

**NASA Advisory Implementing Instructions:  
 Acquisition Strategy Meeting (ASM) Guide**

| <b>Chg #</b> | <b>Approver</b>                 | <b>Date Approved</b> | <b>Description/Comments</b>   |
|--------------|---------------------------------|----------------------|---|
| 5            | AA, CAO                         | 1/15/2025            | Updated to: (1) address JPL sourcing, per NPI 1000.99, (2) strengthen risk discussion in decision criterion 3, (3) reconcile pre-formulation timeline and milestones with NPR 7120.5F / NID 7120.148, and defer to same, (4) emphasize requirement for independent review associated with MCR, per NPR 7120.5F / NID 7120.148, (5) remove duplicative information on ASC procedures and documentation templates which are now contained in NPR 1152.1, (6) Update attachment E, ASM Template, to reflect executive requests for changes to strengthen risk management, NASA workforce, independent review, budget strategy, and JPL sourcing tension, (7) validated and clarified conduct of ASM documentation requirements, or lack thereof, (8) provided new appendices to address end user reported questions or requests and improve clarity. |
| 4            | AA's Senior Advisor / Technical | 11/22/2022           | Updated to: (1) define and standardize decision criteria for ASM meetings and align and clarify supporting evidence (data) needed for these criteria, (2) better delineate instructions to ASM Convening Authorities from instructions to program/project briefers, (3) further align procedures with current operations of the Acquisition Strategy Council, (4) clarify the scope of decision authority of ASMs, (5) incorporate process for major international contributions to the Artemis campaign per ASC instructions of June 2020, (6) clarify and reconcile guidance for meetings antecedent to ASMs as specified in NAI  |

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|---|---------------------------------|-----------|--|
|   |                                 |           | 1000.1, (7) provide guidance on handling of meetings, attendance, and sensitive materials for compliance with NPR 2810.7 and appropriate protection of acquisition sensitive materials and discussions, (8) retire the requirement for an ASM to disposition Funded Space Act, (9) clarify process and documentation requirements for certain determinations by Convening Authorities. |
| 3 | AA's Senior Advisor / Technical | 11/6/2020 | Updated to (1) reconcile Pre-ASM and ASM procedures with these meetings now being conducted within the Acquisition Strategy Council, (2) include alignment to Center Roles as part of the supporting justification, (3) provide additional guidance on supporting justification for partnerships and supplier capability to perform work.  |
| 2 | AA's Senior Advisor / Technical | 4/23/2018 | NAII 1000.2 issued; replaces initial ASM Guide NID.  |
| 1 | AA's Senior Advisor / Technical | 5/19/2015 | Initial ASM Guide issued as a NID to further implement the EC decision of 15 May 2012 to align Acquisition Strategy Planning and Acquisition Strategy Meetings to the NASA Organizational structure.   |

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## 1. Introduction and Definitions.

- 1.1. **Acquisition Strategy.** The method and delineation of NASA and supplier roles and responsibilities during the acquisition of NASA missions or services, over specific phases or stages of mission lifecycle (e.g., design, development, test/evaluation, production, launch, operations), as an optimal means of achieving specific driving objectives (e.g., cost control, schedule, performance). Acquisition strategies are distinct from procurement strategies in that they are not specific as to the nature of specific contract or other legal or binding implementing agreements.
- 1.2. **Acquisition Strategy Meeting.** The ASM is an optional decision-making forum where senior Agency management reviews proposed program and project acquisition strategies and authorizes the program or project to proceed with an approved acquisition strategy. The ASM results (decisions) are documented in an ASM Decision Memorandum (DM). The ASM should be conducted before Agency commitments are made, e.g., entering into procurements, partnerships, or other relationships, making Center assignments, or committing to international partnerships. Additional considerations on timing are provided below.
- 1.3. **Convening Authority and Thresholds.** The Convening Authority is the NASA Official in Charge who has authority to determine whether an ASM is required, and to subsequently convene and conduct a meeting to decide on the acquisition strategy. This may be either the NASA Associate Administrator or a Mission Directorate Associate Administrator. For institutional / mission support acquisitions, the Associate Administrator for Mission Support Directorate is the Convening Authority, unless this Convening Authority has been reserved by the NASA AA.

Conduct of an ASM is at the discretion of the Convening Authority, who may choose to conduct, to decline to conduct, or to delegate, an ASM within or outside of supporting boards or Councils.<sup>1</sup> The Associate Administrator is the Convening Authority for Pre-ASMs and ASMs which meet one or more of the following criteria.

- Category 1 projects.
- Acquisitions >\$1B (including multi-part acquisition strategies whose first phase may be <\$1B but whose final cost will exceed \$1B) but excepting Principal Investigator-led competed science missions.
- Projects requiring a coordinated acquisition strategy across multiple Centers, or whose Center role assignments may be competitive.
- At the discretion of the Associate Administrator due to high external stakeholder visibility or other factors.<sup>2</sup>

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<sup>1</sup> The previous requirement to conduct an ASM if the acquisition may involve use of a Funded Space Act Agreement (F-SAA) was retired in 2022. The ASC Chair may convene a non-ASM ASC meeting, at the Chair's discretion, to disposition cases where the use of F-SAA's cannot be resolved by the standard Office of the General Counsel determination process. Instead, ASM briefers should clearly communicate if F-SAAs are to be considered for use in their acquisition and procurement strategy.

