



**DEPARTMENT OF THE NAVY**  
**NAVAL FACILITIES ENGINEERING COMMAND SOUTHWEST**  
**FACILITIES ENGINEERING AND ACQUISITION DEPARTMENT**  
**NAVAL AIR WEAPONS STATION CHINA LAKE**  
**429 EAST BOWEN ROAD STOP 4006, BUILDING 00978**  
**CHINA LAKE, CA 93555**

1 January 2016

**MEMORANDUM**

**From:** Facilities Engineering & Acquisition Division (FEAD),  
Naval Facilities Engineering Command Southwest, China Lake, CA

**To:** Excel Concrete

**Subj:** Launch Test Facility (LTF)

Thanks for your hard work in support of our LTF project. I appreciate your critical thinking around this project and outstanding work on this project. Your efforts are recognized. Again because of your company's positive attitude it help can make this project fun and interesting.

The FEAD point of contact is Robert Harwood at (760) 939-3736.

A handwritten signature in dark ink, appearing to read "Robert Harwood", is written over a horizontal line. The signature is stylized and cursive.

Robert Harwood