

SUPPLIER QUALITY MANUAL



DOING BUSINESS WITH TM&LS

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TEXTRON Marine & Land Systems //

A division of Textron Inc.

TEXTRON Systems



To Our Suppliers:

This manual is provided to assist you in understanding your responsibilities as a supplier to Textron Marine & Land Systems (TM&LS). Our company philosophy, as it pertains to our suppliers, is written in this manual and is intended to embrace the spirit of continuous improvement in an environment whereby mutual understanding, cooperation and trust will result in prosperity for our suppliers, TM&LS and TM&LS customers.

This manual defines the basic quality systems and procedures required of suppliers to TM&LS. Supplier supplemental requirements may be provided based on the commodity procured by TM&LS. Acceptance of TM&LS purchase order constitutes acceptance of the requirements set forth in this manual. Any deviations from the requirements of this manual require written consent from the TM&LS Product Assurance management.

The Supplier's quality and inspection systems are subject to review and evaluation and this manual in conjunction with ISO standards will serve as the basis for such reviews. If there are questions about this manual or its contents, please feel free to contact the quality department at TM&LS.

Thank you to all our suppliers for your continued support.

Manager, Quality Services
Textron Marine & Land Systems

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Textron Marine & Land Systems Manufacturing Facility, New Orleans, LA

Company Profile

Textron Marine & Land Systems (TM&LS) manufactures specialty marine craft including the Motor Life Boat for the U.S. Coast Guard and the Landing Craft Air Cushion for the U.S. Navy. We also produce land systems including Cadillac Gage gun turrets and armored vehicles, including the Armored Security Vehicle (ASV) that continues to play an important role in military operations overseas. TM&LS, a division of Textron Systems, is located East New Orleans and Slidell, Louisiana.

Commitment to Quality

To achieve the highest level of quality and promote continuous improvement, TM&LS adopted ISO 9001:1994 as the template for our quality management system (QMS). This ISO standard was derived in part from the well-established base of MILQ-9858A and MIL-I-45208A quality system requirements. In 2009, the company upgraded its QMS to meet the requirements of ISO 9001:2008. ISO 9001 is used throughout the organization and is the cornerstone of our quality management system.

TM&LS strives to meet and/or exceed the expectations of our customers and their applicable requirements.

We are committed to meet the requirements of ISO 9001:2008, to continually improve the effectiveness of our QMS, to deliver defect-free, competitively valued products, and on-time deliveries to our customers. This is accomplished through our dedication to continuous improvement and our basic operating philosophy: "Do What's Right." It is our expectation that suppliers adopt the same philosophy.

Integrating Suppliers as TM&LS Team Members

Goal of the TM&LS Supplier Quality Manual

The goal of the TM&LS Supplier Quality Manual is to provide a uniform method to communicate general requirements, expectations, and guidelines to the supply chain. This Supplier Quality Manual supports continuously measuring supplier performance, developing suppliers as partners and embracing proactive quality planning as a routine part of doing business.

Purpose of the TM&LS Supplier Quality Manual

The TM&LS Supplier Quality Manual has two purposes. First, this manual defines the fundamental Quality System activities that TM&LS expects from suppliers and their supply chain to ensure ongoing planning, control, and continuous improvement in order to achieve the highest possible level of quality. Secondly, suppliers can use the manual as an aid to further develop their own quality systems. In sections of this manual details of requirements are presented. TM&LS is committed to integrating suppliers as team members.

This manual applies to suppliers where Purchase Order Quality Clause 200 (SELLER QUALITY PROGRAM), 210 (SELLER INSPECTION SYSTEM).

Selection of Suppliers

In order to remain the best in our industry and to become premier, we must conduct business with suppliers and service providers that are the best in their respective industries. TM&LS expects the suppliers with whom it does business to provide the highest quality products and services.

Flexibility and responsiveness are components of a successful relationship. The dynamics of this industry require TM&LS to periodically execute programs and projects with short lead times. Therefore, it is critical that our suppliers be able to respond accordingly.