<sup>2</sup> See section 3.9 below for significant international contributions to the Artemis campaign.

These ASMs are held in the Acquisition Strategy Council (NPD 1000.3, Chapter 3). The Office of the Executive Secretariat (OES) documents the criteria triggering escalation. Mission Directorate Associate Administrators are the Convening Authority for all other projects. The Convening Authority may choose to delegate certain ASMs; see Section 3.3 below.

- 1.4. **Additional Key Definitions.** Definitions of additional key concepts used in this NAII are included in Appendix A.
- 1.5. **Scope of ASM Decisions.** NASA manages programs and projects by investment area through NASA's program and project management processes and requirements as directed by NPD 7120.4, NASA Engineering and Program/Project Management Policy, its associated NPRs, and implementation through Agency and Directorate Program Management Councils. ASMs may consider dimensions of planned program/project implementation to assess acquisition risk, but ASM outcomes do not supplant these processes and requirements. ASMs may not make determinative decisions on matters of Procurement Strategy that are within the scope of Procurement Strategy Meeting (PSM) decision authorities. See Section 5.1 below for additional details.
- 1.6. **Antecedent Meetings (Decision Framing; Pre-ASM).** The Convening Authority may choose to conduct Decision Framing or Pre-ASM meetings to disposition or partially disposition certain specific ASM decision criteria (section 2.0), define additional decision criteria, or issue actions required for a successful ASM. Guidance for these meetings is provided in NAII 1000.1. Appendix B summarizes the differences between these meetings and ASMs, and Appendix C summarizes the process for determining whether a specific meeting needs to be conducted.
- 1.7. **Delta ASMs.** Convening Authorities may require delta ASMs to occur at specific points in an acquisition lifecycle, or if significant changes in the acquisition strategy itself are considered; see also 3.5.3 below.

## 2. ASM Decision Criteria

Consistent decision criteria should be applied to all ASM decisions, regardless of Convening Authority. The Convening Authority may determine additional decision criteria at antecedent Decision Framing or Pre-ASM meetings and may waive criteria. The recommending team must provide evidence supporting each decision criterion.

The three top-level criteria must be met, regardless of any tailoring or waiver of specific criteria. The top-level criteria establish the basic storyboard of acquisition strategy recommendation briefings at ASMs. Instructions for specific expected evidence are provided in Attachment E.

- 2.1. The Convening Authority confirms key assumptions and agrees that requirements are sufficiently mature and stable to proceed with acquisition.
  - a. Alignment. The strategy is shown to be consistent with documented Agency direction or guidance, and any prior ASC or other Convening Authority direction. Any proposed changes from direction are accompanied by clear rationale, and any prior formal actions are verified as closed.
  - b. Mission objectives, concept, and requirements maturity. Key assumptions are agreed upon by leadership. Requirements are mature and stable enough to proceed with acquisition. A Mission Concept Review (MCR) or equivalent review has been conducted, and any findings are dispositioned<sup>3</sup>
  - c. Schedule. The Convening Authority agrees with long-term schedule assumptions, including final need dates.
  - d. Supplier Assessment. Recommendations are informed by appropriate market research, capability assessments, requests for information, or other tools needed to establish the trade space of possible suppliers, including industry, NASA, international or interagency partners, or other non-government organizations.
- 2.2. The Convening Authority agrees on the primary drivers leading to the recommendation and is provided an objective assessment of why the recommended strategy is optimal.
  - a. Drivers. The acquisition strategy documents *and prioritizes* the primary factors driving its selection (e.g., cost, schedule, performance, policy, NASA ownership, workforce).
  - b. Analysis of Alternatives. An objective analysis of alternatives driven by these factors supports the recommended strategy. Alternatives address two or more *viable* alternatives.
  - c. Summary Recommendation. The acquisition strategy is stated with sufficient clarity and detail to inform the executability assessment below. NASA and supplier roles in each stage of development, production, and operations are clearly delineated.
- 2.3. The Convening Authority agrees that acquisition risks are understood and manageable in achieving the desired outcome.

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<sup>3</sup> NPR 7120.5F, NID 7120.48, requires that an independent assessment team conduct an MCR for programs, Category 1 projects, and select Category 2 projects.

