Acquisition Awards Nomination Form
Team, Organization or Command

DoD Component or Agency: Dept of the Navy

Award Category: David E. Packard Excellence in Acquisition Award

Nominee Information
Name: Maritime Patrol and Reconnaissance Aircraft (MPRA) Program Office (PMA-290)
Address (line 1): 22347 Cedar Point Road
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City: Patuxent River State: MD Zip: 20670

Award Coordinator
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Alternate Organization POC
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Component Director, Acquisition Career Management POC
Name: CDR Troy C. Hicks
Title: Military Acquisition Workforce Manager
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Organization number of total employees / Acquisition Workforce members: 1290 / 277

Organization / Group / Team mission statement:

The MPRA Program Office/PMA-290 leads life cycle acquisition programs and initiatives for P-8A, P-3 series, EP-3E, and special mission aircraft for the USN and international customers.

Brief description of organizational structure:

PMA-290 is a competency aligned, functionally organized high performance team led by a military Program Manager and a civilian Principal Deputy Program Manager.

Chain of command to whom your organization / group / team reports:

PEO(A), ASN(RDA)

Award Narrative - 3 pages maximum (2 pages for Somoroff), 12pt Times New Roman
- Shall address accomplishments, significance and impact, based on criteria described herein

The Maritime Patrol and Reconnaissance Aircraft (MPRA) program office (PMA-290) spearheads acquisition management initiatives and practices and achieves acquisition excellence in support of United States Navy (USN) and international/allied nation customers for a large and diverse portfolio of airborne platforms including the USN's P-8A, P-3 series, EP-3E, and special mission aircraft. PMA-290 leads acquisition programs that supports the full life cycle of MPRA while managing and executing $13.3 billion in domestic budgets and $6.9 billion in foreign military sales (FMS) cases. During the period 1 July 2016 to 30 June 2017, PMA-290 managed limited resources to develop and execute innovative, effective acquisition practices that lowered cost, delivered improved war fighting capability to the fleet ahead of schedule, and provided a foundation to assume the Lead Capability Integrator (LCI) role on the Acquisition Category IC P-8A Poseidon program while enhancing competition during future P-8A incremental upgrade programs. Highlights include:

- To capitalize on the USN's significant business relationship with Boeing Defense Systems and prevent price increases expected as the Boeing 737 goes out of production, PMA-290 developed a P-8A Memorandum of Agreement between the USN and Boeing Defense Systems and simultaneously negotiated a $2.3 billion contract with priced options for the three final P-8A production lots without the use of a multi-year contract vehicle or requiring specific congressional block buy authorization. The negotiated prices achieved significant cost savings for the USN, the Royal Australian Air Force, and multiple FMS customers with an average unit price of $139.51 million each for 49 P-8A aircraft, which is $58.5 million lower per jet than the average across the first three production lots. By using these creative acquisition processes, PMA-290 avoids annual contract negotiations, pays less for each aircraft due to Economic Order Quantities, enhances personnel and resource management, and assures no-gap in production deliveries ahead of schedule by 30-60 days.
- In keeping with "Better Buying Power" guidance, PMA-290 continued to drive out costs by refining and executing a "model" Should Cost (SC)/Will Cost plan resulting in over $7.2 billion in program cost savings to date. Aggressively managing 77 individual SC saving opportunities, PMA-290 SC initiatives, in a single year, resulted in sufficient funds to procure two additional P-8A aircraft after securing Congressional authority to "Buy to Budget."
- In March 2017, PMA-290 spearheaded a focused team of technical and program experts/leads to develop a hybrid, creative process with two primary goals; 1) to develop and deliver increased capability to the fleet and 2) increase responsiveness or improve "Speed to the Fleet", primary objectives of Program Executive Officers and the Commander, Naval Air Systems Command. The team initiated and executed three key initiatives to meet fleet requirements within 60 days of start. Within 30 days, the team assessed an opportunity to increase the P-8A carriage and expand the employment envelope of the Harpoon missile enabling improved fleet readiness by reducing unnecessary inspections and expanding the training envelope. The second initiative was to enable the carriage and employment of MK-62 mines. Leveraging existing India P-8I Mk-82 test data, the team completed a risk assessment to determine if the risk was within acceptable limits to provide a flight clearance for employment within the P-8A

weapons bay and issued a flight clearance for weapons bay carriage and employment within 40 days. The team completed a final initiative of certifying the use of an aft Electro-Optic/Infrared capability on the P-8A. The team led early ground testing, quickly released a limited flight clearance to characterize the environment, and developed an acceptable path forward to prepare a plan to insert this capability into the fleet and highly desired in the P-8A special mission configuration.

