

CTMA CONNECTOR

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CTMA Connector

CTMA Program

Debbie Lilu

EVP, Mx and Sustainment, Business Development

CTMA Connector Staff

Pam Hurt

Executive Editor

Nancy LaMarca

Editor

Christina LaRose

Senior Writer

Lindsey Konarske

Designer

Briana Ring

Designer

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About NCMS

The National Center for Manufacturing Sciences (NCMS) is a cross-industry technology development consortium, dedicated to improving the competitiveness and strength of the US industrial base. As a member-based organization, it leverages its network of industry, government, and academic partners to develop, demonstrate, and transition innovative technologies efficiently, with less risk and lower cost.

About CTMA

The CTMA Program offers a unique contracting vehicle for industry, academia, and the DoW sustainment community to work collaboratively. Through these efforts they promote the demonstration, evaluation, and validation of new and innovative technologies that enhance warfighter readiness at optimal value and lowest risk. This non-FAR based contracting vehicle is the only DoW-wide program focused solely on maintenance and sustainment.

UPCOMING EVENTS

May 11 - 14, 2026

[Sea Expeditionary & Accelerated Field of Advanced Technologies \(SEAFAST\) Forum](#)

Norfolk, VA

June 9 - 11, 2026

[Cold Spray Action Team \(CSAT\)](#)

Worcester, MA

June 16 - 18, 2026

[Aviation Logistics Center \(ALC\) Modernization and Sustainment Accelerator](#)

Elizabeth City, NC

August 4 - 6, 2026

[Global Expeditionary Logistics Symposium \(GELS\)](#)

Newport News, VA

August 11 -13, 2026

[Ground Vehicle Systems Engineering & Technology Symposium \(GVSETS\)](#)

Novi, MI

August 25 - 27, 2026

[Sustainment Accelerator Puget Sound](#)

Bremerton, WA

September 22 - 24, 2026

[2026 CTMA Partners Meeting](#)

Jacksonville, FL

All NCMS events are subject to change. Please check the [NCMS Events Page](#) for the latest updates. Please email eventsupport@ncms.org with any questions.



Personnel from the US Army 3rd Armored Brigade Combat Team, 4th Infantry Division demonstrate their skills in maintaining a Bradley Fighting Vehicle during a maintenance competition at Fort Moore, GA. (US Army photo by Sgt. Woodlyne Escarne.)

New Maintenance Training Devices Prepare Soldiers to Repair Bradleys

A CTMA collaboration has made a significant advancement in maintenance workforce development: the creation of new training devices for the Bradley Fighting Vehicle (BFV)—exact replicas of the vehicle components—so that soldiers can become certified to maintain BFVs.

The initiative is a collaborative project between several Army organizations: PM Bradley, Bradley Training Division, PEO GCS Logistics, Army Test & Evaluation Command, and industry partners Performance Management Partners (PMP), Oasis Advanced Engineering, and Kratos Defense.

“These training devices are a huge difference maker for both the Army and industry,” George Patten, Managing Partner of PM Partners, said. “The devices support our soldiers in learning all the tasks, conditions, and standards to become certified mechanics... In this project, we took innovation from industry and put it into the military.”

The team created two maintenance training devices for the Bradley A4: the Part Task Trainer (PTT) and the Hands-

On Turret Trainer (HOTT). The PTT provides high-fidelity, full-scale representations of systems, allowing students to access hardware for fault isolation and repair training. The HOTT is an exact replica of the Bradley’s turret, armament, and fire control systems for student sustainment training.

Before these devices, soldiers were trained on live vehicles, which required breaking components to teach soldiers how to perform repairs. This method was expensive, as some components cost up to \$150,000.

“The training devices enable troubleshooting a lot more economically,” Charlie Bartos, Assistant Program Manager, Army Training Aids, Devices, Simulators, and Simulations (TADSS), said. “We save money by avoiding the costs to repair and replace parts on live vehicles. We also won’t have any vehicles inoperable due to training.”

The new maintenance training devices created in this collaborative project will enable the Army to train more maintainers to complete more sustainment tasks.