- a. Integrated Risks and Mitigations. The overall risk posture of the program/project is presented. Specific risks to implementation of the recommended acquisition strategy are documented and risk mitigation steps are presented.
- b. Budget Strategy. Cost estimate bases of estimate are provided, including independent cost estimates when conducted. Budget for the acquisition is either available, or an acceptable budget strategy is presented which will support proceeding to a PSM or equivalent decision point.
- c. Management Model. The organizational structure, management approach, and Center role assignments support successful execution of the acquisition strategy.
- d. Workforce and Facilities. Workforce and facilities impacts are understood, and planned mitigation or management strategies are acceptable. Internal or external supplier capacity concerns or issues are addressed. Center assignments and assigned work are shown to be aligned with Center Roles as documented in NPD 1000.3 Chapter 6, as well as Agency strategic workforce planning needs. The roles expected to be fulfilled by NASA civil servants are explicitly described.
- e. JPL Sourcing. Potential tension with Federal procurement practices associated with any sourcing to JPL is understood and acceptable.
- f. NASA and Supplier/Partner Readiness. Credible evidence supports that NASA and recommended suppliers are capable of successfully conducting the work. Specific areas in which NASA may need to provide additional support are identified.
- g. Long Term Impacts. Lifecycle and long-term impacts are considered and satisfactorily addressed, specifically focused on program closeout.

### 3. Guidance for Convening Authorities

- 3.1. **ASM Timing.** ASMs should only be conducted after a planned acquisition has undergone significant pre-formulation, maturation, and supplier assessment. NPR 7120.5F / NID 7120.148 (figure 2-5) establish the timing of ASMs within the program/project lifecycle. An independent assessment MCR or equivalent level of maturity is required for programs, Category 1 projects, and select Category 2 projects. Sufficient time between an MCR Board and ASM should be reserved to fully disposition issues identified at the MCR. ASMs must be completed before a Mission Directorate has moved into a de facto acquisition strategy with stakeholders or suppliers, and the Convening Authority must be provided a robust analysis of alternatives to assess. For single project/program acquisitions, this implies ASM completion before KDP-A or equivalent.
- 3.2. **PSM Timing.** Recommending Mission Directorates should not plan PSMs immediately after ASMs; time must be allowed for actions which require closure prior to PSMs. Mission Directorates should consult with the Office of Procurement on reasonable timing for the PSM in question, case by case.
- 3.3. **ASM Escalation.** The ASC Executive conducts an annual acquisition forecast exercise with each Mission Directorate. Acquisitions which potentially meet one or more Agency thresholds (section 1.3) must be offered through the ASC Executive for ASC-level consideration, and if not included in the forecast, must be identified no later than three months before the needed decision. The ASC Executive documents considerations around specific Agency thresholds and reports back the ASC Chair's determination.
- 3.4. **ASM Stakeholder Consultation.** Convening Authorities should ensure that recommending programs/projects have consulted necessary stakeholders in advance of the meeting, to include communication of planned work assignments to the Centers involved in considering options. NPD 1000.5 Section 5 defines the responsibilities of specific stakeholders in the acquisition strategy process.
- 3.5. **ASM Attendance.**

ASMs held in the ASC. At a minimum, the core ASC membership (NPD 1000.3 Chapter 3) is invited. The responsible Mission Directorate Associate Administrator, rather than a delegate, is expected to attend unless they have a conflict of interest. Center Directors of Centers who are candidates for assignments based on their Center Roles are invited. The Chair may invite other senior officials, such as the Chief, Safety & Mission Assurance, Chief Health and Medical Officer, or Center Director, JSC (as crew Technical Authority), if the recommended acquisition approach raises specific issues under their authorities. The list of other potential invitees documented in the ASC charter will also be reviewed for appropriate stakes.

Supporting staff should be limited; no more than three people for the sponsoring organization and one for other organizations, and all participants are expected to be needed to actively participate in the ASM discussion. Attendance requests must be made in advance of the meeting and approved by the Chair through the ASC Executive.

ASMs conducted by MDAAAs or other Convening Authorities. For ASMs not conducted in the ASC, attendance should be similarly limited. The following officials are required, in addition to the Convening Authority:

- Chief Acquisition Officer, or designee (e.g., Deputy Chief Acquisition Officer).
- NASA Assistant Administrator for Procurement, in their role as Deputy Chief Acquisition Officer and Agency Senior Procurement Executive.
- Chief Financial Officer.
- General Counsel.
- Chief Information Officer.

Other core ASC members (Chief Engineer) or senior officials (e.g., Chief, Safety & Mission Assurance, Chief Health & Medical Officer) may be invited at the Convening Authority's discretion, referring to acquisition responsibilities documented in NPD 1000.5 to ensure correct participation. For these ASMs the sponsoring organization is responsible for ensuring the relevant stakeholders are invited.

#### 4. Handling of Materials and Meetings; Documentation and Dissemination of Outcomes.

4.1. **Sensitive Materials Controls.** All materials involved in the conduct and documentation of ASMs must be handled with appropriate markings and controls on meeting management and supporting information systems.