Supporting TM&LS means that our suppliers take ownership of all aspects of the products and services that they provide. We rely heavily on our suppliers to be the experts on their products and services, and to show a willingness to provide extraordinary support, responsiveness, and expertise when required.

General Requirements for TM&LS Suppliers

Notification to TM&LS of Shipped Materials Found To Be Nonconforming

If materials are known or suspected to be nonconforming and have been released from the supplier's control, the appropriate TM&LS Supply Management representative or the TM&LS Manager, Quality Services should be notified on the same business day that the known or suspected nonconformity is detected. This requirement applies to all nonconforming materials regardless of the time since shipment.

Reasons for a known or suspected nonconformity may be but are not limited to:

1. Detection of a quality system failure that could cause a negative impact on materials meeting requirements
2. Non-certified personnel performing work where certification is a requirement
3. Incomplete in-process where final test or inspection does not ensure requirements are met
4. Incomplete final inspection
5. Out-of-tolerance data from internal inspection not previously approved TM&LS on a Supplier Material Review Request (SMRR)
6. Departures from drawing, Operation Process Sheet or specific purchase order requirements not previously approved by TM&LS on an SMRR
7. Out-of-calibration of the equipment used in the manufacture or inspection of materials
8. Incomplete information from sub-tier suppliers that could cause a negative impact on materials shipped to TM&LS
9. Incomplete information from sub-tier suppliers not meeting TM&LS documentation requirements
10. Out of tolerance data from sub-tier suppliers that could cause a negative impact on materials shipped to TM&LS
11. Materials not properly marked or serialized as defined by the purchase order
12. Noncompliance with Quality Clauses invoked on the purchase order

13. Use of unapproved materials or parts in the manufacturing process or the assembly process where prior TM&LS approval is a specific requirement

Notification will include:

1. Date of shipment
2. Delivery date or expected delivery date
3. TM&LS purchase order number
4. TM&LS part number
5. Quantity nonconforming
6. Quantity shipped
7. Details of the nonconformity
8. Number of parts previously received by TM&LS impacted by this known or suspected nonconformity
9. Number of parts in transit to TM&LS impacted by this known or suspected nonconformity
10. Remaining inventory parts with known or suspected nonconformity
11. Details on how the product will be recalled and if TM&LS should conduct a stock sweep

Depending on the particular material and circumstances, TM&LS may require a Supplier Material Review Request (SMRR) detailed in Quality Clause 800 to be submitted immediately. If a part or assembly deviates from any TM&LS configuration requirement, the supplier may not disposition the part or assembly as "use as is" or "repair" without proper documented approval from TM&LS on the SMRR form unless Material Review Board (MRB) authority has previously been granted.

TM&LS may issue a corrective action request requiring the supplier to investigate the cause for the nonconformance of the material.

Suppliers are expected to determine:

- The root cause of why materials were released with a nonconformance
- Impact of the root cause on other materials or shipments

- Immediate actions taken to correct or control the problem including responsibility and effective date
- Systemic changes to eliminate the root cause including responsibility and effective date
- Actions taken to prevent failures similar in nature including responsibility and effective date

Details describing the failure that resulted in the release of materials are to be documented and available on request.

Quality System Requirements for TM&LS Suppliers

Quality requirements are invoked through the formal purchase order issued by TM&LS Supply Management and the specific Purchase Order Quality Clauses (TM&LS 4156) when listed on the purchase order. The requirements addressed in this document are not a complete list of quality clauses but are the common requirements invoked by specific clauses and through the requirements of a quality or inspection system.

Quality Program/Inspection System

(Quality Clause 200 or 210)

The Supplier shall develop and maintain a quality or inspection system that complies with this document as well as the specific Purchase Order Quality Clauses (TM&LS 4156) listed on this purchase order. Details of the Quality Management System (QMS), clause 200, or inspection system, clause 210, requirements may be found in the TM&LS Audit Scorecard. The Supplier's quality or inspection system shall be subject to periodic audits by TM&LS representatives. Providing the materials or services specified by the contract and complying with all requirements is the ultimate responsibility of suppliers.

