

National Aeronautics and
Space Administration



EXPLORE PROCUREMENT

The cornerstone of NASA's current and future missions

NASA's Journey to Transform to a Procurement Enterprise
June 6, 2023

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Sheila Roche, Procurement Analyst, NASA Category Management Lead

Purpose: Discuss NASA's transition to an enterprise delivery model that is consistent with Government-wide Category Management goals/objectives.

Agenda

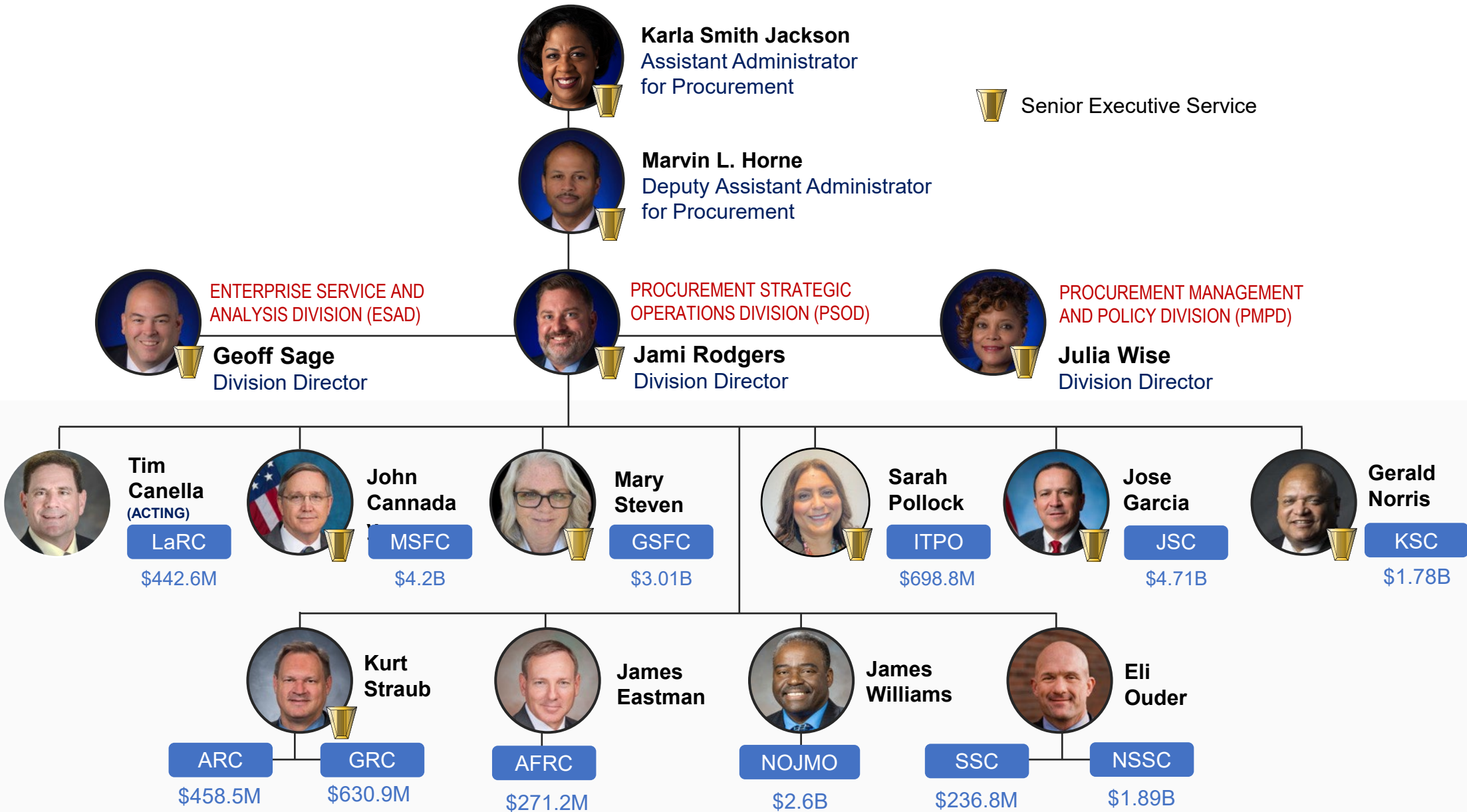
- ❖ NASA Procurement Enterprise Organization Overview
- ❖ Mission Support Future Architecture Program (MAP) Enterprise Operating Model...Journey to Transform to a Procurement Enterprise Organization
- ❖ Service Delivery Model for Mission Support...Product Service Lines (PSLs)
- ❖ MAP Implementation: Enabling Category Management Policies, Practices, and Tools

NASA Procurement Enterprise Organization Overview

Office of Procurement Leadership



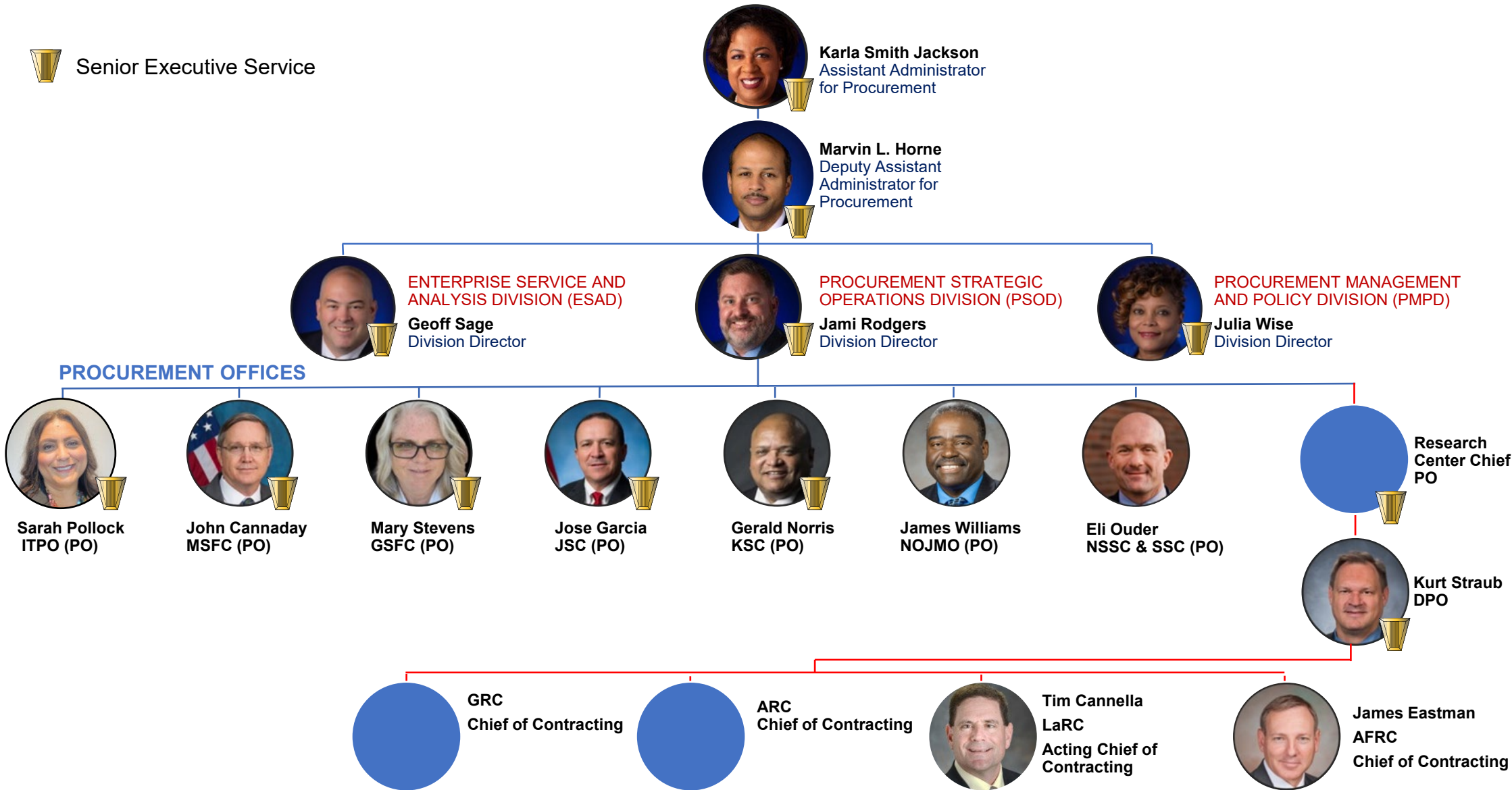
PROCUREMENT OFFICES

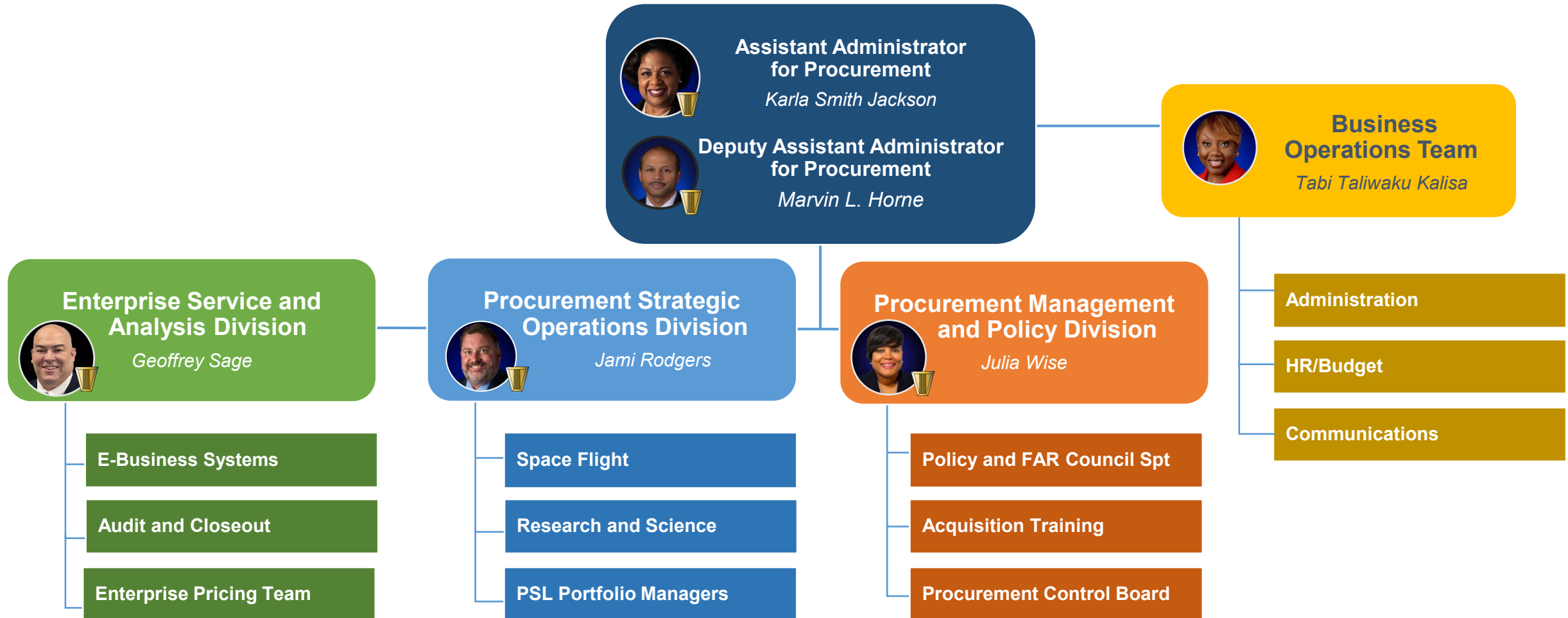


Future Organization State



 Senior Executive Service





NASA Buying Locations



OP ENTERPRISE



Headquarters OP

Provides stewardship of acquisition process to support successful accomplishment of mission objectives. Provide policy, oversight, optimization of procurement resources, and support Mission Directorate Acquisition Strategy Development to enable more efficient operations for NASA.



Information Technology (IT) Procurement Office

Developed as a part of NASA's transformation to enable the Agency to leverage best practices related to IT, create standardization, and maintain pace with the constant change amongst the IT industry.



NASA Office of JPL Management and Oversight

NOJMO ensures proper coordination of all the required operational functions associated with the management of the FFRDC, the JPL contract, and is the focal point for communication with upper management at the JPL and actively represents NASA in local outreach and educational events.



NASA Shared Services Center

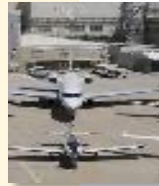
Supports NASA's overall mission by providing core procurement services across the Agency; award /administration of grants and cooperative agreements; research & development contracts; complex, large dollar service contracts; and commercial item acquisitions.

RESEARCH CENTERS



Ames Research Center

Specializes in research geared toward gaining new knowledge and creating new technologies that span the spectrum of NASA interests.



Armstrong Flight Research Center

As the lead Center for flight research, Armstrong continues to innovate in aeronautics and space technology. The newest, the fastest, the highest -- all have made their debut in the vast, clear desert skies over Armstrong.



Glenn Research Center

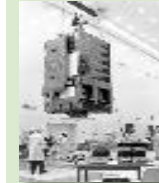
Glenn develops and transfers critical technologies through research, technology development, and systems development for safe and reliable aeronautics, aerospace, and space applications.



Langley Research Center

Langley continues to forge new frontiers in aviation and space research for aerospace, atmospheric sciences, and technology commercialization to improve the way the world lives.

SPACE FLIGHT CENTERS



Goddard Space Flight Center

Goddard's mission is to expand knowledge about Earth and its environment, the solar system, and the universe through observations from space.



Marshall Space Flight Center

Marshall is the world's leader in the access to space and the use of space for research and development to benefit humanity.

SPACE CENTERS



Kennedy Space Center

Kennedy is "America's Gateway to the Universe" -- leading the world in preparing and launching missions around Earth and beyond.