“With these devices, we can train eight times the number of tasks than using the live vehicle,” Patten said. “We’ve been training about 400 students a year to become Bradley Fighting Vehicle System Maintainers. In Fiscal Year 2026, we will train 550. In FY27 and FY28, we will train 640 to be Bradley certified mechanics.”

The training devices employ a clever design to teach maintainers how to detect and repair issues with the electromechanical devices.

“We lay an extra wire in the cable that looks exactly like the cables in the real vehicle,” Patten said. “Then we send a signal indicating there is a fault, even though there isn’t, such as a circuit is broken or the battery is disconnected. The soldier diagnoses it, does the maintenance steps, then the next soldier comes in and does the same thing.”

Instructors are located beside the training devices with their own screens so they can see exactly what soldiers are doing. Soldiers work their way through training task lists (TTLs), where they learn hundreds of repairs. On the PTT, there are 54 TTLs required for soldiers to become qualified; on the HOTT, there are 82 TTLs required for qualification. Within each TTL, there are hundreds of exercises.

The maintenance training devices will be used by soldiers at a major Army installation.

“These training devices are the key component that support soldiers training to repair the Bradley,” Bartos said.

The industry partner spoke highly about the CTMA Program’s ability to accomplish DoW priorities and the rapid innovation facilitated by its collaborative network.

“The Army and soldiers benefited immensely by having CMTA as a contract vehicle,” Patten said. “CTMA has a rapid timeline for getting onto contract. We blew everybody’s mind in PDM Bradley when we were under contract 90 days after writing the concept paper.”

The CTMA Program’s collaborative agreement was a key aspect of this project’s ability to harness commercial technologies for improved materiel readiness.

“The Bradley maintenance trainers are the gold standard because of the CTMA cooperative agreement,” Patten said. “The collaboration of the CTMA Program enabled us to build training devices of this caliber. The government stakeholders and the industry team held weekly meetings where we collaborated to design and build the training devices. The CTMA collaborative agreement allowed us a great deal of flexibility. We were able to iterate and improve as we collaborated. We met every single requirement that the user wanted, inside the funding limit. We were also able to make tradeoffs to save money. CTMA has a flexible and rapid process to enable the team to refine requirements and modify as needed—that’s the beauty of CTMA, which you don’t see often.”

Note: This article is deemed Distribution Statement A: Approved for public release; distribution is unlimited.

A Bradley Fighting Vehicle Maintainer Mechanic from the US Army 3rd Armored Brigade Combat Team, 4th Infantry Division, does preventive maintenance on a vehicle during a NATO training exercise in Eastern Europe. A CTMA project is developing a set of full-scale replicas of a Bradley A4’s major components to enable low-cost training for future mechanics. (US Army National Guard photo by Spc. Hedil Hernández.)





Patrick Kelleher, Deputy Assistant Secretary of War for Materiel Readiness (right), speaks during a keel laying ceremony held in January in Baltimore, MD, for NightTrain, an autonomous surface vessel being developed by BlackSea Technologies through a CTMA project. Pictured on the video screen is a scale model of the vessel. (Photo courtesy of BlackSea Technologies.)

Autonomous Vessel Reaches Milestone with Keel Laying

In late January, a CTMA initiative that is developing an autonomous surface vessel called NightTrain marked a key milestone with a keel laying ceremony in Baltimore's Curtis Bay, hosted by leaders from the DoW, the US Department of Commerce, the Maryland Department of Commerce, NCMS, and more.

This keel laying ceremony, a naval tradition dating back centuries, signifies NightTrain's transition from design to physical construction and reflects growing confidence in autonomous logistics as a viable operational capability. NightTrain is a low-profile logistics vessel designed to deliver containerized payloads directly to forward forces operating in contested maritime environments.

"NightTrain is a leap forward in technology," Patrick Kelleher, Deputy Assistant Secretary of War for Materiel Readiness, said. "It is a way to think about moving cargo that is completely different than the way we do it now, and it adapts to the operational realities that we will face in an era where we are being challenged on every front by peer adversaries. The simple fact of making it and thinking about it presents our adversaries with a dilemma."