- Materials must be marked CUI Specified, with a minimum of SP-PROCURE and SP-SSEL category markings applied.
- The following format is compliant for slide headers, adding additional category markings (e.g., SP-BUDGET, SP-EXPT, SP-PROPIN) when needed:

**CUI // SP-PROCURE / SP-SSEL  
Pre-Decisional**

- Per Federal CUI requirements, CUI markings must be in a single line on the header of each slide, and markings on each slide should reflect all CUI content in the entire presentation.<sup>4</sup>
  - A “Pre-Decisional” header should be applied on a second header line (per CUI requirements) to reinforce an Agency position that acquisition strategy materials are exempt from FOIA.
  - Additional CUI Limited Materials Dissemination Control (LMDC) markings are not permitted for ASC materials.
  - For Decision Framing Meetings or Pre-ASMs in which a Mission Directorate AA is the Convening Authority and the Mission Directorate is both the author and recipient/relayer of the information, LMDCs may be used but materials must be controlled in an appropriate manner.
  - Other markings inconsistent with the CUI standards (e.g., “For NASA internal use only,” “Not for redistribution,” etc.) must not be included in slide headers. Briefers may include such markings in slide footers only, but they have no binding effect and are discouraged.
- 4.2. **Meeting Management.** Present known lists of interested parties before initiating any discussion; invite attendees to recuse themselves if they have potential conflicts of interest. Actively monitor participation in online/virtual meetings, per NPD 2810.7, 2.13.4.a. Follow additional NASA requirements for management of online meetings containing CUI [as documented by OCIO](#).

#### 4.3. Documentation and Dissemination of Decisions.

Briefing Charts. ASM charts do not constitute documentation of an ASM decision. Decisions are documented through an ASM Decision Memorandum (ADM), which should include minutes of the meeting. A draft version of the ADM should be available at the

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<sup>4</sup> Alternatively, Federal CUI requirements allow portion markings at the discretion of the briefer but if applied, must be applied consistently throughout (i.e., every element of every chart must be marked uncontrolled or CUI). This cumbersome briefing format is not recommended for ASMs.

ASM. ADMs must define the acquisition strategy being approved, rather than simply approve it by reference to a separate document.

ASMs held in the ASC. Decisions made at the ASC are consistent with the ASC Charter (NPD 1000.3) in which the ASC Chair is the sole decision authority. NPR 1152.1 prescribes the format for minutes and decisions for Agency Councils including the ASC. Decisions and actions are communicated to participants within 24 hours of a meeting. Decisions made in the ASC are final, regardless of whether an electronically signed minutes and Decision Memo artifact has yet been produced. Documented outcomes of ASC meetings are marked at minimum CUI // SP-PROCURE / SP-SSEL // DL ONLY, with the DL ONLY limited dissemination control corresponding to meeting participants and any eventual Contracting Officers for the activity.<sup>5</sup>

ASMs conducted by MDAAAs or other Convening Authorities. Outcomes should be documented using a format similar to the Agency Council standard in NPR 1152.1, under signature of the Convening Authority. Convening Authorities may establish their own CUI category marking and limited dissemination control approaches but are strongly encouraged to follow the ASC approach above.

- 4.4. **External Release.** NPD 1000.5 establishes NASA's policy relative to release of pre-decisional acquisition related materials outside the Agency, including for audit purposes.
- 4.5. **Records Management.** For ASC decision memoranda and minutes, OES follows records retention schedule 01/014.0.B.01, "Temporary Commissions, Boards, Councils and Committees; Internal Agency Committees." Records are transferred to the National Archives when 20 years old. OES will assess decontrol of ASC materials against the relevant current contract status when dispositioning these records. Only OES-authored final documents are transferred, i.e., minutes and decisions. Recommending organizations are responsible for records management of all other related documents such as briefing materials, etc.

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<sup>5</sup> Additional access can be cleared by the Office of the Administrator on a need-to-know basis. Contact the ASC Executive to request approval and arrange for access. The Chair may approve access in full, access to a relevant excerpt, viewing without direct access, or other options, depending on the material and the request.

## 5. Special Considerations.

5.1. **Clarification of ASM authorities.** The following areas of related acquisition decisions are beyond the authority of any ASM Convening Authority and should be excluded from ASM recommendations and decision memoranda:

- Any procurement decisions within the scope of the PSM decision authority (Senior Procurement Executive).
- Determination of the Source Selection Authority; per NFS 1801.603-1 the NASA Administrator delegates this authority to the Assistant Administrator for Procurement, who may further delegate.
- Approval of specific program/tailoring; intended tailoring discussions at the ASM are for the purpose of understanding potential risks to management of the acquisition only.
- “Concurrent” approval of Program Commitment Agreements, Formulation Authorization Documents, or any other program control document required by NPD 7120.5.
- Official determinations made by the Office of General Counsel on the suitability of NASA authorities or legal instruments used to implement an acquisition strategy.

5.2. **Head of Contracting Authority.** If requested, the ASC may establish the Head of Contracting Authority (HCA) for the program or project. If not established by the ASC, NFS 1802.101 determines the HCA.

5.3. **International contributions to the Moon to Mars campaign.** For acquisition strategies involving or considering significant (in terms of visibility, program impact, dollar value, or political interest) international partner contributions, potential partnerships at the ASM should be concluding a formal study phase (possibly involving a Study Agreement). The ASM serves as the formal internal decision point to proceed with pursuing the international partner contribution and sets the baseline for the element’s acquisition strategy. It does not serve as Authorization to Proceed with negotiations involving the proposed approach (see Appendix F, from the [process approved at the June 12, 2020 ASC](#)). The following additional decision criterion, aligned under section 2.1 above, applies in these cases:

- The acquisition strategy has been coordinated with the Office of International and Interagency Affairs and is consistent with the “Flow of International Partnerships” (Appendix F, below) to ensure that international commitments are not made prematurely relative to the process endorsed by the ASC.

