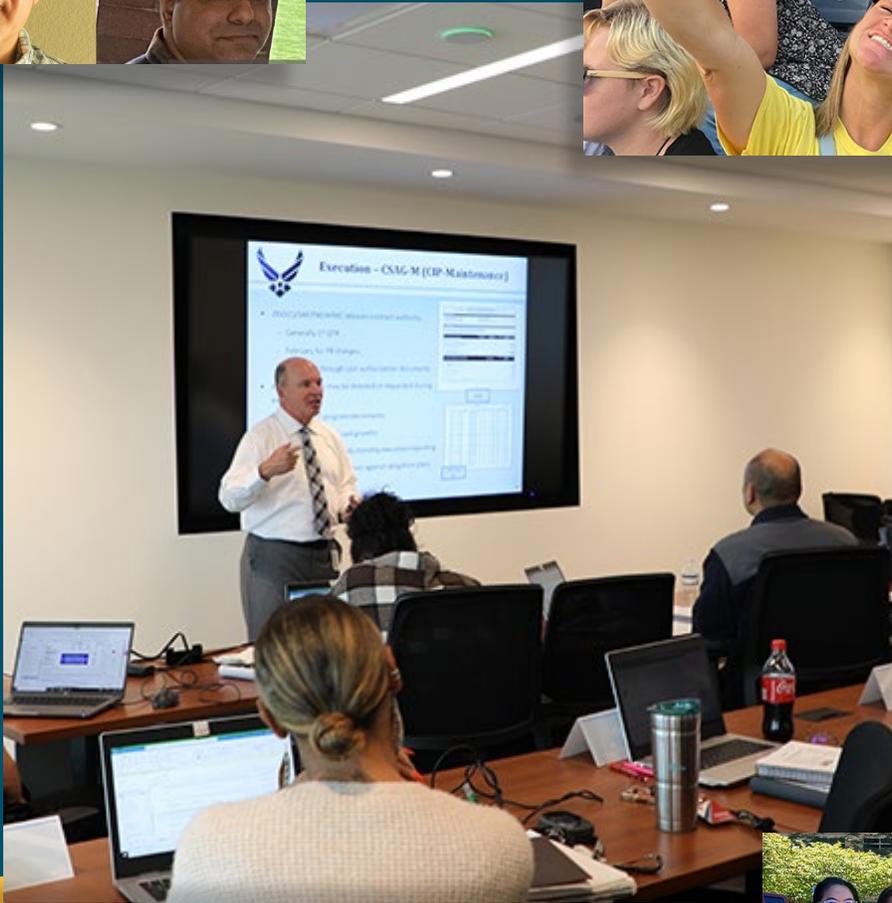
**Barbara A. Richitt**  
*Senior Vice President,  
Contracts & Procurement*



VA TAP employees enjoying a San Diego Padres game



A few of CALIBRE's incredible Army Enterprise Service Desk team members



Joe Diana teaching a Working Capital Fund Class



HR Team taking an ice cream break

CALIBRE employees at the National Training Center had the opportunity to meet with Richard Formica, Vice President, Strategic Initiatives during his visit to Fort Irwin, California

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# CALIBRE

*Our Success Follows Yours<sup>®</sup>*

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