Johnson Space Center

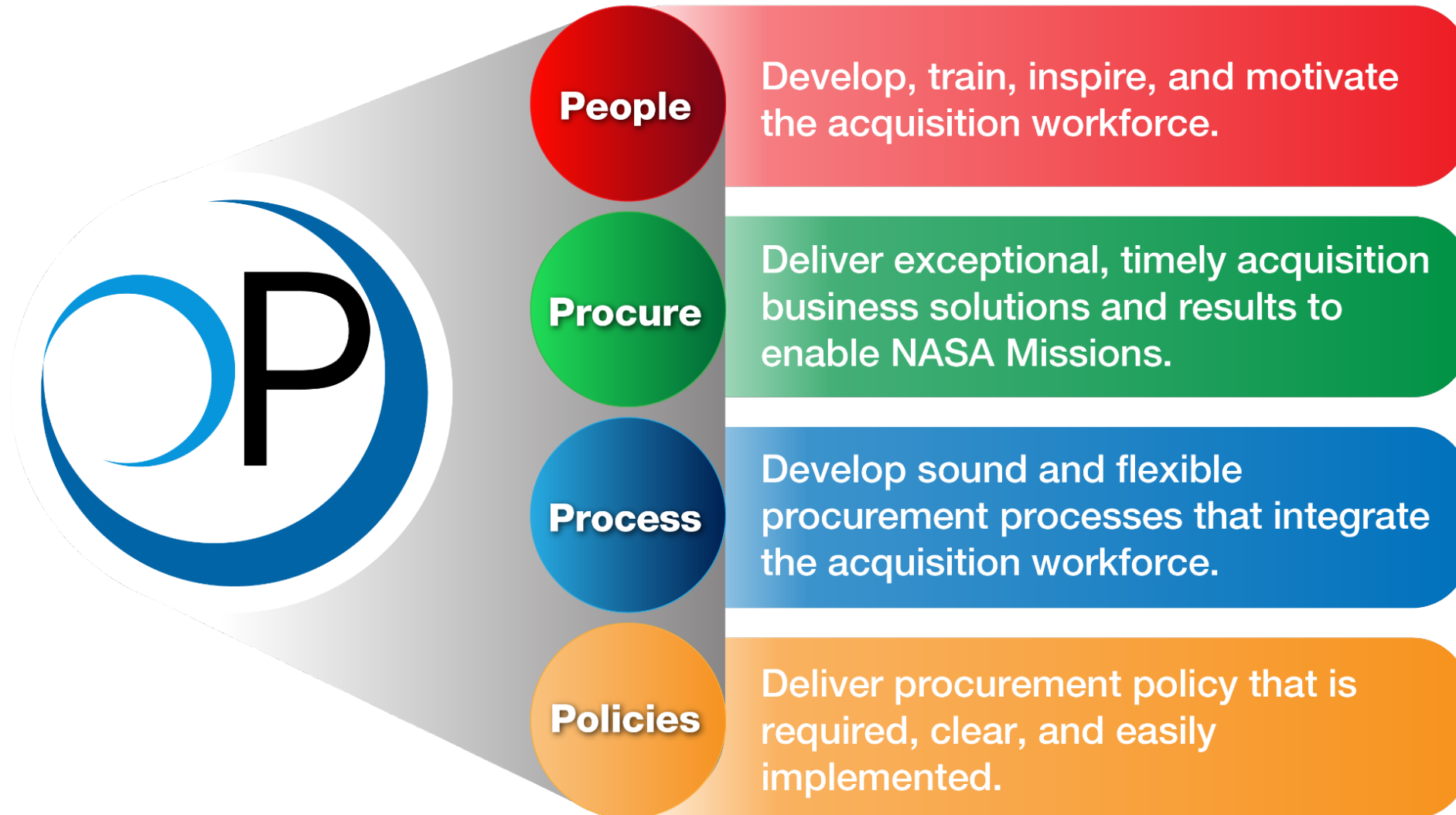
Leads NASA's efforts in human space exploration, from the early Gemini, Apollo, Skylab and space shuttle programs to today's International Space Station and Orion programs.



Stennis Space Center

Stennis is responsible for NASA's rocket propulsion testing and for partnering with industry to develop and implement remote-sensing technology.

Explore and Execute Innovative, Effective, and Efficient Acquisition Business Solutions to Optimize Capabilities and Operations that enable NASA's mission



NASA Mission Directorates (How We Do Business)



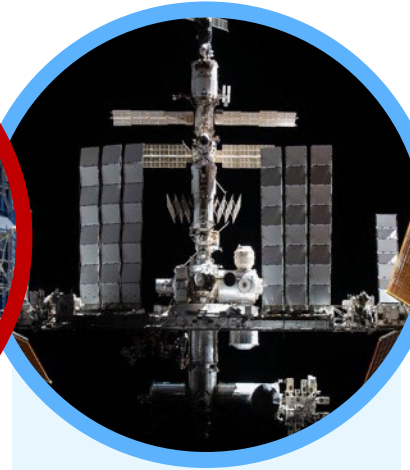
AERONAUTICS RESEARCH

Research directly benefits today's air transportation system, the aviation industry, and the passengers and businesses who rely on aviation every day.



EXPLORATION SYSTEMS DEVELOPMENT

Responsible for the progress in designing and building capabilities to explore a variety of deep space destinations.



SPACE OPERATIONS

Responsible for enabling sustained human exploration missions and operations in our solar system. NASA's Space Operations Mission Directorate (SOMD) manages NASA's current and future space operations in and beyond low-Earth orbit, including commercial launch services to the International Space Station.



SCIENCE

Engages the Nation's science community, sponsors scientific research, and develops and deploys satellites and probes in collaboration with NASA's partners around the world.



SPACE TECHNOLOGY

Technology drives exploration to the Moon, Mars and beyond. NASA's Space Technology Mission Directorate (STMD) develops transformative space technologies to enable future missions.



MISSION SUPPORT DIRECTORATE

Provide effective and efficient institutional support to enable successful accomplishment of NASA mission objectives.



TRENDS IN AWARDS

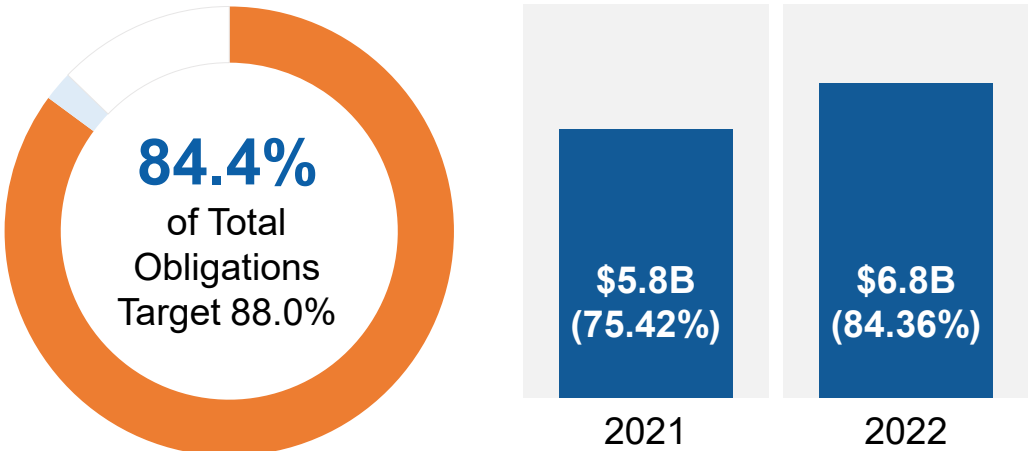
Fiscal Year	Procurement Obligations (in millions)
2022	\$19,913.3
2021	\$19,288.6
2020	\$19,679.2
2019	\$19,514.4
2018	\$19,196.7
2017	\$18,502.5
2016	\$18,687.9

In Fiscal Year 2022 (To Date)

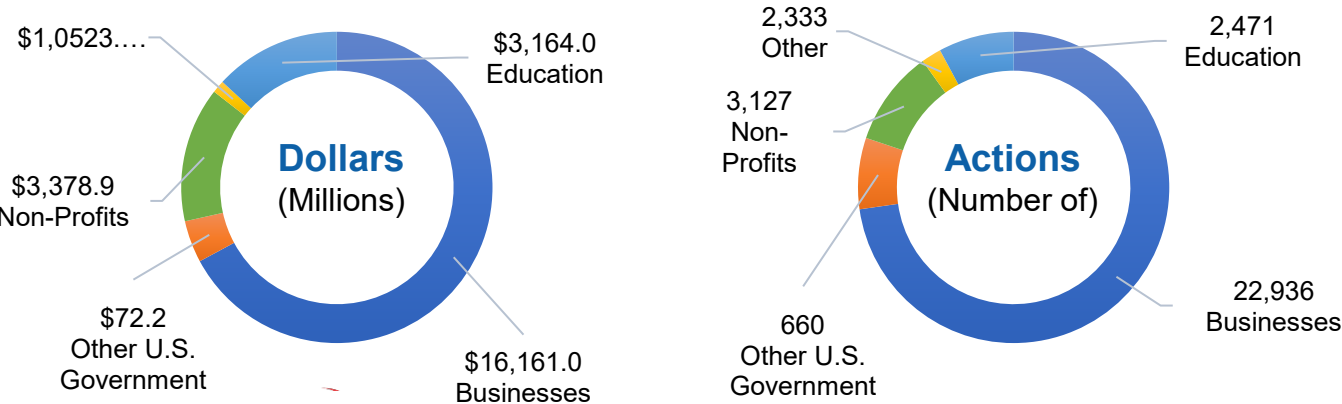
NASA's procurements totaled over \$19.9 billion

The number of procurement actions totaled over 26,000

Spend Under Management

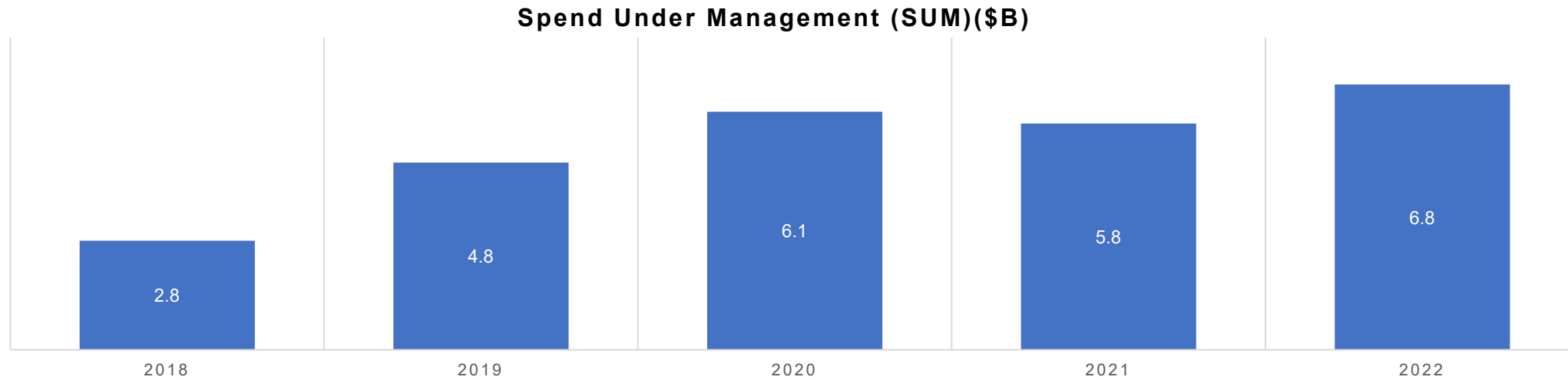


AWARDS BY CONTRACTOR TYPE



Category	Dollars Obligated (Billions)	Actions
Large Business	\$12,623,667,207.73	8,875
Small Business	\$3,537,388,360.58	14,061
Education	\$3,164,052,809.33	2,471
Other	\$1,053,072,212.59	2,333
Minority-Owned	\$2,143,839,141.60	5,885
Other U.S. Government	\$317,006,775.83	660
Non-Profit	\$3,378,916,906.29	3,127
AbilityOne	\$21,876,721.92	116

NASA Spend Under Management (SUM) FY18-22



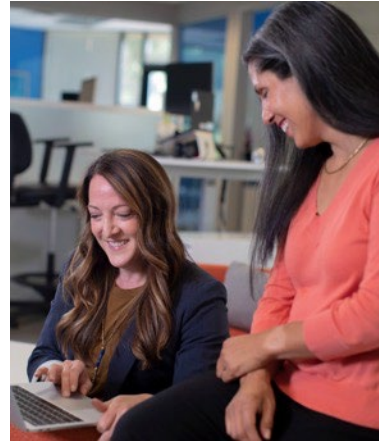
Since FY 2018, NASA's focus on strategic sourcing initiatives have resulted in an increase in SUM obligations. As compared to FY18, NASA's SUM increased by \$4B in FY22.



Data Analytics for Better
Decision Making



Transparency in
Internal Processes



Creating Innovation
Opportunities



Robust Industry
Engagement & Collaboration



Increase New Entrants to
NASA Acquisition



Acquisition Excellence Through Better Acquisition Outcomes

Mission Support Future Architecture Program (MAP) Enterprise Operating Model

Journey to Transform to a Procurement Enterprise
Organization



Mission Support Future Architecture Program

- ❖ MAP implemented a phased plan to transform all mission support functional areas from their current state, where all mission support services were independently managed and operated at each NASA Center, to an enterprise architecture/operating model.
- ❖ MAP optimized mission support services by moving toward a more interdependent model focused on the following changes:
 - Transform through collaboration.
 - Realign structure (budget & people).
 - Establish a more efficient model.
 - Share capabilities across centers.
 - Strategically evolve with center work and agency objectives.
- ❖ Mission support services are those functions that provide the backbone services and capabilities that support mission programs and projects including functions such as:
 - Financial Management
 - Human Capital
 - Information Technology
 - Legislative Affairs
 - Strategic Infrastructure
 - Communications
 - Education
 - Procurement
 - Protective Services
 - Small Business
 - General Counsel
 - Diversity and Equal Opportunity
- ❖ MAP goal: Optimize mission support services operations in order to enable NASA to free up resources to re-invest in facilities, information technology and other capabilities necessary to achieve NASA's ambitious portfolio of missions.

Timeline: OP Enterprise Key Decision Points (KDPs)



KDP-A: Understand Current State (Nov. 2018)



KDP-B: Develop high-level Future State (May 2019)



KDP-C: Begin Implementing Future State (Sept. 2019)



KDP-D: Document Transformation (June 2020)



We Are Here:
OP Enterprise

MAP Program Objectives



Engage Headquarters, Center, and Mission Directorate Leadership during formulation, transformation, and implementation.

Align mission support operations with evolving roles/work assignments with strategic Agency objectives.

Realign mission support structures to include budget authority and lines of reporting.

Establish a more efficient operating model that maintains and develops critical capabilities and meets current and future mission needs.

Share capabilities across the Procurement Enterprise Delivery Model rather than sustaining business and mission support operations at HQ and each center.

Mission Support Change Drivers

- ❖ **Declining resources (loss in buying power since 2012)** to support increasing mission requirements and increasing overall budget.
- ❖ **High fixed costs** in mission support limits ability to rapidly resize and rescope operations for evolving missions.
- ❖ **High cost of operations** limits investment resources for key test facilities, information technology, and other high-risk areas.
- ❖ **Replication and duplication of services**, systems, and tools exists across locations.
- ❖ **Limited sharing and leveraging** employee talents across locations.
- ❖ **Inequities in scope and types of services** for employees across locations.