- PMA-290 managed full rate production procurement programs during the period culminating in a $2.2 billion contract award in March 2017 for 17 P-8As in Lot 8, Lot 9 long lead items, and priced options for Lots 9-10 enabling procurement of 32 additional P-8A aircraft for the USN, United Kingdom, and Norway. The Team's management efforts also resulted in delivery of 20 P-8A aircraft to the USN and Royal Australian Air Force, averaging over 36 days ahead of contract schedule. Their exceptional efforts resulted in the completion of a P-3 to P-8A transition on schedule at NAS Jacksonville, a 99% mission completion rate of deployed P-8A squadrons, and improved aircraft availability and mission readiness and safety of operational combat aircrew on-station.

- PMA-290 completely restructured the P-8A Increment 3 program, avoiding $300 million in cost, while only minimally impacting capability delivery dates to the fleet. This alternate acquisition strategy takes advantage of the latest systems security engineering solutions and establishes a common foundation of operational data fusion across other MPRA platforms. Further, Increment 3 demonstrated an open source Application Based Architecture, which will result in increasingly competitive, cost effective, and timely capability upgrades to the P-8A by non-primes and small businesses with PMA-290 as the Government LCI.

- Despite a prediction that P-8A FMS cases would be limited, the PMA-290 FMS Team aggressively led a marketing campaign to capture two multi-billion dollar P-8A FMS aircraft sales opportunities which significantly contributed to the reduced average unit price in the final three P-8A production lots. Leveraging the personnel development and talents of a "lean" FMS Team that completed the 12th and final P-3C delivery to the government of Taiwan in May 2017 as part of the $499 million Taiwan P-3C FMS program, PMA-290 effectively resourced new P-8A FMS teams challenged by the significant demand for the P-8A by the United Kingdom, Norway, New Zealand, and Saudi Arabia, among others.

- PMA-290 acquired and fielded key classified Special Mission Communication/Signal Intelligence capabilities to Combatant Commanders in theater including the EP-3E ACAT III EP-3E Joint Common Configuration Spiral 3 upgrade and Minotaur data fusion management system and led key warfighting Quick Reaction Capability (QRC) programs on fleet EP-3Es and the first two QRC modified P-8A aircraft.

- PMA-290 P-8A Integrated Test Team completed key increment program and high altitude weapon test events enabling improved ASW, ASuW, and ISR mission effectiveness as well as an ability to deploy ASW weapons from higher altitudes and further standoffs than previously possible, increasing aircrew safety and aircraft survivability.

PMA-290 implemented creative acquisition initiatives and solutions across four naval aviation patrol and reconnaissance platforms to deliver enhanced war fighting capability and ensure the future of the MPRA community remains a vital force while improving and maintaining the highest levels of aircraft and mission readiness within the current MPRA fleet.

Award Citation Abstract - 150 words maximum, 12pt Times New Roman

The Maritime Patrol and Reconnaissance Aircraft (MPRA) program office (PMA-290) spearheaded acquisition management initiatives and practices to achieve acquisition excellence managing their large and diverse portfolio of airborne platforms including the P-8A, P-3 series, EP-3E, and special mission aircraft for the United States Navy and international customers/allies. Leveraging Better Buying Power guidelines, they developed and implemented groundbreaking agreements, contracts and contract incentives, and acquisition practices with prime contractors and small businesses resulting in program cost savings, product deliveries to the Fleet 30-40 days ahead of contract schedules, and delivery of improved war fighting capability while leading plans and actions to assume Lead Capability Integrator for future P-8A incremental upgrade programs. PMA-290 led highly successful P-3 and EP-3 programs to quickly procure and field advanced airborne signals intelligence, improved data fusion and management, classified special mission reconnaissance, and quick reaction capability systems to support Combatant Commanders in theater.

Team Members / Position Titles (maximum 10, annotate lead(s) with an *):

CAPT Anthony Rossi/MPRA Lead/PMA-290*
Ms. Holli Galletti/Principal Deputy
CAPT Molly Boron/P-8A IPT Co-lead
Mr. Robert Holmes/P-8A IPT Co-lead
CDR Charles Stickney/P-3/AMISM Co-lead
Mr. Curt Dodges/P-3/AMISM Co-lead
Mr. Jack Vess/MPRA International Programs Director
Mr. James McDermott/MPRA Technical Director
Mr. James Gerber/MPRA Contracts Lead
Mr. Mark Lower/MPRA Test Lead

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Administrative Information

Award Coordinator Point of Contact (POC)

Name: Marissa Bouchard

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Organization, Group, or Team

Name: Low Earth Orbit (LEO) System Program Office (LSPO)

Mailing Address: National Reconnaissance Office (NRO)/Signals Intelligence Systems Acquisition Directorate (SIGINT)

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City: Chantilly State: VA Zip: 20151

Primary Organization POC

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Alternate Organization POC

Name: CAPT Scott B. Josselyn, U.S. Navy (USN)

Title: Director, LSPO

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Current Number of Employees: 79

Your organization, group, or team's mission statement: To acquire, deploy, monitor, and assess performance of satellite, command and control, and data conditioning capabilities that satisfies overhead SIGINT requirements for low earth orbit collection.