The NightTrain platform is being designed and built in a CTMA collaboration launched in August 2025 between the Office of the Deputy Assistant Secretary of War - Materiel

Readiness and industry partner BlackSea Technologies. NightTrain is designed to transport meaningful cargo over long distances, reducing risk to personnel while supporting distributed operations. Built to move at scale across inter-theater distances, NightTrain carries standard ISO containers and releases cargo without reliance on ports, cranes, aircraft, or protected infrastructure.

NightTrain supports multiple classes of supply including subsistence, fuel, and ammunition using standard container interfaces. This compatibility allows seamless integration into existing logistics planning and supply chains. The result is a flexible resupply platform that adapts to evolving operational demands without specialized infrastructure.

"With NightTrain we have engineered a system that enables end-to-end resupply from staging bases to austere shorelines, sustaining forces operating inside denied environments," Todd Greene, BlackSea's Director of Advanced Technologies, said. "Its survivable design, long-range performance, and ability to operate without fixed logistics nodes allow commanders to sustain forces where traditional sealift and airlift cannot operate."

As NightTrain was a creative concept born and proven at the US Naval Academy, distinguished faculty and

Midshipmen Naval architects and weapons, robotics, and controls engineers attended the ceremony.

“Today, we’re celebrating a milestone in innovation for the naval warfighter and over a dozen Midshipman projects since 2021 that have worked to develop this concept,” Professor Jenelle Piepmeier, PhD, Chair of the US Naval Academy Weapons, Robotics, and Control Engineering Department, the sponsor for the ceremony, said. “This collaboration really showcases the unique

strength of a joint military civilian faculty at the United States Naval Academy with direct contribution to the Navy and the warfighter.”

The keel laying follows completion of detailed design work and the establishment of production fixtures, marking forward progress for the program. Construction activities will continue as the platform advances toward on-water testing.

Winners of the Latest Maintenance Innovation Challenge Chosen During DoW Maintenance Symposium



Members of the Grey Gecko team are presented their statue and check for winning the Overall Award at the 2026 Maintenance Innovation Challenge during the DoW Maintenance Symposium held in January in Phoenix, AZ. Pictured (left to right) are Dana Sanford, ODASW-MR; Keith Reed and Joe Laws, Grey Gecko; Josh Chapman and Michelle Revels, NCMS. (NCMS photo by Ryan Burklow.)

The Department of War (DoW) recently announced the winners of the 2025 DoW Maintenance Innovation Challenge (MIC) at the annual DoW Maintenance Symposium, held January 20–23 in Phoenix, AZ. The Overall Award went to Grey Gecko, LLC, for the Grey Gecko Real-Time Inspection Tool (GRIT), while the US Marine Corps’ Marine Depot Maintenance Command earned the People’s Choice Award for the Advanced Manufacturing Competitive Advantage Pathfinder.

“The MIC is designed to raise awareness across the DoW community to a myriad of new and promising technologies and innovative processes that present the best opportunities to positively impact DoW Maintenance,”

Debbie Lilu, NCMS Executive Vice-President, Maintenance and Sustainment, Business Development, said.

The Overall Award winner was selected by the DoW Joint Technology Exchange Group (JTEG) principals from a highly competitive field of 59 entries. JTEG principals evaluated entries based on several criteria: the innovation’s impact on maintenance, the originality of the idea, technical maturity, cross-service application, potential benefit to maintenance, and assessment of how valuable the innovation is to transition to DoW maintenance.

Grey Gecko’s GRIT offers a rugged, handheld, battery-powered infrared imager that “sees through paint,”

detecting corrosion, cracks, voids, and moisture beneath coatings up to 25 mils thick without the need for chemicals, PPE, or external power. It delivers live, high-resolution images on a tablet along with customizable metadata.