OP Functional Leads established specific project goals for the new Enterprise Operating Model:

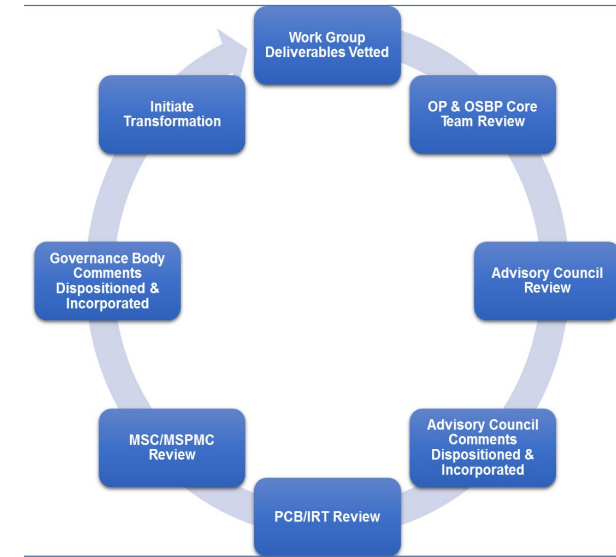
- ❖ Effective and efficient utilization of resources
 - A Procurement Enterprise Delivery Model that results in savings
 - Increase small business use
- ❖ Increase proficiency of OP and OSBP operations
- ❖ Streamline acquisition and small business practices and processes
- ❖ Maintain flexibility to meet NASA mission
- ❖ Sharing of NASA OP and OSBP capabilities across regions and move away from sustaining the full array of acquisition and OSBP activities at every location
- ❖ Procurement Enterprise Delivery Model that includes localized, centralized, and/or regionalized solutions.
- ❖ Ability to timely respond to local stakeholder needs
- ❖ Seek workforce engagement and ownership with developing an Enterprise Solution

OP MAP Project Governance



Working groups assisted in design and implementation of NASA's Enterprise Procurement Delivery Model for OP

Structure	Developed & recommended the “to-be” organizational structure for NASA’s OP & OSBP line of business.
★ People	Focused on “taking care of our people” when staffing the new organizational structure.
Benchmarking	Conducted a benchmarking study of federal agencies and industry that use a Procurement Enterprise Delivery Model.
★ Policy/Process	Established a framework for gathering information on “as-is” processes and procedures across the Agency and refine the approaches to enable the “to be” organization.
Risk	Assessed the “to be” organizational structure to identify risk and mitigation strategy and risk associated with ongoing operations.
★ Technology	Identified and updated OP IT tools/systems to enable “to-be” organizational structure.
★ Operations	Developed and recommended operational components for the “to-be” OP line of business regarding performance metrics and budgets.



OP Project utilized a consensus process for decision making (OP Advisory Councils).

Stakeholder Engagement Approach



Foundational to OP's Transformation was an inclusive engagement approach, ensuring the project was able hear from stakeholders, from design through implementation.

- ❖ Developed a communications plan:
 - Identifies stakeholders.
 - Approach to reaching stakeholders (forum and frequency).
 - Follow-up approach – Let them know they have been heard.
 - Success Metrics – Is the communication working?
- ❖ Leveraged existing agency and OP community communication forums.
- ❖ Engaged internal and external stakeholders to:
 - Facilitate effective communication and obtain feedback,
 - Understand key concerns,
 - Shape the design and operating concept, and
 - Implement the transformation and support new ways of doing business.



Engaging the OP Workforce - OP Norms



Background:

The Procurement Supervisory Leadership Forum has occurred annually since 2019.



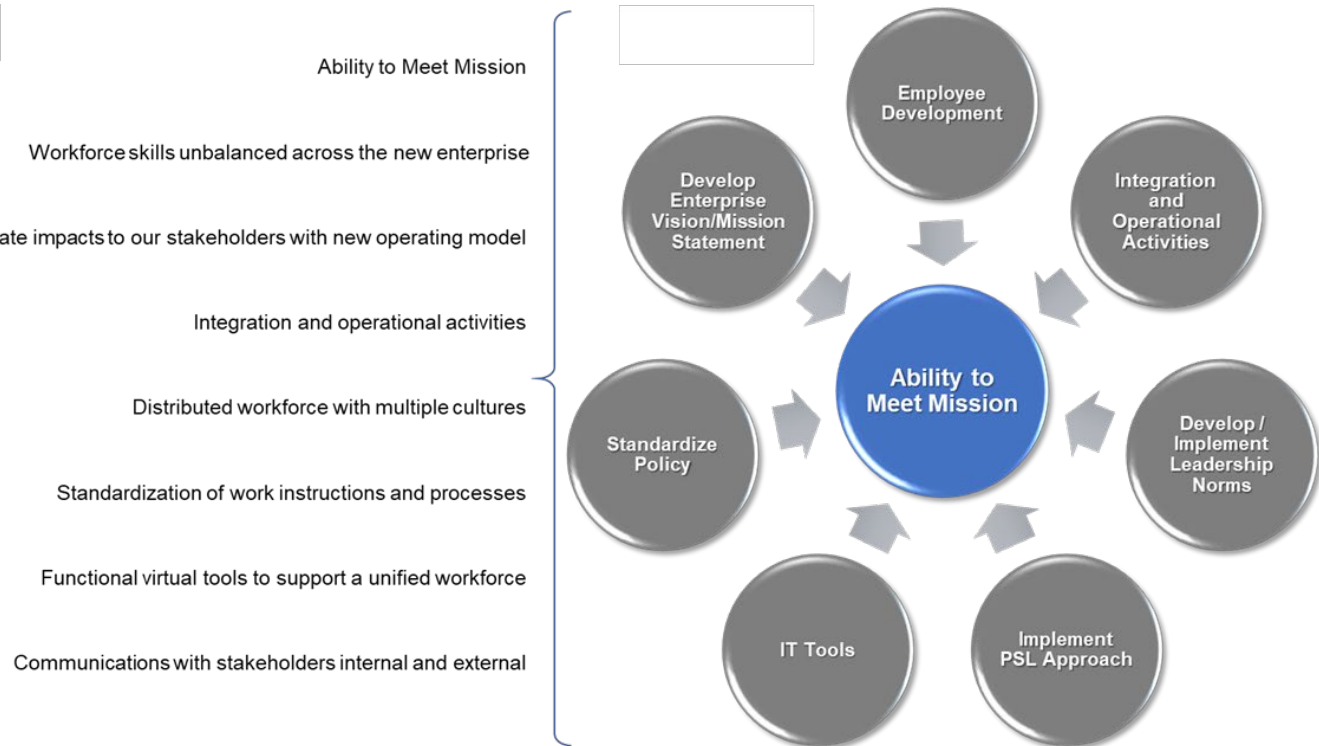
Nurture Our Talent

Foster an Environment of safety, creativity, and trust

Build and Maintain Credibility with all stakeholders

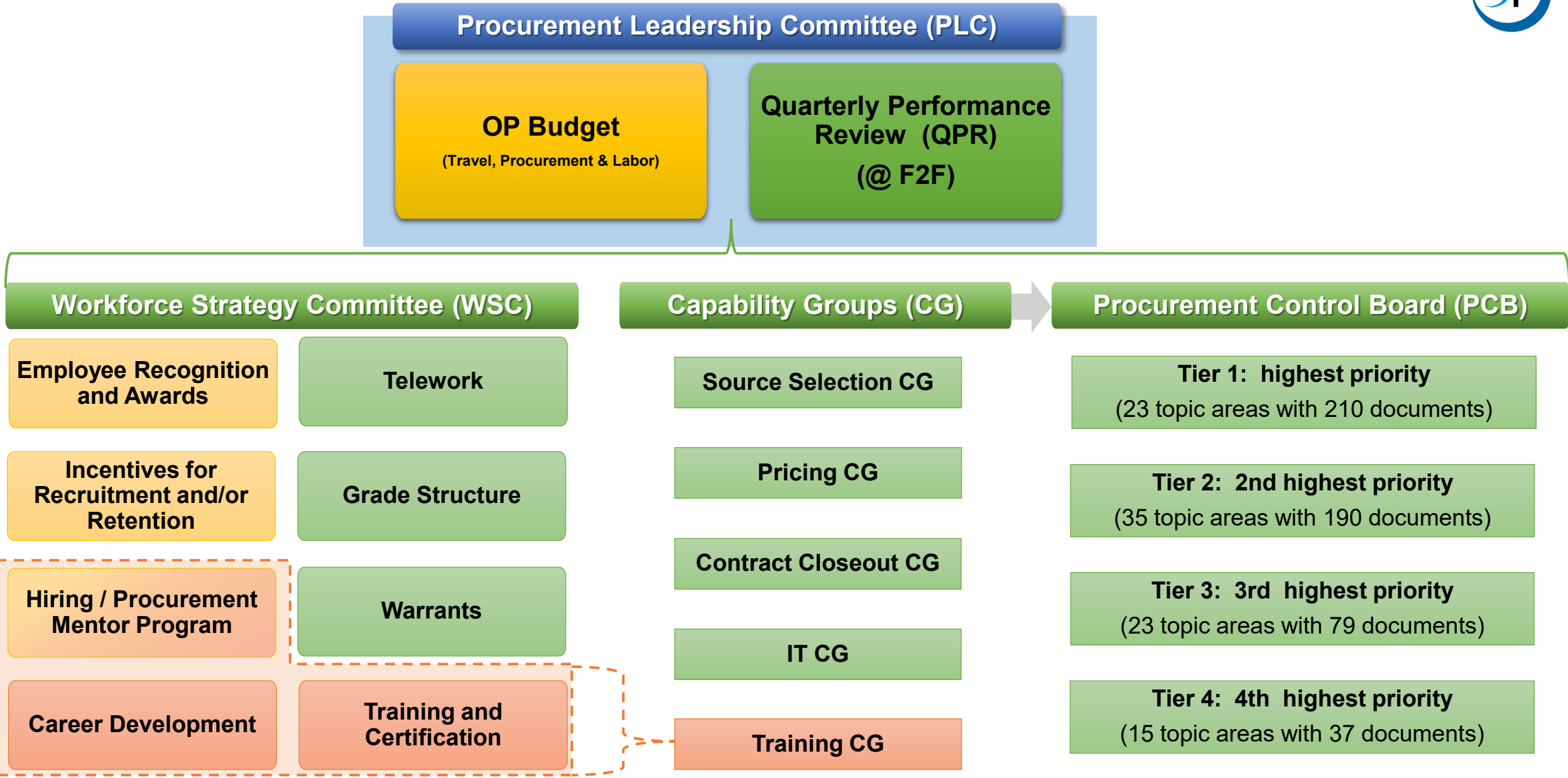
Encourage and Model Work-Life Balance

Foster a sense of a Universal Team while maintaining center identity



Rollout Strategy:

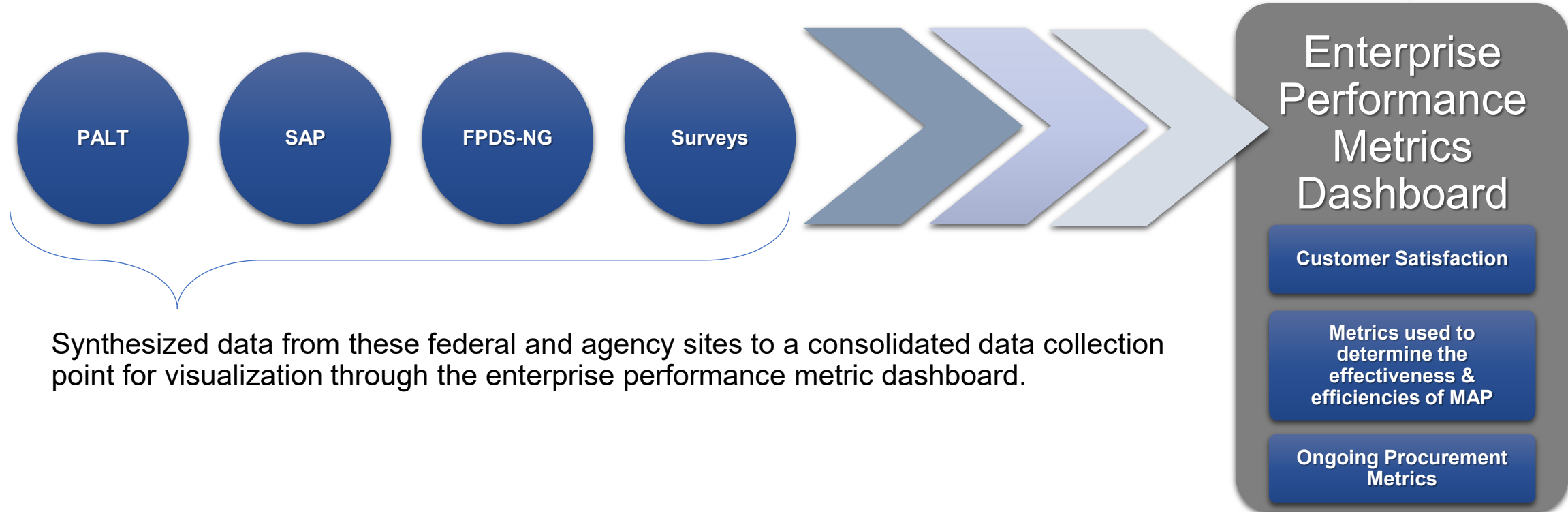
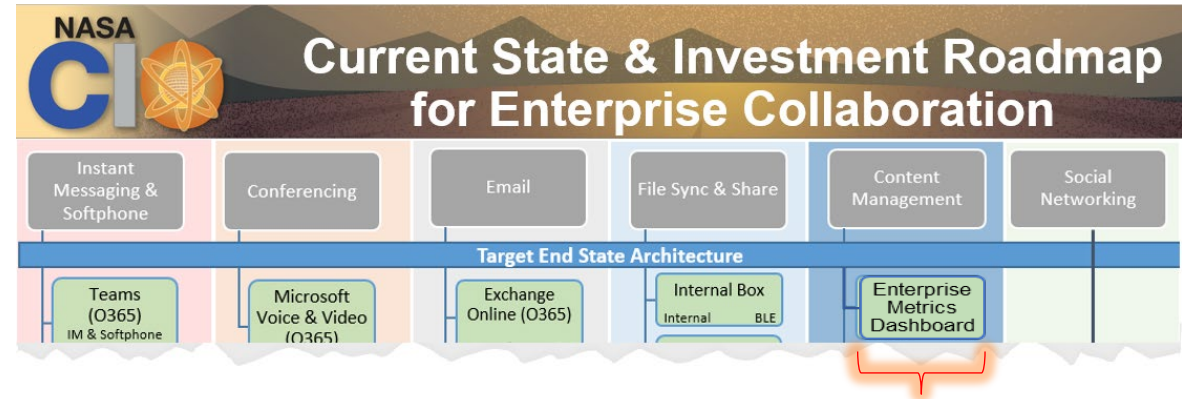
- Presented package to HQs Leadership for Review and Feedback – Jan 2020
- Presented package to Procurement Leadership Committee – Feb 2020 F2F
- Presented package via webinar to over 120 Procurement Supervisors in a series of “Train the Trainer” Events – April 14th and 21st, 2020 (Recording of webinar will be posted to OP website)
- Supervisors present package to their staff – April 2020 through Sept 2020
- Conducted Post Implementation Survey in FY21