Brief description of your organizational structure: The NRO LSPO is a program office that reports to the Director, SIGINT.

Chain of command to whom your organization, group, or team reports: Director, SIGINT under the Director, NRO.

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Names and position titles of individual(s) contributing to organization, group, or team:

LCDR Albert E. Arnold, USN, Communications Subsystem Lead
William D. Beatty, Deputy Director, Spacecraft Integration
Shana C. Blumenthal, Payload Engineer
Bruce S. Breger, Quality Assurance (QA) Representative
Jamie A. Browne, Thermal and Power Engineer
Capt Brett A. Burdyshaw, U.S. Air Force (USAF), Contracts Officer
Capt Joseph A. Cascio, USAF, Chief, Spacecraft Payloads
Sidney L. Childress, Program Security Officer (PSO)
Anthony J. Chiles, Ground Lead
Gary L. Chinault, Ground Engineer
Lt Zachary R. Cooper, USAF, Structures and Mechanisms Engineer
TSgt Jacob S. Cornell, USAF, Noncommissioned Officer in Charge, User Liaison
LT Anthony L. Culwell, USN, Telemetry and Commanding Engineer
Col Mark J. Davis, USAF, Director, Spacecraft Integration
Robert F. Davis, Chief, Ground Enterprise
Wade T. DeBerry, Configuration Management Lead
CDR Christopher R. DeSena, USN, Factory Team Lead
MSgt David F. Emington, USAF, PSO
PO Christopher S. Everhart, USN, Technical Advisor
Capt Jonathan B. Fullenkamp, USAF, Chief, Vehicle Systems Engineering
Lt Col Kevin W. Gilbert, USAF, Chief, Spacecraft Bus
CPO Steven P. Haefcke, USN, Chief, Training and Analysis
Capt Katherine R. Heinzen, USAF, Chief, Payloads Branch
Tanisha M. Henry, Lead Software Engineer
Sharon A. Hughey, Chief, Program Security
LT Leslie A. Jackson, USN, Chief, Outreach and Communications
PO Zachary N. Jones, USN, Program Analyst
CAPT Scott B. Josselyn, USN, Director, LSPO
Beth S. Kable, Deputy Chief, Program Control
Capt Scott J. Kelly, USAF, Chief, Advanced Concepts Branch
Ann R. Ketner, Ground Enterprise Lead
CAPT Montgomery B. Kirk, USN, Mission Manager
Adam G. Kohler, Site Liaison
Jeanette E. Koka, Contract Support Assistant
LT Nathan W. Kuehl, USN, Chief, Integration and Testing
Gregory G. Lee, Budget Officer
Philip-Laird R. Lewis, Director, LSPO Engineering
Laura A. Loechler, Technical Director
Robert T. Love, Chief of Staff
Coleman F. Lowry, Deputy Chief, Spacecraft Bus
Rachel A. Lundgren, Budget Officer
Roy E. Lynch, Verification and Validation Lead
Melissa L. Manning, Chief Systems Engineer
Rosario K. Medina, Price/Contracts Analyst

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Travis J. Mest, Advanced Plans Lead Systems Engineer
CDR Sarah F. Michael, USN, Vehicle Systems Engineer
Jacqueline NMI Mitchell, Chief, Program Control
CAPT Steven D. Miller, USN, Chief, Test and Evaluation
LT Tangie I. Montgomery, USN, Echelon 2 Program Manager (PM)
Maj Jacob D. Moreno, USAF, Chief, Assessments
Stephen W. Neal, Director, Strategic Planning
Capt Michael T. Nizzi, USAF, Chief, Advanced Payloads Acquisition
LT Carson A. Noble, USN, Integration and Test Engineer
Angela F. Ortensie, Contracting Officer
Jesse W. Overby, QA Specialist
Robert H. Paleo, Budget Officer
LT Anthony R. Peters, USN, Power and Thermal Engineer
Emily Y. Petty, Procurement Contracting Officer
Capt Carl D. Rossini, USAF, SIGINT Enhancements PM
Mark A. Sardelli, Deputy Director, LSPO
Paul H. Schaum, Senior Contracting Officer
PO Jacob A. Schechtman, USN, Program Analyst
Steven A. Simione, Block 3 PM
MSgt Amelia NMI Snyder, USAF, Superintendent, LSPO Security
Molly M. Stagnitti, Payload Engineer
Thomas J. Stone, Systems Engineer, Requirements
Maj Bradley J. Stoor, USAF, Deputy Chief, Command and Control
PO Patrick W. Sullivan, USN, Strategic Planning Technical Advisor
Lt Col Kenneth G. Thill, USAF, Block 3 Deputy PM
LCDR Jason C. Vining, USN, Block 3 Vehicle Systems Engineer
Lt Jack G. Waller, USAF, Spacecraft Project Engineer
CDR Cecily E. Walsh, USN, Deputy Director, Engineering Department
Michael S. Walsh, Director, Strategic Planning
David G. Wannlund, Payload Engineer
Gary G. Weickum, Payload Engineer
CDR Omar J. Wheatley, USN, Deputy Director, LSPO Engineering
Trenton R. Wise, Deputy Chief, Payloads Division
Lt Col Rowdy E. Yates, USAF, Spacecraft PM
Michael C. Zywiak, Chief, Payloads Division