As appropriate, Suppliers shall maintain procurement, manufacturing, and inspection instructions to implement engineering drawings and specifications, and to provide detailed direction to personnel at established control points. These instructions may include but is not limited to directions for calibration, handling, storage, preservation, packaging, and shipping.

Special Process Certifications

(Quality Clauses 440 and 442)

When a TM&LS purchase order requires special processing the supplier shall perform such processing only after being certified by TM&LS or shall have such processing accomplished only by processors that are fully qualified under TM&LS requirements. Prior to performing any special process under this purchase order, the Seller must submit their procedures and certifications to TM&LS, by Fax at 504-254-6714 or electronically via e-mail, to QA@tmls.textron.com. The Seller must also obtain written approval authorized by a TM&LS Quality Representative for Seller procedures, personnel, and associated equipment as set forth in the applicable drawings, PO and PO Notes, specifications and standards prior to performing the required special process. The Supplier shall also resubmit to TM&LS the required revised procedures/data if any of the personnel and process parameters changes from the previous submittal. For additional detail on special process and instruction on deployment please see Quality Clause 440 & 442 in TM&LS Document 4156.

First Article Inspection/Conformance (Quality Clauses 420 and 425)

Assembled and manufactured parts Suppliers shall perform a First Article Inspection (FAI) and prepare a First Article Conformance Report (FACR), to assure that the “first article” fulfills TM&LS requirements. Each initial shipment of hardware for a new Purchase Order requires the submittal of a completed FACR covering all purchase order, print, process, and specification characteristics and requirements with the shipment. The FACR shall include the purchase order number, part number(s), process identification and reference to the requirement. All FACR submittals must be sent by Fax at 985-661-3770 or electronically via e-mail, to QA@tmls.textron.com, prior to the receipt of the material at TM&L. If these requirements were complied with on a previous order, a re-submittal of the FACR is not required providing the previous first-article was not more than 12 months previous and no changes in process/equipment and personnel have been implemented since the last first-article. In the event of any characteristics or requirements change, a new FACR for the changes is required. The report shall include engineering tolerances and show actual results/values of inspections and tests.

Some items such as “Standard Hardware” may be exempt from FACR. Please review the purchase order carefully to assure Quality Clause 425 or 420 are not invoked.

Calibration

As appropriate to the scope of activities performed, the Supplier shall maintain a calibration system that complies with or meets the intent of ISO 10012-1 “Quality Assurance Requirements for Measuring Equipment”.

Sampling

Sampling and inspection shall be defined in the supplier’s quality plan developed as part of the QMS or inspection system. The frequency for inspections may be per an established sampling procedure or by statistical techniques when quality history and / or inherent characteristics of articles justify less than 100 percent inspection.

If requested, the Supplier shall define the articles and characteristics to be subject to the sampling plan, and the point in the procurement and manufacturing sequence at which the plan is to be used. TM&LS Quality Engineering may, at any time, require additional sampling and inspection. This may be the result of supplier inspection failures, a quality system audit nonconformance, failures detected by source inspections, failures detected at a TM&LS facility, or failures in the field .

Inspection & Status

The Supplier shall maintain a system for identifying the inspection status of all articles as define in clause 200 or 210. Unless otherwise specified, this requirement applies to distributors to the extent that damaged parts, as detected when received or as a result of internal handling, must be segregated to prevent shipment to TM&LS.

Identification may be accomplished by means of stamps, tags, routing cards, labels, or other control devices. Inspection status identification media shall be controlled by Supplier to prevent use by non-designated personnel. The design of Supplier's inspection acceptance stamps, if used, shall not resemble Government inspection acceptance stamps. The Supplier shall maintain procedures for the rework and re-inspection of articles, which can be completed to drawing or specification configuration after an inspection rejection. Articles in this category will not be subject to processing as "nonconforming articles" as this term is employed in subsequent paragraphs of this specification.

The Supplier shall perform final inspection of all articles prior to submittal to TM&LS for acceptance.

