

Form Name:National Armaments Consortium (NAC) Executive Committee Member Application Form 2026

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CANDIDATE INFORMATION

Name	Dawn Winters
Title	Co-Founder/Principle
Organization	B-Skies, Inc. (dba Blue Skies)
Organization Type	Small Business
Address	
Email	
Phone	

CANDIDATE STATEMENTS

Explain how your background, training, experience and/or personal qualities support your candidacy to assume a governance position on the Executive Committee. Provide resume as a separate attachment.

I am a results-oriented small business owner and executive-level operator with over 30 years of experience in the delivery of services and solutions to the Federal Government, particularly in the areas of armaments, munitions, weapon systems engineering, logistics, and defense industrial base support. As Co-Founder and Co-CEO of B-Skies, Inc. (dba Blue Skies) since October 2018, I have led the company growth and transformation planning for a team of engineering, technical, and management professionals focused on the design, development, lifecycle management, and logistics support for armaments and munitions systems serving U.S., allied, and partner warfighters). I have been leading Blue Skies industry outreach and partnering required by the Blue Skies team supporting the company's Project Lead Joint Services (PL JS), PM Maneuver Ammunition Systems (PM MAS), and PM Close Combat Systems (PM CCS) projects, as well as providing project management support the Foreign Comparative Test (FCT) efforts for the Elbit Joint Reduced Range Rocket (JR3) and Hailstorm - Advanced Air/Ground Tactical missile OTA and contract activities. Our company's efforts and experience have led to two recent Prime Contracts out of ACC Rock Island/New Jersey. The first contract is the DEVCOM OMNIBUS for Engineering support, and the most recent award is from PL JS for Engineering support for the organic industrial base (OIB).

Supporting Attachment(s)

What do you see as the most significant challenge(s) facing the business type you will represent and how would you propose to address those challenges if elected?

The most significant challenge I see in the OTA space today is the increasing number of OTAs available to customers. For example, Picatinny once relied heavily on DOTC, and today there are several OTAs the PMs/Devcom can utilize. I see the challenges the Government faces trying to navigate the vast array of options they have, in addition to the differences and nuances that each can present. As for industry, especially the smalls, it is having dedicated resources to support and track activities in the OT space. Small businesses are limited with personnel resources and sometimes in experience in what OTAs are and how they can be opportunities to launch their technical solutions. Partnering is also a challenge for them due to their limited resources. Currently, as a member of HASBAT, I have coordinated and set up training sessions in which we bring in SMEs from Industry and the government to help our community learn about them and how they can be utilized. We also share lessons learned, and HASBAT has been an advocate for the Redstone community, specifically in educating our community and emphasizing the importance of using them and learning how to respond to them. If elected, I would like to see our outreach strengthened through organizations and associations such as HASBAT and Academia. My continual focus will be on outreach opportunities and education that emphasizes the importance and use of these OTAs for technological advancement.

Please describe the importance of the NAC to your organization and provide a synopsis of the participation in NAC/DOTC since becoming a member (e.g., number of proposal submissions, awards, industry days and membership meeting attended).

When my business partner and I founded B-Skies, Inc., the thrust of our business was heavily reliant on our knowledge and understanding of the DOTC. As we marketed ourselves and our engineering services to the various PMs under JPEO A&A, and awaited our first SETA contract, we survived on our consultancy work in the OTA space. I attended every industry event specifically supporting the armament and ammunition community, meeting Small and Large Businesses. It was through my attendance and BD efforts that I met several SB engineering companies that had no idea how to write a white paper or even understand how to align with Government on shaping solutions that met their requirements. Over the last decade, my partner and I, now under the B-Skies umbrella, have helped companies get their white papers in the basket and, in some instances, pulled from the basket. I am currently supporting an OTA effort with Elbit on a project under the AMTC. This project has been an effort that I have worked on for the last 6 years. It's been a great challenge, and the experience I am gaining is why I feel I could be a great asset as a committee member. I bring all levels of experience from the Government's perspective and in developing white papers that actually describe an approach to a prototype solution and not just marketing material. The NAC/DOTC launched B-Skies, Inc. as a respectable and forward-thinking engineering services company in the Armament and Munition community. It has been a great ride so far! Let's Make DOTC Great AGAIN!