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Award Narrative

During the 12-month period of 1 July 2016 to 30 June 2017, the NRO SIGINT LSPO completed 2 major milestones including the launch of the last-of-its-kind "Block 2" LEO SIGINT spacecraft and completion of the Critical Design Review (CDR) for the new and improved "Block 3." The final Block 2 launch, the culmination of 8 years of preparation, was a flawless campaign even in the face of significant obstacles. While working miracles in preparation for launch, the majority of NRO LSPO personnel served double-duty to prepare for the Block 3 CDR. Block 3 represents the largest re-architecture of the system in 20 years, reducing complexity and cost while incorporating technology improvements that enhance our nation's capabilities against new mission threats.

The launch of the final Block 2 LEO SIGINT spacecraft included some significant challenges. Notably, there was an "act of God" catastrophe at the launch base that forced a lengthy delay and put the health of the spacecraft batteries at risk. The spacecraft was already encapsulated in the payload fairing which limited the available servicing options. The NRO LSPO implemented creative battery reconditioning techniques while inside the fairing; however, there was an additional delay associated with the launch vehicle's upper stage, and battery metrics indicated more extreme measures were needed. This forced a rare spacecraft de-encapsulation so the batteries could be properly reconditioned. This risky, untested procedure was completed with zero issues and resulted in the batteries being restored to full health. Once NRO LSPO personnel were satisfied the booster and range were ready to go, the spacecraft was re-encapsulated and mated to the booster. From that point forward, there was not a single spacecraft issue, fault, or out-of-tolerance condition to impede a picture-perfect launch.

Following launch, NRO LSPO personnel progressed to the exacting process of spacecraft checkout and calibration. After the booster and range delays, there was a heightened need to get into operations quickly. The hard work and creativity of the NRO LSPO Team resulted in the most rapid vehicle checkout on program record, 13 days faster than the planned 40-day schedule. Behind the scenes was a dedicated team ensuring that all 1,635 verification items met specifications which resulted in the lowest number of non-conformances in the history of the program. Taking care to "get it right" the first time saved $30-million plus and ensured that the newest addition to the NRO LEO SIGINT fleet would provide unmatched intelligence to the Intelligence Community (IC) and the warfighter.

Always with an eye on the future, the members of the NRO LSPO Team have been working for five years on finding a more efficient architecture that is less expensive to produce, effectively manages technical risks, and leverages NRO Enterprise investments that enable more effective prosecution of an evolving target set. The culmination of this comprehensive re-architecture effort came in the form of the Block 3 CDR held in April 2017. To reduce the cost of the NRO LEO SIGINT architecture, the focus was placed directly on requirements. The collection challenges over the next 2 decades were studied in-depth with Block 3 users including the National Security Agency (NSA), Combatant Commands, and other stakeholders. Multiple community-wide studies distilled mission needs to a core set, reducing spacecraft requirements by 42 percent from 2,387 to 1,008. Following completion of the studies mentioned above, NRO LSPO and NSA co-hosted a technical interchange with more than 150 stakeholders to discuss the rationale behind trade decisions, present updated performance predictions, and educate the community on cost versus performance decisions. The event was lauded by both the Department of Defense (DoD) and IC representatives as a best practice approach to staying connected with

users. The resulting Block 3 redesign reduced the program's recurring cost by an impressive $1-billion plus as estimated by the Director of National Intelligence's independent cost estimate while still meeting core mission needs.