5.4. **JPL Sourcing.** Per NPI 1000.99, Decision Criterion 3 now includes a risk assessment for potential tension with Federal procurement and practices when JPL sourcing is being proposed. Instructions are included in Attachment E. Programs should work directly with the Office of Procurement to conduct this assessment. The NASA Office of JPL Management and Oversight (NOJMO) should also be included in ASMs involving proposed JPL sourcing.

## 5.5. Convening Authority Determinations; Processes and Documentation Requirements.

The following three categories of Convening Authority determinations do not require the Chair to provide/sign related documentation, under NPD 1000.3 or NPD 1000.5. The recommending organization or an advisory stakeholder may request that an agent of the Convening Authority (e.g., the ASC Executive) author and provide such documentation if (1) specific, foreseeable future issues over the life cycle of the acquisition would benefit from this documented context, or (2) a stakeholder wishes to formally record a dissenting opinion to the Convening Authority's determination. Consult Appendix C for the overall process for determining whether a meeting is required.

**5.5.1. Delegation of Convening Authority.** The ASC Chair may decide to delegate an Agency-level ASM to a MDAA or other Convening Authority. To make such a request, the Mission Directorate AA (not the program/project) should provide a rationale associated with each documented ASC threshold/trigger (section 1.4 above) showing why delegation is supported. The ASC Chair will decide based on the rationale, feedback from ASC members (whether in board or out of board), and any actions issued at antecedent Decision Framing or Pre-ASM meetings. Delegation may further be documented at such antecedent meetings. If delegated, Decision Memoranda resulting from the delegated ASM must be transmitted to the ASC Executive for archival alongside the ASC materials.

**5.5.2. Decision to Conduct / Not Conduct an ASM.** Under NPD 1000.5, ASMs are not required; they are at the discretion of the Convening Authority. If documentation of a decision not to conduct a meeting is desired in exceptional cases, it may be negotiated with and provided by an agent of the Convening Authority, such as the ASC Executive, as part of their normal records management processes.<sup>6</sup>

**5.5.3. Requests to Reconsider an ASM Decision (e.g., Delta ASM requests).** For ASMs at the ASC level, ASC members may request reconsideration of an ASM decision (e.g. a Delta ASM) if significant facts have changed or if the acquisition strategy as executed is anticipated to differ substantively from the strategy specifically documented in the ASM decision memorandum. Such requests must follow the appeals process for final Agency Council decisions per NPD 1000.3, Chapter 3, ASC Charter.

**5.6. Written Acquisition Plans.** Per [direction of the ASC on February 17, 2022](#), NPD 1000.5C has been amended to require “robust and formal documentation of Acquisition Plans” (NPD 1000.5, 1.e.(15)). As endorsed by the ASC, these written Plans are written and approved after a PSM but before a final RFP is released. They are not required supporting information for ASMs. The Office of Procurement manages requirements for Acquisition Plans.

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<sup>6</sup> Since Decision Framing Meetings, Pre-ASMs and ASMs are not requirements, they likewise are not formally waived, and hence a requirement does not exist for the Convening Authority to document or sign a decision not to conduct a meeting. In this document, “waived” is used to denote the plain language interpretation of a Convening Authority's decision not to conduct a meeting.

## **APPENDIX A: Other Key Concept Definitions**

**ASC.** The NASA Acquisition Strategy Council, one of three Agency Governance Councils chartered under the NASA Executive Council. It is chaired by the NASA Associate Administrator. The ASC is used when the NASA AA retains Convening Authority for an ASM. Its charter is in NPD 1000.3 Chapter 3, and it follows policies and procedures in NPD 1152.1 and NPR 1152.1.

**CUI.** Controlled Unclassified Information, a Federal requirement for marking of sensitive materials per NPR 2810.7. NASA civil servants have various administrative, statutory, legal and individual responsibilities and liabilities for proper handling and control of materials marked CUI, based on specific markings.

**NPD 1000.5.** NASA's overall policy for acquisition, which defines the scope of acquisition, key principles and policies, and key responsibilities of various stakeholders.

**OES.** The Office of the Executive Secretariat, a staff office within the Office of the Administrator reporting to the NASA Chief of Staff. OES manages Agency Governance, and the ASC Chair (Associate Administrator) is a customer served by the OES ASC Executive.