Report of Discrepancy (Quality Clause 800)

For manufactured products the Supplier shall provide for the identification and segregation of articles that do not conform to TM&LS' requirements, and shall document each instance on a Supplier Material Review Request (SMRR). For additional detail on the Reporting of Discrepancies and instruction on deployment please see Quality Clause 800 in TM&LS Document 4156.

Articles that do not conform to TM&LS-controlled requirements shall be recorded by the Supplier and dispositioned by TM&LS's Material Review Board (MRB) unless MRB authority has been formally granted to the supplier.

For assembled products the Supplier shall provide for the identification, segregation, and disposition of articles which do not conform to TM&LS' or Supplier's documented requirements. The Supplier shall document each instance of nonconformance or repair of nonconformance. Disposition for acceptance, either "as is" or with repair, shall not encompass an adverse effect on article operation, performance, safety, reliability, interchangeability, replaceability, or weight, or on any special characteristic defined in TM&LS' purchase order.

Acceptance of an article that does not conform to the supplier-controlled

requirements shall be dispositioned on supplier's documentation and presented to TM&LS for review and final disposition. Included with the supplier's documentation shall be supplier's MRB roster and member's qualifications. Articles which do not conform to TM&LS-controlled requirements shall be recorded by the Supplier and dispositioned by TM&LS' Material Review Board.

Identification Marking of Parts

(Quality Clause 720)

The Supplier shall maintain a procedure defining the sequential steps for controlling articles through stores, manufacturing, assembly, packaging, and shipping. Parts within the systems, equipments, assemblies, subassemblies, components, groups, sets or kits, and of spare and repair parts shall be identified and marked in accordance with applicable specifications and drawings. In addition, all individual materials / parts shall have a marking to identify the Supplier or Manufacturer so that materials can be readily identifiable to the material source or point of origin. Parts received at TM&LS shall be marked with the part numbers as listed on the purchase order.

Tolerance Interpretation

Specified limits and tolerance are considered to be "absolute."
Measurements shall not be "rounded off" to meet requirements.

Source Inspection

(Quality Clauses 300 and 350)

Surveillance and/or inspection may be a requirement at the Supplier's facility by a TM&LS Quality Representative prior to shipment. The Supplier shall furnish, at no cost, acceptable facilities and equipment, supply data, and perform tests as required by applicable drawings, specifications, and inspection instructions under surveillance of the TM&LS Quality Representative.

NOTE: When source inspection is required by the purchase order, it is the responsibility of the supplier to request source inspection prior to the release or shipment of the material.

Evidence of the source inspection shall accompany each shipment when specified in the purchase order.

Procured Articles

As defined in the Supplier's quality system, the Supplier shall inspect and test purchased articles to verify conformance to applicable requirements.

The extent of inspection shall be consistent with the nature and intended application of each article, and with the quality history established through previous inspections and tests of like articles. When it is not feasible to determine the quality acceptability of purchased articles at Supplier's plant, Supplier shall accomplish inspection at his procurement sources, or shall obtain verifiable objective evidence of conformance to purchase order requirements. Supplier shall maintain records of all inspections and tests performed in connection with the procurement function. Supplier shall ensure a physical separation of procured articles into the following categories during receiving operations:

- a. Articles pending inspection or test results.
- b. Articles conforming to purchase order requirements.
- c. Articles rejected or withheld because of nonconformance.

The Supplier shall maintain the integrity of procured articles pending inspection and test results.

Assembled/Manufactured Articles

In-Process Control: The Supplier shall plan and document a program which will ensure that each phase of fabrication, processing, and assembly meets the requirements of applicable drawings and specifications before the succeeding manufacturing operation is performed. The Supplier shall give particular emphasis to in-process quality evaluation of characteristics which cannot be fully examined in the end article without disassembly or destructive testing, and shall maintain records of inspections and tests performed throughout the manufacturing cycle.

If Statistical Process Control (SPC) is used, suppliers must have a procedural document or work instruction in place that defines an SPC system that, as a minimum, implements charting analysis.

