

## **Enclosure 1. NASA Advisory Implementing Instructions: Pre-Acquisition Strategy Meeting (Pre-ASM) Guide**

### **1.0 Introduction**

1.1 The Pre-ASM is a forum to provide the NASA Associate Administrator insight into the acquisition considerations for a program or project prior to conducting the Acquisition Strategy Meeting (ASM). This allows the Associate Administrator an opportunity to provide guidance and direction while the acquisition strategies are in formulation rather than waiting for the ASM, where the acquisition strategy is ready for approval. Key decisions such as competed or directed missions may be determined in the Pre-ASM, which helps focus the mission strategy as the project progresses. Above all, the Pre-ASM allows for a small leadership discussion on the trade space of options with the intent of vetting and narrowing those options prior to the ASM.

1.2 The Associate Administrator is the convening authority for Pre-ASMs and ASMs for: acquisitions >\$1B; Category 1 projects; projects requiring a coordinated acquisition strategy across multiple Centers; and funded Space Act Agreements; and for pre-ASMs and ASMs convened at the discretion of the Associate Administrator. Mission Directorate Associate Administrators, or appropriate functional sponsor, are the convening authority for all other projects. Pre-ASMs and ASMs are conducted at the discretion of the convening authority and are not always required.

### **2.0 Pre-Acquisition Strategy Meeting Guidance**

2.1 The Pre-ASM is part of the Acquisition Strategy, as described in NPD1000.5. For flight projects, the Pre-ASM is held in the Pre-Phase A timeframe, typically between Formulation Authorization Document (FAD) approval and Mission Concept Review (MCR), although the Pre-ASM could be held prior to FAD approval or after MCR, depending on the project concept. Projects and acquisitions that do not require major acquisition strategic decisions may not be required to have a Pre-ASM, as determined by the convening authority.

2.1.1 The presenting organization is responsible for coordinating the recommended approach with affected Centers, Mission Directorates, and NASA Offices, such as the Office of the Chief Information Officer (OCIO). It is imperative that prior to the Pre-ASM, the prospective Centers involved in the acquisition strategy have been briefed on the strategy, concur with the content (acquisition trade space, roles and responsibilities, etc.), and areas of disagreement are clearly identified for discussion at the Pre-ASM.

2.2 Pre-ASM attendance should be limited to direct stakeholders (e.g., Mission Directorates) and should not exceed a total of 10 people. The presenting organization is responsible for ensuring the relevant stakeholders are invited. Required attendance includes:

- a. NASA Associate Administrator (for acquisitions >\$1B; Category 1 projects; projects requiring a coordinated acquisition strategy across multiple Centers; and funded Space Act Agreements; and as designated by the Associate Administrator);
- b. NASA Deputy Associate Administrator (per NASA Associate Administrator attendance);

- c. Responsible Mission Directorate Associate Administrator, or appropriate functional sponsor, and selected attendee's (general guidance no more than 3 people, or if multiple organizations are involved, general guidance should be no more than 2 per organization);
- d. Chief Financial Officer, in both roles as the CFO and as the Agency's Chief Acquisition Officer;
- e. NASA Assistant Administrator for Procurement, in his/her role as Deputy Chief Acquisition Officer and Agency Senior Procurement Executive; and
- f. NASA Chief Information Officer.

2.3 Participants should present a *trade space of acquisition options*, for discussion in the Pre-ASM with the intent of narrowing the options to a couple for further consideration in the ASM. For the Pre-ASM, participants should consider all perspectives and issues, including:

- a. Have external stakeholder concerns (e.g., decadal surveys, Congressional language), Agency, and Administration initiatives and strategic goals been considered?
- b. Have both short-term and long-term perspectives been considered?
- c. What are the make, buy, or partner options being considered?
- d. For each option considered:
  - What is the rationale and strategy?
  - How does the high-level make, buy, or partner strategy optimize the proposed team's expertise?
  - How does it provide best value while maintaining Agency competencies, relationships between NASA and suppliers and partners?
  - How are the NASA Center's capabilities affected (e.g., civil servants, contractors, infrastructure, etc.)?
  - What are the political implications?
  - How is the option aligned with the budget availability?
  - Are there technology tall polls that may affect the acquisition? When will technologies be available in relation to ASM and Key Decision Points (KDPs)?

2.4 Pre-ASM Potential Outcomes:

- a. Recommendations on make versus buy versus partner options
- b. Establish any additional sponsoring organization trades needed to be performed prior to ASM
- c. Establish any independent analysis of alternatives needed to be performed prior to ASM
- d. Establish Mission Directorate and top-level Center assignments
- e. Determination of acquisition decisions required at ASM
- f. Provision of additional guidance by the Decision Authority before acquisition agreements are finalized

### **3.0 Presentation and Meeting Guidance**

3.1 For Pre-ASMs led by the Associate Administrator, the Pre-ASM logistics and scheduling support are provided by the Office of Agency Council Staff (OACS) in support of the Associate Administrator. The Mission Directorate Associate Administrator or senior representative should contact the OACS team lead at least six weeks prior to the meeting date for specific instructions.

Pre-ASMs led by the Mission Directorate Associate Administrator, or appropriate functional sponsor, are the responsibility of their organization.

3.2 Presentations should be direct, succinct, and no more than 30 charts (backup not included).

3.3 Presentation materials and the meeting agenda are considered NASA pre-decisional. Given that Pre-ASM materials involve competition-sensitive information, all transmission of data files and email discussions should follow encryption standards and involve only those cleared to support the meeting. Presentation materials should be e-mailed to the Associate Administrator and invited principals at least 24 hours before the Pre-ASM meeting.

3.4 Presentation materials should focus on the acquisition complexity, acquisition trade space, make/buy or competition/directed options, management responsibilities, unique use of authorities, etc. Presentation materials should include:

- a. Mission concepts (preliminary)
- b. Schedule (preliminary)
- c. Rough-order-of-magnitude (ROM) costs, including any potential partner contributions, and relation to budget availability
- d. Proposed acquisition options (based on trades, Figures of Merit and analyses)
- e. Pros/Cons for each option, and any pertinent considerations listed in section 2.3 above
- f. How options were coordinated with affected Centers, Partners, Stakeholders, others
- g. Center concurrences and differences
- h. Recommendations
- i. Next Steps

#### **4.0 Meeting Summaries and Final Document Disposition**

4.1 The Pre-ASM presentation; the meeting summary, including outcomes and actions; and the Pre-ASM sign-in sheets form the official record of the Pre-ASM. This set of Pre-ASM documentation is archived by the OACS, when the AA is the convening authority.

- a. For acquisitions >\$1B; Category 1 projects; projects requiring a coordinated acquisition strategy across multiple Centers; and funded Space Act Agreements; and for pre-ASMs and ASMs convened at the discretion of the Associate Administrator, the sponsoring organization will prepare a succinct meeting summary signed by the organization's leadership (e.g., Mission Directorate Associate Administrator, CIO) or designee and the NASA Associate Administrator.
- b. For acquisitions < \$1B and for Category II and Category III projects, the sponsoring organization will prepare a succinct meeting summary signed by the organization's leadership (e.g., Mission Directorate Associate Administrator, CIO) or designee. A copy of the signed summary memo is emailed to the NASA Associate Administrator for awareness. The sponsoring organization is responsible for archiving the meeting summary and presentation material for future reference.

4.2 As part of the Pre-ASM process, the Mission Directorate Associate Administrator, or appropriate functional sponsor, should communicate preliminary acquisition decisions and resulting work assignments to the Centers involved in considered options.