- ❖ **Enterprise Hiring:** OP utilizes an Enterprise-wide Workforce Model that include perms, terms, and WYE to leverage skills and capacity across the Agency. OP continually monitors and strategically adjusts the composition to maintain our efficiency and effectiveness. OP, in coordination with the Office of the Chief Human Capital Officer (OCHCO), developed standardized position descriptions and hiring announcements to fill vacancies for the OP Enterprise (Agency).
- ❖ **Enterprise Mentoring Program:** OP launched the Enterprise Mentoring Program (EMP) exclusively for the acquisition community. EMP is aimed to assist the procurement workforce with career development, building strategic relations, and expanding organizational awareness. OP's pilot program **matched 50 mentees with mentors** from across the centers. **Surveyed participants have rated the program 4.5 out of 5 stars.**
- ❖ **Enterprise Warrant Policy:** OP established the Enterprise Warrant Policy (EWP) on November 8, 2021, to provide consistency, efficiency, and transparency in the NASA Contracting Officer warrant process. The Policy established the first Enterprise Contracting Officer Review Board (CORB), to accomplish an integrated assessment of the candidate's experience, training, education, business acumen, judgment, character, and reputation (see FAR 1.603-2) and recommend or deny nominations for appointments for class III or IV warrants.
- ❖ **Enterprise Service and Analysis Division (ESAD):** The HQ Office of Procurement established the ESAD to lead Enterprise eBusiness initiatives and systems, the Enterprise Pricing Office, and special acquisition initiatives supporting the Chief Acquisition Officer, Deputy Chief Acquisition Officer, and Chief Program Management Officer.
 - Enterprise Pricing Office (EPO) - The EPO was established to cultivate a pricing center of excellence that stimulates and streamlines pricing policy, processes, training, and cross-utilization of pricing resources across the Office of Procurement's Enterprise. The evolution of the cost/price function as established through the EPO, creates a sustainable architecture that promotes an environment of pricing innovation to offer pragmatic pricing solutions that will offer timely and realistic negotiations to ensure the best possible fair and reasonable prices are achieved across NASA's Enterprise.

❖ Overarching Goal: Reshaping of data collection tools

- End goal is to streamline information that is collected based on changing needs of the organization, simplify reporting, and eliminate redundancy in data entry. Will utilize enterprise IT roadmap tools for data collection site.

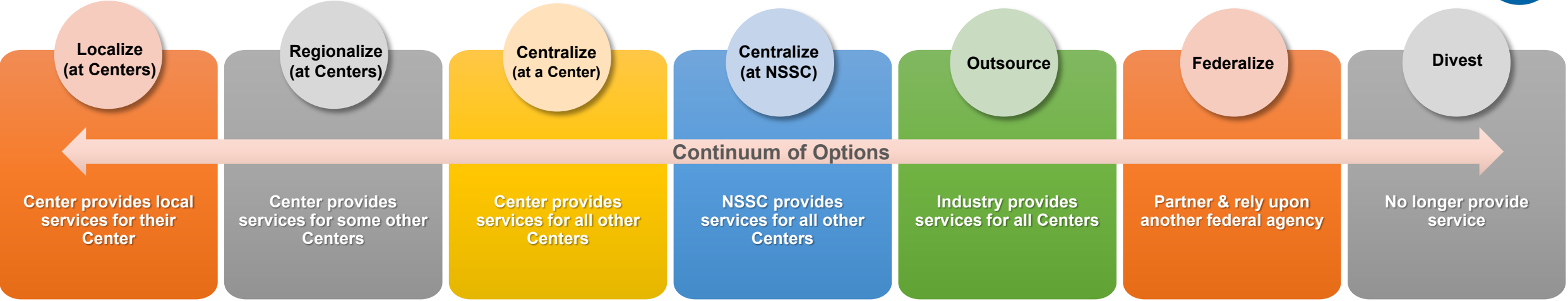


Synthesized data from these federal and agency sites to a consolidated data collection point for visualization through the enterprise performance metric dashboard.

Service Delivery Model for Mission Support Product Service Lines (PSLs)

- ❖ OP created the Acquisition Portfolio Assessment Team (APAT) to conduct an assessment (Product Service Line (PSL) Review) of the contracts across the Agency
 - PSL- A defined categorization of recurring Institutional (e.g. construction, financial, utilities, etc.) and program/project specific requirements (i.e. aircraft operations, engineering, propellants, safety & mission assurance & tech transfer).
- ❖ APAT focused on reoccurring Institutional and Program/Project Specific Contracts
 - These contracts would enable a Procurement Enterprise Delivery Model that utilized a mix of decentralized to fully centralized contracts (e.g. Localized, Regionalized, Centralized)
- ❖ Each Center procured similar types of services





Uniqueness	Unique and key Center role	Not unique but part of key Center roles		No unique and not part of key Center roles		Other agency key role	NASA no longer requires service to be provided to the Agency
Stability/ Maturity	Stable service with varying levels of maturity across centers		Stable service with fairly common maturity at Centers		Rapidly evolving services: lacks stability and needs maturity		
Availability	Unique skill to NASA and highly specialized to Center role		Availability varies across Centers or has peaks & valleys		Not readily available in NASA but readily available from others		
Geography	Local presence required	Similarities in Centers	Local presence not required and readily available to be performed remotely (may require local knowledge)				
Repeatable	Not repeatable (more unique)	Some Centers have more and sustain stronger expertise		Routine or highly special	Very routine and/or highly transactional services		
Knowledge Sharing	Little knowledge sharing due to uniqueness of services		Requires knowledge sharing to enable consistent operations		More expertise found outside of the Agency through partners		

NASA's commonly procured goods and services (product service lines) have been aligned into 26 procurement portfolios. Each portfolio is managed collaboratively by the Office of Procurement (OP) through the Procurement Portfolio Manager (PPM) and agency Functional Offices through an Enterprise Requirements Manager (ERM).

Under this approach, the PPMs and ERMs developed enterprise procurement strategies that focus on procuring regionally, centrally, or locally at one or more procurement offices. These strategies, as approved by the Assistant Administrator (AA) for Procurement and responsible Functional Office, enable the Agency to streamline the procurement process, share resources and lower operating costs.

Each Enterprise Procurement Strategy (EPS) is annotated in the [NASA Federal Acquisition Regulation \(FAR\) Supplement \(NFS\) Appendix A](#) and OP's Doorway into Procurement. The acquisition workforce is required to utilize these enterprise strategies unless approval is granted otherwise.

The PSL Guidebook serves as a resource for NASA's acquisition workforce engaged in the procurement of institutional goods and services under the enterprise procurement portfolios. The guidebook outlines the roles of ERMs/PPMs and provides information on processes and resources OP has implemented to assist in the Procurement Lifecycle.



Procurement Portfolio Manager (PPM)



The PPM, a NASA Headquarters (HQ) procurement analyst, manages the assigned portfolio(s) from a procurement perspective and serves as a business advisor across the Agency and a partner to the Enterprise Requirements Manager (ERM) throughout the lifecycle of the portfolio(s). As a portfolio transitions through various phases (e.g., identification and analysis of current contracts, strategy development, approval, implementation, and completion) the PPM role evolves accordingly. In the early phases, the PPM is intricately involved in and communicates routine activities of the portfolio to stakeholders until an enterprise strategy is developed and approved. During the strategy implementation and completion phases, the role of the PPM shifts to an advisory role; providing guidance, procurement advice/assistance, tracking and reporting, coordinating the approval of procurement documents through HQ, and identifying, informing and proposing solutions to procurement issues to leadership.

Pre-EPS Business Advisor Role

Manage

Manage the procurement portfolio(s) by working across the Agency to understand existing contracts and establish future EPSs.

Communicate

Communicate with ERM and Buying Location(s) in analyzing current acquisition requirement baseline to implement EPSs.

Partner

Partner with the Buying Location(s) and ERM(s) to develop short-and long-term EPS that addresses category management vehicles and other key acquisition considerations.

Analyze

Analyze critical documents for assigned procurement portfolio(s) (e.g., Deviations, D&Fs, PSMs, JOFOCs, ANOSCAs/Public Announcements, etc. in collaboration with the required organizations).

Update

Update OP division directors on the development of short- and long-term EPSs on assigned procurement portfolio(s).

Track

Analyze and work with buying location(s), ERM(s), and Mission Directorate(s) to ensure data is accurate and complete, including data in PALT+, on assigned procurement portfolio(s).

Post-EPS Business Advisor Role Guide

Provide timely and definitive guidance and support on assigned procurement portfolio(s) to Mission Directorate(s), Mission Support Office(s) and/or ERM(s) on procurement issues and actions.

Communicate

Proactively communicate with Key Stakeholders (e.g. Buying Location(s), Procurement Officer(s), Mission Directorate(s), Mission Support Office(s), and ERM(s).

Advise

Provide procurement advice and assistance, related to assigned procurement portfolio(s), on initiatives, audits, procurement policy and guidance to buying location(s), ERM(s), Mission Directorate(s), OP internal and external agency colleagues, NASA Leadership, private industry, OMB, Congress, and GAO.

Analyze

Analyze critical documents for assigned procurement portfolio(s) (Deviations, D&Fs, PSMs, JOFOCs, ANOSCAs/Public Announcements, etc. in collaboration with the required organizations).

Identify

Identify procurement issues and provide solutions to the appropriate management official.

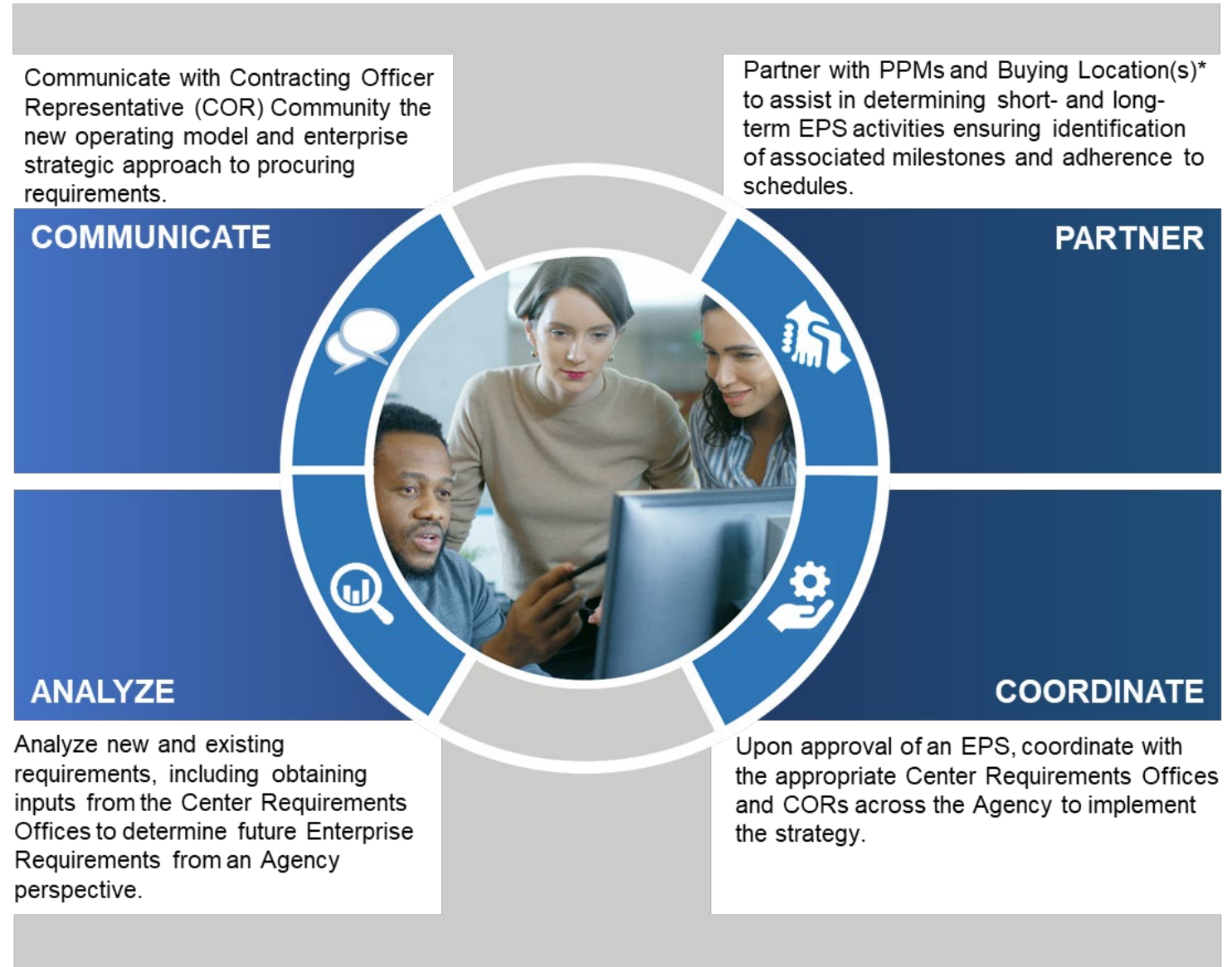
Track

Analyze and work with buying location(s), ERM(s), and Mission Directorate(s) to ensure data is accurate and complete, including data in PALT+, on assigned procurement portfolio(s).