A comprehensive change to the NRO LEO SIGINT architecture involves some inherent risk associated with the new payload technologies that are critical to achieving the objective of a simplified system. Mitigation of those risks was the primary goal to ensure program cost and schedule stayed under control. The NRO LSPO implemented a multifaceted approach using Evolutionary Acquisition principles, early flight testing, early exposure to space environments using Design Verification Units (DVU), and comprehensive testing of all high-speed data interfaces. The Block 3 acquisition lowers program risk and promotes greater cost certainty by leveraging existing satellite bus and payload design heritage where possible. This evolutionary approach resulted in a sole-source award to the Block 2 prime contractor allowing reuse of up to 84 percent of the bus components and 38 percent of the payloads. Early payload technology maturation was accomplished via two aircraft flight demonstration campaigns that validated key technologies, mission planning approaches, and mission processing techniques in a real-world environment. Over 50 terabytes of data were collected that will assist spacecraft design, ground algorithm development, and Concept of Operations refinement.

One of the main causes of spacecraft program cost and schedule overruns is the late discovery of parts issues or design flaws. The NRO LSPO developed a new approach to unit/box qualification using DVUs. These are high-fidelity units with flight-like parts and are used to evaluate performance and flight build processes at full environmental qualification levels. This can be accomplished much earlier in the design phase than with a traditional prototype qualification approach and has resulted in early detection of a communications unit integrated circuit timing flaw which may have caused critical path delays if discovered later in the hardware build process. The final risk mitigation tactic being used for Block 3 is to thoroughly test all high-speed data interfaces as early as possible using DVUs or less mature Engineering Development Units. Since many of the high-speed units are being built by different subcontractors, it is critical to find any interface issues early. These tests are being performed an average of 11 months prior to the same tests using flight units and provided invaluable data to support the Block 3 CDR.

Additional unique techniques to control Block 3 costs include: an NRO-first underrun cost share with the prime contractor, increased emphasis on synergy and cooperative collection, a modular spacecraft design with common components for more efficient build and servicing, leverage of multiple NRO Enterprise technology investments, and use of an Engineering Review Board to provide a detailed accounting of the impacts of each cost-bearing design decision.

From producing a picture-perfect launch to controlling costs and proactively mitigating program risks throughout the product life cycle, NRO LSPO is meeting the world's toughest intelligence challenges within fiscal realities. The NRO LSPO expertly managed these challenges simultaneously and has set a high standard of performance for the DoD and IC.

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Award Citation Abstract

The National Reconnaissance Office (NRO), Signals Intelligence Systems Acquisition Directorate (SIGINT), Low Earth Orbit (LEO) System Program Office (LSPO), exhibited superior accomplishments significantly contributing to defense acquisition, technology, and logistics goals and initiatives from 1 July 2016 to 30 June 2017. The NRO LSPO Team executed a successful campaign and launched the final Block 2 LEO SIGINT spacecraft in the face of significant obstacles. A catastrophe at the launch base and launch vehicle upper stage problems forced a lengthy delay and put the health of the batteries at risk. This forced a rare spacecraft de-encapsulation to allow for battery reconditioning. The launch proceeded without a single fault or out-of-tolerance condition to impede a picture-perfect launch. Checkout and calibration were completed 13 days ahead of schedule while ensuring all 1,635 verification items met specifications and yielded the lowest number of non-conformances in program history. Simultaneously with the launch activity, the NRO LSPO Team was completing the Block 3 Critical Design Review. The new Block 3 architecture takes advantage of cutting-edge technology to meet evolving threats in a manner that focuses on affordability, yielding a 1-billion-dollars-plus reduction in recurring cost. The Team, in lockstep with its user community, distilled the mission needs to a core set and reduced the number of spacecraft requirements by 42 percent. The final design is the optimum configuration that satisfies stakeholder expectations in the face of tough fiscal realities. The Team is aggressively managing cost and schedule risk by employing multiple mitigation techniques including early environmental testing and comprehensive testing of all high-speed data interfaces. The NRO LSPO Team's actions ensure the newest addition to the NRO LEO SIGINT architecture will provide unmatched intelligence to the Intelligence Community and the warfighter while affordably meeting the tough new intelligence challenges of the future.

Administrative Information

Award coordinator POC:

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Organization, Group, or Team

Name: DCMA Special Programs Administrative Contracting Officers (ACOs)

Mailing Address: DCMA Special Programs

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Primary Organization Point of Contact (POC)

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Alternate Organization POC

Name: Cathy Canoles

Title: Contract Administrator

Telephone: 804-734-2645

E-mail: Cathy.Canoles@dcma.mil

Current Number of Employees: 46 Supervisory ACOs and ACOs

Your organization, group, or team's mission statement: The Special Programs Directorate exists to perform Contract Administration Services associated with Special Access Programs. The Contracts Division is responsible for improving the overall effectiveness and efficiency of the contracting mission.