Audience members at the MIC breakout session selected the People's Choice winner from the five finalists, after their presentations to a packed audience. The winner, Advanced Manufacturing Competitive Advantage Pathfinder, submitted by the US Marine Corps' Marine Depot Maintenance Command, delivers a Digital Manufacturing Exchange that offers an accredited digital backbone for transmitting technical data packages and IP-protected manufacturing data, enabling point-of-need production of repair parts via 3D printers and other manufacturing assets.

NCMS presented both winners with a check for \$50,000, which can be applied to in-kind support to enable them to conduct further demonstrations for DoW representatives.

Other Symposium Highlights

The 2025 DoW Maintenance Symposium featured the theme "Maintaining the Capability and Capacity to Fight and Win." In the exhibit hall, NCMS's booth shined a spotlight on seven industry partners and their capabilities:

- Airboss Engineered Products - Custom Rubber-To-Metal Bonding Manufacturing and Engineering Capabilities
- CenterLine - Cold Spray Technology
- MDS Coating Technologies Corporation - Erosion/Corrosion Protective Coatings
- Trident - Predictive Maintenance and Logistics Family of Systems
- aRobotics Company - Portable Robotic Sustainment Tools
- Cybernet Systems Corporation - NDI Tracker for Mobile C-Scan Generation



Attendees at the 2025 DoW Maintenance Symposium, which was held in January, 2026 in Phoenix, AZ, check out exhibitors' displays in the exhibit hall in the Phoenix Convention Center. (NCMS photo by Ryan Burklow.)

- Sharp Vision Software - AI-Powered 3D Model-Based Work Instruction & Tech Manual Authoring/Viewing Tool

Visitors to the booth had the opportunity to speak with partner company representatives about their maintenance and sustainment capabilities and the potential of implementing them across the DoW.

As the only event conducted by the Office of the Secretary of War that is entirely focused on advancing the maintenance of weapon systems and equipment, the Maintenance Innovation Symposium draws thousands of maintenance and sustainment professionals from government, industry, and academia to exchange ideas about improving maintenance tools and procedures as well as sustainment strategies and practices.

"The importance of sustainment innovation development and adoption is increasingly relevant as we strive to accelerate materiel availability," Lilo said. "The MIC endeavors to highlight some of the most promising solutions to improve materiel readiness across the field-level activities, Organic Industrial Base, and Defense Industrial Base."

For more information about the Maintenance Innovation Challenge, visit: <https://ncms.org/maintenance-innovation-challenge>. For full information on all 59 MIC entries, see the MIC book: https://ncms.org/wp-content/uploads/2026/01/mic_publication_2025e.pdf.

New Final Reports

Every quarter, the CTMA Program releases to the public the most recent final reports for completed CTMA projects. See below for highlights of some of the latest releases, which are all linked to their project summaries posted on the NCMS website. To see more final reports for CTMA projects, please visit: <https://ncms.org/ctma-projects/>.

Ground Vehicle Maintenance Trainer

This project built off of simulator training and e-learning applications that have already been widely accepted throughout academia to develop and demonstrate a simulated training tool designed to advance the quality of instruction in equipment maintenance. [See Report](#)

Manufacturing Demonstration Tool Set for Maintenance & Sustainment Support for FRC Southeast and FRC Southwest

Utilizing FRC Southeast as a surrogate for American manufacturing companies, the overall project objective was to build a common Product Lifestyle Management (PLM) framework that enables the FRCs to share data, resources and manufacturing capabilities in an efficient, configuration-managed environment through the lifecycle of their products. [See Report](#)

Sustaining Electronic Sub-Systems Evaluation

This project worked to establish the baseline requirements for the exercise configuration subassembly and conduct preliminary and detailed design. As part of the design update, the industry partner was tasked to address current torpedo system issues of obsolescence, improved configuration management, supportability, testability, maintainability, and accommodation of future system capabilities. [See Report](#)

Vehicle Operator Control Handle Improvements for Maintenance and Sustainment – Phase I & II

This project worked to make use of a commercially available universal operating handle to reduce the possibility of obsolescence and other problems facing the current, older style joy-stick design for control systems inputs. Through collaboration, reviews, cooperation, prototyping, and 3D printing, the collaboration team has been able to fine-tune designs and mitigate the hand station obsolescence problem. [See Report](#)