WILLINGNESS TO SERVE CERTIFICATION

Signature



Date

07/16/2026



Professional Experience Summary – Dawn Winters has 30 years of progressive leadership experience in Federal contracting, including senior roles in business development, program management, and service delivery at Large, Mid-sized, and Small Government Support Contractors, where she built high-performing teams and delivered program management, engineering support, training solutions, and human capital management services to DoD and Federal agencies at over 40 Federal Organizations in 12 of the 15 Executive Branch Departments and 8 Independent Executive Agencies. Her focus since 2013 has been in the delivery of services and solutions to the Department of War, Army and Marine Corp particularly in the areas of armaments, munitions, weapon systems engineering, logistics, and defense industrial base support. She spent 27 years in Washington DC and now resides in Huntsville Alabama where she opened the company's new headquarters office in Research Park. She has been serving as an active and elected member of the Board of Directors for HASBAT (Huntsville Associations of Small Business in Advance Technology) for the last four years.

B-Skies, Inc. (dba Blue Skies)**Oct 2018 – Present**

Engineering Solutions provider for the U.S. Army, with 28 employees and \$5.1M annual revenue

Principal/Co-CEO – Huntsville, AL

As Co-Founder and Co-CEO she leads company growth and transformation planning for a team of engineering, technical, and management professionals focused on the design, development, lifecycle management, and logistics support for armaments and munitions systems serving U.S., allied, and partner warfighters.,

- Leads Blue Skies industry outreach and partnering required by the Blue Skies team supporting the company's Project Lead Joint Services (PL JS), PM Maneuver Ammunition Systems (PM MAS), and PM Close Combat Systems (PM CCS) projects
- Provides operational support to our team of Engineers in support of the Organic Industrial Base (OIB) modernization and facilitation efforts at the GOCOs and now GOGOs.
- Provides project management support to the Foreign Comparative Test (FCT) efforts for the Elbit Joint Reduced Range Rocket (JR3) and Hailstorm – Advanced Air/Ground Tactical missile OTA and contract activities.
- Provides business development consultancy, pipeline development, and Other Transaction Agreement matchmaking and partnering for companies looking to transform from a services/contract focus to a true solution provider and for product and technology companies looking to expand beyond the confines of their product or technology offering to delivering cross cutting solutions to meet the needs of the warfighters.

Subsystem Technologies, Inc.**Apr 2016 – Oct 2018**

Engineering Solutions provider for the U.S. Army, Navy, and FAA with 280 employees and \$35M annual revenue

Vice President, Business Development – Arlington, VA

Lead business development executive responsible for identifying new business opportunities for both traditional GovCon services-based SETA programs as well as non-traditional sources of revenue to include prototyping through Other Transaction Agreements (OTAs), weapon systems sales and support, and the development of material solutions. Primary responsibility was strategic new business development with an emphasis on growing revenue through OTAs. Also, the corporate lead for teaming and identifying new business partners in a variety of technical areas including precision manufacturing, autonomous and unmanned systems, weapon system R&D, materials science, artificial intelligence and machine learning,

- Developed the capture strategy for matching Government clients with technology providers using Other Transaction Agreements. This included the development of an OTA pipeline of over \$500M and ultimately finding and closing on the technology partners that allowed Subsystems to submit 20+ whitepapers in 2018 valued at \$140M.

- Identified and developed relationships with 260 technology focused service, product, and R&D companies that fueled the Subsystems OTA strategy. This partner strategy provided Subsystems with a pathway from a traditional staff augmentation centric business to an engineering solutions provider.
- In addition to developing relationships with partners, developed key relationships with Government decision makers in the Army's acquisition and R&D communities. This included identifying current and potential customers with a material and technology solution requirement and matching those needs to technology partners offering solutions to meet those warfighters' needs. Key Government clients included the U.S. Army's Armament Research Development & Engineering Center (ARDEC), PM Maneuver Ammunition Systems (PM MAS), PM Close Combat Systems (PM CCS), and PM Soldier Weapons.