Enterprise Requirements Manager (ERM)



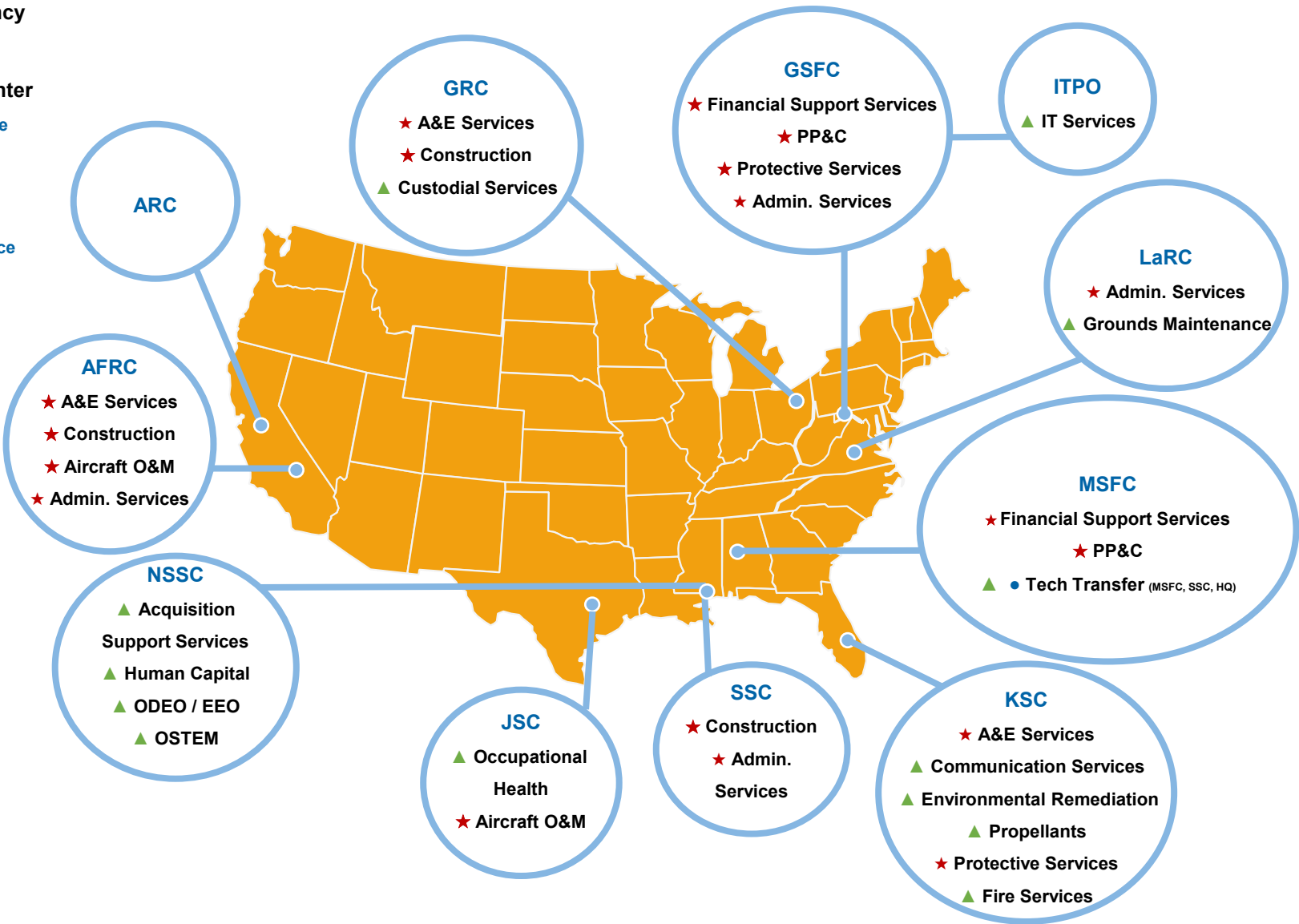
The Enterprise Requirements Manager (ERM), a Senior Executive or designee, manages the assigned portfolio(s) from a technical /requiring activity perspective. The ERM coordinates and communicates with the technical community early in the enterprise strategy development phase through strategy implementation and completion. Additionally, the ERM partners with the Procurement Portfolio Manager (PPM) throughout the lifecycle of the portfolio; analyzing requirements, monitoring compliance with the approved Enterprise Procurement Strategy (EPS), approving justified deviations and other procurement actions when necessary, assisting with the resolution of issues/concerns, and communicating on an on-going basis.





- ▲ Centralized: Procures for Agency
- ★ Regionalized
- Remains Localized at each Center
 - Environmental Compliance
 - Utilities
 - Facilities O&M
 - Engineering
 - Safety & Mission Assurance
 - Tech Transfer

Regionalized or centralized buying locations does not equate to consolidation of contracts. It is the Procurement Office that has overall responsibility of Contract Award (e.g., SEB).



Doorway Into Procurement



OP's Doorway Into Procurement site provides the enterprise procurement strategies for institutional related goods and services above the simplified acquisition threshold unless otherwise stated. These enterprise procurement strategies facilitate a more tactical use of critical resources, thereby allowing the Agency to maximize interdependencies and reduce redundancies. The Doorway contains PSL reference material for stakeholders such as the Statement of Work (SOW) / Performance Work Statement (PWS) and/or ordering guides.

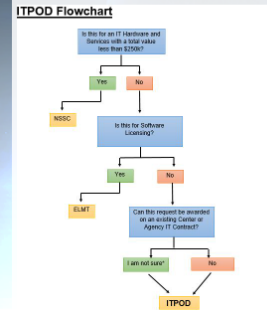


The blue tiles link to PSL-specific information as shown in the example.

1 a) PSL Description
b) PSL Strategy and buying location(s) as codified in Appendix A of the NASA FAR Supplement (NFS)

1 a Information Technology (IT) Services
The Information Technology (IT) Procurement Office initial portfolio will consist of current enter...

1 b NFS A-102.2 Information Technology Services.
(a) Buying Location. The IT Procurement Office located at Goddard Space Flight Center is the buying l...
(b) The following contracts are mandatory use contracts:
(1) 80NSSC19D0001 – NASA Enterprise Services & Technologies (NEST);
(2) NNK18MB01C – NASA Enterprise Application Service Technologies 2 (EAST 2); and
(3) NN11A040C – NASA Integrated Communications Services (NICS).
(c) If contracting officers are unable to satisfy requirements for IT supplies and services from the mand...
(1) NASA Solutions for Enterprise-Wide Procurement (SEWP);
(2) GSA Best-in-Class (BIC) Solutions; or
(3) GSA Schedule Contracts.



4 a IT Services Documents

File Name	Modified
80NSSC19D0001_ACTS_4_Statement of Work	December 15, 2020
80NSSC19D0001_NEST_Performance Work Statement	December 15, 2020
EAST 2 Request for Proposal Template	March 29, 2021

3 PSL-specific information and processes (i.e., IT Procurements on Demand (ITPOD) streamlined acquisition process and decision diagram)

2 PSL Points of Contact including Procurement Portfolio Manager (PPM) and Enterprise Requirements Manager (ERM)

IT Services Points of Contact

Procurement Portfolio Manager (PPM)	Enterprise Requirements Manager (ERM)
Andrea Sheppard HQ andrea.sheppard@nasa.gov 202-358-5786	AJT Sutton HQ ajt.sutton@nasa.gov 202-358-1524

IT Services Points of Contact	IT Services Points of Contact
ITPOD Purchase Requests	hq-it-op-ipo@nasa.gov
All Other Purchase Requests	hq-it-op-ipo@nasa.gov
Enterprise Contracts	hq-it-op-ipo@nasa.gov
Center Contracts	hq-it-op-ipo@nasa.gov
General Inquiries/Information	hq-it-op-ipo@nasa.gov
Meeting Request with ITPO Director (Deputy Director)	hq-it-op-ipo@nasa.gov

IT Procurement Office Purchase Requisition (PR) Routing
The IT Procurement Office utilizes two PRops (T01 and T02) that should be used for routing PRs.
T01 should be used when routing PRs for all enterprise and Center stand-alone IT service contracts.
T02 should be used when routing PRs for all other local IT procurement actions that are to be worked by the IT Procurement Office.
If you are unsure which P-group, please select the best choice and the IT Procurement Office can reassign if need be.
IT Procurements On Demand (IT-POD)
This is for a request for acquisition within scope of the IT Procurements On Demand (IT-POD) to be awarded and administered less than \$7.5M and do not fall within scope of an existing Center or Enterprise contract. All IT hardware and Services below IT POD will make exceptions for acquisitions over \$7.5M if the acquisition is for:
- 1) contingency operations (as defined in section 101(a) of title 10);
- 2) facilitate the defense against or recovery from cyber, nuclear, biological, chemical, or radiological attack against the United States;
- 3) support of a request from the Secretary of State or the Administrator of the United States Agency for International Development under the Assistance Act of 1961 (22 U.S.C. 2292 et seq.); or
- 4) in support of an emergency or major disaster.
Please note that the NASA Form 1707 has recently been updated to version 04/21 (6.0) and previous versions are obsolete. Please contact hq-it-op-ipo@nasa.gov for any concerns or questions you may have about your upcoming requirement.

IT POD Forms and Templates

- Contract Draft
- ITPOD New Buy Request (Draft)
- Documentation and Information to Submit from One Source/Brand Name Justification
- ITPOD Draft
- ITPOD Market Research Report
- ITPOD Special Approval and Affirmations of Requirements
- Procurement Verification Form

4 b) Contract Info (Statement of Work)
c) PSL-specific Frequently Asked Questions

4 b IT Services Frequently Asked Questions (FAQs)

Question	Answer
There are no items to show in this view of the IT Services Frequently Asked Questions.	

PSL Small Business Strategies/Opportunities



Goal: Use set-aside for Product Service Lines (PSLs) to increase contract opportunities for underserved communities.

PSLs with SB/Ability One Set-aside

❖ Acquisition Support Service	8(a)
❖ Administrative Services	8(a)/Ability One
❖ Communication Services	SB
❖ Custodial Services	SB/Ability One
❖ Financial Support Services	SB
❖ Grounds Maintenance Services	SB/Ability One
❖ Human Capital Services	SB, multiple awards
❖ OSTEM	SB
❖ Project Planning and Control Services	SB (WOSB)
❖ Protective Services	8(a)

Notes:

- Occupational Health - in review
- Some Fire Services have local municipality agreements
- Utilities - in review

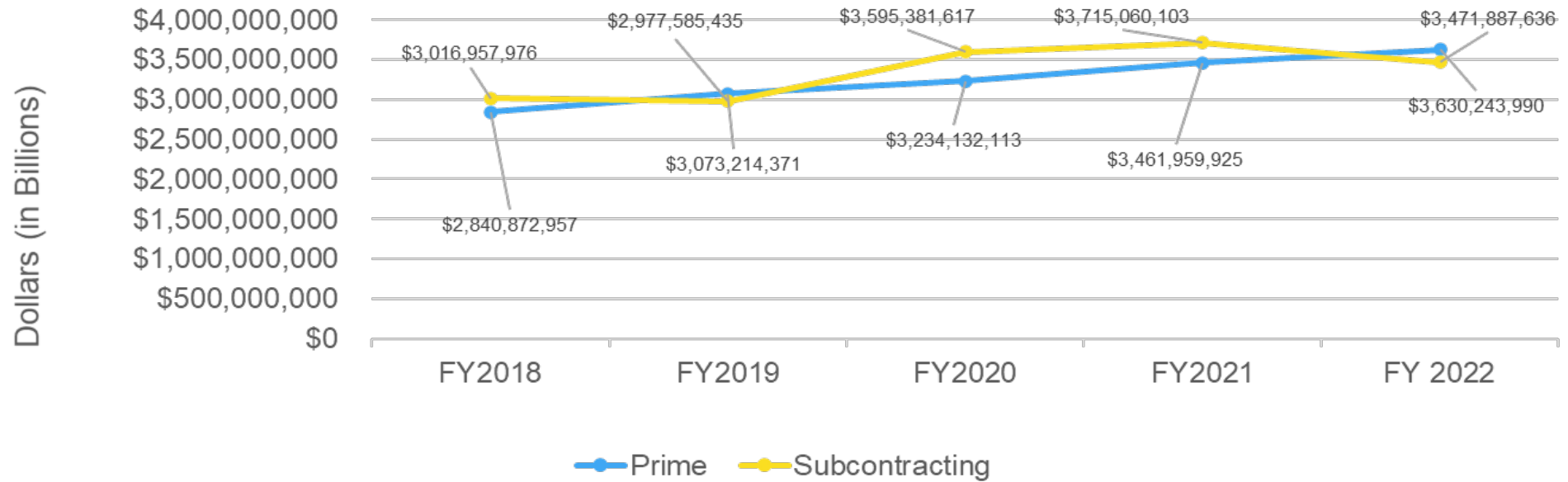
PSLs with Combination of SB & Large

- ❖ A&E Services
- ❖ Aircraft Operational Services
- ❖ Construction
- ❖ Engineering
- ❖ Facilities O&M
- ❖ Fire Services
- ❖ ODEO/EEO
- ❖ IT Services
- ❖ Logistics Services
- ❖ Safety and Mission Assurance
- ❖ Technology Transfer.
- ❖ Environmental Compliance
- ❖ Environmental Remediation & Associated AE Services

PSLs with Large Businesses

- ❖ Propellants

FY18-FY22 OSBP Prime and Subcontracting Dollars Trend



	FY2018	FY2019	FY2020	FY2021	FY2022	Δ FY18-FY22 %	Δ FY18-FY22 \$
Prime	\$2,840,872,957	\$3,073,214,371	\$3,234,132,113	\$3,461,959,925	\$3,630,243,990	27.8%	\$789,371,033
Subcontracting	\$3,016,957,976	\$2,977,585,435	\$3,595,381,617	\$3,715,060,103	\$3,471,887,636	15.1%	\$454,929,660
Total SB	\$5,857,830,933	\$6,050,799,806	\$6,829,513,730	\$7,177,020,028	\$7,102,131,626	21.2%	\$1,244,300,693
Total Spend	\$17,045,387,176	\$17,666,905,370	\$18,426,228,532	\$19,044,727,743	\$19,710,919,937	15.6%	\$2,665,532,761
						Δ FY21-FY22 %	Δ FY21-FY22 \$
					Prime	4.9%	\$168,284,065
					Subcontracting	-6.5%	-\$243,172,467
					Total SB	-1.0%	-\$74,888,402

