

ABSTRACT AND BIOGRAPHY

Managing the Contract in a Complex Project

It has been a long time since NASA has had such a complex human space flight development activity such as Constellation. The Orion Project Office, based at the Johnson Space Center, is developing the Orion spacecraft as part of the Constellation Program's work to return humans to the moon and prepare for future voyages to other destinations in our solar system. NASA spends a lot of time talking the technical, schedule and cost difficulties of implementation of a complex project, but behind it all is a procurement team working the associated contract management and acquisition strategy. Since the award of the contract in September 2006, the Orion procurement team has been striving to be flexible, but within regulations, in handling many adjustments in the project and then the associated contract update for implementation. The procurement team constantly wrestles with how to keep the contract closely lined with the technical baseline and through a fully integrated procurement team and innovative thinking and actions, the procurement team has done a fairly good job of maintaining both relatively close. Even though in reality, a contract always lags the technical baseline, the project Orion procurement team, along with Lockheed, is using a variety of contract tools and structures to accommodate the project changes and minimize this gap, such as alpha contracting, use of the IDIQ aspect of the contract to cover design gaps, imbedding procurement into the technical team and award fee.

Fred Ouellette

Project Orion COTR

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After graduating from Texas A&M in 1987, Mr. Ouellette started his human space flight career with Rockwell Space Operations Company as a Shuttle Flight Controller in the Mission Operations Directorate. In 1989, he was hired by NASA in the Johnson Space Center Engineering Directorate a shuttle subsystem manager as well as his involvement in the development projects for extended duration orbiter and Shuttle/MIR. As a NASA employee, he was detailed to Hamilton Standard, Windsor Locks Connecticut, in 1995 to work on the ISS Pump and Control Valve Project. After coming back from his detail, from 1997 to 2004, he worked in the Shuttle Program Orbiter Project Office as the Electric Auxiliary Power Unit project manager and various branch management positions. In 2004, Mr. Ouellette was selected to participate in the Senior Executive Service Candidate Development Program and then, in support of his development plan, he detailed to NASA Headquarters as the Deputy Business Manager for the Science Mission Directorate. Since 2005, after returning to JSC from his detail, he was selected as the Assistant Manager for Technical resources within the Crew Exploration Vehicle Project Office. His primary job is the Contracting Officer Technical Representative for

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the Lockheed Martin CEV Contract since award in 2006. In 2008, he received his SES CDP certification.

Jose Garcia

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Mr. Garcia has over 18 years experience in government procurement. He started his career in procurement at the Johnson Space Center (JSC) in the Pricing Office as a Cost/Price Analyst. As a Lead Cost/Price Analyst he led the efforts of other analyst while also working on some the Agency's largest procurement actions. This included the Consolidated Space Operations Contract (CSOC), Space Flight Operations Contract (SFOC) and the Orion Crew Exploration Vehicle (CEV) source selection team. He participated in the strategy development, solicitation, evaluation and selection of the prime contractor for design and development of the next generation human space flight vehicle - Orion. He served as Deputy Manager of the JSC Policy and Systems Office as well as the Acting Associate Director of Procurement before becoming the Manager of the Exploration Systems Procurement Office. His current responsibilities include oversight of the procurement process for the Constellation Program Office, Orion Project Office, Lunar Surface Project Office, Lunar Lander Project Office, International Space Station Extravehicular Activity Office, Constellation Space Suits Project Office, and Commercial Crew/Cargo Program Office. Jose has a bachelor's degree in accounting from the University of Houston.