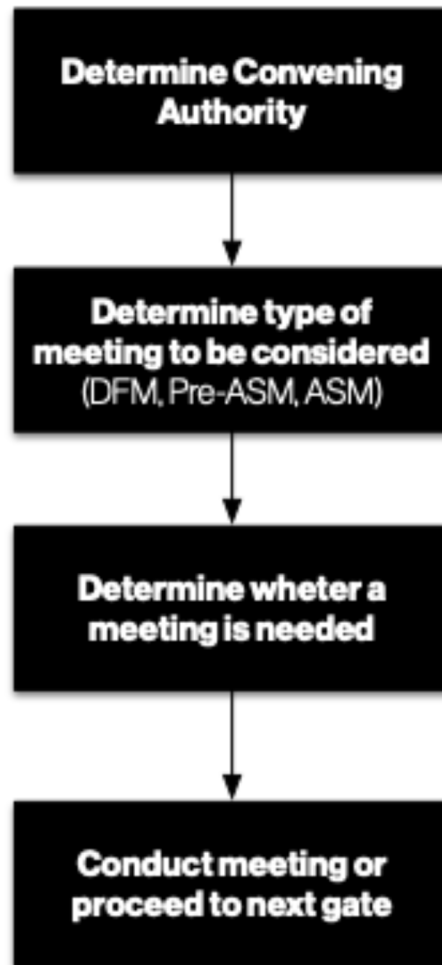
## APPENDIX B: Summary of Meeting Types

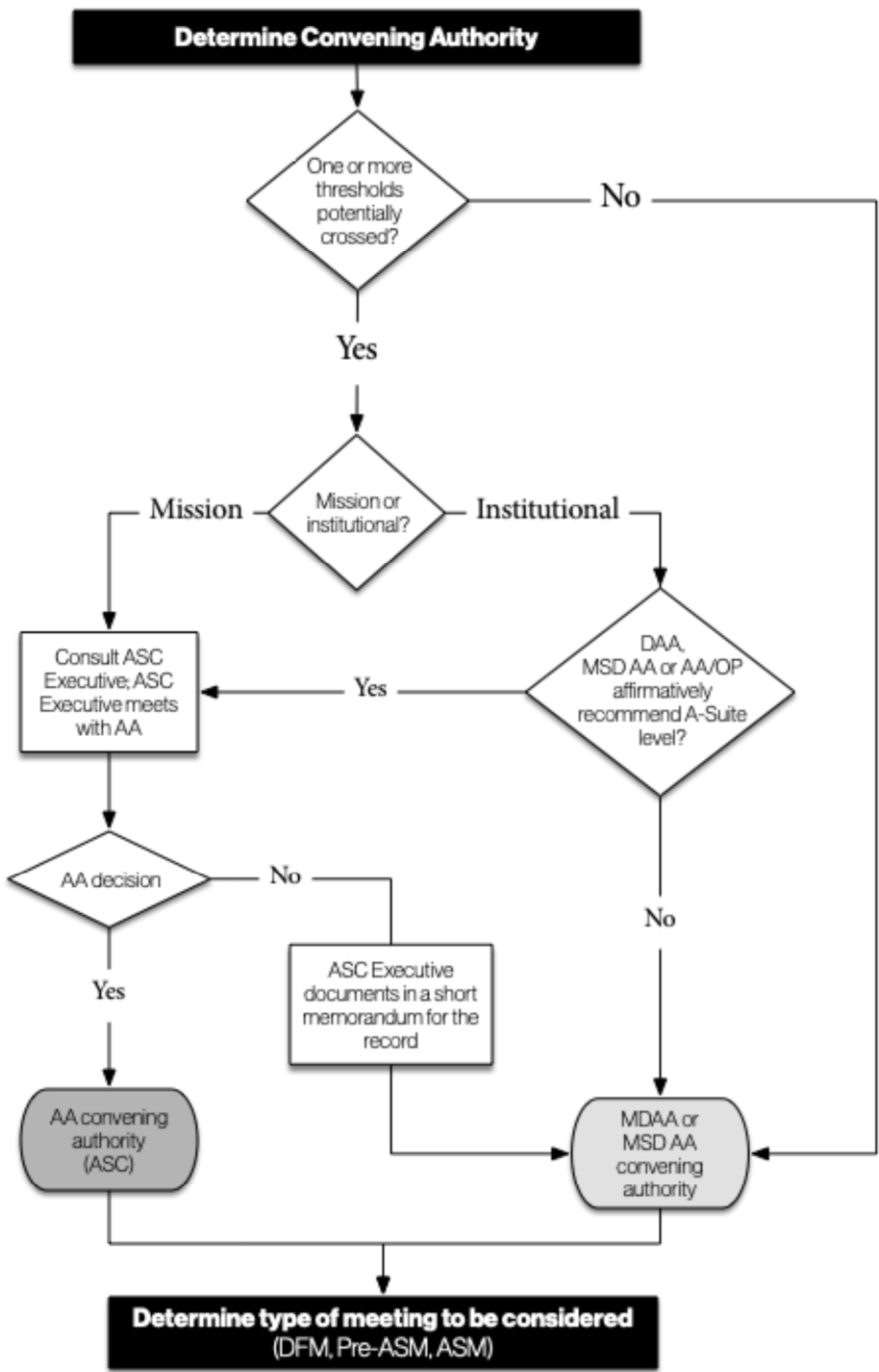
*Note: All meetings are at the discretion of the Convening Authority.*