Corrective Action:

The Supplier shall maintain a documented system of corrective action to eliminate the causes and prevent recurrences of nonconformance. This system shall cover all inspection activities from material procurement through delivery of articles to TM&LS, and shall include corrective action with Supplier's procurement sources. The Supplier shall respond promptly to TM&LS requests for reports describing action taken to correct deficiencies found in articles. The Supplier shall define actions taken to preclude recurrence of these deficiencies for future shipments. It is the Supplier's responsibility to follow up on these actions to ensure its effectiveness in eliminating causes of nonconformance.

Shelf-Life Material/Age Control

(Quality Clauses 550, 551, 555, 560 and 561)

The Supplier shall provide for control of materials and articles which have limited storage life requirements. The age control system must include a method for identifying the age of such materials, for correlating calendar age with environmental exposure when special environments are a part of the limited-life stipulations, for removing over-age materials and articles from stock, and for ensuring that over-age materials and articles are not delivered to TM&LS.

Delivery

The Supplier shall provide for inspection during packaging and shipping operations to assure the following:

- a. The articles are as ordered by TM&LS, are complete, and are properly identified.
- b. Packaging and markings are as required by the purchase order.
- c. Materials are packaged and shipped in a manner to prevent damage.
- c. ALL documentation required by the purchase order is correct, complete, and legible.
- d. TM&LS Source Inspection and Government Source Inspection are evidenced, as applicable.

NOTE: It is the responsibility of the supplier to assure documentation required by the Purchase Order Quality Clauses has been included in the shipping document package.

Certification of Compliance/Drop Shipment Certification

(Quality Clause 470)

Drop shipped materials require that a certification of conformance be submitted. The information shall be sent via fax at 985-661-3770 or electronically via e-mail, to QA@tmls.textron.com, indicating that a drop shipment was authorized by TM&LS and completed by the Supplier. The certification shall state the name of the TM&LS Customer/Supplier who received the drop shipped materials along with the TM&LS purchase order number and responsible Supplier's name.

The standard TM&LS purchase order note verbiage identified in clause 470 that negates the certification requirement is not applicable to drop shipments.

Quality Clause 475 need not be invoked to activate the certification/data submittal requirement by the Supplier.

All drop shipments require a certification of compliance to be provided to TM&LS. Along with the required certification the Supplier shall provide any and all other test/inspection data required by Quality Clauses invoked on the TM&LS Purchase Order.

The certifications and test/inspection data is shall not be provided with the drop shipped materials shipment; however, it must be sent to TM&LS, as indicated above.

Documentation

The Supplier shall ensure the adequacy and completeness of all documents that affect the Quality Program. Changes shall be incorporated into affected documents and obsolete documents shall be removed from use. These documents include, but are not limited to, quality assurance procedures, engineering drawings, specifications, procurement documents, inspection procedures, engineering orders, processing instructions, manufacturing instructions, and work instructions.

Records Retention

(Quality Clause 220)

Records of inspection test data, procurements, processing, traceability, etc., shall be maintained. All records shall be retained for a minimum of seven years unless otherwise specified by the TM&LS purchase order. At the end of the seven-year period, TM&LS shall be notified before records are destroyed. The Supplier shall maintain all certifications at their facility and have implemented a record retention system whereby records requested by TM&LS, can be submitted within 24 hours.

NOTE: Some programs may require certifications be submitted with parts shipment. Such requirements shall be noted on the TM&LS purchase order or in Purchase Order Quality Clauses.

Training

Suppliers, prior to performing work specified in TM&LS' purchase order, shall train and certify as competent those personnel in suppliers' manufacturing and inspection functions who have job assignments requiring a demonstrated level of knowledge and skill. Special processing and nondestructive testing require that suppliers establish and maintain documented training and certification programs. The certification programs shall include provisions for periodic recertification of personnel, including demonstration of proficiencies where appropriate.

Management of Change

Changes to process shall be communicated to TM&LS Product Assurance by Fax at 985-661-3770 or electronically via e-mail, to QA@tmls.textron.com. Changes will be evaluated to determine the impact, if any, on the item or services being provided. Changes include but are not limited to:

- Changes in raw materials or components
- Changes to sub-tier suppliers
- Changes in equipment or tooling used
- Changes in test or inspection methods
- Changes in test or inspection services or laboratories used
- Changes in certification status
- Other deviations from the status of the process of systems after First Article Inspection.