Additive Manufacturing and Advanced Materials Technology for Sustainment and Environmental Compliance

The objective of this effort is to enable the transition of Additive Manufacturing (AM) throughout the DoW and its industrial base. Results from this initiative will serve as

an example for commercial industries on identifying part requirements, issuing a request for proposal, and receiving multiple qualified solutions from a variety of AM processes. [See Report](#)

Advanced System Safety Engineering to Increase Autonomous System Dependability and Reliability – Phase II

This phase built on the lessons learned from the initial phase to assess the safety of robotic systems and control vehicle surrogate prototypes. Demonstration of prototypes identified functional hazards that impacted systems' availability, reliability, and maintainability. The project effectively demonstrated advanced integration techniques for autonomous systems, using modular open systems architectures (MOSA) and MBSE to enable rapid reconfiguration and upgrades. [See Report](#)

Automated Inspection Tools and Systems Test and Evaluation to Improve Marine Corrosion Management and Control

This initiative demonstrated the effectiveness of collaborative and handheld robotic inspection technology in enhancing maintenance efficiency, safety, and cost savings for the DoW while offering broader applications for industrial and commercial sectors. [See Report](#)

Improved Watercraft Coatings – Phase III

The objective of this initiative was to identify, develop, and demonstrate coatings that improve the lifetime, efficacy, and ease-of-use of watercraft coatings. Phase I evaluated waterborne fire-retardant coatings systems for occupied spaces. Phase II assessed antifouling coatings designed for high-speed and variable operating tempo vessels. Phase III evaluated coatings that have the durability necessary to withstand robotic hull cleaning methods. [See Report](#)

Joint Enterprise Data Interoperability (JEDI-X) to Improve Global Distribution, Supply Chain, and Sustainment Management

The primary objective of this initiative is to validate the application of a commercial-off-the-shelf (COTS) logistical data exchange software capability that can be used when operating within a multinational environment. This software capability will leverage data across

multinational systems and processes to address movement and transportation limitations, increase availability and distribution of spare parts, and reduce lead times for production and system/component production delays. [See Report](#)

Logistics Framework for On-Demand Delivery of Powders Used in Cold Spray Repair & Sustainment

One challenge faced by commercial users of cold spray today is the lack of historical demand, which has impeded the development of a strong and stable material supply chain for readily available, low-priced materials. The overall objective of this initiative is to create a strong supply base of qualified cold spray powders that can meet the on-demand nature required for rapid repair, sustainment, and spare parts replacement activities necessary to keep the US leading the cold spray revolution. [See Report](#)

Long-Term Tire Storage – Phase IV

Tactical wheeled vehicles use tires that are similar in composition to commercial truck and bus tires, so they face similar degradation challenges. There is no repair process, so tire failure requires replacement, increasing the maintenance, logistical, and life cycle costs for commercial and military vehicle service centers. If the reliability of tires could be increased by reducing rotting and decomposition, then it would drastically lower the number of injuries and deaths due to accidents. The latest phase of this project focused on refining the solution that was developed in

previous phases and then testing and validating the extent of the protection. [See Report](#)

Model-Based System Engineering (MBSE) Approach for Total Lifecycle Sustainment – Phase IV

This project serves as an example to the commercial industry on developing a Model-Based System Engineering (MBSE) approach that will be applicable to the integration of technologies designed to meet vehicle system capability and maintenance and sustainment gaps. The most recent phase of the project leverages lessons learned, metadata, and models developed from previous phases to assess emerging technologies and determine their maturity and ability to improve maintenance and sustainment across current and future Army combat vehicles. [See Report](#)

Updating Legacy Equipment Technical Data Packages for Improved Manufacturability and Maintenance

This project developed and demonstrated a manufacturing process and updated technical data package for armored vehicles to facilitate flexible variants and tailor the ability of protection packages to meet specific threats. Utilizing modeling and simulation technologies, advanced materials, government furnished information, and the latest engineering, testing, and manufacturing processes, the project team developed, piloted, refined, and documented the processes to address these supply chain and provisioning deficiencies. [See Report](#)



Shown above are prototypes of a commander's hand station and a gunner's hand station developed for Bradley Fighting Vehicles through a CTMA project, "Vehicle Operator Control Handle Improvements for Maintenance and Sustainment." Industry team members included BAE Systems, Larson Automation, Leonardo DRS, Ricardo Defense, and ULTRA Measurement Systems.