Brief description of your organizational structure: The DCMA Special Programs ACOs Group consists of 40 ACOs who work for 6 Supervisory ACOs who, in turn, report to the Contract Management Office (CMO) Contracts Director. There are three primary CMOs in the Special Programs Directorate, and multiple sites within each.

Chain of command to whom your organization, group, or team reports: The ACOs report to Supervisory ACOs, who report to the CMO Contracts Director.

Names and position titles of individual(s) contributing to organization, group, or team:

Thomas Mavromihalis – Contract Administrator	Mark Anderson – Contract Administrator
Douglas Hayes – Contract Administrator	James Kittredge - Contract Price, Cost Anyst
Chris McCabe – Contract Price, Cost Anyst	Jessica Peterson – Contract Administrator
Melody Tarifa – Administrative Contracting Officer	James George – Contract Administrator
Raymond Wilkens – Administrative Contracting Officer	Mark Hellmer – Administrative Contracting Officer
Christopher Baker – Contract Price, Cost Anyst	Joy Parish – Supv Contract Specialist
Maribel Martinez – Administrative Contracting Officer	Huy Nguyen - Supv Contract Price, Cost Anyst
James Hardy – Contract Administrator	Kim Carson Ray – Contract Administrator
Charity Mathis – Contract Administrator	Brian Grundy – Contract Administrator
Jonas Harper - Contract Administrator	Greg LaRosa – Attorney Advisor
Connie Mack - Administrative Contracting Officer	

Award Narrative

The Defense Contract Management Agency Special Programs Directorate (DCMAS) is a leader in innovation, consistently demonstrating creativity with today's evolving acquisition demands. Timely contract close-out has been a material weakness across the DOD. With a growing backlog of contracts pending audit, both Industry and the DOD have been impacted.

DCMAS initiated a contract "Quick Closeout Team" in 2012 to pilot innovative solutions to accelerate the timeframe to close contracts. An Agency deviation to Federal Acquisition Regulation (FAR) 42.708 Quick Closeout enabled the team to adapt the process for contracts once considered ineligible for closeout. DCMAS developed techniques and standardized risk factors to streamline the process. The process encourages documenting a risk evaluation of the potential impact to closing a contract and flips the paradigm to "How can I close this contract?" Their efforts culminated this year as they codified the lessons learned into a process that set the standard for expanded application and use across DCMA and the DOD, as well as other Federal Agencies. They continued to innovate as they next applied to industry.

Contract closeout is important for multiple reasons, it: forces the release of excess obligated/expired funds prior to cancellation; drives closeout disciplines such as plant clearance and classified data disposition; and reduces the administrative burden of tracking active contracts--impacting industry as well as the government. The DOD goal has been to reduce overage contracts by 10% each year. Prior to the pilot, DCMAS was at -31.1% reduction, meaning our number of overage contracts actually increased. The DCMAS pilot created 357 Quick Closeout agreements which allowed us to close 4,805 contracts and improve our reduction by 32.8%, resulting in an overall decrease. DCMAS is just the tip of the iceberg, with less than 3% of Agency workforce and less than 1% of contract obligations oversight.

As a result, in the summer of 2016, the DCMA Director tasked DCMAS to share these techniques across contracting. They first trained over 300 Agency contracting professionals on best practices and impacts that break from traditional business thinking to produce impactful results to achieve DOD contract closeout goals. They produced a public video posted at: https://www.dvidshub.net/video/491850/quick-contract-closeouts. This led to other contracting offices inquiring about the process, such as the Navy, Air Force, Special Operations, as well as the Government Accountability Office and the Department of Homeland Security.

The DCMA Quick Closeout Deviation continued to evolve by removing prohibited restrictions such as disapproved business systems and cost accounting standards non-compliances. Recently, DCMAS ACOs developed new Quick Closeout procedures for prime contractors with unsettled subcontractor rates for the purposes of contract closeout. The Government will accept unsettled indirect costs on subcontract(s) not to exceed 5% of the prime contract value. For subcontractor's unsettled indirect costs, the government will accept subcontractor's ACO recommended Quick Closeout rates or government-approved billing rates for unsettled years. Prime contractors are required to follow standard procedures to review and close subcontracts. This new process will help ACOs close contracts with pending sub contract rate settlement, impacting another 10% of DCMAS overage contracts previously unable to close.

DCMAS ACO's Quick Closeout agreements impact over $2.2B in contract obligations. DCMA manages over $2T in contract obligation, while MOCAS reflects over $8.5T. If this small team delivered a 32.8% impact, the potential across DCMA and the federal acquisition community is significant. DCMAS usage of Quick Closeout techniques demonstrate exceptional performance in acquisition innovation, contract maintenance and teaming.