Phasing Example: Acquisition Support Services

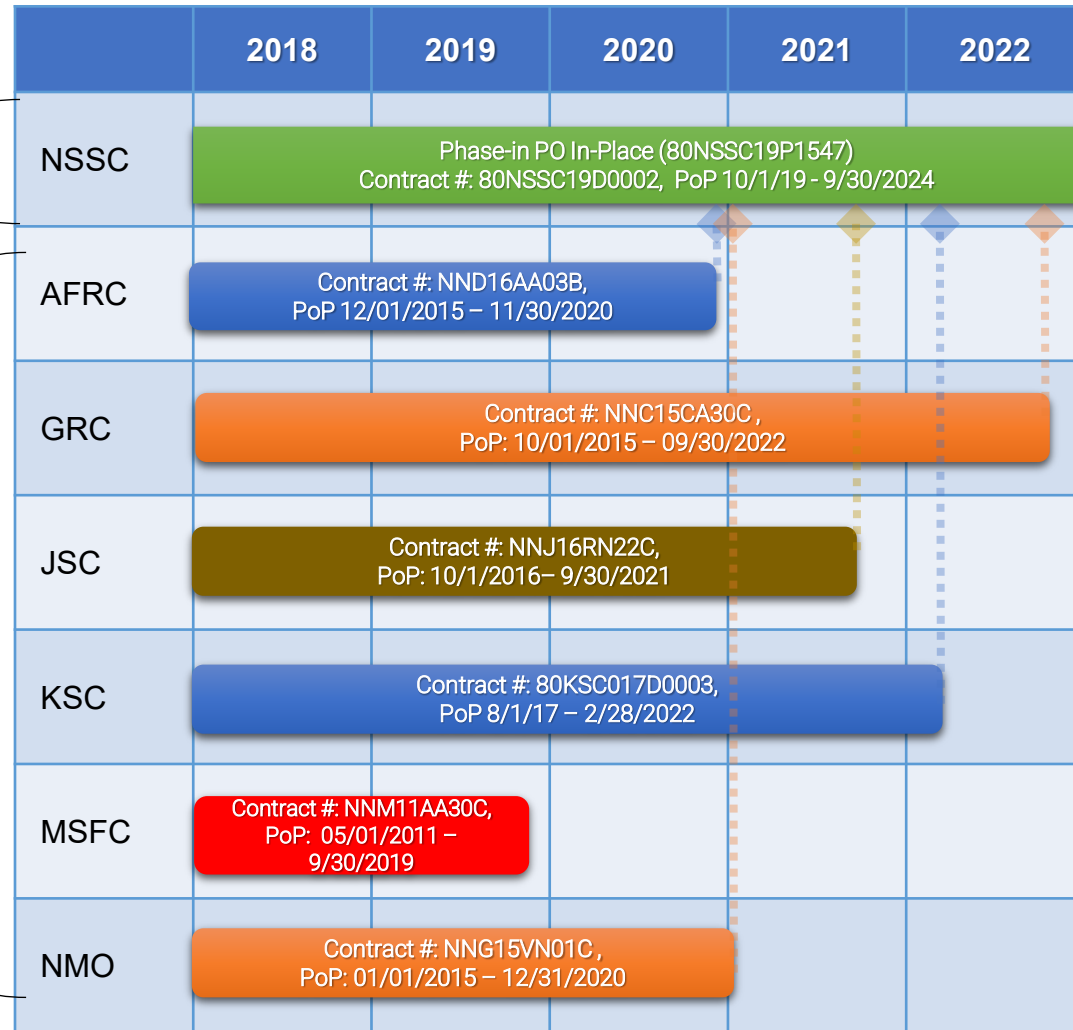


Agency-wide
Closeout Contract for
Closeout Activities &
Procurement
Support.

8(a) Small Business

1-year base; (4) 1-
year options; 5 years
total; TOTAL: \$24.6M

These contracts may
phase in at end of
current option or
ultimate contract
completion



Phase In Approach:

- Lead Contracting Officer responsible for PSL at the Buying Office (NSSC)
 - Works closely with the PPMs and ERMs
 - Will coordinate with local workforce to ensure a smooth transition and development of task order.
 - Administration of task order (Acquisition Support) is local.

Why this approach:

- Promotes category management.
- Allows for development of procurement, technical and industry expertise (e.g., Supply Chain Management).
- Leverage best practices and capabilities across the enterprise.
- Meet federal mandates (spend under management, use of best-in-class contracts).

Benefits:

- Improved Buying Power through leveraging Spend Under Management
- Achieve savings utilizing Procurement Enterprise Service Delivery Model
- Increase use of Category Management vehicles
- Maximize Small Business Utilization
- Similar user experience (internal & external)
- Strengthen partnerships within the NASA acquisition lifecycle process
- Utilize tools and techniques to operate virtually and to streamline process
- Sharing of NASA capabilities and best practices across regions
- Maximize workforce capacity, capability and build bench strength
- Leverage buying power / economies of scale
- Reduce number of source boards
- Enables enterprise management of the Product Service Lines (e.g., spend, service levels)
- Eliminates unnecessary contract redundancies.
- Improves industry access to opportunities.

The Enterprise operating model optimizes interdependencies, reduces redundancies, and leverages workforce skills and capacity while ensuring flexibility in meeting NASA's evolving mission.



Industry



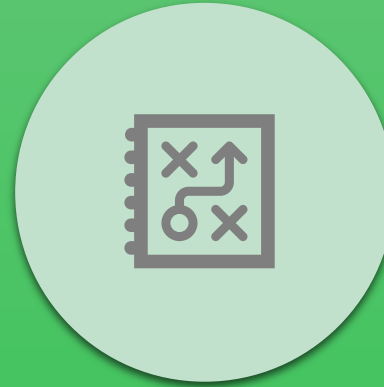
- Some current NASA contractors are not on GSA Schedules
- Early industry engagement regarding potential PSL strategy

Buying Locations develop an Enterprise Communication and Implementation Plan



- Outline Roles and Responsibilities
- EARLY Communication
- Engagement with GSA (requirements development, if needed)
- Industry Outreach
- Centers ensuring coordination with technical stakeholders at the centers (Requirements, OSBP, OGC, etc.) and those stakeholders are engaging their counterparts at HQs
- Establish cadence of frequent meetings with all impacted stakeholders

Acquisition Planning & Requirement Development



- Agency Stakeholder support for Enterprise / Regional contracts
- Focused transition planning team to enable readiness
- Development of standardized SOW
- Dedicated technical members for RDT and stakeholder engagements to ensure all local requirements are captured
- Thorough review of IGE to ensure all labor classifications and cost impacts captured and communicated with impacted Centers - to include contract phasing

Lessons Learned from a Regionalized PSL (Protective Services)



- As new Centers phase-in to the Enterprise contract, it is beneficial to hold a Contract Orientation meeting so all key players can be familiar with the contract since those administering the task orders for their Center may not have been involved in the requirements development or SEB
- A contractor Meet & Greet is helpful to enable each Center prepare for phase-in activities
- A guidebook (administration plan) to enable consistency across the regions
- Routine status checks across the region with the COs, CORs and contractor

OMB Approval of Tier 1 Designation for PSL Contracts



In Brief to OMB on 29 March 2023, NASA expressed that:

- Its enterprise transformation into procurement portfolios is consistent with Government-wide category management practices; and
- The robust processes applied to contracts executed as part of NASA's enterprise delivery model demonstrate that such contracts meet the criteria for Tier 1 SUM designation



Requested that NASA contracts executed as part of NASA's enterprise delivery model (PSL contracts) receive Tier 1 SUM designation without NASA completing Tier 1 justification forms for each Tier 1 contract



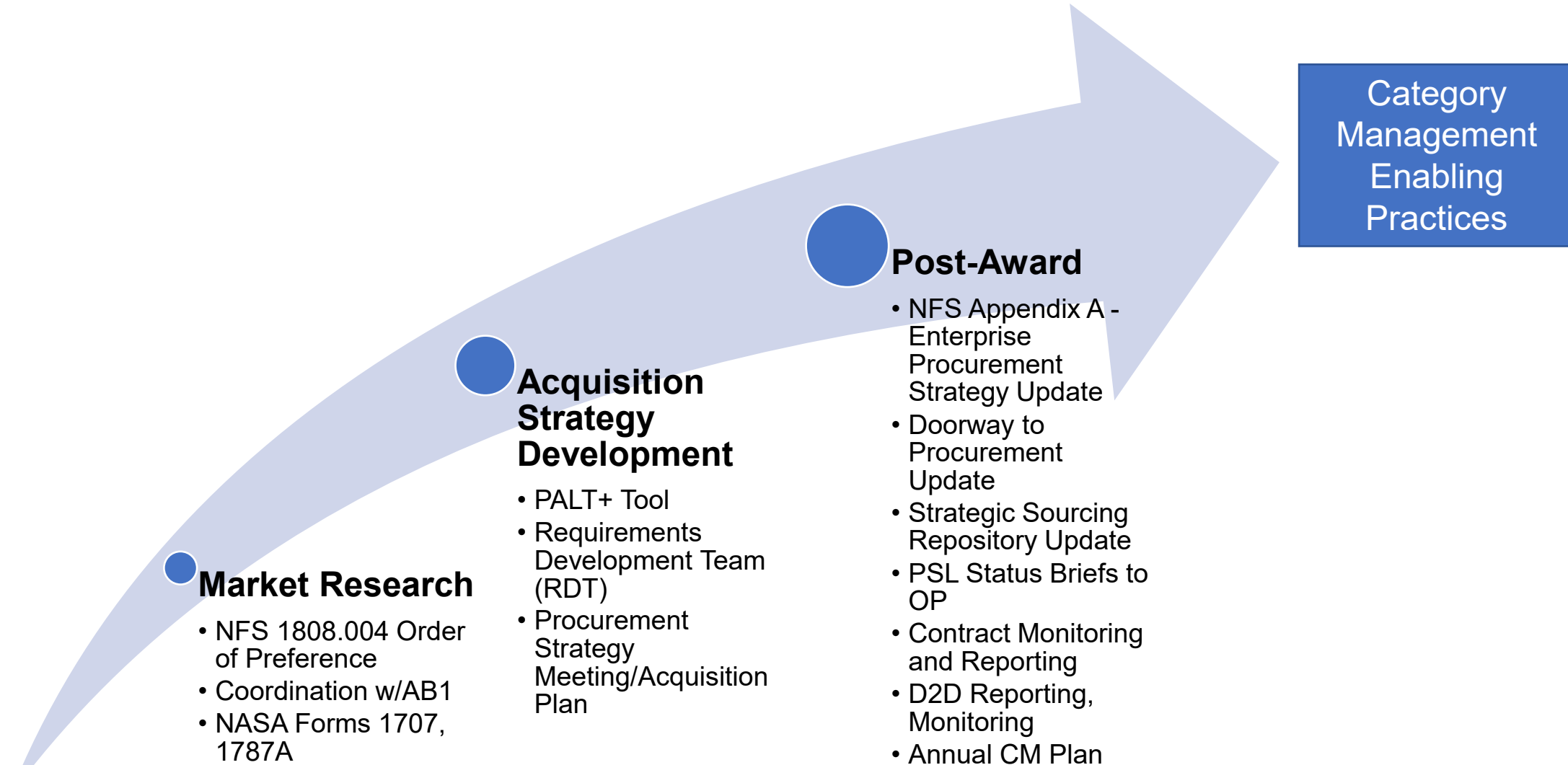
OMB final approval granted on 14 April 2023

Benefits:

- Alleviates the hardship associated with the high volume of Tier 1 justification forms; and
- Expedites the conversion of eligible Tier 0 contracts to Tier 1 for the benefit of both the NASA and Government-wide category management metrics

MAP Implementation: Enabling Category Management Policies, Practices, and Tools

NASA Category Management Policy Implementation Throughout the Acquisition Life Cycle



- ❖ In September 2018, as a first step toward implementing OP's enterprise operating model under MAP, NASA OP issued Procurement Information Circular (PIC) 18-01 in order to begin collecting the data necessary to enable the development of enterprise procurement strategies for institutional related services.
- ❖ PIC 18-01:
 - Categorized recurring Institutional (e.g. construction, financial, utilities, etc.) and certain program/project specific requirements (i.e. aircraft operations, engineering, propellants, safety & mission assurance & tech transfer) into product service lines (PSLs).
 - Designated a Procurement Portfolio Manager (PPM) and an Enterprise Requirement Manager (ERM) for each PSL.
 - Required development of enterprise procurement strategies for each PSL that facilitate a more tactical use of critical resources thereby allowing the Agency to maximize interdependencies and reduce redundancies.
Resulting enterprise procurement strategies:
 - Specify regional, central, or local procurement by designated buying locations.
 - When appropriate, mandate use of certain agency, Government-wide or Best-in-Class (BIC) acquisition solutions.
 - Are documented in NFS, Appendix A and NASA OP's Doorway into Procurement once approved.

Implement Category Management Principles

❖ NASA FAR Supplement (NFS) 1808.004

- Provides Contracting Officers (COs) an order of preference for obtaining supplies and services:
 1. Mandatory sources listed at FAR 8.002 and 8.003 (*Includes AbilityOne Program*)
 2. The enterprise procurement strategies identified in Appendix A (IAW NFS 1808.004(a)(1)(A). Deviation approval required from SPE if mandatory contracts in Appendix A are not used for in-scope requirements. *Socioeconomic considerations are an allowable basis for a deviation.*
 3. Existing NASA contracts identified as available for use by other Centers in the Strategic Sourcing Repository
 4. Best in Class (BIC) solutions
 5. Multi-agency contracts, Government-wide Acquisition Contracts (GWACs) or Federal Supply Schedules
 6. Commercial sources (including educational and non-profit institutions) in the open market

NASA Category Management Policy Compliance Summary



NASA Policy/System	Description	CM Implementation	CM Plan Development	CM Execution/Monitoring
PIC 18-01	Requires development of enterprise procurement strategies to facilitate a more tactical use of critical resources and advance coordination with ERM/PPM to avoid issuance of contracts which preempt strategies	✓	✓	
PALT+	Provides information and insight on planned acquisitions above the simplified acquisition threshold across NASA programs		✓	✓
Acquisition Forecast	Identifies expected contract opportunities		✓	
Strategic Sourcing Repository	Identifies all center-wide, multi-center and agency-wide contracts issued by NASA	✓	✓	✓

NASA Category Management Policy Compliance Summary Con't



NASA Policy/System	Description	Implementation	Plan Development	Execution/ Monitoring
NFS 1808.004	Provides Contracting Officers an order of preference for obtaining supplies and services which prioritizes use of existing contract vehicles over new purchases from commercial sources in the open market	✓		
NFS 1807.105 Acquisition Plans/Procurement Strategy Meetings (PSMs)	Requires discussion in the acquisition plan of consideration given to use of existing contracting opportunities and requires justification if none are deemed suitable	✓	✓	
NASA Form 1707/1787A	Requires purchase requisition (PR) originators to document consideration of existing contracts in the SSR prior to forwarding a PR for action	✓		

- ❖ Identifies all center-wide, multi-center and agency-wide contracts issued by NASA to **increase the awareness of existing contracts available for use to fulfill Center needs and establish use of such contracts as a preference over the award of new contracts**

- ❖ ***Per NFS 1805.7001, COs are required to enter center-wide, multi-center and agency-wide contracts in the SSR within 30 days of award.***

- ❖ Requests for new additions to the SSR are reviewed by the NASA Category Manager to identify contracts eligible for Tier 1 or 2 justification or inventory additions.

Strategic Sourcing Repository (SSR)

In accordance with NFS 1808.003-7202 and 1808.004, requiring offices and contracting officers shall review the SSR prior to initiating new purchase requisitions and contract actions.