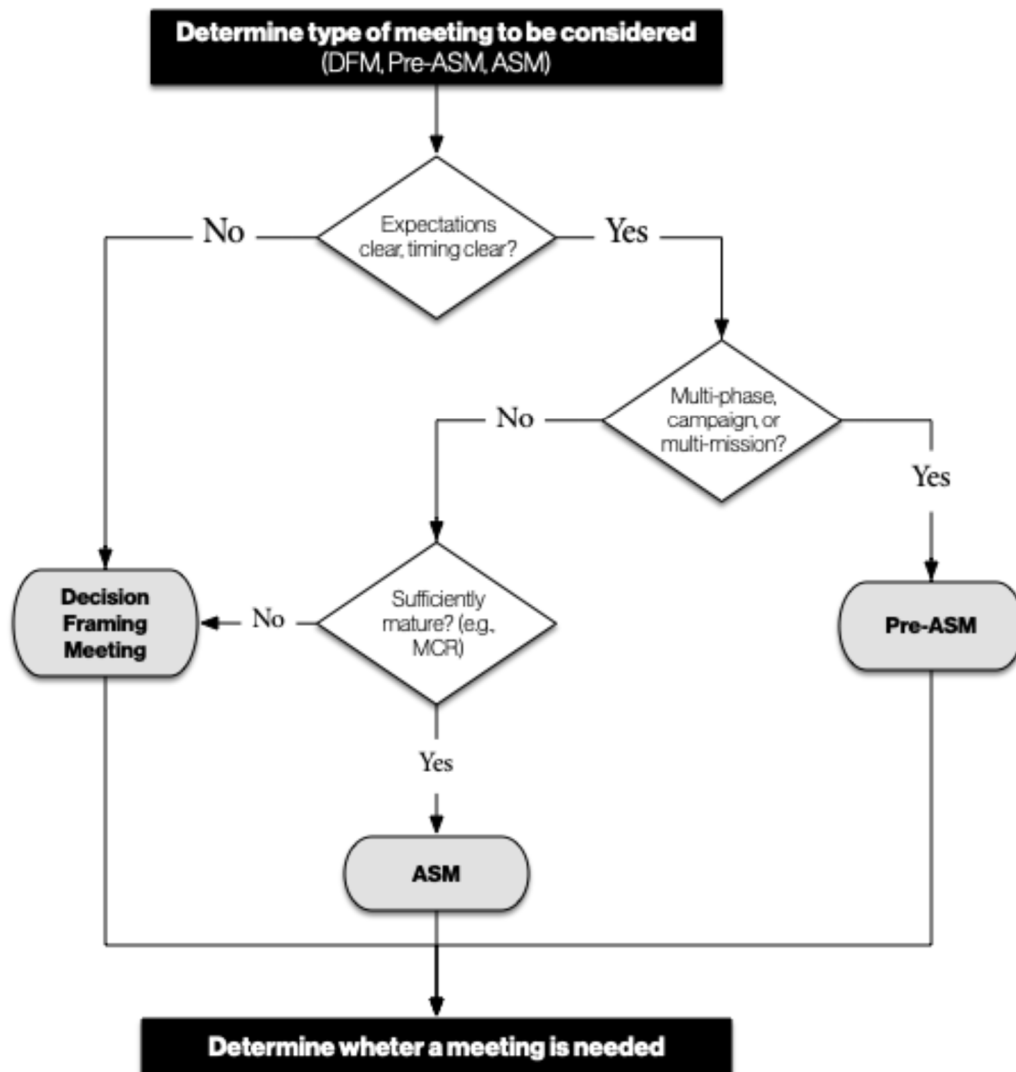
| Meeting Type                                      | Purpose   | Key Outcomes  | When to Use   |
|---|---|---|---|
| <b>Decision Framing Meeting (DFM)</b>             | Prepares stakeholders for a subsequent Pre-ASM or ASM by resolving critical uncertainties or conflicting objectives.              | <ul style="list-style-type: none"> <li>• Identification of constraints, risks, and trade-offs.</li> <li>• Agreement on success criteria and timing of ASM.</li> <li>• Preliminary alignment among stakeholders.</li> <li>• Clarification of acquisition strategy trade space.</li> <li>• Agreement on ASM Convening Authority.</li> </ul> | <ul style="list-style-type: none"> <li>• When there are unresolved issues or uncertainties that could delay or derail an ASM.</li> <li>• For simple or smaller-scale acquisitions requiring early focus.</li> <li>• After Pre-Formulation Approval Letter, typically after RFI(s), but well before ASM need.</li> </ul> |
| <b>Pre-Acquisition Strategy Meeting (Pre-ASM)</b> | Refines acquisition objectives, trade space, and requirements for more complex acquisitions, ensuring readiness for a formal ASM. | <ul style="list-style-type: none"> <li>• Detailed acquisition objectives.</li> <li>• Defined options and trade-offs from an enterprise perspective.</li> <li>• Alignment of strategy with NASA priorities.</li> <li>• Agreement on ASM Convening Authority (or Authorities, for multi-element acquisitions).</li> </ul>                   | <ul style="list-style-type: none"> <li>• In rare cases of complex, multi-phase, or multi-element acquisitions requiring higher level alignment and preparation before an ASM.</li> <li>• After Pre-Formulation Approval Letter, well before ASM need.</li> </ul>  |
| <b>Acquisition Strategy Meeting (ASM)</b>         | Formal decision-making forum for finalizing and approving the acquisition strategy for significant, high-profile acquisitions.    | <ul style="list-style-type: none"> <li>• Approved acquisition strategy.</li> <li>• Assignment of roles and responsibilities.</li> <li>• Identification of risks and mitigation measures.</li> </ul>   | <ul style="list-style-type: none"> <li>• For acquisitions with significant scope, cost, risk, or visibility requiring AA or MDAA governance approval.</li> <li>• After MCR or equivalent, but before KDP-A or equivalent.</li> </ul>  |