AWARD CITATION ABSTRACT

The DCMA Special Programs Quick Closeout team distinguished themselves through innovation and creativity to excel in the area of contract closeout. The team piloted new techniques to target contracts previously considered ineligible for closeout and achieved a 32.8 percent improvement in overage contract reduction. They standardized risk factors and changed the paradigm to how we can close a contract, reducing the administrative burden to both industry and the government. They continued to innovate by expanding application to subcontractors, opening up an additional 10 percent of contracts to Quick Closeout. The team deployed multiple initiatives to encourage the practice across DCMA, the DOD and other federal acquisition organizations. A public video showed immediate impact with interest from five other agencies. The success of this team is just the tip of the iceberg for the potential impact to federal acquisition. The innovation and excellence displayed by the Special Programs Quick Closeout team reflect great credit upon themselves, the contracting community and the Defense Contract Management Agency.

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Award coordinator POC:

Name: Jennifer MacNEIL

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Organization, Group, or Team

Name: NGA, Agile Web Presence (AWP) Program Management Office

Mailing Address: 7500 GEOINT Drive

City: Springfield State: Virginia Zip: 22150

Primary Organization Point of Contact (POC)

Name: Ryan Phillips

Title: AWP Program Manager

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Alternate Organization POC

Name: Peter Paquette

Title: Deputy Division Chief

Telephone: 571-558-2040

E-mail: Peter.J.Paquette@nga.mil

Current Number of Employees: The Program Office consists of 4 Government employees and 5 OCI-free Contractors.

Your organization, group, or team's mission statement:

Visualization Services Division (TIBV)

Our Mission: To adopt, acquire, integrate, and deliver Information Technology (IT) services; that include services from community partners to enable the creation and consumption of GEOINT content and services.

Agile Web Presence (AWP) Program: Responsible for the development and sustainment of National Geospatial-Intelligence Agency (NGA) web portals serving users on Joint Worldwide Intelligence Communications Systems (JWICS); Secret Internet Protocol Router Network (SIPRNET), Non-Classified Internet Protocol Router Network (NIPRNET), and the world wide

web. AWP web portals include The Globe for IC and DoD users, a Capitol Network (CapNet) accessible version of The Globe for Congress, and nga.mil which provides public outreach on the world wide web. The Globe provides an online, on demand connection to geospatial knowledge and services.

Brief description of your organization structure:

Visualization Services Division (TIBV) has two teams: Agile Web Presence (AWP) Team and the GEOINT Visualization Services (GVS) Team.

Chain of command to whom your organization, group, or team reports:

National Geospatial-Intelligence Agency (NGA), CIO and IT Services Directorate (CIO-T), Adopt and Deliver Group (TI), customer and Business Solutions Office (TIB), Visualization Services Division (TIBV).

Names and positions titles of individual(s) contributing to organization, group, or team:

Ryan Phillips – Program Manager

Whitney Blackman – Deputy Program Manager

Kevin Wallace – Contracting Officer Representative

Bob Ballard – Contracting Officer Representative

Award Narrative

(U) The National Geospatial-Intelligence Agency (NGA) Agile Web Presence (AWP) Program Management Office (PMO) is recognized for their approach to program management and having demonstrated innovation and technical excellence in addressing and satisfying the acquisition of products and services that meet the needs of both external and internal users within the Intelligence Community (IC), Department of Defense (DoD), and NGA.

(U) The AWP Program Management Office is responsible for the development and maintenance of several NGA web properties including The Globe, NGA's storefront web presence for the discovery and dissemination of Geospatial products and services. The Globe web presence is the homepage for NGA customers and is designed to represent timely and relevant geospatial information and services.

(U) Two of the biggest challenges the AWP program faced was responding quickly to customer needs and keeping up with technology. To address these challenges, the AWP Team embraced the NGA Strategy to focus on providing mission driven and open Information Technology (IT) environment that meets industry standards for service availability and time to market.

(U) The first key issue to be tackled was the legacy Unified Web Presence (UWP) contract that perpetuated a traditional waterfall style of software development resulting in a very slow "service time to market" software development process. Customer requests for new services and capabilities were sitting in backlogs for months on end, while new software deployments were few and far in between. This legacy waterfall style of software development stifled creativity and created critical gaps in emerging mission needs. The UWP contract, having reached the end of its period of performance, needed to significantly change to meet the needs of the IC & DoD GEOINT customers and the Warfighter and thus the new AWP contract was let.