How to navigate the repository:

- Users may filter the data by selecting the desired filter from the dropdown located in the column heading.
- Users may also sort the data on a given column by clicking the down/up arrows  located to the right of each column heading.
- Filters may be applied to multiple columns at once to narrow the results. Click the '[Clear All Filters](#)' button to return to view full content.
- Users may perform a keyword search on the "Program Name" and "Brief Description" fields by entering keywords in the text field in the column heading.

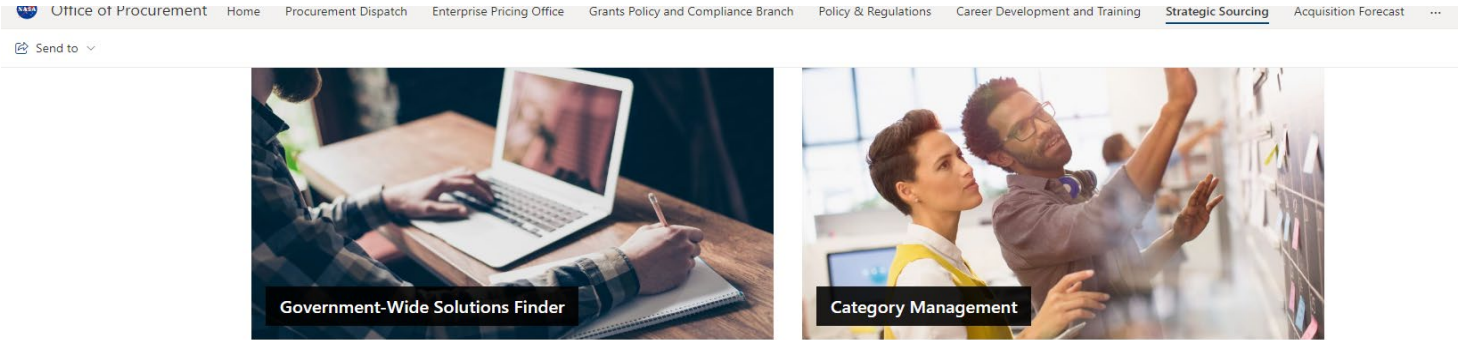
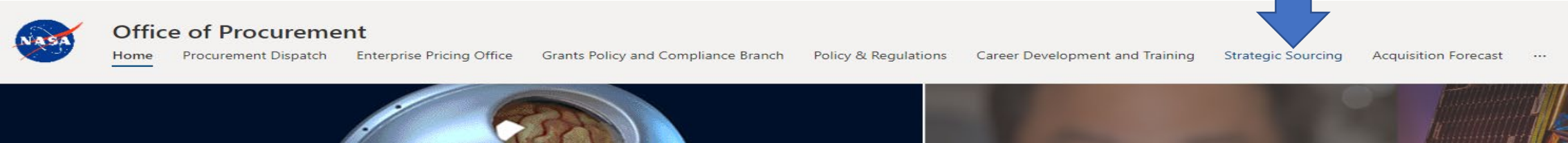
For more information on any of the identified contracts, click on the '[POC](#)' name hyperlink to initiate an email to the contracting officer.

Clear All Filters

Show entries

Category	Subcategory	NASA Center	Program Name	Brief Description	Contract Number	For Use By
Select or Clear...		Select or Clear...			Select or Clear...	Select or Clear...
Equipment Related Services	Maintenance, Repair and Overhaul	AFRC	Aircraft Operations Support (AOS)	Maintenance of all assigned equipment on airframes and engines assigned to AFRC and designated UAVs for ARC. Aircraft types include, but are not limited to, motorglider through large commercial, military and experimental one-of-a-kind research aircraft. Support all aircraft operations, including aircraft maintenance (Organizational [O], Intermediate [I], as well as limited Depot [D] level), aircraft modification, and flight-line operations. Other NASA Centers may order services from this contract.	80AFRC20D0003	Agency-Wide

Strategic Sourcing (SS)/CM Information & Repository on OP Portal





- ❖ Increased NASA Utilization of **Multi-Agency Contracts (MACs)** and **“Best-in-Class (BIC)”** Contract Solutions for **Common** Goods & Services.
- ❖ To maximum extent practicable, leverage existing MACs, GSA Multiple Award Schedules (MAS), and BIC contract solutions, such as SEWP, OASIS and the upcoming OASIS +.

National Aeronautics and
Space Administration
Mary W. Jackson NASA Headquarters
Washington, DC 20546-0001



MEMORANDUM FOR NASA CONTRACTOR COMMUNITY

SUBJECT: Increased NASA Utilization of Multi-Agency Contracts and “Best-in-Class” Contract Solutions for Common Goods & Services

References:

(a) Office of Management and Budget (OMB) Memorandum M-19-13 “Category Management: Making Smarter Use of Common Contract Solutions and Practices” dated March 20, 2019, [M-19-13 \(whitehouse.gov\)](#)

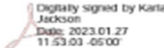
(b) OMB Memorandum M-22-03 “Advancing Equity in Federal Procurement” dated December 2, 2021, [M-22-03 \(whitehouse.gov\)](#)

Consistent with references (a) and (b), NASA is committed to buying common goods and services as an enterprise to eliminate redundancies, increase efficiencies, and deliver more value and savings for NASA’s programs and projects. This includes leveraging, to the maximum practicable extent, existing Multi-Agency Contracts (MACs), such as General Services Administrations (GSA) Multiple Award Schedule (MAS) and Best-in-Class (BIC) contract solutions, such as NASA’s Solution for Enterprise-Wide Procurement (SEWP), the GSA’s One Acquisition Solution for Integrated Services (OASIS) contract and its successor OASIS+. Please refer to [SAM.gov](#) to obtain details on OASIS+.

NASA strongly encourages our contractor community to consider participating in BIC and other MAC solicitations in order to maximize the community’s ability to compete for future NASA award opportunities. NASA’s Spend Under Management (SUM) increased from \$2.8B (59%) in FY18 to \$6.7B (84%) in FY22, and NASA is committed to continuing to implement category management practices in a manner consistent with its statutory socioeconomic responsibilities and the need to diversify the agency’s small business supplier base. NASA’s FY23 category management targets, as established by the Office of Management and Budget/Office of Federal Procurement Policy, are 88% SUM and 4% BIC utilization.

I appreciate your continued commitment to the NASA mission. Please direct any questions concerning this letter to your cognizant NASA contracting officer.

Karla
Jackson



Karla Smith Jackson
Assistant Administrator for Procurement

- ❖ NASA's enterprise transformation into procurement portfolios and PSLs is consistent with Government-wide Category Management practices and the robust processes applied to contracts executed as part of NASA's enterprise delivery model demonstrate that such contracts meet the criteria for Tier 1 SUM designation.
- ❖ NASA has maintained and continues to improve procurement effectiveness to meet NASA's mission by
 - Strategically looking across all contracts in a PSL;
 - Leveraging buying power/economies of scale;
 - Maximizing small business usage;
 - Reducing procurement lead times; and
 - Providing a common procurement experience to industry.



HQs Points of Contact:
Sheila Roche, NASA Category
Management Lead
Sheila.Roche@nasa.gov

THANK YOU



Backup

PSL NASA FAR SUPPLEMENT (NFS) Acquisition Strategy & Status



Feb 2023

Product Service Line (PSL)	Strategy	Status	Product Service Line (PSL)	Strategy	Status
A&E Services (not associated w/ Env. Remediation)	A-102.14	Enterprise Solutions underway (3 Regions: AFRC, GRC, KSC)	ODEO/EEO	A-102.24	Strategy Formulated (Centralized: NSSC)
Acquisition Support Services	A-102.4	Enterprise Solution in-place (Agency-wide: NSSC)	IT Services	A-102.2	Enterprise Solutions underway (Centralized: ITPO)
Administrative Services	A-102.25	Enterprise Solution in-place (Buying Locations: SSC, AFRC, LaRC, GSFC)	Logistics Services	A-102.12	Local RDTs coordinate/seek approval from OSI rep and Centralized CO for requirement & procurement strategy development; Leverage Agency Logistic Support Services (ALSS) PWS as baseline, tailored for center needs
Aircraft Operational Services	A-102.7	Enterprise Solution in-place (2 Regions: JSC & AFRC)	Occupational Health	4th Quarter CY 2023	Strategy Development Underway (Centralized: JSC)
Communication Services	A-102.17	Enterprise Solution underway (Centralized: KSC)	OSTEM	A-102.18	Enterprise Solution underway (Centralized: NSSC)
Construction	A-102.13	Enterprise Solutions in-place (3 Regions: GRC, SSC, ARC)	Project Planning and Control (PP&C) Services	A-102.9	Enterprise Solutions underway (2 Regions: GSFC & MSFC)
Custodial Services	A-102.10	Enterprise Solution underway (Centralized: GRC)	Propellants	A-102.1	Enterprise Solution in-place (Centralized: KSC)
Engineering	A-102.22	Will remain localized at Centers	Protective Services	A-102.3	Enterprise Solution in-place (3 Regions: GSFC, KSC, ARC)
Environmental Compliance	A-102.16	Will remain localized at Centers	Safety and Mission Assurance (S&MA)	A-102.21	Enterprise Solution in-place
Environmental Remediation & associated AE Services	A-102.15	Enterprise Solution in-place (Agency-wide)	Technology Transfer	A.102-23	Enterprise Solution in-place (Centralized: MSFC)
Facilities O&M	A-102.20	Will remain localized at Centers	Utilities	3rd Quarter CY 2023	Strategy Development Underway
Financial Support Services (OCFO)	A-102.8	Enterprise Solutions underway (2 Regions: GSFC & MSFC)			
Fire Services	A-102.19	Enterprise Solution in-place (Centralized: KSC for those not supported by local municipalities)			
Grounds Maintenance Services	A-102.11	Enterprise Solution in-place (Centralized: LaRC)			
Human Capital Services	A-102.6	Enterprise Solution in-place (Agency-wide: NSSC)			

Category Management Enabling Practices Summary

Requirements Development Team (RDT)
PALT +

Special Approvals and Market Research Documentation
Procurement Strategy Meeting/Acquisition Plan

- <https://www.youtube.com/watch?v=wm6ce0ykl0o>

When drafting the RDT Membership letter, this listing should be tailored to suit the particular acquisition; if the applicability of any of the items below is unknown, default to including them in the listing.

	Description/Activity	Product/Support
☐	Implementing project management principles to achieve timely completion of actions	RDT activities schedule with key milestones and critical path identified, other as applicable.
☐	Conducting market research prior to developing a Performance Work Statement (PWS), Statement of Work (SOW), or Statement of Objectives (SOO), including risk and constraints and the following, as applicable: a. Supporting the Procurement Office in drafting/release of Request for Information/Sources Sought Synopsis. b. Identify potential offerors, including by small business classification c. Document consideration of the utilization of existing NASA (i.e, review OP Strategic Sourcing Searchable Repository) and Government-wide contracts to satisfy the requirement. d. If follow-on, determine lessons learned from predecessor contract. (FAR Part 10, NFS 1810.002)	Market Research report/documentation 
☐	Create e-Library, as applicable	Established electronic e-Library
☒	Defining and preparing PWS/SOW/SOO requirements (FAR Part 11, NFS Part 1811)	PWS/SOW/SOO
☐	Developing drawings for industry use, as applicable. (FAR Part 11, FAR Subpart 39.2, NFS 1839.203-70)	
☐	Preparing all programmatic and technical Contract Data Requirements List/Data Requirements Deliverables (CDRL/DRD). (FAR Part 11, NFS Part 1811)	CDRLs/DRDs, etc.
☐	Support completion of NF 1787 and completion of NPD 5000 (Small Business Goals), as applicable. (FAR Part 19, NFS Part 1819)	

- ❖ NFS 1807.7102 requires submission of procurement data to provide information and insight on planned acquisitions above the simplified acquisition threshold across NASA programs.
- ❖ Includes PSC and strategic sourcing utilization along with justification code if no strategic source suitable. Utilized by NASA CM for OMB annual plan.

PSC Code	v	--
Strategic Source Utilized	☐ YES ☒ NO ☐ TBD	Strategic Sourcing Contract:
Will this Procurement Result in a Strategic Sourcing Contract?	☐ YES ☒ NO	Strategic Sourcing Contract Available for Use v
Why Is Strategic Sourcing Contract(s) Not Suitable (OMB M-19-13)?	v	View the justification codes with full descriptions.

Document consideration of strategic sources/existing contracts



- ❖ New procurement above SAT: Document consideration of strategic sources/existing contracts NF 1707-"Special Approvals" prior to forwarding a purchase requisition and NF1787A "Market Research"
- ❖ NASA Form 1707, Special Approvals and Affirmations of Requisitions
 - Requires purchase requisition (PR) originators to document consideration of existing contracts in the SSR prior to forwarding a PR for action to help increase the use of common contract solutions, facilitate informed buying decisions and eliminate inefficient purchasing behaviors.
- ❖ NASA Form 1787A, Market Research NFS 1801.002 requires the contracting officer document results of market research considering strategic sources and existing contracts

Special Approvals and Market Research Documentation

 National Aeronautics and Space Administration		
Special Approvals and Affirmations of Requisitions		
Center	Requisition Number	Requesting Organization
Brief Description of this Requirement		
Name of Approver	Approver Signature	Date
SECTION I - NASA STRATEGIC SOURCING INITIATIVE (Ref. NFS 1808.003-72 and Office of Procurement Strategic Sourcing website)		
☐ The requestor has reviewed the information on the Office of Procurement NASA Strategic Sourcing website and the requirement IS AVAILABLE through Contract Number		
OR		
☐ The requestor has reviewed the information on the Office of Procurement NASA Strategic Sourcing website and the requirement IS NOT AVAILABLE through a Mandatory Source Contract or other existing NASA Contract. Documentation indicating the aforementioned review is attached.		