NCMS Hosts Sixth Technology Showcase at Pearl Harbor Naval Shipyard

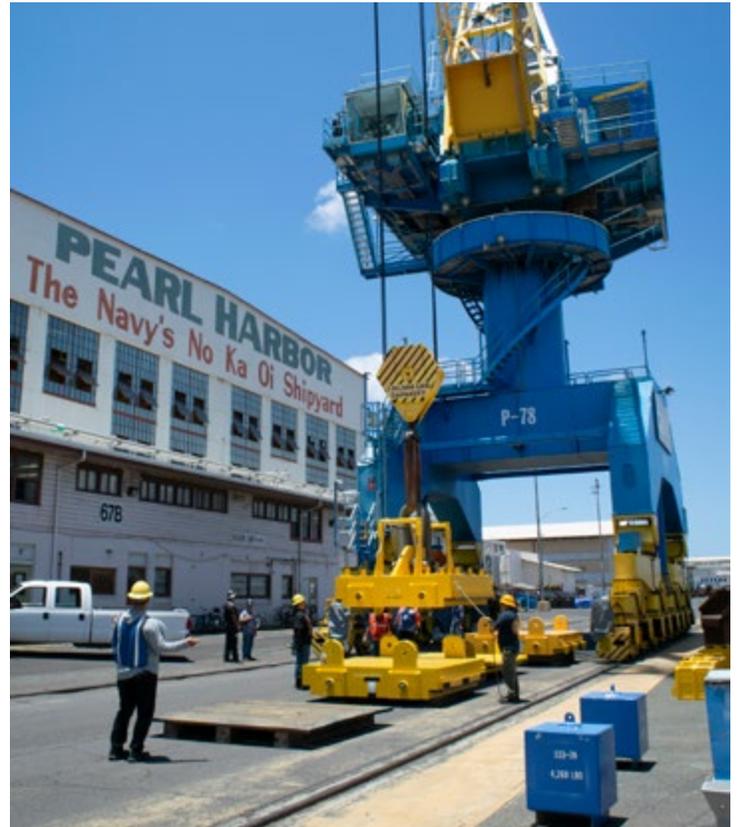
The NCMS team worked collaboratively with the Innovation and Advanced Technology Group at Pearl Harbor Naval Shipyard (PHNSY) to organize and host their sixth Technology Showcase in January. The event centered on twelve relevant maintenance and sustainment (M&S) focus areas capable of reducing ship repair and overhaul times and improving the quality of maintenance, repair, and overhaul (MRO) operations.

More than forty industry partners brought technologies aligned with PHNSY needs and engaged with hundreds of leaders, managers, and technicians over the two-day event. In addition to the Technology Showcase, NCMS also facilitated on-shipyard demonstrations of technology-based capabilities that address some of PHNSY's most pressing needs.

The NCMS event and business development team collected feedback from all participants and are working with PHNSY and industry to take the next steps to adopt those M&S capabilities that can significantly improve sustainment operations and reduce MRO cycle times.

The shipyard personnel were able to evaluate new products and services while providing firsthand experience of their technology needs and challenges to the industry exhibitors on base. To see the exhibitor directory

from the event, visit: https://ncms.org/wp-content/uploads/2026/02/Pearl-Harbor-Naval-Shipyard_2026.pdf.



Pearl Harbor Naval Shipyard personnel met with M&S solution providers at NCMS's Technology Showcase held onbase in January. (US Navy photo by Mike Wilson.)