(U) The AWP PMO researched its contract options and determined it was in the best interest of the government to leverage the growing capabilities of the small business IT industry. This decision was a major shift form past practices of awarding cost plus award fee contracts of similar scope to large business to transition to a firm fixed price small business set aside. The result of this transition created a ripple effect providing tremendous value to the government, customer, and taxpayer. Targeting small business for software development promoted more effective market competition, evident by the 30 plus responses to the initial request for information. Additionally, switching to a firm fixed price contract resulted in a significant cost savings of over $20 million to the government.

(U) Awarding the AWP contract to a small business was only one piece of the plan to improve the "service time market", the other part of the plan being, the implementation of the Scaled Agile Framework (SAFE) methodology. The SAFE methodology allowed the AWP program to

put an end to years of "waterfall" based software development and embrace the practice of the "test First and Deliver just-in-time" approach. By embracing these practices, the AWP PMO, built in quality code from the beginning. This approach to software development also mitigated the need for lengthy, detailed requirements specifications and sign offs that are often used in traditional waterfall development activities. One year after the switch, the AWP PMO experienced a 35% increase in velocity, and a 35% decrease in deficiency reports significantly reducing technical risk.

(U) To ensure we were keeping up with technology the AWP PMO began to address innovation and co-development between Government developers and contractor developers. This accomplished by leveraging commercial best practices to re-engineer and re-architect The Globe using the Model, View, Controller (MVC) approach. This best practice divides the application into three interconnected parts in order to separate internal representations of information from ways that information is presented to the customer. This open system architecture allowed the program office to separate the "front end" development accomplished by government software developers from eh "back end" development accomplished at contractor's facilities. This strategy allowed the ultimate flexibility to respond to customers' needs without the dependency on contracted development time and resources.

(U) This shared Government/Contractor software development strategy is a cost effective solution that eliminates the need for constant engineering change proposals and sure activities that add significant contact cost over runs and delays in delivering production ready software. Another major benefit of MVC is that it allows the program to implement a continuous integration/continuous delivery (CICD) platform. CICD provides the best value to the government because it affords a seamless and constant integration of new data and services to application with little to no downtime, and is a major stepping stone towards a full DevOps environment. The new Globe architecture allows the program office to respond to customer value assessments in hours or days, instead of weeks or months.

(U) Finally, the AWP PMO migrated this new infrastructure to the JWICS cloud by leveraging Amazon Web Service (AWS). Utilizing AWS tools and services, the program office was able to set up multiple instances achieving high availability and zero downtime deployments. Metrics collected showed these newest capabilities are driving more customers to The Globe and enhancing their experience with faster access to the GEOINT data and services; thus making their job easier. The Globe now provides access to over 5 million geospatial products, and over 800 geospatial content and service offerings. In March of 2017, The Globe experienced the highest traffic it has ever seen. Over 18,000 customers visited The Glove over 120,000 times on the Joint Worldwide Intelligence Communications Systems (JWICS) alone.

(U) The dramatic shift in strategy and technology was made possible because of the relentless effort and fortitude of the AWP PMO. Their approach to program management demonstrated innovation and technical excellence in the acquisition of products and services to achieve cost effective acquisition outcomes for the Warfighter and the taxpayer. The AWP PMO Team successfully broke down organizational barriers, fostered teamwork and collaboration, in generating and testing ideas proposed by key stakeholders directly supporting the mission. Their

distinctive accomplishments reflect great credit upon themselves, Customer and Business Solutions Office (TIB), Adopt and Deliver Group (TI), CIO and IT Services Directorate (CIO-T), and NGA.

Award Citation Abstract

(U) In recognition of outstanding acquisition support from May 2016 to April 2017; the NGA Agile Web Presence (AWP) Program Management Office (PMO) is recognized for their leadership; proactive approach, and data-driven decision making efforts in addressing and satisfying external and internal user requirements within the Intelligence Community (IC), Department of Defense (DoD), and NGA. The AWP PMO Team fundamentally changed the way user's access, search for, and discover GEOINT through NGA's primary online web presence – The Globe. The AWP PMO took the NGA strategy to heart and made significant changes to The Globe, allowing customers from across the National System for Geospatial Intelligence (NSG) to discover GEOINT content, expertise, and services. Additionally, the AWP team used Agile methodology to deploy software releases with minimal downtime or risk that consequently resulted in an increased capacity to integrate more than 10 data sources with more than 5 million products, increased authoritative content creation, service and catalogs, and advanced search functions with location, topic, and event fields. Metrics collected showed these newest capabilities are driving more customers to The Glove and enhancing their experience with faster access to the GEOINT data and services; thus making their job easier. Their distinctive accomplishments reflect great credit upon themselves, the National Geospatial-Intelligence Agency, the Intelligence Community, and the Department of Defense.