The Supplier shall maintain a documented change control system which will assure definition of an affectivity point for each engineering change; identification of the change in records associated with the changed articles; and change identification on affected articles when required.

TM&LS Supplier Quality Audits and Surveys

Pre-Award Survey

All Suppliers are normally subjected to a Pre-Award survey. An on-site survey by TM&LS may not be required if the supplier is approved by other TEXTRON division groups or is currently certified to ISO 9000, QS9000 AS9000, AS9100, or NADCAP (by a third party registrar). TM&LS Product Assurance (PA) adds suppliers that are acceptable for use to the Evaluated Supplier List (ESL). Suppliers that require an on site survey, as determined by TM&LS Product Assurance management, will be audited using the Textron Standard Audit Package.

Desk Audit

TM&LS' Product Assurance or Supply Management may periodically send the Supplier the Supplier Quality Questionnaire. The Supplier Quality Questionnaire is reviewed for significant changes to the supplier quality system in the past year. Additional survey forms may be sent to the Supplier for completion as applicable by PA.

Should the Supplier fail to return the questionnaire, a final request will be mailed or e-mailed to the Supplier. Should the Supplier not respond to the final request provided, their status will be reviewed and is subject to change.

Each supplier's performance history is reviewed annually.

On-Site Quality System Audit

An on-site survey is normally conducted every three years when the annual performance review is satisfactory. This survey may be extended due to satisfactory performance, volume and logistics considerations, as determined by TM&LS Product Assurance management. An on-site survey by TM&LS may not be required if the supplier is approved by another TEXTRON division or is currently certified to ISO 9000, QS9000, AS9000, AS9100, or NADCAP (by a third party registrar), or certified by NIST. Surveys are normally scheduled to be completed on or before the three-year interval, but TM&LS's Product Assurance management is authorized to vary the date up to three months beyond this interval to accommodate TM&LS' or the supplier's schedule.

NOTE: In situations where a supplier is being utilized in a limited manner (infrequent purchases or limited quantities), Product Assurance shall determine if an on-site survey is required or an extension needs to be granted. Such extensions shall be reviewed annually.

On-site resurveys may be conducted more frequently when rejection summary data indicates a need.

Audit Elements

The on-site survey is conducted per the Textron Audit Package. The following factors, appropriate to the clauses invoked, are also included.

1. Quality Policy deployment and understanding
2. Risk assessment and mitigation plan in place
3. PA/QC organization appropriately staffed and effective
4. Facility management leadership in the Quality process
5. Contract review and pre-production review
6. Design control
7. Inspection and Test Plan defined, appropriate, and implemented
8. Data collection system and reporting
9. Quality System and operational procedures documentation
10. Acceptance criteria defined and deployed
11. Document control
12. Measuring and Test equipment (calibration system)
13. Purchasing and Supplier quality process
14. Material receiving and incoming Inspection
15. In-process inspection
16. Final inspection
17. Inspection status
18. Identification and traceability
19. Welding process documentation and control
20. NDT process documentation and control
21. Other special processes (Coating, Hot Forming, etc.)
22. Shipping process documentation and control
23. Nonconformance system controls and documentation
24. Training
25. Internal quality audits
26. Quality records
27. Customer feedback and warranty documentation
28. Management review and improvement action planning

TM&LS Supplier Quality Clauses

Purchase Order Quality Clauses

Purchase Order Quality Clauses referenced on the TM&LS Purchase Order are considered part of the specification and any exceptions to these must be waived in writing by an authorized person from TM&LS Product Assurance. For specific requirements regarding Purchase order Quality Clauses please see TM&LS Document 4156.

Appendix

These documents may be referenced in this procedure but are not a part of this document. They may be obtained separately from TM&LS.

- TM&LS Audit Scorecard
- Corrective Action Request
- SMRR Form
- Purchase Order Quality Clauses (TM&LS Form 4156)

Primary Points of Contact

Quality: Ken Maddox

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Supply Management: Scott White

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