FPMI Solutions, Inc.**Jun 2014 – Mar 2016**

Federal Human Capital and Learning Solutions company with 140 employees and \$16M in annual revenue

Vice President, Capture Management – Alexandria, VA

Responsible for identifying, marketing, and capturing new business for FPMI's Human Capital Management and Learning Solutions business lines and for identifying potential new areas of growth in Contract Recruiting, Human Capital Outsourcing, Information Technology, and Program Management services. Also responsible for the development of the company's business development pipeline as well as developing strategic partnerships and relationships with the Government and the vendor community.

- Upon arrival, cleared the existing business development pipeline of opportunities previously dumped from FBO and GovWin and created a fully qualified pipeline of opportunities in Federal Human Capital Management and Training valued at over \$120M.
- Managed and oversaw a proposal team responsible for submitting 250 proposals in a 20-month period valued at \$82M with a win rate of 61.7%. This included focusing on existing BPA's and FPMI's GSA Schedules. The result was revenue growth from \$8.9M in FY2014 to \$16.3 in FY2016.
- Lead the company's partnering strategy by identifying and vetting over 50 8(a), SDVOSB, WOSB, and HUBZone companies as a part of FPMI's "Partner of Choice" strategy.
- As a key element of the "Partner of Choice" strategy, personally initiated and lead a series of Partner Roundtables sessions in our Alexandria, VA and Huntsville, AL offices focusing on bring together large business, small business, competitors, potential partners, and other businesses without Government experience to network and discuss issues of interest and concern for the Federal HR and training industries.
- Led the capture of FPMI's GSA HCaTS, MDA TEAMS, and TSA IHOPP pursuits and led all VA activities including capture of the VA National Service Desk training requirement and most recently FPMI's shared service initiatives pursuits at the Department of Commerce and the VA
- Developed capture plans in conjunction with the operations management team for key FPMI accounts to include the Department of Labor, Department of Transportation, and the VA.
- Also identified and implemented new BD tools for pipeline and knowledge management tools to simplify managing new leads and qualified opportunities, tracking submitted proposals, documenting key company past performances, and managing current and former employee resumes. This enabled the BD and proposal team to quickly respond to short turn around task order responses and provide key internal capture information for new opportunities and leads.

Qinetiq North America**Jun 2013 – May 2014**

Government IT and Defense Contractor

Sr. Program Manager – Reston, VA

- Served as the USDA account and capture manager for Qinetiq North America's (QNA) Civilian Division. Responsible for managing capture efforts for existing QNA recompetes and for new opportunities with the USDA, specifically with the Farm Service Agency. In addition, provide key assistance to the GSA PBS account and capture manager, and support the Civilian Divisions Information Assurance activities.
- Served as the program manager for Qinetiq North America's FEDRAMP 3rd Party Assessment Organization (3PAO) program. As the PM for the 3PAO program, worked with commercial companies interested in making their Software as a Service (SaaS) products available for use on a government network. Helped these interested

organizations understand the 3PAO process and coordinated the QNA technical team with the commercial providers.

DSFederal, Inc.**May 2012 – May 2013**

Government IT Services Company with 60 employees and \$9M in annual revenue

Vice President, Program Management – Gaithersburg, MD

As the Vice President of Program Management reporting directly to the Chief Executive Officer, responsible for the day-to-day management of DSFederal's contracts and external vendor relationships. Provide executive level leadership for a billable staff of 60 service professionals supporting clients in projects ranging from IT Consulting, Project Management, Business Process Services, and Training Development with a specific focus on the Health IT sector.