Mandatory Government Sources Required? ☐ Yes ☐ No
If so, list source
Comments
Section III - NASA Procurement Strategic Sourcing Initiative
1. The requester has reviewed the NFS Appendix A and NASA Procurement Strategic Sourcing Repository and determined that: ☐ The requirement is available through a Mandatory Source. Contract # ☐ This request is an order against the above contract. ☐ This source will not meet the requester requirements. An approved deviation is attached. (NFS 1808.004(a)(1)(B)) ☐ The requirement is available through a ☐ Center-Wide, ☐ Multi-Center ☐ Agency-Wide ☐ Fed/GWAC Contract # ☐ This request is for an order against the above contract. ☐ This source will not meet the requester's requirements. Justification is attached. ☐ The requirement is not available through the NASA Strategic Sourcing Initiative.
2. Coordinated Institutional Product Service Requirements as required by PIC 18-01? (PSL) ☐ Yes ☐ No ☐ Not identified in PSL ☐ Not Applicable (explain in comments)
Comments

Document consideration of strategic sources/existing contracts in AP/PSM



- ❖ NFS 1807.105 requires discussion in Acquisition Plans and Procurement strategy meeting of consideration given to use existing contracting opportunities and requires justification if strategic sources not suitable.
- ❖ If none of the existing opportunities are used, acquisition plans are to address why none were suitable (small business considerations are listed as a possible reason in NFS 1807.105 (b)(1)(v))

Acquisition Plan and Procurement Strategy Meeting Documentation

CUI//SP-PROCURE/SP-SSEL//DL ONLY

WRITTEN ACQUISITION PLAN TEMPLATE FOR CONTRACTS

This Written Acquisition Plan template is required for acquisitions that meet the definition of a "category 1" project as described in Table 2-1, section 2.1.3.1 of NASA Procedural Requirements (NPR) 7120.5 NASA Space Flight Program and Project Management Requirements. As described in NASA Federal Acquisition Regulation (FAR) Supplement (NFS) 1807.103(e)(i)(A), for acquisitions for human space flight end item(s), that include significant radioactive materials (defined as levels of radioactive material onboard spacecraft and/or launch vehicle that require nuclear launch authorization by the Administrator or Executive Office of the President as described in NPR 8715.26), or with a total estimated dollar value of \$2 Billion or greater, contracting officers (COs) shall use both the Procurement Strategy Meeting (PSM) Executive Summary and the Written Acquisition Plan template. The acquisition strategy will first be briefed to NASA Headquarters (HQs) using the PSM Executive Summary template; the Executive Summary presentation acquisition schedule shall include the anticipated date for submission of the written acquisition plan to HQs OP for review/approval. The Written Acquisition Plan will subsequently be submitted and distributed to NASA HQs for final review/approval. Written acquisition plans must be approved prior to releasing a Final Request for Proposals (RFP)/solicitation.

FAR 2.101 defines "Acquisition planning" as the process by which the efforts of all personnel responsible for an acquisition are coordinated and integrated through a comprehensive plan for fulfilling the agency need in a timely manner and at a reasonable cost. It includes developing the overall strategy for managing the acquisition. FAR Subpart 7.1 and NFS Subpart 1807.1, Acquisition Planning, set forth the requirements and procedures for preparing a written acquisition plan or a PSM.

When drafting the written acquisition plan the CO will typically need to coordinate with offices outside of Procurement (e.g., Office of the Chief Financial Officer, Office of the Chief Information Officer, Office of Small Business Programs). Processes for distribution/review/approval of written acquisition plans at the installation level may vary. Installations should follow local guidance for distribution/review/approval of the written acquisition plans approved at the installation level.

Below the preliminary introduction (i.e., this section), including instructions, applicable references, and change log, is the written acquisition plan template. The template addresses all of the topics required in Federal Acquisition Regulation (FAR) 7.105, the supplemental acquisition planning topics in NFS 1807.105, and also allows tailoring to include installation-specific acquisition topics/requirements and information, as applicable. The template is organized to follow the order of the acquisition planning topic in the FAR and NFS.



CUI//SP-PROCURE/SP-SSEL//DL ONLY PROCUREMENT STRATEGY MEETING Executive Summary



Include a reference to the applicable page number in the written acquisition plan or PSM Chart number that includes additional details pertaining to the topic: (See FAR 7.105(b)(1), **Page No.** *(Insert page #)* **OR Chart No.** *(Insert Chart #)*)

Made In America

If applicable, provide a brief summary of the market research conducted that led to the conclusion to acquire a foreign end product, under the authority of the nonavailability exception at FAR 25.103(b)(2)(i).

Include a reference to the applicable page number in the written acquisition plan or PSM Chart number that includes additional details pertaining to the topic: (See FAR 7.105(b)(1), **Page No.** *(Insert page #)* **OR Chart No.** *(Insert Chart #)*)

Strategic Sourcing Considerations



[Address all alternatives explored (existing GSA, NASA, Center, and any other agency contracts) and explain why they are not viable alternatives]

Include a reference to the applicable page number in the written acquisition plan or PSM Chart number that includes additional details pertaining to the topic: (See FAR 7.105(b)(1), **Page No.** *(Insert page #)* **OR Chart No.** *(Insert Chart #)*)

NASA NFS Appendix A Enterprise Strategy

PSL Example

Aircraft Operations

1. PSL Enterprise Strategy Development and Approval



❖ PSL strategy developed for Aircraft Operations documented:

- Description of effort
- Current contract details
- Historical Acquisition Strategy (e.g. localized, centralized, regionalized)
- Recommended long-term and short-term enterprise procurement strategy with supporting rationale
- Capability and Capacity
- Enterprise Strategy Approval by OP AA and PSL Functional Owner

The document is titled "Product Service Lines (PSL) Strategy and Procurement Assignments for Aircraft Operations". It is a multi-page document with a NASA logo in the top left corner. The document is divided into several sections:

- PSL Description**: This section describes the effort, including the operation and maintenance of NASA's diverse fleet, including unmanned air systems. It also mentions the Aircraft Management Division (AMD) and the Commercial Air Services (CAS).
- PSL Description (cont.) - Current Status/Details**: This section contains a table with columns for various metrics, including "Current Status/Details".
- PSL Description (cont.)**: This section contains a table with columns for various metrics, including "Current Status/Details".
- Enterprise Procurement Strategy Procurement Assignment Rationale**: This section contains a table with columns for various metrics, including "Enterprise Procurement Strategy Procurement Assignment Rationale".
- Coordination & Approval**: This section contains a table with columns for various metrics, including "Coordination & Approval".

The document is signed by William Roets, Assistant Administrator for Procurement, on 8/24/19.

2. Codified in NFS Appendix A



Enterprise Strategy for Aircraft Operational Support Services was codified under NFS Appendix A-102.7. Strategy specifies buying locations and mandatory use contracts for in-scope aircraft operational support services; aircraft components; flight aircrew support and training requirements.

A-102.7 Aircraft Operational Support Services.

(a) Buying Location. The AFRC OP and JSC OP are the buying locations for aircraft operational support services, which includes maintenance, parts, and repair for aircraft (federal aircraft and unmanned aircraft systems as defined in 1847.200-70) and aircraft components; flight aircrew support and flight aircrew training.

(b) Contracting officers shall use the following mandatory contracts to satisfy all in-scope requirements for aircraft operational support services:

- (1) 80AFRC20D0003 – Aircraft Operations Support (AOS)
- (2) 80AFRC18D0004 – Aircraft Flight Crew Support (AFCS)
- (3) 80HQTR20D0003 – Aircrew Flight and Maintenance Training Services
- (4) 80JSC018D0002 – Aircraft Maintenance Logistics Integration Configuration and Engineering (ALICE)
- (5) 80JSC021DA004, 80JSC021DA006, 80JSC021DA009, 80JSC021DA011 - 80JSC021DA014 – Specialized Engineering, Aeronautics, and Manufacturing (SEAM) II

(c) The buying locations may delegate the authority to issue and administer individual orders to other NASA Centers. In accordance with 1847.200-71, requiring offices shall obtain concurrence from the cognizant Center Flight Operations Office prior to initiating orders for aircraft operational support services.

3. Strategy included in Doorway into Procurement



Supplemental information for Aircraft Operations is available in the Doorway into Procurement. This OP site guides users through the enterprise procurement strategies for PSL requirements above SAT.



Aircraft Operations

NASA-owned aircraft are agency-wide resources available to support all NASA programs and missions. The Aircraft Management Division (AMD) establishes and implements policies and standards for NASA aircraft operations. Centers manage and operate NASA's aircraft in accordance with NASA and federal policies and standards. Center aircraft operations are largely funded by programs and projects, but also by Center Management and Operations (CMO) budgets.

Aircraft operational support services includes:

- Maintenance, parts and repair for aircraft (federal aircraft and unmanned aircraft systems as defined in 1847.200-70) and aircraft components;
- Flight aircrew support; and
- Flight aircrew training

Long Term Strategy

- Regionalized strategy with all procurements in support of NASA aircraft operations awarded by AFRC and JSC
- Existing agency-wide contracts (e.g., JSC ALICE, AFRC AOS, etc.) utilized for new and follow-on requirements to the maximum extent practicable
- For situations warranting deviation from the strategy, the contracting officer shall prepare and submit a request for deviation for approval by the Senior Procurement Executive in accordance with NFS 1801.471

Short Term Strategy (transition to long term strategy)

- GRC may continue to satisfy its aircraft operational support services requirements using its Test Facility Operations, Maintenance & Engineering (TFOME - II) contract through its expiration (currently scheduled for 5/31/2025) after which time GRC shall assess opportunities for satisfying these requirements using existing agency-wide aircraft operational support contracts.

NFS A-102.7 Aircraft Operational Support Services

(a) Buying Location. The AFRC OP and JSC OP are the buying locations for aircraft operational support services, which includes maintenance and repair for aircraft (federal aircraft and unmanned aircraft systems as defined in 1847.200-70) and aircraft components; flight aircrew support and flight aircrew training.

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- (4) 80JSC018D0002 – Aircraft Maintenance Logistics Integration Configuration and Engineering (ALICE)
- (5) 80JSC021DA004, 80JSC021DA006, 80JSC021DA009, 80JSC021DA011 - 80JSC021DA014 – Specialized Engineering, Aeronautics, and Manufacturing (SEAM) II

(c) The buying locations may delegate the authority to issue and administer individual orders to other NASA Centers. In accordance with 1847.200-71, requiring offices shall obtain concurrence from the cognizant Center Flight Operations Office prior to initiating orders for aircraft operational support services.

NFS A-102.7 Aircraft Operational Support Services Buying Locations

Aircraft Operational Support Services

Buying Location: AFRC

Buying Location: JSC

Aircraft Operations Points of Contact

Procurement Portfolio Manager (PPM)	Enterprise Requirements Manager (ERM)
Tania Davis HQ Tania.B.Davis@nasa.gov 202-358-5266	Shane Dover LaRC shane.g.dover@nasa.gov 757-864-2543
AFCS and AOS Angela Stinchfield AFRC angela.t.stinchfield@nasa.gov 661-276-5029	AFMTS and ALICE Alice Pursell JSC alice.j.pursell@nasa.gov 281-483-9027
SEAM Miyoshi Collins JSC miyoshi.collins@nasa.gov 281-244-1683	

Ordering Guides

Ordering guides for AOS and ALICE are included in the document list below. Ordering guides for the remaining agency-wide contracts are in development or awaiting a new contract award. As ordering guides are finalized, this website will be updated with the information.

4. Contracts entered in Strategic Sourcing Repository



This OP site identifies all center-wide, multi-center and agency-wide contracts issued by NASA to **increase the awareness of existing contracts available for use to fulfill Center needs and establish use of such contracts as a preference over the award of new contracts**

Per NFS 1805.7001, COs are required to enter center-wide, multi-center and agency-wide contracts in the SSR within 30 days of award.

Requests for new additions to the SSR are reviewed by the NASA Category Manager.

Strategic Sourcing Repository (SSR)

In accordance with NFS 1808.003-7202 and 1808.004, requiring offices and contracting officers shall review the SSR prior to initiating new purchase requisitions and contract actions.

How to navigate the repository:

- Users may filter the data by selecting the desired filter from the dropdown Select or Clear... located in the column heading.
- Users may also sort the data on a given column by clicking the down/up arrows ⇅ located to the right of each column heading.
- Filters may be applied to multiple columns at once to narrow the results. Click the Clear All Filters button to return to view full content.
- Users may perform a keyword search on the "Program Name" and "Brief Description" fields by entering keywords in the text field in the column heading.

For more information on any of the identified contracts, click on the POC name hyperlink to initiate an email to the contracting officer.

Show All ▼ entries

Category	Subcategory	NASA Center	Program Name	Brief Description	Contract Number	For Use By
Select or Clear... ⇅		Select or Clear... ⇅			Select or Clear... ⇅	Select or Clear... ⇅
Equipment Related Services	Maintenance, Repair and Overhaul	AFRC	Aircraft Operations Support (AOS)	Maintenance of all assigned equipment on airframes and engines assigned to AFRC and designated UAVs for ARC. Aircraft types include, but are not limited to, motorglider through large commercial, military and experimental one-of-a-kind research aircraft. Support all aircraft operations, including aircraft maintenance (Organizational [O], Intermediate [I], as well as limited Depot [D] level), aircraft modification, and flight-line operations. Other NASA Centers may order services from this contract.	80AFRC20D0003	Agency-Wide

5. PSL Status Briefing



Status briefings are provided on a rotating basis to OP AA and senior leadership at the Procurement Leadership Committee (PLC) which is responsible for procurement enterprise decisions and investments that enable procurement support for NASA's mission.

Example PSL PLC Brief Out (sanitized)

Status Date: June 2022

Center(s)															
FTEs Pre-EPS	2.75	Projected FTEs Post-EPS	2.75												
Actual FTEs Post-EPS	3	Actual FTE ROI Efficiency	+25												
Overall Portfolio Health Assessment		Major Risks/Challenges and Mitigations													
Select the most appropriate box: Green Yellow Red ERM- John Doe/ PPM- Jane Doe Green - Progressing as planned Yellow - Issues identified but mitigation in development or in place Red - Significant issues; plans unlikely to be met without impact(s) to other areas or without additional resources		Risk to Schedule: Planned use of BICs and GSA MAS for procurement did not materialize. Both OP and GSA reached out to the 8(a) BIC contractors and GSA MAS holders who support the area with no responses received. Now pursuing an 8(a) competitive procurement Risk to Strategy: Use of GSA BICs or MAS was part of original strategy since GSA BICs and MAS cover all centers. Mitigation: Working closely with GSA early to find sources on their BICs or MAS.													
Accomplishments Since Last Quarterly Status		Schedule/Milestones/Upcoming Events													
Updated Draft PWS provided to ERM for review Worked with GSA to issue RFI to assess viability of using the Building Maintenance and Operation (BMO) BIC RFI/SS was published on SAM.gov on June 23 with a response due date of July 15 after not receiving the required minimum of two (2) 8(a) companies from the two GSA RFIs issued.		Review response to SAM.gov RFI/SS to determine next steps Center finalize requirements/SOW <table><tr><td>Requirements/RFP Development</td><td>TBD</td></tr><tr><td>RFP Release</td><td>TBD</td></tr><tr><td>Award/Effective Date</td><td>Anticipated Feb 1, 2023</td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr></table>		Requirements/RFP Development	TBD	RFP Release	TBD	Award/Effective Date	Anticipated Feb 1, 2023						
Requirements/RFP Development	TBD														
RFP Release	TBD														
Award/Effective Date	Anticipated Feb 1, 2023														