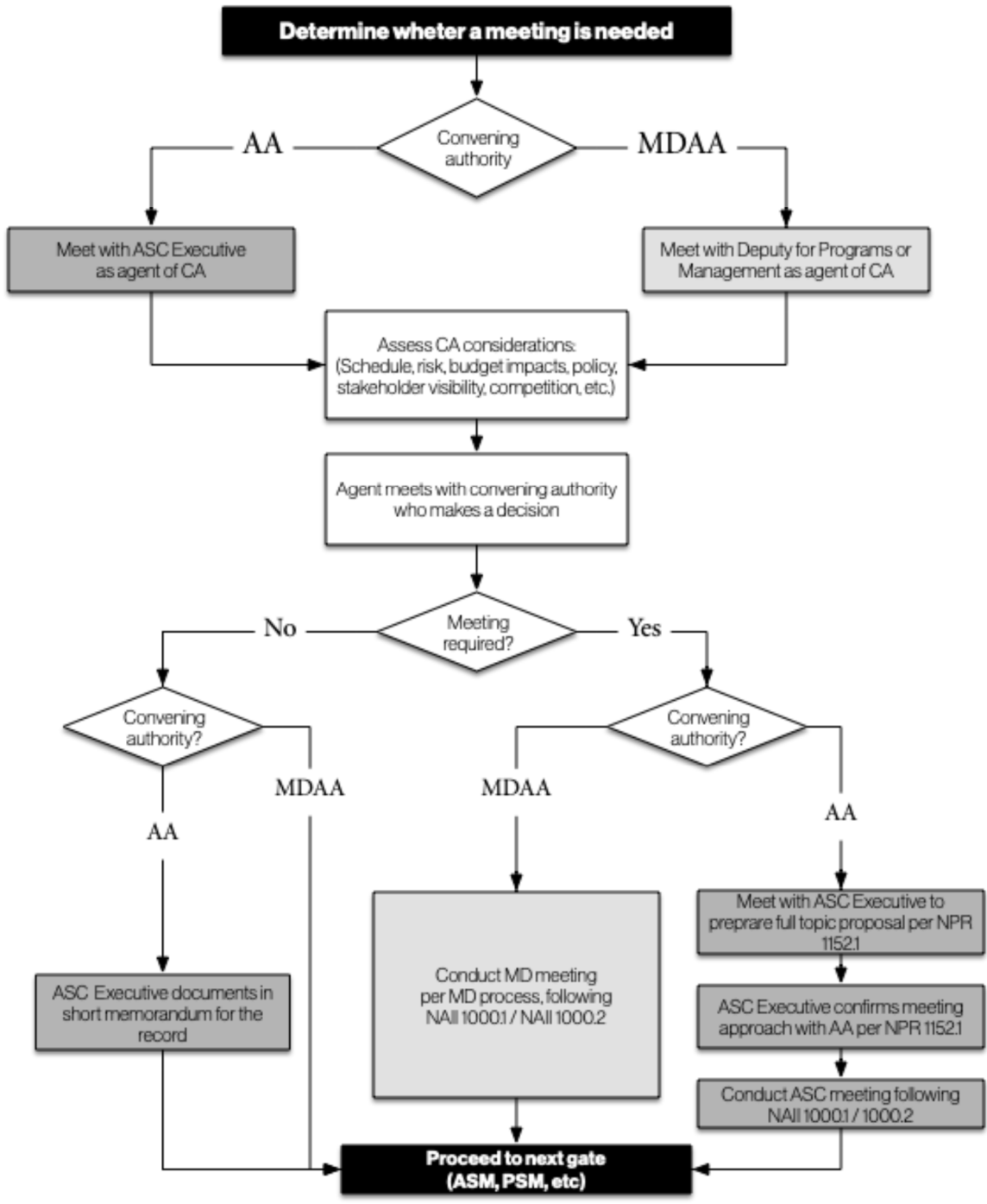
## APPENDIX C: Processes for Determining Meeting Need and Type

Overall process (each step is detailed in subsequent pages):









## **APPENDIX D: ASM Briefing Template and Detailed Instructions**

The current ASM briefing template, including detailed instructions on evidence required to meet the ASM decision criteria, is linked at:

<https://nasa.sharepoint.com/sites/oes/SitePages/Council-Topics/ASC/ASC-Meetings.aspx>

All content in the template is required unless approval is secured from the Convening Authority (via an agent, e.g., the ASC Executive) to waive specific content. Organizations are responsible for validating completeness of content. Certain content may be moved to backup slides to ensure focus is kept on critical items within the time available for an ASM meeting.