- Shortly after assuming the role as the Vice President of Program Management, was required to personally intervene on DSFederal's largest contract (~48% of the company's annual revenue) and made a series of key management and procedural changes. As a result, DSFederal significantly improved the overall customer relationship, increased the scope of the project to include information technology support and in a period of 6 months, increased the headcount and annualized revenue by 6.1%.
- Personally captured 100% of the incumbent workforce for DSFederal's newest contract with the National Institutes of Health and effected a seamless transition from the incumbent contractor. With the addition of this contract, NIH became DSFederal's largest customer.
- Captured the company's first contract with the National Archives and Records Administration providing a project management solution to meet of NARA IT and Records Management Teams. This represented the first contract for DSFederal with NARA and the first as authorized vendor for CA Technologies Clarity Project and Portfolio Management suite.
- Developing strategic plans for capturing Health IT business including strategies for teaming partners and managing the process from initial gate review to contract award. Currently establishing a formal capture process along with best practices for this organization.

DKW Communications, Inc.**May 2006 - Apr 2012**

Government IT Services Company with 150 employees and \$25M in annual revenue

Vice President, Netcentric Solutions – Washington, DC

As the operations executive reporting directly to the Sr. Vice President of Operations, responsible for the performance, customer satisfaction, new business growth, and profit and loss for DKW IT and netcentric solution programs. Provided executive level leadership for a billable staff of 95 service professionals through 8 direct reports supporting Federal Government clients in four Executive Branch Departments, three Independent Agencies, and 8 bureaus or branches of the Armed Services to include the Intelligence community. Developed a client-focused and solutions-driven organization that provided DKW with continual annual revenue growth that led to a successful graduation out of SBA's 8(a) Business Development program.

- Oversaw the growth of DKW's IT and netcentric solutions capability from a single employee in June 2006 to annual revenue of approximately \$17M in 2011. For 2012, the Netcentric Solutions Division will account for nearly 70% of DKW's total business.
- Managed and built a customer base consisting of DoD and Federal Civilian Clients that include: SPAWAR Atlantic; various U.S. Navy Commands; DISA, Intelligence Community clients at INSCOM; the FAA; the USDA (Risk Management Agency and Food Safety and Inspection Service); NOAA; and the Independent Agencies of the Federal Housing Finance Agency, USAID, and the Nuclear Regulatory Commission.
- Using an Integrated Product Team (IPT) approach, built a mature software development organization based on CMMI Dev Level 3 compliant processes to manage the entire software development life cycle to include requirements collection, design, development, testing, and software maintenance for over 30 different Government applications. DKW's Netcentric Solutions Division supported the software lifecycle for approximately 15 mission critical Navy command and control organizational messaging applications, 12 Navy and Coast Guard's business IT applications to include internal and external web-based systems, four food safety applications for USDA's Food Safety and Inspection Service (FSIS) and an external web application for the FAA designed to inform the flying public regarding international flight information.

- Also built a network operations and network engineering capability using ITIL V3 based processes. Customers and systems supported included the DISA Crisis Management System (CMS), the Navy's Naval Video Services (NVS), the Navy's Video Information Exchange System (VIXS), the unified communication system installation for the Federal Housing Finance Administration (FHFA), and classified system administration and network engineering for the U.S. Army INSCOM, the Navy's TS SCI Network Operations Centers, and the Nuclear Regulatory Commission.
- Developed a reputation for excellence and superb customer service as evident in DKW's selection as SBA Region 3 Contractor of the Year for 2010 as nominated by her SPAWAR Atlantic customer as well as a USDA FSIS HUBZone Contractor of the Year in 2010.
- Proven track record in managing costs and maximizing EBIDTA as a Government contractor with significant cost-reimbursable work.
- Expanded DKW's presence to customers and locations outside of the Washington, DC metropolitan area by opening an office in Charleston, SC to directly target our primary customer, SPAWAR Atlantic and expanded our customer base to customer locations in Norfolk, VA, Charleston, SC, Kansas City, MO, and Honolulu, HI.
- Developed market strategies and lead capture on all incumbent and new initiatives for my competency within DOD/Federal Civilian Sectors. Managed proposals, staffing, and the processes through contract award.
- Provided the executive leadership for company assessment as operating at CMMI Dev Level 2 in June 2009.