SOURCES SOUGHT

Addressing the US military's urgent, critical needs for sustainment solutions



NCMS has decades of experience in rapidly locating cutting-edge technologies to solve issues and challenges. The Sources Sought Program is available to assist in finding the right provider, with the best solution, at the best value.

For more information:

Marc Sharp
Business Development & Customer Liaison Manager
opportunities@ncms.org

What our partners are saying:

“ Sources Sought was effective in allowing us to quickly push out an urgent military requirement to the larger commercial/industrial base beyond common major defense companies to mitigate a major programmatic delay. We plan to make Sources Sought another tool in our tool belt. ”

- Lt. Col. Joseph Lay, Materiel Leader, B-1 Systems Engineering Branch, Tinker AFB

NEW MEMBER SPOTLIGHTS

RGBSI Aerospace & Defense

RGBSI Aerospace & Defense is an SBA-certified woman owned small business (WOSB) with DoW prime



contractor qualifications. Since 2020, RGBSI A&D has been called on by OSD, DLA, DoW military services, US allies, and coalition partners to solve weapon system sustainment issues. RGBSI A&D provides professional services in the following areas: artificial intelligence, advanced manufacturing, digital engineering, model-based manufacturing, product quality, and supply chain risk management.

RGBSI A&D subject matter experts have worked through the DoW Small Business Innovative Research (SBIR) program to design, develop, demonstrate, and deliver the Digital Sustainment Platform (DSP). The DSP is the only DODI 5000.97 Digital Engineering platform certified to operate on the DoW Secure Unclassified Networks (SUNet), providing secure, fully integrated technology-enabled warfighter readiness capabilities.

For full profile, see: <https://ncms.org/news/rgbsi-aerospace-defense-member-spotlight/>.

The Parts Life, Inc. Family of Affiliated Co's

Parts Life, Inc. is a certified AS9100D engineering service provider, manufacturer, and alternate source



supplier for diminishing manufacturing sources and material shortages (DMSMS) and obsolete replacement components on military systems and subsystems. The company's value-added reverse engineering processes address missing or incomplete technical data needed prior to manufacturing. Parts Life services, such as R.O.P.E.[®] (Rapid Obsolescence Planning and Execution) and 5R[®] (Reverse Engineering, Remanufacturing, Recertify, Repair, Replicate) deliver manufacturable technical data with source approval to manufacture replacement parts. In the company's Prototype Integration Facility, parts and components are manufactured and tested for form, fit, and function to ensure each piece meets and surpasses OEM requirements.

DeVal Life Cycle Support, LLC (a Parts Life, Inc.-affiliated company), is a full-service build to print mechanical

manufacturer of armament and ground support equipment, sub-assemblies, and major parts and components for military systems and subsystems, with over 70 years of experience. As a small business certified HUBZone contractor for the DoW, DeVal LCS is a full-service original equipment manufacturer with extensive high-precision machining capabilities used to support prime and government customers.

For full profile, see: <https://ncms.org/news/the-parts-life-inc-family-of-affiliated-companies-member-spotlight/>.

Paradigm Max Q

Paradigm Max Q is a service-disabled veteran-owned small business. The company specializes in providing



transformational recommendations for decision makers to lower operational costs and improve production and sustainment to meet their organizational objectives. Paradigm Max Q's approach combines analytical tools, design, innovation, and strategic planning to make paradigm-shifting business decisions. They partner with clients to provide program management, logistics consultation, and technical services using ruggedized analytical processes and extensive business expertise.

The company provides technical expertise and program management services in the following areas:

Maintenance Planning - Level of repair analysis, diagnostics and health management, degrader analysis
Strategic Planning - Acquisition and supportability strategies to enhance reliability, availability, and maintainability

Data Analytics - Simulation and optimization analysis, root cause analysis, predictive and condition-based maintenance

Modeling and Simulation - Modeling structure and modeling methodology

Program Planning and Support - Requirements, funding, productions, fielding, and sustainment

Program Change - Systems engineering, program management office and program management activity, contract support services

For full profile, see: <https://ncms.org/news/paradigm-max-q-member-spotlight/>.