Apptis, Inc.**Sep 2003 – Apr 2006**

Government IT Services Company with 170 employees and \$78M in annual revenue

Program Manager, Engineering Services Division – Chantilly, VA

Managed approximately 26 engineering staff to include Technical Data Communications Engineers, Senior Network Engineers and Technical Writers to design, implement, test, and support customer requirements for Network / Converged Technology solutions for DOD and Federal Civilian clients that include: FDA, IRS, DOJ, and White House Communications Agency (WHCA)

- Instituted a quality-focused engineering service delivery practice by integrating formal project management methodologies, risk mitigation and quality control measures to ensure our divisions projects were being managed in line with defined budgets, schedules and scope.
- Supported a multi-million-dollar operations budget by P&L analysis on financial reports and conducted EVM analysis to support project initiatives
- Provided in-house training and guidance as well as developed a curriculum for other corporate Project Managers to successfully acquire PMI's PMP certification.
- Contributed technical and management approach concepts in support of our proposal and solicitation efforts
- Supported and contributed to the company's CMMI level 3 certification initiatives
- Developed vendor relationships for technical training, support services and coordinated with in-house account management team members for the hardware procurement and delivery of product
- Chair project meetings for customers and internal management
- Facilitate contracting, procurement, and HR activities to support program deliverables
- Chair project meetings and develop project status reports for customers and internal management

The Boeing Company – IDS, Space and Intelligence Division**Nov 2000 – Aug 2003****Manager, Web & Production Services**

Managed approximately 15 staff from three operational support teams to include web developers, production and graphics personnel, and technical writers/editors.

- Implemented project management methodologies and quality control measures to ensure projects were within budget, scope, and delivered on time.
- Developed internal customer support web portals to meet contract requirements.
- Architected and developed a web-based help-desk application to support the Eastern Regional IT operations.
- Scheduled and facilitated project meetings for external and internal reporting
- Managed customer contracts and procurement activities
- Coordinated and scheduled technical production staff and writers/editors to support proposal efforts

- Established and maintained controls over the department's budget
- Awarded leadership certification as Corporate Trainer for Boeing's Business Operations Initiatives

The Boeing Company – IDS, Space and Intelligence Division**Sep 1999 – Oct 2000****Project Manager, Web Services**

Managed approximately 5 staff to architect the company's intranet web portal as well as their DOD/Intelligence Agency customer's web application service needs

- Established the protocols for the department's ISO 9000 compliance
- Administered a development, testing, and production server/platform with IIS web and one SQL Server
- Developed SQL database and normalized back-end databases for use with web pages
- Created custom applications in accordance with internal/external customer requirements and utilizing client/server-side scripting languages to create dynamic applications
- Developed training materials as well as trained customers how to manage the business development and management tools built by the web services team
- Hosted monthly consortium to integrate web technologies and collect customer requirements

Autometric, Inc. Springfield, VA**May 1998 – Aug 1999****Project Security Specialist**

- Developed a Security training program and support center to comply with the customer requirements
- Supported Infrastructure Services VP, in re-engineering business policies and practices
- Implemented a Corporate Training program for Infrastructure Operations division
- Trained Program Managers on technical and administrative security compliance regulations
- Created internal web sites utilizing multiple web technologies to host security education and training information

GRCI, Inc. Vienna, VA**Mar 1996 – Apr 1998****Security Specialist**

- Trained Program Security personnel and management on DoD and Intel security policies and procedures
- Assisted in the development of the Departmental budgets
- Created multiple policy and procedures for ISO 9000
- Developed internal web portal to support the Security Division's critical mission deliverables

Education & Training**Keller Graduate School of Management****2005**

MPM, Project Management

Pennsylvania State University**1995**

B.Sc., Business Administration / Economics

PMP, Project Management Institute (PMI)**2005****Certified Web Developer, EEI Communications****1998****Certified ITIL V3****2012****Certified SCUM****2014****Government Clearance**

Secret